



2020 Global Inclusion Annual Report

# Creating limitless possibilities for everyone



# Table of contents

01

Our approach

02

Defining inclusion

03

Diversity, equity and  
inclusion at Mastercard

04

Awards and recognitions

05

Our commitment

06

Demographics



If the past year is any indication, our journey toward equity and inclusion may never end. There will always be more for us to understand and do. But we progress in the right direction every day that we choose to bring our decency to the forefront of every interaction, to listen to people, to see them for who they are and what they need, to find ways to level the playing fields and build pathways to opportunity for everyone.

–Michael Miebach, CEO & Ajay Banga, Executive Chairman

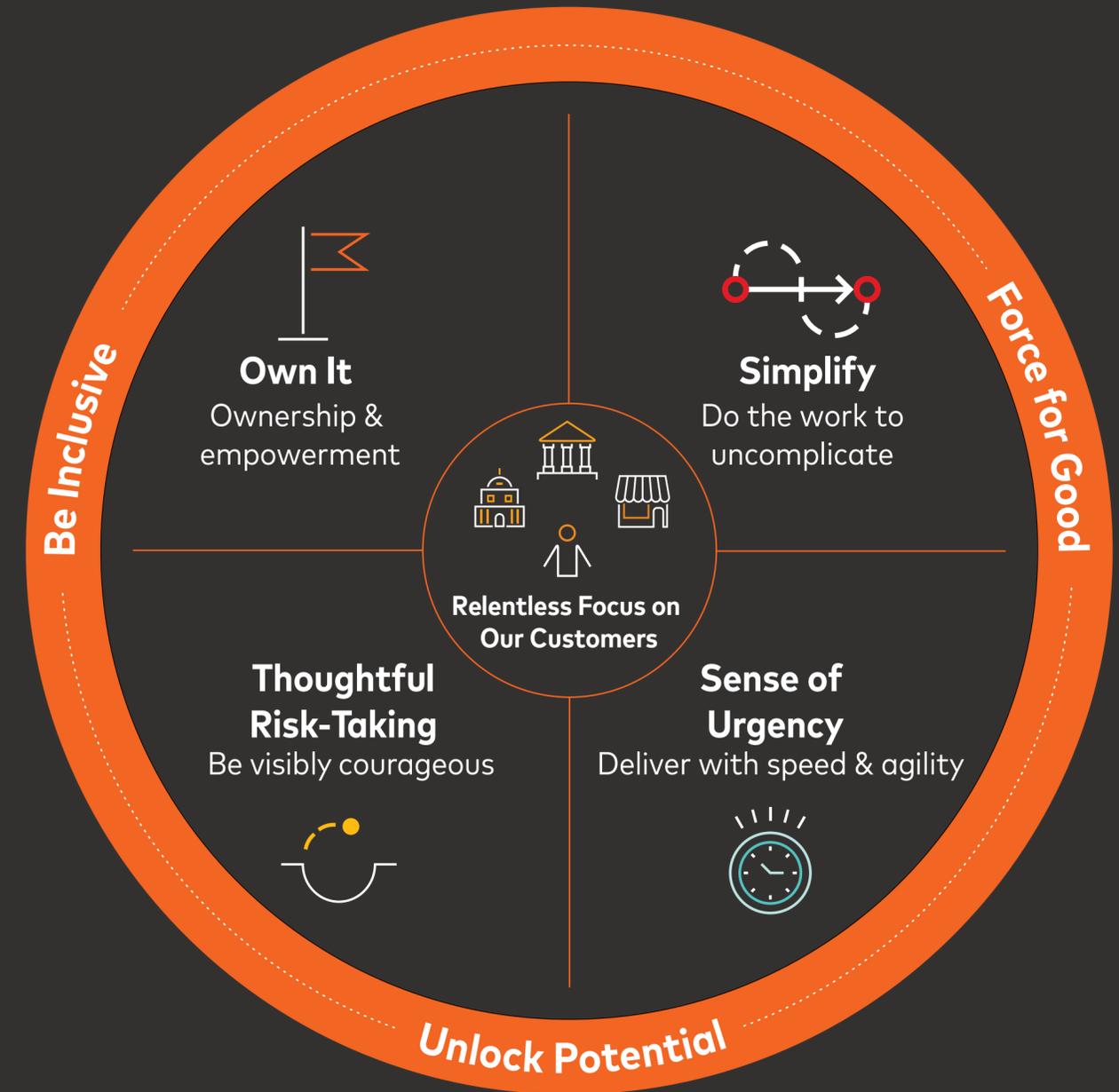
# Our approach





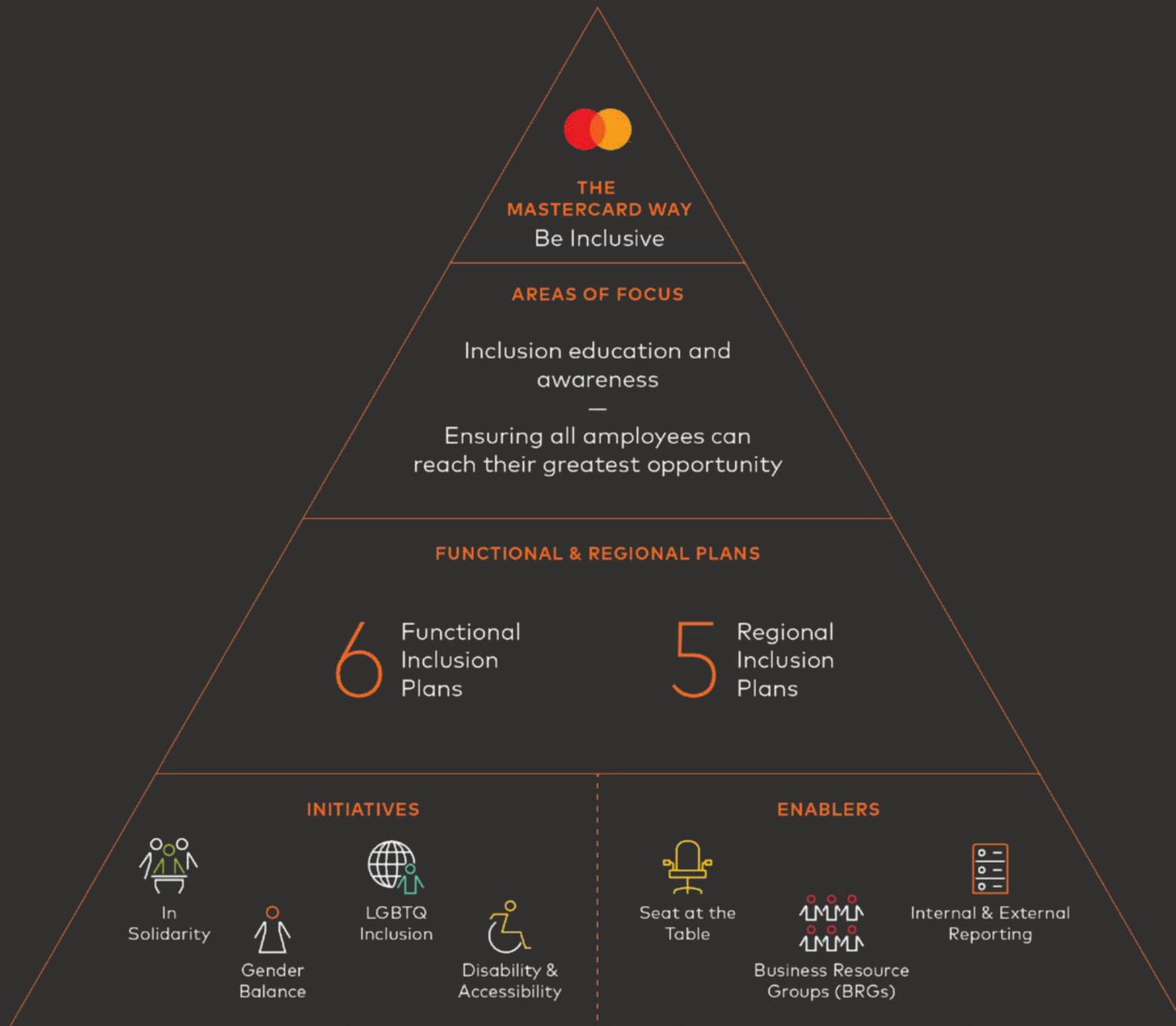
We believe that inclusion means everyone

Acceptance matters at Mastercard. We believe in inclusion and diversity because we know people thrive when they feel they belong, their ideas are valued and they are treated fairly. Fostering that equity and fairness is embedded in our DNA through the Mastercard Way, which promotes inclusion — and being a force for good — to unlock potential for ourselves, our communities and our business. It anchors our culture of decency and encompasses our major strategic commitment to drive inclusive economic growth in markets around the world. We are committed to creating a global corporate environment where all people are treated equally and fairly and given opportunities to advance. We want a workforce that reflects the wider world, with all its variabilities. As a global business, Mastercard also needs management and leadership teams that are as diverse as the more than 210 countries and territories we serve.





# Inclusion at Mastercard starts at the top



This report is designed to offer a transparent look at the work Mastercard is doing to effect real change throughout the company and around the world so our reality meets our aspirations. As a business and employer, we want to offer limitless possibilities for everyone, everywhere.

Inclusion at Mastercard starts at the top. Our Board demands accountability to ensure that our culture of decency is world-class. Our Chief Inclusion Officer regularly presents a progress update to the Board, allowing it to have direct involvement and bring its diverse perspectives on current topics, internally and externally, as we continue to grow as an organization. Our Human Resources and Compensation Committee also regularly reviews our people strategy and culture, as well as related risks, and our Board of Directors reviews this annually.





