



# Doing Well by Doing Good

We see a future where people can reach their full potential, economic growth is inclusive, and the planet thrives.

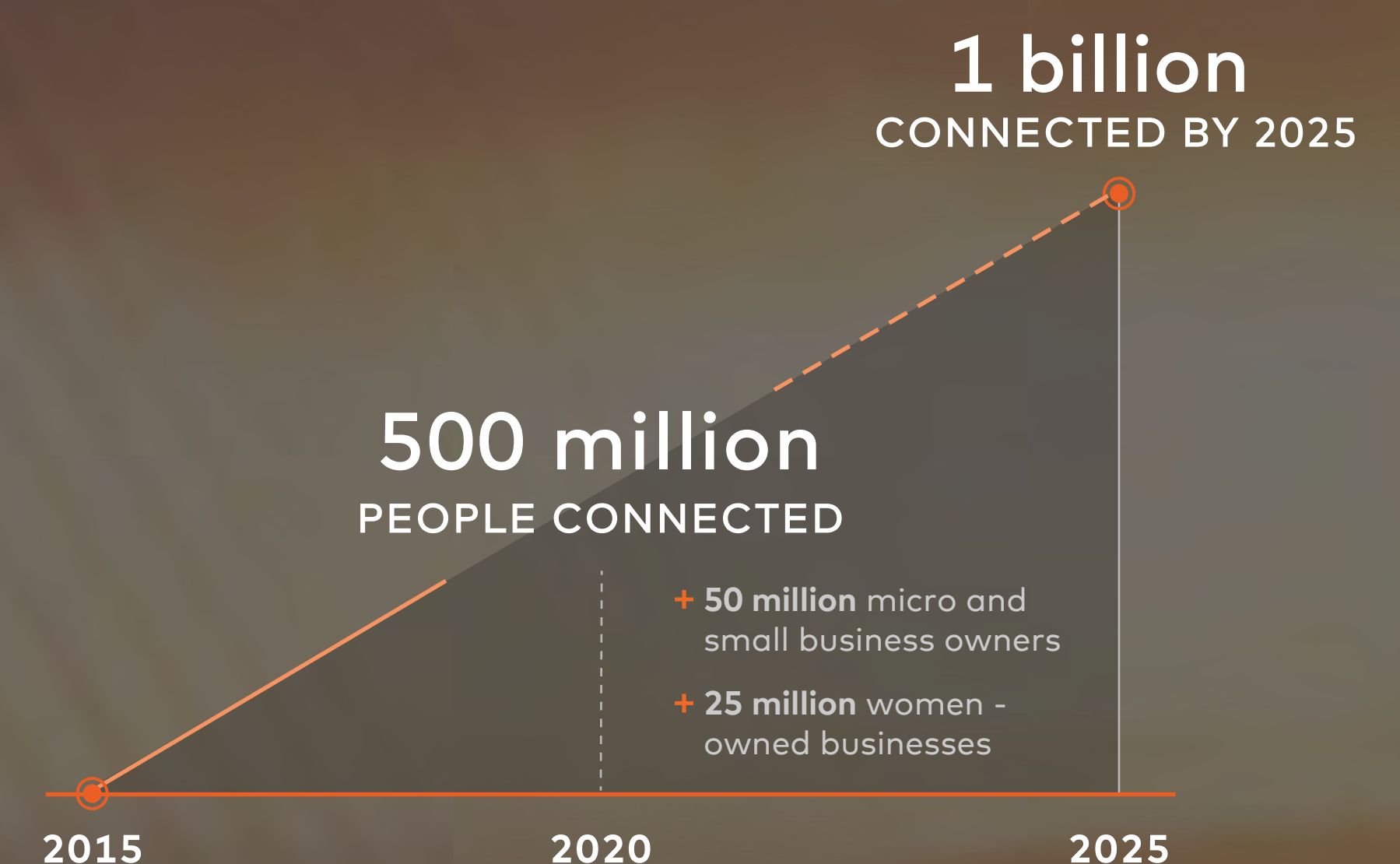
## COVID-19 RESPONSE

- + up to **\$300 million** committed to help communities and small businesses recover and build resilience\* 
- + Engaging with national and local governments to digitize programs and support recovery and resiliency planning
- + Granted additional employee sick leave, free COVID testing and free telemed access

\*Includes grants from the Mastercard Impact Fund

## INCLUSIVE GROWTH

- + Committed to bringing **1 billion** financially excluded people into the digital economy by 2025
- + **\$500 million** pledged to promote financial inclusion in Black communities, enabling easier access to financial products, services and support



- + Developed and are scaling tools to enable access to critical services through digital infrastructure, including by digitizing supply chains, empowering workers through digital wages and digital identity

## ENVIRONMENTAL STEWARDSHIP

 **1.5° celsius**

- + First in the payments industry to receive approval from the Science Based Targets initiative (SBTi) for our updated emissions target, which aligns to a 1.5-degree Celsius climate trajectory

 **100%**

- + Joined RE100, formalizing our commitment to continue using 100% renewable energy across all of our global operations in early 2020

 **100 million**

- + Launched the Priceless Planet Coalition in January 2020, pledging to plant 100 million trees over five years with our partners

## ETHICAL & RESPONSIBLE STANDARDS

- + Adopted and shared our Human Rights Statement
- + Launched the Global Data Responsibility Imperative for increased ownership, control, security and privacy related to an individual's data
- + Continue to implement the latest technologies and dynamic, data-driven controls – including AI – to identify, assess and mitigate risks
- + Recognized as a trendsetter in the 2019 PA-Zicklin Index of Corporate Political Disclosure and Accountability

## OUR PEOPLE & CULTURE

- + Achieved gender pay equity and parity for racial and ethnic minorities in the US <sup>1</sup>
- + Opportunity for employee retirement plan contribution of up to 10% of base pay, on a matched basis, with 92% employee participation
- + Global, paid New Parent Leave of up to 16 weeks for adoption and childbirth, regardless of gender or sexual orientation

[1] Based on the available employee population as of September 1, 2019, and on our latest analysis of gender pay equity, which measures whether men and women are paid fairly given factors like role, job level, experience, contributions, geography, and so forth.

