



MasterCard Diversity and Inclusion

A global and collaborative culture of
inclusion driving talent development,
innovation and results



“As a company, we believe diversity sits at the root of innovation. Diversity of culture, experience and thought all drive innovative thinking. That’s why we encourage employees to express their diverse opinions and ideas.”



Ajay Banga, President and Chief Executive Officer





Making diversity and inclusion business imperatives

At MasterCard, a culture of diversity and inclusion has become deeply ingrained within our corporate identity. It's a reflection of our long history of social responsibility, as well as early recognition that these attributes offer powerful business advantages.

We see diversity and inclusion as key to achieving the MasterCard vision of "A World Beyond Cash". If we're to meet the fast evolving payment needs of our customers, consumers and merchants, we have to be innovation leaders. And as diversity of thought is at the heart of innovation, the more varied the life experiences of the people we bring to the table, the better.

"MasterCard leverages the unique perspectives of our employees to deliver innovative products and solutions that are as diverse as the consumers we serve around the world. Our inclusive culture is about more than simply having a diverse workforce – it's about using diversity to drive real business impact" explains Tim Murphy, General Counsel and Chief Franchise Officer. "We want our employees to know they're making a real difference when they bring different ways of thinking to the table."

Diversity and inclusion are deeply ingrained within our corporate identity.

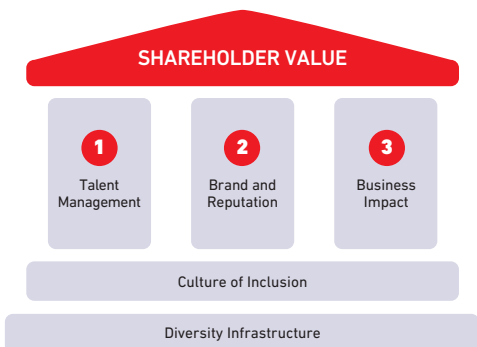
Message From MasterCard's Chief Diversity Officer, Donna Johnson

People are sometimes surprised that I came from a marketing background when I was asked to become the Chief Diversity Officer for MasterCard in 2010. But while playing an obvious HR policy role, MasterCard's diversity strategy has always been very much focused on achieving business results. As global marketplace leaders, we've made a serious investment towards entrenching diversity and inclusion within our business processes and procedures.

It's an investment that's paying off, because by harnessing our collective uniqueness, MasterCard is developing the insights needed to continuously innovate and better meet the payment needs of today's diverse international consumer. Diversity and inclusion have become key components of MasterCard's vision, business strategy and corporate culture – and we're a stronger company for it.



Donna Alligood Johnson
Chief Diversity Officer



How we are building an inclusive culture

Diversity and Inclusion Strategy

A culture of diversity and inclusion that increases engagement, innovation and productivity supports our strategic pillars.

Global Diversity And Inclusion Council (GDIC)

Senior leaders from our business units drive the diversity and inclusion agenda and strategy.

Chief Diversity Officer

A senior management level position responsible for development and implementation of the diversity and inclusion strategy.

Global Diversity Office

Ensures the principles of diversity and inclusion are embedded throughout the company.

Business Resource Groups (BRGs)

Act as internal business consultants to provide consumer segmentation, research, cultural insights and access to networks.

Supplier Diversity Program

Offers opportunities to minority-, women-, disabled- and veteran-owned businesses, and to small businesses as suppliers of our goods and services.

MasterCard Global Diversity and Inclusion Timeline

- Launched Global Diversity Initiatives and created the Global Diversity Office
- Launched first BRGs LEAD and WLN followed by EAST, LATIN NETWORK and PRIDE
- First Chief Diversity Officer

2008

- Launched Global Diversity and Inclusion Strategy
- Launched Multicultural Steering Committee
- First Multicultural Summit at Headquarters (Purchase, New York)

2009

- Launched YoPros (Young Professionals), 6th BRG
- Launched BRG Mentoring Program
- First Global Women's Summit

2010

- Launched first annual Global Diversity Award
- Launched WWAVE (Workers with Accumulated Valued Experience), 7th BRG
- Executed Affirmative Action Plan

2011

- Launched SALUTE (Active & Veteran military personnel and their families), 8th BRG

2012

- First Global Inclusion Summit and Twitter hashtag #gblinclusion
- Launched first MasterCard employee education program to use gamification, EDGE (Employees Driving the Global Enterprise)

2013

That's why MasterCard has built a foundation for diversity and inclusion – a springboard to innovation.



A diverse workplace to compete in the global marketplace

By creating a culture where everyone's perspectives and experiences are appreciated, MasterCard benefits through:

Increased innovation

A diverse workforce gives us a broader range of ideas, insights and experiences to draw on as we develop new products and services.

Deeper consumer insights

As a global payments company serving more than 210 countries, we're able to gain a deeper understanding of our customers' unique needs through a workforce that reflects the market.

