Mastercard historical employee demographics data
2018-2022

Social	2022	2021	2020	2019	2018
Total employees	29,900	24,000	21,000	-	-
Contingent workforce**	4,900	3,900	1,500	-	-
% of employees outside of U.S	66%	65%	63%	-	-
# of countries with employees outside of U.S	89	85	82	-	-
% of employees that are full-time**	99%	-%	-%	-	-
Employees by gender (global)	**2022**	**2021**	**2020**	**2019**	**2018**
Women	39%	39%	38%	39%	39%
Men	61%	61%	61%	61%	-
Senior management by gender (global)	**2022**	**2021**	**2020**	**2019**	**2018**
Women	34%	33%	32%	33%	29%
Men	66%	67%	68%	67%	-
Employees by ethnicity (U.S)	**2022**	**2021**	**2020**	**2019**	**2018**
Black or African American	6%	6%	6%	6%	5.6%
Hispanic or Latino	8%	8%	8%	8%	8.4%
Asian	26%	23%	22%	21%	19.9%
All other people of color	2%	2%	2%	2%	1.7%
White	56%	58%	60%	61%	64.4%
Senior management by ethnicity (U.S.)[a]	**2022**	**2021**	**2020**	**2019**	**2018**
Black or African American	6%	7%	7%	4%	6.2%
Hispanic or Latino	11%	12%	11%	11%	10.9%
Asian	17%	13%	13%	15%	14.4%
All other people of color	1%	1%	1%	2%	1.2%
White	63%	66%	66%	67%	67.3%
Country managers by gender (global)[b]	**2022**	**2021**	**2020**	**2019**	**2018**
Female	32%	32%	34%	29%	-
Male	68%	68%	66%	71%	-
Generational distribution (global)[c]	**2022**	**2021**	**2020**	**2019**	**2018**
50+	13%	– %	– %	-	-
30-50	61%	– %	– %	-	-
Under 30	26%	– %	– %	-	-
Women by level (global)	**2022**	**2021**	**2020**	**2019**	**2018**
Senior management	34%	33%	32%	-	-
First-/mid-level management	36%	36%	36%	-	-
Professional	41%	40%	39%	-	-
Administrative	68%	70%	85%	-	-
Technical	27%	27%	27%	-	-
Non-technical	47%	45%	45%	-	-
People of color (PoC) by level (U.S.)[a]	**2022**	**2021**	**2020**	**2019**	**2018**
Senior management	35%	33%	32%	-	-
First-/mid-level management	40%	37%	35%	-	-
Professional	48%	45%	45%	-	-
Administrative	41%	40%	36%	-	-
Technical	51%	47%	42%	-	-
Non-technical	37%	36%	36%	-	-
Undergraduate interns[a]	**2022**	**2021**	**2020**	**2019**	**2018**
Women (global)	47%	51%	45%	47%	-
Men (global)	53%	48%	55%	49%	-
Black or African American (U.S.)	14%	12%	5%	11%	-
Hispanic or Latino (U.S.)	15%	9%	9%	16%	-
Asian (U.S.)	36%	31%	42%	37%	-
All other people of color (U.S.)	4%	2%	3%	1%	-
White (U.S.)	29%	37%	39%	32%	-
Recruitment[a]	**2022**	**2021**	**2020**	**2019**	**2018**
% of final candidate interviews that includes women (global)	67%	74%	72%	71%	80%
% of final candidate interviews that includes men (global)	74%	75%	76%	80%	-
% of final candidate interviews that includes a candidate of color (U.S.)	81%	86%	76%	83%	84%
% of final candidate interviews that includes a white candidate (U.S.)	66%	79%	64%	79%	-
Senior management recruitment[a]	**2022**	**2021**	**2020**	**2019**	**2018**
% of final candidate interviews that includes women (global)	65%	83%	69%	-	-
% of final candidate interviews that includes men (global)	85%	81%	100%	-	-
% of final candidate interviews that includes a candidate of color (U.S.)	72%	81%	67%	-	-
% of final candidate interviews that includes a white candidate (U.S.)	86%	88%	67%	-	-
Hiring	**2022**	**2021**	**2020**	**2019**	**2018**
% of hires that were women (global)	39%	41%	38%	-	41%
% of hires that were men (global)	60%	58%	62%	-	-