Our collective vision is to create a culture of inclusion and belonging throughout Mastercard

Every quarter, the company's management committee sets aside time to discuss inclusion, culture and how we are moving the needle on leadership programs, talent initiatives, regional plans, improvements in workforce diversity and efforts driven by Business Resource Groups (BRGs), our employee affinity groups. The management committee engages throughout the year, talking about inclusion and diversity during department town halls, acting as BRG executive sponsors or mentors and helping ensure all Mastercard's diverse talent have the potential to be fulfilled by their careers.

The Global Inclusion Council (GIC) also helps guide our collective vision to cultivate a culture of inclusion and belonging throughout Mastercard. It is co-chaired by our CEO and General Counsel, and comprises 20+ senior leaders

from across the organization. The GIC operates as a Board of directors for our Global Inclusion office; champions and communicates initiatives within regions, functions and teams; and incorporates inclusive and diverse thinking into key leadership discussions.

The GIC meets regularly to monitor progress for inclusion and diversity, decide future priorities and provide resources to support these efforts. GIC members also take an active role in our inclusion and diversity work — sponsoring special outreach efforts to help ensure diverse employees have fair and equal access to opportunities in the company.



Our inclusion efforts extend beyond our corporate walls, in part through our Strategic Growth business and the Mastercard Center for Inclusive Growth (Center). The Center leverages the company's core assets and competencies and administers the Mastercard Impact Fund, our philanthropic hub. The Center works to develop and fund businesses models and charitable programs that advance equitable and sustainable economic growth and financial inclusion around the world. In 2020, the Center collaborated with 20 research organizations and fellows and invested in programs reaching more than 7.5 million people and medium-, small- and micro-enterprises in 56 countries.



