



# Mastercard historical employee demographics data

2017 – 2020

<b>Board of Directors</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
Men	71%	73%		
Women	29%	27%	27%	21%
White	43%	46%		
Asian	43%	40%		
Hispanic or Latino	7%	7%		
Black	7%	7%		
<b>Management committee</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
Women	19%	20%		
Men	81%	80%		
Racially or ethnically diverse (global)	38%			
<b>Total employees</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
Employees in # of countries outside of U.S.	63% in 82 countries	61% in 82 countries		
Employees by gender (global): Women	38%	39%	39%	39%
Employees by gender (global): Men	61%	61%		
Senior management by gender (global): Women	32%	33%	29%	30%
Senior management by gender (global): Men	68%	67%		
<b>Employees by ethnicity (U.S.)</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
Asian	22%	21%	19.9%	17.9%
Black or African American	6%	6%	5.6%	5.4%
Hispanic or Latino	8%	8%	8.4%	8.6%
All other people of color	2%	2%	1.7%	1.6%
White	60%	61%	64.4%	64.7%
<b>Senior management by ethnicity (U.S.):</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
Asian	13%	15%	14.4%	13%
Black or African American	6%	4%	6.2%	5.6%
Hispanic or Latino	11%	11%	10.9%	10.5%
All other people of color	1%	2%	1.2%	1.2%
White	66%	67%	67.3%	67.3%
<b>Country managers by gender (global)</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
Women	31%	29%		
Men	69%	71%		
<b>Recruitment</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
% of final candidate interviews that include women (global)	78%	71%	80%	83%
% of final candidate interviews that include men (global)	81%	80%		
% of final interviews that include a candidate of color (U.S.)	81%	83%	84%	
% of final interviews that include a white candidate (U.S.)	73%	79%		
<b>Hiring</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
% of hires that were women (global)	38%	40%	41%	40%
% of hires that were men (global)	62%	60%		
% of hires that were people of color (U.S.)	50%	45%	39%	
% of hires that were white (U.S.)	46%	55%		
<b>Career moves (laterals and promotions)</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
% of career moves received by women (global)	39%	40%	40%	39%
% of career moves received by men (global)	60%	60%		
% of career moves received by people of color (U.S.)	39%	38%	37%	
% of career moves received by white employees (U.S.)	59%	60%		
<b>Interns and university hires</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
Undergrad intern (global): Women	42%	47%		
Undergrad intern (global): 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 that were women	39%	42%		55%
% of global university hires that were men	61%	58%		
% of U.S. university hires that were people of color	61%	61%		
% of U.S. university hires that were white	38%	39%		
<b>Pay equity</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
Earnings by women employees vs. men employees (global)*	\$1.00 women/ \$1.00 men	\$1.00 women/ \$1.00 men	\$0.996 women/ \$1.000 men	\$0.991 women/ \$1.000 men
Earnings by people of color vs. white employees (U.S.)*	\$1.00 people of color/ \$1.00 white	\$1.006 people of color/ \$1.000 white	\$1.005 people of color/ \$1.000 white	
<b>Pay gap</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
Median pay for women compared to men (global)	92.4%			
Median pay for people of color compared to white employees (U.S.)	92.4%			

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

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

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

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

2017 column: As of 31 December, 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 SVP and above in 2017, 2018 and 2020, and defined as VP and above in 2019.

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

Others: American Indian, Alaska Native, Native Hawaiian/other Pacific Islander, and 2 or more races.

