Mastercard historical employee demographics data

2017-2021

Board of Directors	2021	2020	2019	2018	2017
Women	27%	29%	27%	27%	21%
Men	73%	71%	73%		
Asian	40%	43%	40%		
Black	7%	7%	7%		
Hispanic or Latino	13%	7%	7%		
White	40%	43%	46%		

Management Committee	2021	2020	2019	2018	2017
Women	24%	19%	20%		
Men	76%	81%	80%		
Asian	35%	35%			
Black	5%	0%			
Hispanic or Latino	5%	6%			
White	55%	59%			
Non-U.S.	39%	43%			
U.S.	61%	57%			

Senior Management	2021	2020	2019	2018	2017
Women (global)	33%	32%	33%	29%	30%
Men (global)	67%	68%	67%		
Asian (U.S.)	13%	13%	15%	14.4%	13%
Black or African American (U.S.)	6%	6%	4%	6.2%	5.6%
Hispanic or Latino (U.S.)	12%	11%	11%	10.9%	10.5%
All other People of Color (PoC) (U.S.)	1%	1%	2%	1.2%	1.2%
White people (U.S.)	66%	66%	67%	67.3%	67.3%

Country Managers by Gender (Global)	2021	2020	2019	2018	2017
Women	35%	31%	29%		
Men	65%	69%	71%		

Women by Level (Global)	2021	2020	2019	2018	2017
Senior management	33%	32%			
First-/Mid-level management	36%	36%			
Professional	40%	39%			
Administrative	70%	85%			
Technical	27%	27%			
Non-technical	45%	45%			

People of Color (PoC) by Level (U.S.)	2021	2020	2019	2018	2017
Senior management	33%	32%			
First-/Mid-level management	37%	35%			
Professional	45%	45%			
Administrative	30%	36%			
Technical	47%	42%			
Non-technical	36%	36%			

Total Employees	2021	2020	2019	2018	2017
Women (global)	39%	38%	39%	39%	39%
Men (global)	61%	61%	61%		
Asian (U.S.)	23%	22%	21%	19.9%	17.9%
Black or African American (U.S.)	6%	6%	6%	5.6%	5.4%
Hispanic or Latino (U.S.)	8%	8%	8%	8.4%	8.6%
All other PoC (U.S.)	2%	2%	2%	1.7%	1.6%
White people (U.S.)	58%	60%	61%	64.4%	64.7%
% located in # of countries outside of U.S.	65% in 85 countries	63% in 82 countries	61% in 82 countries		

Recruitment	2021	2020	2019	2018	2017
% of final candidate interviews including women (global)	81%	78%	71%	80%	83%
% of final candidate interviews including men (global)	78%	81%	80%		
% of final candidate interviews including a PoC candidate (U.S.)	82%	81%	83%	84%	
% of final candidate interviews including a white candidate (U.S.)	79%	73%	79%		
% of hired candidates who were women (global)	41%	38%		41%	40%
% of hired candidates who were men (global)	58%	62%			
% of hired candidates who were PoC (U.S.)	51%	49%		39%	
% of hired candidates who were white people (U.S.)	47%	48%			

Career Moves (Lateral and Promotions)	2021	2020	2019	2018	2017
% received by women (global)	42%	39%	40%	40%	39%
% received by men (global)	58%	60%	60%		
% received by PoC (U.S.)	40%	39%	38%	37%	
% received by white people (U.S.)	58%	59%	60%		

Undergraduate Interns	2021	2020	2019	2018	2017
Women (global)	51%	42%	47%		
Men (global)	48%	57%	49%		
Asian (U.S.)	31%	42%	37%		
Black or African American (U.S.)	12%	5%	11%		
Hispanic or Latino (U.S.)	9%	9%	16%		
All other PoC (U.S.)	2%	3%	1%		
White people (U.S.)	37%	39%	32%		

University Hires	2021	2020	2019	2018	2017
Women (global)	48%	39%	42%		55%
Men (global)	51%	61%	58%		
PoC (U.S.)	60%	61%	61%		
White people (U.S.)	39%	38%	39%		

Generational Distribution	2021	2020	2019	2018	2017
Baby boomer	6%	7%			
Generation X	33%	36%			
Millennial	57%	55%			
Generation Z	5%	3%			

Pay Equity	2021	2020	2019	2018	2017
Earnings by women employees vs. men employees (global)*	$1.00/$1.00	$1.00/$1.00	$1.00/$1.00	$0.996/ $1.000	$0.991/ $1.000
Earnings by PoC vs. white employees (U.S.)*	$1.00/$1.00	$1.00/$1.00	$1.06/$1.00	$1.005/ $1.000	

Pay Gap	2021	2020	2019	2018	2017
Median pay for women compared to men (global)	93.2%	92.4%			
Median pay for PoC compared to white employees (U.S.)	92.6%	92.4%			

*"Earnings" includes base, bonus and long-term incentive compensation.

2021 column: As of December 31, 2021, except Pay Equity data, which is as of September 2021.

2020 column: As of December 31, 2020, except Pay Equity data, which is as of September 1, 2020, and Pay Gap data, which is as of September 30, 2020.

2019 column: As of December 31, 2019, except Pay Equity data, which is as of September 1, 2019.

2018 column: As of September 1, 2018, including Pay Equity data.

2017 column: As of December 31, 2017, except Pay Equity data, which is as of October 2017.

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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