Our inclusion efforts extend beyond our corporate walls



# Defining inclusion



...ing moments in the life of  
...the Affluent Working Mom.

...AKER

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Mastercard believes true inclusion strengthens our company, the global economy and all of society

Mastercard believes true inclusion — treating all individuals equally and fairly — strengthens our company, the global economy and all of society. It's why the Mastercard Way incorporates inclusion as a core part of our business strategy. We also teach inclusion as a leadership skill to ensure we're building and sustaining diverse teams.

Diversity is anything that makes us different, not just gender and race. We strive for diversity of thought, background, experiences and abilities. Inclusion also means creating a level playing field, where all people have equal opportunities to reach their full potential. We expect our leaders to think about inclusivity every day, because it helps us build diversity into our workforce, our products and our services. It also guides our approach to influencing and impacting societal change globally. We also know that diversity powers innovation in our products and services. That's why we foster collaboration across business units and regions, coming together from different experiences to create solutions for our customers. Our commitment to fairness and equity prompts us to speak out on important issues including immigration, gender equity, LGBTQ+ inclusion, [human rights](#) and, in particular this year, racism, with our [In Solidarity](#) statement.





## Definitions

### Inclusion

A leadership skill set; one that allows leaders to build and keep diverse teams.

### Diversity

All the things that make us both similar and different; things we can and cannot see (examples include: age, gender, race, ethnicity, ability, thinking style and perspectives).

## Two Areas of Focus



Inclusion Education and Awareness



Ensuring all employees can reach their greatest opportunity



Our different life experiences and backgrounds help us all bring a unique perspective to the workplace

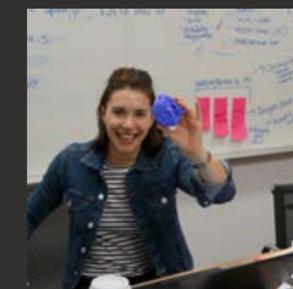
Different perspectives help innovation to flourish. When we all put inclusion and diversity top of mind, the path to financial security for society opens, so everyone has the opportunity to reap the benefits of a growing economy. These strongly held beliefs inform Mastercard's core values, committing us to actively hunt for current and traditional barriers hindering equity, fairness and diversity — and to craft solutions to break down those barriers.

### Seat at the Table Campaign

We established the Seat at the Table campaign to help drive inclusive leadership, engage employees around key topics of inclusion and diversity and encourage employees to actively address "the missing perspective" in their



day-to-day lives. This is activated through panel discussions and Q&As featuring leaders and employees with diverse backgrounds, who discuss the ways in which our different life experiences and backgrounds help us all bring a unique perspective to the workplace.





Building diverse teams is just one part of the equation. We also have to create an inclusive culture where employees in all their diversity feel valued and respected. Inclusion is a leadership skill that has to be developed. When we do it right, it's better for business and our communities.

–Randall Tucker, Chief Inclusion Officer

# Diversity, equity and inclusion at Mastercard



Our goal is to ensure that all of our people have a fair and equal path to success

Our definition of “diverse” expands beyond gender and ethnicity to include all of a person’s characteristics and experiences, even those that cannot be seen. We’ve committed to, and have been working toward, increasing our workforce’s diversity in all its forms. It is not without challenges. Our goal is to ensure that all of our people have a fair and equal path to success, even if that path looks different from person to person and place to place. Reaching that goal across borders, cultures and languages can be difficult. What looks like diversity in one country may not work for another country because needs vary widely. We’re working to ensure all solutions are locally relevant and impactful.

Simply adding diverse perspectives is not enough. It’s also critical to create a fair and open work environment where all employees feel equally empowered to contribute. That commitment led us to deepen our focus on conscious inclusion and examine our programs and practices to address ingrained and unconscious biases and ways of thinking, which if present can be more difficult to overcome.



## Regional and functional action plans

We've developed Regional Inclusion Action Plans across all five Mastercard regions, as well as Functional Inclusion Plans in six of our business areas. Developing these plans started with over 170 conversations at 16 locations, where our leaders shared their thoughts on what's important locally and where the focus should be. Regional leadership teams identified successful strategies worth continuing, as well as areas of opportunity. These priorities then formed our Inclusion Action Plans.

Developed with the assistance of our Global Inclusion office, these plans focus our efforts to ensure local equity, inclusion and diversity, because we know one size doesn't fit all. Focusing our efforts in turn creates opportunities to best support our employees, build upon our strong foundation of fairness and decency and continue to make positive, practical steps forward as an organization.



We understand there is still much work to be done around the world. Progress will come at a different pace in different places. While issues may vary by business or geography, we know what matters is to keep making progress.



At Mastercard, our commitment to gender equity is an essential part of our overall effort to cultivate a community where the best people choose to be – and where all employees feel valued, respected and have the opportunity to reach their greatest potential.

–Ann Cairns, Vice Chairman





## Company-wide gender balance

Mastercard believes achieving gender equity is one of the most important challenges facing the world today. Women represent half the human race, yet too much of our world was designed without women in mind and without women involved. Mastercard is tackling this problem head-on.

We're working hard to achieve gender balance at Mastercard, and we have a company-wide strategic program focused on gender equity across three pillars: people, market and society.



## PEOPLE

We've moved toward gender-balanced slates for every senior appointment. We've created programs to mentor top women leaders, as well as women at more junior levels, and are working with focus groups to understand the key issues women face at different stages of their careers.

We are moving toward pay equity across all measures. Based on our most recent annual pay equity analysis, women employees earn \$1.00 for every \$1.00 men employees earn. Globally, the median pay for women as of September 30, 2020, is 92.4% of the median for men.