## Mastercard 2019 Sustainability Report Summary Data Table

	FY 2019	FY 2018	FY 2017
<b>Governance Structure</b>			
Board of Directors - Women	27%	27%	21%
Board of Directors - Diverse backgrounds	53%	53%	42%
Management Committee - Women	20%		
Management Committee - Non-U.S. citizens	47%		
Management Committee - Internationally based	43%		
<b>Social <sup>1</sup></b>			
<b>EMPLOYEES</b>	18,600	14,800	13,400
Female Employees (global)	39%	39%	39%
Senior management Female Employees (global)	33%	33%	30%
Black or African American Employees (U.S.)	5.5%	5.6%	5.4%
Hispanic or Latino Employees (U.S.)	8.3%	8.4%	8.6%
Asian Employees (U.S.)	20.6%	19.9%	17.9%
All other people of color Employees (U.S.)	2.0%	1.7%	1.6%
White Employees (U.S.)	60.6%	64.4%	65.0%
Senior management Black or African American Employees (U.S.)	4.2%	4.5%	4.1%
Senior management Hispanic or Latino Employees (U.S.)	11.2%	10.7%	10.0%
Senior management Asian Employees (U.S.)	14.8%	15.1%	13.1%
Senior management All other people of color Employees (U.S.)	1.8%	1.7%	1.6%
Senior management White Employees (U.S.)	67.4%	68.0%	70.1%
<b>EQUAL PAY</b>			
Women to men pay equity (global)	\$1.000 to \$1.000	\$0.996 to \$1.000	\$0.991 to \$1.000
Median pay for women (global)	92.2%		
People of color to Caucasian pay equity (U.S.)	\$1.006 to \$1.000		
Median pay for people of color (U.S.)	93.0%		
<b>EMPLOYEES SUBJECT TO COLLECTIVE BARGAINING AGREEMENTS (U.S.)</b>	0	0	0
<b>RECRUITMENT, HIRING AND CAREER MOVES (LATERALS AND PROMOTIONS)</b>			
% of final candidate interviews that include women (global)	71%	77%	
% of final interviews that include a candidate of color (U.S.)	83%	81%	
% of hires that were women (global)	40%	41%	40%
% of hires that were people of color (U.S.)	45%	42%	46%
% of career moves received by women (global)	40%	40%	39%
% of career moves received by people of color (U.S.)	38%	38%	36%
Senior management % of career moves received by women (global)	35%	35%	30%
Senior management % of career moves received by people of color (U.S.)	36%	38%	33%
<b>EMPLOYEES RECEIVING PERFORMANCE AND CAREER DEVELOPMENT REVIEWS</b>	100%	100%	100%

## Environmental

### GREENHOUSE GAS EMISSIONS MANAGEMENT

Science-based target

Our target calls for a 38% absolute reduction in Scope 1 and 2 greenhouse gas emissions by 2025 from our 2016 base year, and a 20% reduction in Scope 3 emissions over the same period.

### GREENHOUSE GAS EMISSIONS BY SCOPE (MTCO<sub>2</sub>E)

<b>Scope 1 &amp; 2 emissions</b>	56,898	57,687	71,504
Data centers	31,295	29,798	36,296
Offices	23,649	26,644	33,207
Travel	1,955	1,246	2,001
<b>Scope 3 emissions</b>	503,012	495,962	471,614
Purchased goods and services <sup>2</sup>	396,270	395,684	372,171
Fuel- and energy-related activities	8,452	11,779	17,365
Waste generated in operations	1,288	339	436
Business travel	53,738	49,174	58,862
Employee commuting	43,264	38,986	22,780
<b>Greenhouse gas intensity (MTCO<sub>2</sub>e/ \$Revenue)</b>	0.0000034	0.000006	.00002

### ENERGY MANAGEMENT (MWH)

<b>Total energy consumed</b>	109,718	114,944	144,480
Data Centers	50,522	40,481	50,883
Offices	59,196	74,463	93,597
<b>Percentage grid electricity</b>	97%	98%	99.82%
<b>Percentage renewable</b>	100%	100%	100%
On-site creation	3%	2%	0.18%
Direct procurement	10%	11%	9%
Unbundled renewable energy credits	87%	87%	91%

### DATA CENTERS

Average PUE <sup>3</sup>	1.55	1.41	1.41
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### WASTE MANAGEMENT (LBS)

Waste generated	3,111,778	2,294,341	2,511,425
Waste diverted	2,470,640	1,766,001	1,567,203
Percentage of waste diverted	80%	77%	62%

### WATER MANAGEMENT (CUBIC METERS)

Water consumption	130,253	128,549	156,884
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For more information, please see the [Mastercard 2019 Sustainability Report](#)

[1] Women/men and ethnicity totals do not include unknown. Denominators include unknown. Senior management is defined as Vice President and above.

[2] Includes purchased goods and services and capital goods

[3] Vocalink's PUE was included in 2019. For previous years, it was not included.