% of hires that were people of color (U.S.)	53%	51%	49%	-	39%
Senior management hiring[a]	**2022**	**2021**	**2020**	**2019**	**2018**
% of hires that were women (global)	42%	36%	44%	-	-
% of hires that were men (global)	56%	64%	56%	-	-
% of hires that were people of color (U.S.)	53%	36%	36%	-	-
% of hires that were white (U.S.)	43%	64%	64%	-	-
University hires[a]	**2022**	**2021**	**2020**	**2019**	**2018**
% of university hires that were women (global)	46%	48%	39%	42%	-
% of university hires that were men (global)	53%	51%	58%	58%	-
% of U.S. university hires that were people of color (U.S.)	66%	56%	61%	61%	-
% of U.S university hires that were white (U.S.)	32%	39%	38%	39%	-
Careers move	**2022**	**2021**	**2020**	**2019**	**2018**
% of careers moves received by women (global)	40%	42%	39%	40%	40%
% of careers moves received by men (global)	59%	58%	60%	60%	-
% of U.S university hires that were people of color (U.S.)	45%	40%	39%	38%	37%
% of U.S university hires that were white (U.S.)	53%	58%	59%	60%	-
Senior manager careers moves[a]	**2022**	**2021**	**2020**	**2019**	**2018**
% of careers moves received by women (global)	35%	40%	36%	-	-
% of careers moves received by men (global)	65%	60%	64%	-	-
% of U.S university hires that were people of color (U.S.)	44%	38%	32%	-	-
% of U.S university hires that were white (U.S.)	55%	58%	66%	-	-
Equal pay	**2022**	**2021**	**2020**	**2019**	**2018**
Women to men pay equity (global)	$1.00 to $1.00	$1.00 to $1.00	$1.00 to $1.00	$1.00 to $1.00	$0.996 to $1.00
Median pay for women (global)	94.0%	93.0%	92.4%	-	-
Employees of color to white employees pay equity (U.S)	$1.00 to $1.00	$1.00 to $1.00	$1.00 to $1.00	$1.06 to $1.000	$1.005 to $1.000
Median pay for people of color (U.S.)	93.2%	92.6%	92.4%	-	-
% of employees paid living wage (global)	100%	100%	–%	-	-
Employees subject to collective bargaining agreements (U.S.)	0	0	0	-	-
Employee retention (global)	**2022**	**2021**	**2020**	**2019**	**2018**
Voluntary attrition rate	11%	11%	5%	-	-
Involuntary attrition rate**	2%	2%	2%	-	-
Employee engagement (global)	**2022**	**2021**	**2020**	**2019**	**2018**
Employee engagement favorability[a]	88%	–%	85%	-	-

Percentages reported throughout were calculated with denominators excluding unknowns. Gender and ethnicity percentages may not sum to 100% as employees may prefer to not self identify.

Senior management is defined as senior vice president and above.

People of color is defined as U.S. employees that identify and report as Black or African American, Hispanic, Asian, American Indian, Alaska Native, Native Hawaiian/other Pacific Islander or two or more races. Ethnicity data does not include undeclared.

New metrics being provided within the 2022 report are flagged with**.

Blank fields exist where data was not publicly reported in that year.

Senior Management: Defined as senior vice president and above, except in 2019, when it was defined as vice president and above.

Ethnicity data (U.S.) does not include undeclared individuals or those who prefer not to self-identify in the numerator, but it does include them in the denominator.

Others: All other People of Color (PoC).

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