Our global New Parent Leave benefit supports adoption and childbirth for all employees who become parents by adoption or childbirth in all geographies — regardless of gender, sexual orientation or caregiver status. It provides a global standard of 16 weeks of 100% paid leave and maintains 100% of bonus eligibility during this time.



\*As of September 2020



Mastercard is helping empower the next generation of woman leaders and problem-solvers



Supporting  
**25 million**  
woman entrepreneurs by 2025



## MARKET

According to the World Bank, woman-owned firms in the U.S. contribute nearly \$3 trillion to today's economy, and open businesses at double the rate of men, yet still face major constraints in accessing financing. That's why we're committed to support 25 million women entrepreneurs by 2025 as part of our broader financial inclusion goal. We help woman entrepreneurs get paid, get capital and get digital, because they drive global growth, prosperity and innovation.

We've incorporated women's perspectives and needs into our product development efforts by soliciting input on financial gaps, attitudes and behaviors from more than 40,000 consumers across 18 global markets. These findings are embedded in our design thinking webinars with customers to design products with women in mind.

Through **Start Path**, we're pushing our network of investors and angels to give woman entrepreneurs the tools they need to grow. The startups we've supported have raised nearly a billion dollars in capital investment.

Mastercard is helping empower the next generation of woman leaders and problem-solvers with both resources and global programs. For example, we invested \$10 million in **Astia**, a venture capital fund specifically for woman entrepreneurs. We also publish the Mastercard Index of **Women Entrepreneurs**, which offers insights into the entrepreneurial environment for women.

We also have sponsored woman ambassadors and campaigns such as "**Her Ideas Start Something Priceless**" to give women a voice and platform.





Girls4Tech is led by more than

5,000

employee mentors in 32 countries and territories

## SOCIETY

Our STEM-based **Girls4Tech** is led by more than 5,000 employee mentors in 32 countries and territories as of 2020. It is designed to teach girls aged 8-16 about payments technology, including encryption, fraud detection, AI and cybersecurity. After surpassing our initial goal of reaching a million girls, we set an ambitious new goal of engaging five million girls by 2025.

We harness the unique strengths of our public and private sector partners to advance gender balance in society, such as our work with the United States Agency for International Development and Grameen America, to create opportunities for women business owners.





We are harnessing our culture of decency and building on our efforts to advance inclusion and equity.

–Tim Murphy, Chief Administrative Officer



Mastercard believes there is no place for racism or discrimination in our communities or our hearts

### Solidarity in action

Mastercard believes there is no place for racism or discrimination in our communities or our hearts. **In Solidarity** is our company's response to the systemic racism that continues in our world, particularly in the United States. The statement and our related actions demonstrate our commitment to push for progress within Mastercard and challenge others to join us. It was driven by conversations kicked off this summer in the U.S., and will be adapted into regional inclusion plans globally to address the unique needs of local markets and communities. We believe different approaches, such as those noted in our In Solidarity plan, which includes a concrete set of actions across three pillars (people, market and society), are needed in today's challenging environment.

## PEOPLE

This year's calls for increased attention to societal racial injustice caused us to deepen our focus on Black and other minority employees. We're making sure we are meeting our commitment that all employees have fair and equal opportunities at Mastercard. We refreshed and expanded our minority recruiting, data and transparency efforts and inclusion and education awareness. We also improved programs for the development and retention of employees, creating a more robust pipeline of talent from which to draw potential employee candidates.





We are reviewing current programs, policies and practices to see what's working and where we have gaps providing equal opportunities for all



In the U.S., median pay for People of Color is

92.4%

of the median for Caucasians

\*As of September 30, 2020

Our Diverse Recruitment Advisory Committee is tasked with identifying and recruiting top talent from a variety of non-traditional backgrounds and skill sets. We fuel our talent pipeline at all levels of the company via strategic partnerships with universities, non-profits and more than two dozen affinity organizations that connect us directly to exceptional talent.

This committee launched in 2019 to support Black/African Descent recruitment across campuses, experienced and executive level hires. It has three workstreams designed to focus on particular segments of our diverse hiring strategy: candidate referrals from employees, college mentorship and coaching, and recruitment marketing.

Mastercard employees of color in the U.S. earn \$1.00 for every \$1.00 Caucasians earn, as of September 2020. The median pay for People of Color as of September 30, 2020, is 92.4% of

the median for Caucasians. While these overall numbers are promising, we are looking deeper into each segment within People of Color to identify opportunities in our senior talent pipeline to further narrow the gap.

We've launched the Employee In Solidarity Initiative to advance an open, healthy dialogue about race and inclusion, both within and outside the company, and heightened our focus on diversity within existing new hire programs across all regions. This year, we added The Mastercard Day of Solidarity on Juneteenth to the annual calendar of corporate holidays. We also committed to grow our Black leadership in the U.S. at the VP-level and above by 50% by 2025, and to issue annual reporting on Black and other minority representation in managerial positions, interview slates and hiring. Finally, we are reviewing current programs, policies and practices to see what's working and where we have gaps providing equal opportunities for all.





Using our network effect, we are promoting global human rights and ensuring best practices

## MARKET

Mastercard pledged this year to greatly increase the diversity of our products, networks, brand and communications. A newly formed employee advisory group will help advance fairness and equity in all future efforts. As part of our commitment, we are conducting a review of our payments and adjacent ecosystems for gaps in and opportunities with respect to how we serve the varied needs of our customers, particularly those in the Black community. We are reviewing our brand work through the external lens of inclusion and working to eliminate racism and bias, to foster inclusion and diversity in all marketing and communications campaigns.

We also committed to increasing supplier diversity to expand access and the opportunities for minority-led companies globally to do business with us. That includes making efforts to up our spending with Black suppliers by more than 70%, to \$100 million annually by 2025. Using our network effect, we are promoting global human rights and ensuring best practices in the procurement process by strengthening our prohibitions on prison labor in our supply chains. We'll use our new [Human Rights Statement](#) as a guide for future product development and marketing.



