



Doing well by doing good

Corporate Sustainability Highlights 2020



OUR RESPONSE TO COVID-19

Up to

\$300 million

committed to help communities and small businesses recover and build resilience.*

*Includes grants from the Mastercard impact fund.

IN SOLIDARITY

\$500 million

pledged over five years to help close the wealth and opportunity gaps faced by Black communities in the U.S., drawing on assets from across the company — including our technology, partnerships, products and services — and furthering longstanding efforts to advance financial inclusion.

INCLUSIVE GROWTH



Reached financial inclusion target of bringing

500 million

unbanked people into the digital economy and increased commitment to bringing a total of

1 billion

people and, 50 million micro and small merchants into the digital economy worldwide — and providing solutions to 25 million women entrepreneurs by 2025.

ENVIRONMENTAL STEWARDSHIP

Committed to reaching

net-zero

green house gas (GHG) emissions by 2050 across our operations and value chain, building on our existing science-based targets.**

**In 2021.



Expanded the Priceless Planet Coalition to nearly 60 companies to regrow

100 million

trees over five years.**

**In 2021.

Over

10 million

cards produced for issuance since 2018 with approved sustainable materials using Mastercard's Sustainable Card Materials Directory

Highlights

Tied executive compensation to ESG goals and priorities, including carbon neutrality, gender pay parity and financial inclusion.*

Issued a sustainability bond to support significant progress already made towards maximizing carbon reduction, supporting environmental choices for customers, and fostering inclusive growth.*

OUR RESPONSE TO COVID-19 supported recovery efforts across our company, for our customers and for communities around the world:

- Mastercard committed up to \$300 million in the fight against COVID-19, which includes \$250 million in financial, technology, product and insight assets over the next five years to support the financial security and vitality of small businesses and their workers.

- Engaged with several hundred national and local governments globally to help digitize relief programs and support recovery planning, such as the secure delivery of social disbursements.
- Had no COVID-19 related layoffs in 2020.
- Introduced a COVID-19 global employee benefit for up to 10 business days of additional paid leave for sickness, childcare or eldercare.

IN SOLIDARITY was created in 2020 in response to the systemic racism that continues in our world, particularly in the United States, it includes a concrete set of actions across three pillars: people, market and society, such as:

- Growing our Black leadership at the VP level and above by 50% by 2025.

- Expanding our annual spending with Black suppliers by more than 70% to \$100 million annually by 2025.
- Pledged \$500 million over five years to help close the wealth and opportunity gaps faced by Black communities in the U.S., drawing on assets from across the company — including our technology, partnerships, products and services.

ENVIRONMENTAL STEWARDSHIP

Committed to reaching **net-zero** greenhouse gas (GHG) emissions by 2050 across our operations and value chain, building on our existing science-based targets.*

Expanded the Priceless Planet Coalition to nearly 60 companies to **regrow 100 million trees** over five years.*

Over 10 million cards produced for issuance since 2018 with approved sustainable materials using **Mastercard's Sustainable Card Materials Directory**.

INCLUSIVE GROWTH

Reached financial inclusion target of **bringing 500 million unbanked people** into the digital economy.

Increased commitment to **bringing a total of 1 billion people** and, 50 million micro and small merchants into the digital economy worldwide — and providing solutions to 25 million women entrepreneurs by 2025.

Mastercard and the Mastercard Impact Fund disbursed over **\$80 million in charitable donations** in 2020.

OUR PEOPLE AND CULTURE

Invested in new policies, programs and tools to **enhance employees' work-life experience** globally, including tools to support mental well-being and financial support for adoption, surrogacy or fertility treatments.

Women employees earn **\$1.00 for every \$1.00** men employees earn.**

Our STEM-based **Girls4Tech** passed **the million-girl mark** in 2020, prompting us to commit to engaging five million girls by 2025.

ETHICAL AND RESPONSIBLE STANDARDS

Updated our Code of Conduct, adding language regarding our commitment to respecting and promoting human rights and our Data Responsibility Principles.

Published our Board-approved Human Rights Statement detailing our commitment to respecting and promoting human rights.

* In 2021.
** Based on our most recent annual pay equity analysis.



Mastercard 2020 Corporate Sustainability Report ESG Data Table

DESCRIPTION	FY 2020	FY 2019	FY 2018
Governance			
Ethics and Compliance			
Employee completion of annual compliance and ethics training (% of total workforce)	100%	100%	100%
Governance Structure			
Board of Directors			
Women	29%	27%	27%
Men	71%	73%	73%
Asian	43%		
Black	7%		
Latino	7%		
White	43%		
Sustainability experience	86%		
Social			
Total Employees			
21,000	18,600	14,800	
Employees by gender (global)			
Female	38%	39%	39%
Male	61%	61%	61%
Senior management by gender (global)			
Female	32%	33%	33%
Male	68%	67%	67%
Employees by ethnicity (U.S.)			
Black or African American	5.6%	5.5%	5.6%
Hispanic or Latino	8.4%	8.3%	8.4%
Asian	22.3%	20.6%	19.9%
All other people of color	1.8%	2%	1.7%
White	59.5%	60.6%	64.4%
Senior management by ethnicity (U.S.)			
Black or African American	6.4%	4.2%	4.5%
Hispanic or Latino	11.1%	11.2%	10.7%
Asian	13.3%	14.8%	15.1%
All other people of color	0.9%	1.8%	1.7%
White	66%	67.4%	68%

