



Mastercard's Diversity, Equity and Inclusion (DEI) Policies and Governance

We are a global community of more than 30,000 people united by a common purpose: applying our technology and innovation to create a world where opportunity is available to everyone, everywhere. That means working to open doors, enable equal opportunities and empower all people, inside and outside our walls.

We do this not only because it has a meaningful impact on our business, but because it is the right thing to do.

Policies

Mastercard's equity and inclusion policies are expressed through our global Mastercard Policy Statement on Diversity, Equity and Inclusion (below), our Code of Conduct and our Supplier Diversity Program.



Mastercard policy statement on DEI

Mastercard is guided by our commitment to decency, which permeates everything we do. We respect the rights of all people and have no tolerance for hate, discrimination, or any form of hostility towards others. We strive to foster an inclusive environment where everyone is welcome, regardless of beliefs, viewpoints, cultures and backgrounds.

As with our commitment to decency, diversity, equity and inclusion are embedded in our DNA through the Mastercard Way. By enabling an inclusive environment, we can unlock the full potential of our employees, customers, partners and communities in the more than 210 countries and territories in which we live and work. We know that people thrive when they feel they belong, their ideas are valued and they are treated fairly, and as a global corporate citizen, we recognize and rise to our responsibility to do well by doing good.

The journey to a truly inclusive and equitable society is an ongoing one. Our vision is to create limitless possibilities for everyone. We are working every day to move in the right direction, both in and outside our walls.



Raising concerns

Our Employee Relations Team and other People and Capabilities professionals investigate employee DEI concerns, perform regular climate checks and monitor our workplace culture. We have also established a third-party-managed Mastercard Ethics Helpline for reporting activity suspected of violating the law, our Code of Conduct or any other company policy.

Governance



Our DEI team

Our day-to-day DEI efforts are guided by our Chief Inclusion Officer, who reports to our Chief Administrative Officer, and our global DEI team. Our Chief Inclusion Officer develops and monitors our DEI strategy and plans in partnership with business leaders, meets regularly with our CEO and Management Committee and provides DEI updates to the Mastercard Board of Directors.



Committees and councils

Our Gender Balance, Accessibility and In Solidarity initiatives each have a steering committee chaired by executive sponsors and consisting of business leaders, People and Capabilities leaders and the DEI team that lead and direct our inclusion initiatives. These steering committees lead and direct the efforts of each group and take an active role in delivering against plans.

Some of our functions and regions also opt to have their own DEI governance to further drive accountability and progress.

In 2022, we added a third governing body, the Accessibility Steering Committee, focused on driving and monitoring progress in the workplace for people with disabilities. These steering committees lead and direct the efforts of each group and take an active role in delivering against plans.

In addition, our major DEI campaigns and initiatives are reviewed by our Integrated Marketing and Communications Employee Advisory Council, composed of a global team and regional sub-teams that represent diverse perspectives and make sure our DEI efforts are thoughtful, considerate of local contexts and aligned with our overall Mastercard brand and purpose.



Board and Management Committee

We recognize the value DEI brings to our business, and our progress is regularly discussed and reviewed by our top decision-makers, including the Mastercard Board of Directors. The Board's Human Resources and Compensation Committee periodically reviews key diversity initiatives and human resources policies and practices, including those related to organizational engagement and effectiveness and employee development programs. Mastercard's Corporate Governance Guidelines state that the Board's Nominating and Corporate Governance Committee should, to the extent practicable and subject to the Board's fiduciary duties, seek to foster Board diversity (geographic, diversity of viewpoints, age, gender, sexual orientation, race, ethnicity, nationality and cultural background) when nominating directors for election. To learn more about our Board's responsibilities and makeup, see our Annual Proxy Statement.

Mastercard's Management Committee meets bi-monthly to discuss various strategic topics, including DEI, people and culture. Committee members also participate in town halls and act as Business Resource Groups (BRG) executive sponsors or mentors.