Our **CityPossible** is being leveraged to coordinate equitable economic development. Mastercard also is committed to dedicating more focus to human dignity issues in our global government engagement and advocacy work, such as police and criminal justice reform and other matters.





Pledging

\$500 M

to help close the racial wealth gap



## SOCIETY

Mastercard is expanding the Center for Inclusive Growth's portfolio to include specific issues of, and input from, the Black community. We are increasing support for organizations that tackle issues faced by Black entrepreneurs and small businesses and in September announced that we are pledging **\$500 million** to help close the racial wealth and opportunity gap for black communities across America.



Globally, we are building on our rich practice of employee volunteerism



Supporting

5,000

Black entrepreneurs by 2025



In partnership with the National Urban League, we launched the Entrepreneurship & Workforce Resource Partnership with a \$5 million donation. The partnership will draw on Mastercard's analytics and technology, Mastercard Labs and other resources to support 5,000 Black entrepreneurs by 2025. We will be working with the Urban League to establish a new leadership institute that will train community leaders to deliver much-needed services and advocacy in Black communities. Globally, we are building on our rich practice of employee volunteerism and encouraging employees to devote even more time to organizations and activities that most directly impact Black communities around the world — particularly in the areas of education and training. In 2020, we also enhanced community partnerships and expanded our Master Your Card (MYC)

financial literacy program by investing in our ability to deliver it digitally. Through MYC, we engaged directly with more than 3,000 underserved individuals (including entrepreneurs) and additionally expanded our financial education message to an audience of 50,000+ through engagements and sponsorships with our 12 top community partners. This included direct financial education to 10,000+ students in 2020 through our MYC/EVERFI program in 200 schools in underserved communities.



Mastercard has long been a vocal advocate and champion of LGBTQ+ rights around the world



## LGBTQ+

Mastercard has long been a vocal advocate and champion of LGBTQ+ rights around the world. We approach our support of the LGBTQ+ community in a holistic way, in an effort to ensure our lens is inclusive and geographically relevant. As members and allies of the LGBTQ+ community, we continue to focus on the ongoing needs and challenges individuals face.

We are one of 13 firms that formed Open for Business, an informal coalition focused on supporting LGBTQ+ inclusion. When LGBTQ+ equity was being debated in the U.S., Mastercard joined more than 200 major businesses to file a landmark amicus brief in favor of the Supreme Court of the United States case to extend workplace protections for LGBT employees.

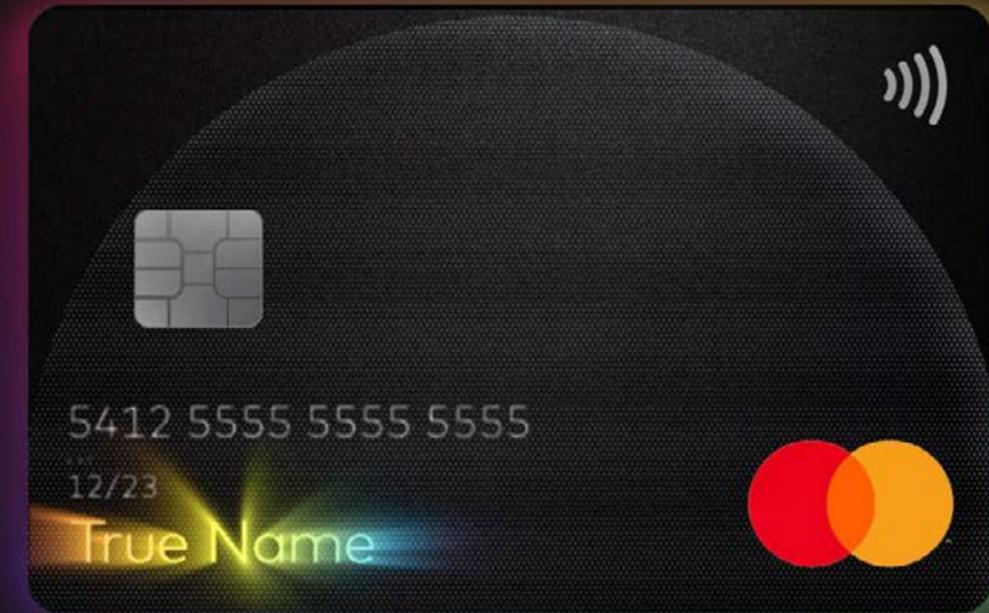




We work hard to drive a robust inclusive and affirming internal culture

As part of Mastercard's True Name™ Initiative, announced in 2019, we continue to ease a pain point for many in the Transgender community — enabling them to put their true name on their credit, debit and prepaid cards. Many transgender individuals cannot access legal name changes due to the cost, complexity, legal landscape or other hurdles associated with official name and gender changes. Until now, this challenge has carried through to their cards and payment mechanisms.

For our employees, we work hard to drive a robust inclusive and affirming internal culture. In addition to our global New Parent Leave benefit, which is available to all employees who become parents regardless of gender, sexual identity or caregiver status, we provide Transitioning At Work guidelines for employees, managers and People & Capability, and encourage self-selection for pronouns and email pronoun options.





Inclusion is a wonderful word — it's not just charity, it's not just this thing we do on the side. It's a core part of Mastercard's business strategy.

—Michael Fraccaro, Chief People Officer





We strive to continually enhance accessibility and accommodations



## Disability

As a signatory of The Valuable 500, a global collective of CEOs committed to disability inclusion, Mastercard has committed to ensuring our working environment is accessible, free of harassment and discrimination and safe and secure for everyone. We are equipping employees with the skills and knowledge they need, creating a more accessible workplace through adaptable technology and building design and supplying employees with the tools they need to take care of their mental health and wellbeing. We're also enhancing our culture of inclusion through our BRGs, employee experiences, activations and events.