DESCRIPTION	FY 2020	FY 2019	FY 2018
Social			
Equal pay			
Women-to-men pay equity (global)	\$1.00 to \$1.00	\$1.00 to \$1.00	\$0.996 to \$1.000
Median pay for women (global)	92.4%	92.2%	
People-of-color-to-Caucasian pay equity (U.S.)	\$1.00 to \$1.00	\$1.006 to \$1.000	
Median pay for people of color (U.S.)	92.4%	93.0%	
Employees subject to collective bargaining agreements (U.S.)	0	0	0
Recruitment			
% of global final candidate interviews that include women	78%	71%	77%
% of global final candidate interviews that include men	81%	80%	
% of U.S. final interviews that include a candidate of color	81%	83%	81%
% of U.S. final interviews that include a white candidate	73%	79%	
Senior management recruitment			
% of global final candidate interviews that include women	81%	67%	70%
% of global final candidate interviews that include men	90%	88%	
% of U.S. final interviews that include a candidate of color	73%	82%	79%
% of U.S. final interviews that include a white candidate	80%	84%	
Hiring			
% of global hires that were women	38%	40%	41%
% of global hires that were men	62%	60%	59%
% of U.S. hires that were people of color	50%	45%	42%
% of U.S. hires that were white	46%	55%	58%
Senior management hiring			
% of global hires that were women	44%	33%	38%
% of global hires that were men	56%	67%	62%
% of U.S. hires that were people of color	36%	42%	37%
% of U.S. hires that were white	64%	58%	63%
Career moves			
% of global career moves experienced by women	39%	40%	40%
% of global career moves experienced by men	60%	60%	60%
% of U.S. career moves experienced by people of color	39%	38%	38%
% of U.S. career moves experienced by white	59%	60%	61%

Women/men and ethnicity totals do not include unknown. Denominators include unknown. Senior management includes Senior Vice President and above.



Mastercard 2020 Sustainability Report Data Table

DESCRIPTION	FY 2020	FY 2019	FY 2018
Social			
Senior management career moves (laterals and promotions)			
% of global career moves received by women	36%	35%	35%
% of global career moves received by men	64%	64%	65%
% of U.S. career moves received by people of color	35%	36%	38%
% U.S. of career moves received by white	62%	61%	61%
Employees receiving performance and career development reviews	100%	100%	100%
Mastercard's giving			
Total Mastercard giving	\$80,172,000		
Community	\$50,476,000		
COVID-19 and other disaster relief	\$29,978,000		
Match employee giving	\$5,633,000		
Other community	\$14,861,000		
Data science for social impact and economic development	\$12,905,000		
Financial security and future of work	\$16,791,000		
Environmental			
Environmental management			
Net-zero target	Mastercard committed to net-zero emissions by 2050.		
Carbon neutrality	We committed to achieving carbon neutrality, or the 100% offset of our operational CO ₂ emissions, in 2021.		
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.		
TCFD implementation	We aligned with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations and increased our transparency.		
Greenhouse gas emissions			
Scope 1 GHG emissions (MTCO ₂ e)	3,221	4,758	4,828
Scope 2 GHG emissions (MTCO ₂ e) (location-based)	52,538	52,141	52,859
Scope 2 GHG emissions (MTCO ₂ e) (market-based)	268	162	3,399
Breakdown of Scope 1 + 2 GHG emissions (MTCO ₂ e)			
Data centers	32,455	31,295	29,798
Offices	22,319	23,649	26,644
Travel	985	1,955	1,246

DESCRIPTION	FY 2020	FY 2019	FY 2018
Environmental			
Scope 3 GHG emissions (MTCO ₂ e)	366,143	503,012	495,962
Purchased goods and services ⁽ⁱ⁾	344,076	396,270	395,684
Fuel- and energy-related activities	6,485	8,452	11,779
Waste generated in operations	486	1,288	339
Business travel	7,373	53,738	49,174
Employee commuting	7,723	43,264	38,986
Greenhouse gas intensity (MTCO ₂ e/\$revenue)	0.000028	0.0000034	0.000006
Energy management			
Total energy consumed (MWh)	107,320	109,718	114,944
Data centers	61,862	50,522	40,481
Offices	45,458	59,196	74,463
Grid electricity (%)	97%	97%	98%
Renewable energy (%)	100%	100%	100%
On-site creation	3.2%	3%	2%
Direct procurement	8.3%	10%	11%
Unbundled renewable energy credits	88.5%	87%	87%
Data centers: average PUE ⁽ⁱⁱ⁾	1.5	1.55	1.41
Waste management			
Waste generated (lbs)	1,037,603	3,111,778	2,294,341
Waste diverted (lbs)	760,657	2,470,640	1,766,001
Percentage of waste diverted	73%	80%	77%
Water consumption (cubic meters)	120,504	130,253	128,549

⁽ⁱ⁾ Includes purchased goods and services and capital goods.

⁽ⁱⁱ⁾ Vocalink's PUE was included in 2020 and 2019. For previous years, it was not included.