We strive to continually enhance accessibility and accommodations to ensure everyone has the access, tools or support they need. As well as launching new Global Workplace Design Guidelines (for office environments), we have upgraded our workplace software to allow for fuller accessibility features and investors attending our annual shareholder meeting can register in advance for accommodations.

Our partnership with Disability:IN not only supports us on our journey as a company, but allows us to engage in outreach opportunities with this community. In 2020 we hosted a conversation about Mental Health with Disability:IN for Mastercard employees, and throughout the year Mastercard employees partnered with the organization to mentor college students with disabilities.

Our progress has been recognized through our 100% rating on the Disability Equity Index - Best Places to Work for Disability Inclusion, and being named in 2020 as one of National Organization on Disabilities "Leading Disability Employers".



There is still much work to be done  
around the world

There is still much work to be done around the world. Progress will come at a different pace in different places. We need to be smart and locally relevant, while understanding that what matters is to keep making progress.





# Global Inclusion & Diversity team



**Randall Tucker**  
Chief Inclusion  
Officer



**Wendy Richardson**  
Inclusion Business  
Partner



**Daniel South**  
Inclusion Business  
Partner



**Arlene Gonzalez-Pagan**  
Inclusion Business  
Partner



**Linda Marisco**  
Senior Business  
Assistant



## Business Resource Groups

Our nine BRGs help create a more inclusive culture at Mastercard. These employee-led groups come together based on similar interests or experiences. Each has an interest in fairness, equity and diversity. BRGs are our inclusion ambassadors, acting as internal business consultants and helping the company with consumer research and cultural insights. In 2019, the groups offered development ideas, resulting in products such as the True Name™ card. We've also initiated changes in the BRG structure to give those involved even more opportunity to develop as leaders, at work and in their communities.

The BRGs have expanded over recent years and engage employees, managers and leaders through nearly 130 Chapters that are active across 47 locations globally. Approximately a third of our workforce is affiliated with one or more BRGs. They represent diverse communities and their allies, and are open to everyone.

Where you  
can be **you** and  
**belong.**



One third of all employees have joined at least one Business Resource Group (BRG)



### ADAPTability

Serving Employees and Family Members with Diverse Abilities



### EAST

Exploring Asian Societies and Trends



### ePros

Experienced Professionals; as with 10+ years of experience



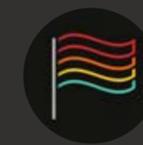
### Latin Network

Employees of Latin Descent



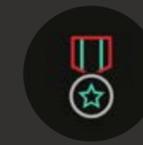
### LEAD

Leading Employees of African Descent



### PRIDE

Fostering an Environment of Inclusiveness and Respect for LGBTQ+ Employees



### SALUTE

Active and Veteran Military Personnel and Their Families



### WLN

Women's Leadership Network



### YoPros

Young Professionals





## Inclusive leadership skill building

A key part of Mastercard's culture is building a harassment-free workplace where people feel free to be themselves and voice opinions. We do not tolerate unlawful discrimination, harassment or retaliation by employees — or our vendors, contractors or business partners. All Mastercard employees receive training on our policies and have several ways to report concerns, including an anonymous ethics helpline. Our People & Capabilities professionals and managers are trained to listen to employees when they have concerns. We also have teams who investigate those concerns and conduct regular climate checks to monitor our workplace culture. We hold everyone across the company accountable for their conduct with appropriate transparency, consistency and fairness.

Mastercard's inclusion training program includes many of the regions in which we operate, encouraging greater awareness and outreach for all employees. We enhanced our new manager training sessions 2020 with additional inclusion topics. We also leveraged our data to identify areas of opportunity for continued education and programming to ensure employees at every level treat one another with respect.





- **Leadership training:** Continuing to build an inclusion muscle across the organization is important to empower our leaders of the future with an inclusive mindset and to remove barriers to equal opportunities for all. We do this through a variety of programs.
- **Leadership think tank:** Mastercard employees from diverse communities around the world meet regularly to share insights and support a culture of inclusion and belonging as part of an Inclusion Leadership Think Tank. Case studies developed by the group are used companywide as educational tools, promoting healthy discussion and debate and to raise awareness among leaders at all levels.





- **Inclusive leadership behaviors:** Understanding what behaviors can help strengthen our values and culture is important when talking about inclusion. To this end, we developed a framework outlining inclusive behaviors that leaders can deploy which help to create a culture of decency and respect. These are used in our development programs.
- **Leaders:** We embed inclusion into leadership programs as this is a key skill of being a leader — not something to learn in a separate standalone program. Using the Inclusive Leadership Behaviors and the Case Studies, we create engaging scenarios for emerging leaders to experience what inclusion (and exclusion) looks like in practice, with an opportunity to discuss and debate this in a safe space.



- **People managers:** Equipping our people-managers with the right skills, expectations and development opportunities is central to ensuring that they can coach and lead their teams effectively. The people-manager curriculum develops managers to lead inclusively while providing effective feedback, navigating challenging conversations and circumstances and building self-awareness of their impact on others. Other programs build self-awareness, develop key skills and reinforce values-based leadership. The aim: to build strong leaders who protect and nurture our culture of decency.
- **Woman leaders:** We invest in developing woman leaders and by making efforts to increase their representation at senior levels. Women Who Lead helps women find and amplify their voices, as well as explore the dynamics of power and leadership. This program equips women with perspectives and skills for the distinct challenges they might face and is an opportunity for them to learn from one another's shared experiences.



- **New conscious inclusion training for everyone:** We further expanded our inclusion training this year with a global, all-employee training launch on the topic of Conscious Inclusion, encouraging employees to think about inclusion in their day-to-day work and decision making. It's also been embedded into our on-boarding program for new hires.
- **Mutual mentorship:** This program is designed to support Black/African descent Talent in their careers. It also helps senior leaders learn more about the career journeys of African Descent Talent so they can help remove hurdles. All mentors are Management Committee Members, another example of how we continue to support diverse talent from the very top of the organization.



# Awards and recognitions

**2020 Diversity Awards**





# #6 on DiversityInc's Top 50 companies for diversity

- **DiversityInc's specialty lists**  
Top Companies for People with Disabilities, LGBT inclusion, Board of Directors, Executive Diversity Councils, Mentoring, and Sponsorship
- **Asia Pacific Security Magazine**  
Top 20 Women in Cyber Security in Singapore
- **Bloomberg Gender Equity Index**
- **100% on Disability:IN**  
Disability Equity Index





# #4 on empower top 100 ethnic minority executives, CEO Ajay Banga

- **The Financial Technology Report:**  
The Top 25 Women Leaders in Financial Technology of 2020
- **Forbes America's Best Employers for Women**
- **HERoes**  
Top 100 Women Role Model Executives
- **100% on Human Rights Campaign's Corporate Equity Index**  
Best Places to Work for LGBT Equity
- **Pride Circle**  
India Workplace Equity Index (Gold)
- **The Women Business Collaborative**  
2020 WBC CEO Leadership Award for Gender and Diversity Excellence





We partner with 30+ organizations globally to support inclusion efforts more widely in business and society and leverage additional expertise to further progress against our aspirations and goals.

### African American

- ➔ Management Leadership for Tomorrow
- ➔ National Action Network
- ➔ National Museum of African American History and Culture
- ➔ National Urban League

### LGBTQ+

- ➔ Heritage of Pride
- ➔ Human Rights Campaign
- ➔ Lambda Legal
- ➔ Lesbians Who Tech
- ➔ Open for Business
- ➔ OUT Leadership
- ➔ Pride Circle India
- ➔ Stonewall UK

### Hispanic

- ➔ Hispanic National Bar Association
- ➔ New York Hispanic Chamber of Commerce
- ➔ Puerto Rican Legal Defense Fund

### Disability

- ➔ Best Buddies
- ➔ Disability:IN
- ➔ Valuable 500





## Veterans

- American Corporate Partners
- The Wounded Warrior Project
- Armed Forces Covenant UK
- The Career Transition Partnership UK

## Women

- 30% Club
- Corporate Counsel Women of Color
- Financial Alliance for Women
- Global Summit of Women
- Signatory of UN Women's Women Empowerment Principles
- UN HeforShe
- Women in the World

## All communities

- The Conference Board
- The Council of Urban Professionals
- DiversityInc
- Professional Diversity Network
- Launch Code
- Minority Corporate Counsel Association
- The National Association of Minority and Women Owned Law Firms

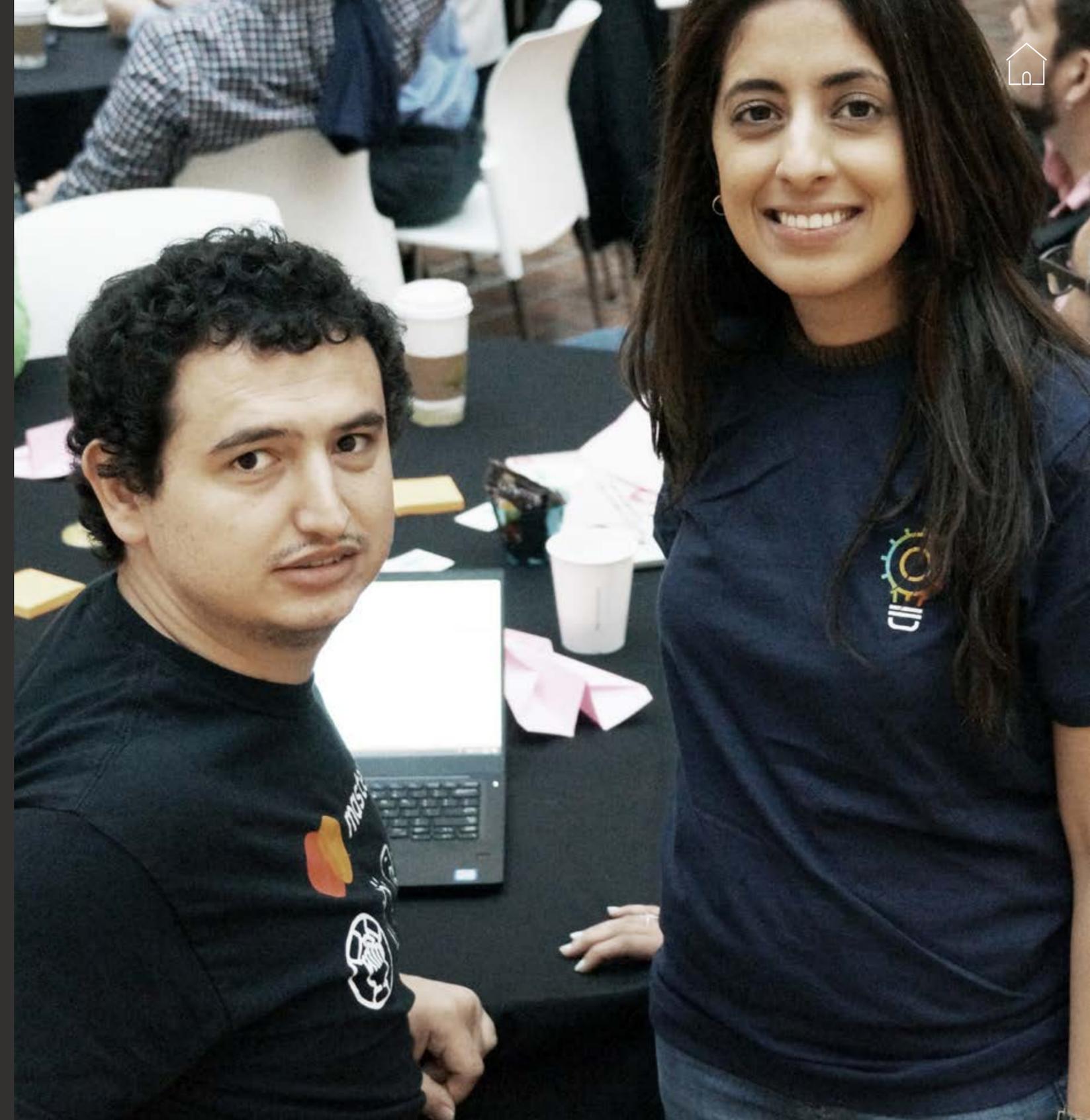
# Our commitment



Mastercard believes all people deserve a fair and equal opportunity to grow, thrive and achieve financial security

Mastercard believes all people deserve a fair and equal opportunity to grow, thrive and achieve financial security. In its sweep across the world this year, COVID-19 made clear this remains an aspiration, for us and all global society. Inside Mastercard, our commitment to equity, fairness and diversity — as expressed by the Mastercard Way — has built a culture with decency at its core, making us a high-performance company working hard to attract the best people. Gathering diverse perspectives, backgrounds and experiences around the table gives us unrivaled opportunities for innovation and connectivity to consumers. But we could do better.

This report is intended to highlight our efforts, including our challenges, as we continue the journey toward a fairer and more equitable corporate culture. We believe our transparency will lead to more and better conversations around equity, fairness and diversity and build trust as we work toward a company — and a world — that offers limitless possibilities or all.



# Demographics



We invite you to explore our [Corporate Sustainability Report](#) for additional information on our organization and the work in place to help us continue cultivating a dynamic, engaged and balanced workplace globally.

Our annual EEO-1 Report is available for download below. The EEO-1 Report is a snapshot in time of our U.S. demographics and is based on categories prescribed by the federal government. These categories are not necessarily representative of how our industry or workforce is organized. The information provided on our Workforce Demographics page offers a more accurate representation of our progress toward diversity.

To align with U.S. government reporting requirements, data on this Workforce Demographics page uses traditional gender categories of male and female. Mastercard deeply respects that gender is nonbinary; reporting in this manner does not represent our position on the issue.

 [Download 2019 Consolidated U.S. Employer Information EEO-1 Report](#)





2020

2019

### Board of Directors

Board of Directors Men	71%	73%
Board of Directors Women	29%	27%
Board of Directors White	43%	46%
Board of Directors Asian	43%	40%
Board of Directors Latino	7%	7%
Board of Directors Black	7%	7%

### Management committee

Management committee: Women	19%	20%
Management committee: Men	81%	80%

### Total Employees

Employees by gender (global): Female	38%	39%
Employees by gender (global): Male	61%	61%
Senior management by gender (global): Female	32%	33%
Senior management by gender (global): Male	68%	67%
% located in # countries outside of US	63% in 82 countries	61% in 82 countries

**63%**  
of employees  
are located in 82  
countries outside of  
the U.S.

Senior management is SVP+  
\*All data as of December 31, 2020 unless otherwise noted.





2020

2019

### Employees by ethnicity (U.S.)

Employees by Ethnicity (U.S.): Asian	22%	21%
Employees by Ethnicity (U.S.): Black or African American	6%	6%
Employees by Ethnicity (U.S.): Hispanic or Latino	8%	8%
Employees by Ethnicity (U.S.): All other people of color	2%	2%
Employees by Ethnicity (U.S.): White	60%	61%

### Senior management by ethnicity (U.S.)

Senior management by ethnicity (U.S.): Asian	13%	15%
Senior management by ethnicity (U.S.): Black or African American	6%	4%
Senior management by ethnicity (U.S.): Hispanic or Latino	11%	11%
Senior management by ethnicity (U.S.): All other people of color	1%	2%
Senior management by ethnicity (U.S.): White	66%	67%

31%

of senior managers are people of color

\*All data as of December 31, 2020 unless otherwise noted.





2020

2019

### Country managers by gender (global)

Country Managers Women	31%	29%
Country Managers Men	69%	71%

### Recruitment

% of final candidate interviews that include women (global)	78%	71%
% of final candidate interviews that include men (global)	81%	80%
% of final interviews that include a candidate of color (U.S.)	81%	83%
% of final interviews that include a white candidate (U.S.)	73%	79%

### Career moves (laterals and promotions)

% of career moves received by women (global)	39%	40%
% of career moves received by men (global)	60%	60%
% of career moves received by people of color (U.S.)	39%	38%
% of career moves received by white (U.S.)	59%	60%

81%

of final candidate interviews include people of color

\*All data as of December 31, 2020 unless otherwise noted.





2020

2019

### Interns and University Hires

	2020	2019
Undergrad Intern Women	42%	47%
Undergrad Intern Men	57%	49%
Undergrad Intern U.S.: Asian	42%	37%
Undergrad Intern U.S.: Black or African American	5%	11%
Undergrad Intern U.S.: Hispanic or Latino	9%	16%
Undergrad Intern U.S.: Other	3%	1%
Undergrad Intern U.S.: White	39%	32%
% of global university hires were women	39%	42%
% of global university hires were men	61%	58%
% of U.S. university hires were people of color	61%	61%
% of U.S. university hires were white	38%	39%



\*All data as of December 31, 2020 unless otherwise noted.





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