Greater employee engagement

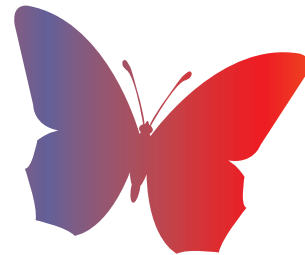
Having a reputation for helping employees reach their full potential by respecting individual strengths, views and experiences, helps attract and retain the best and brightest.

MasterCard's commitment towards a culture of inclusion includes investing the resources that are needed to support the overarching diversity strategy from which multiple initiatives have sprouted.



Zundra Bryant, a founding member of MasterCard's LEAD BRG, says one of the biggest distinctions is executive support.

"It's one thing to have grass roots employees involved; it's another to have executives who have made diversity a part of their strategy for growing the company and who are actually putting funds towards diversity initiatives."



“The magic of our employees is more than just their skills and experience – it's their diversity of thoughts and ideas that make them our greatest asset.”

Ron Garrow, Chief Human Resources Officer

It's a business strategy towards A WORLD BEYOND CASH.

Why we use the term BRG

At MasterCard, we use the term Business Resource Group (BRG), whereas other companies often refer to Employee Resource Groups or Affinity Resource Groups. Donna Johnson, Chief Diversity Officer and founding member of the first BRG, LEAD, says that's because the people who launched the very first groups pushed for a focus on business results. "It was important to us that these groups really aligned with our business objectives and did not focus on just pure networking or affinity." It's an approach that connected with employees wanting to contribute to MasterCard's culture of innovation – and a reason for the high BRG participation.

BRGs tap into employee diversity for market insights

One of MasterCard's proudest success stories is the growth of our eight BRGs, which now number more than 4,000 employees worldwide. "The purpose of the BRGs is to encourage employees to express their diverse opinions and ideas," explains Ajay Banga, MasterCard President and CEO. **"We want them to feel empowered and to recognize that their contributions make a difference."**

The BRGs provide employees with an opportunity to get involved in things that might not otherwise be a part of their day-to-day job functions. Members are able to enhance their own cultural awareness, develop leadership skills and network across business units and levels.

For MasterCard, the BRGs have provided invaluable perspectives that have delivered real business results. These include customer-focused programs, such as working with the U.S. Treasury Department to provide prepaid cards in place of social security checks for senior citizens, teaming with Univision to provide cards to serve the Hispanic community, or developing mobile payment solutions to promote financial inclusion in emerging markets.

BRGs are one of the key ways MasterCard taps into employee diversity for market insights.

Bridging continental communication

To encourage more dialogue between our U.S.- and Latin America-based employees, the Latin Network BRG coordinated live meetings between offices, called Journey to the Americas. The meetings allowed the Latin American regional offices to share overviews of what they do, information on their countries and a cultural profile. They're now helping the LEAD BRG as they develop a Journey to Africa program.

YoPros teach the social media ropes

MasterCard wants our employees to be active in social media. To address generational barriers, the YoPros BRG offers a one-on-one Social Media Reverse Mentoring program to employees who want to be familiarized with the platforms.

Ron Garrow, Chief Human Resources Officer, is now Twitter savvy after a lesson in all things Twitter.



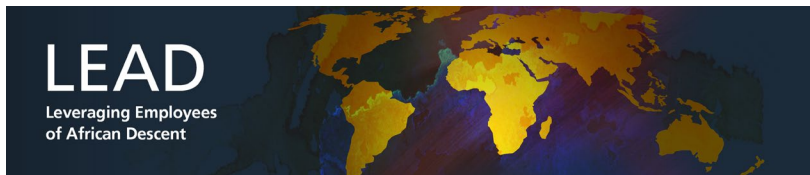
Meet the BRGS



EAST aims to enhance the understanding among employees of the overall trends in Asia, and how key dynamics impact our business in the region.



The BRG brings together employees of Latin descent for professional development and networking, while offering insights to the Hispanic consumer segment and organizations.



LEAD's mission is to facilitate an environment that attracts, promotes and retains employees of African descent, including providing them opportunities for professional growth.



Fosters an environment of inclusiveness and respect so employees feel comfortable being open about their lives, regardless of sexual orientation, gender identity or expression.



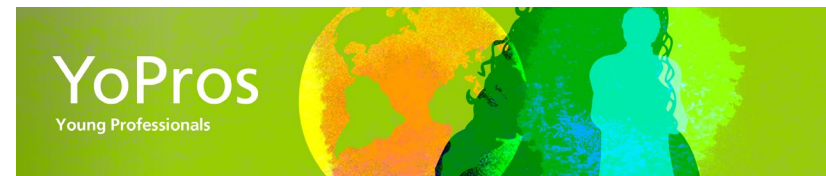
Provides support for active and veteran military personnel by supporting the transition into MasterCard's corporate culture and providing opportunities for professional growth.



Seeks to advance women's careers and performance through a culture of mentoring and coaching.



Focuses on diversity of background and experience, regardless of age or seniority.



Focuses on developing and utilizing the innovative skills of our young professionals.

Not only do BRGs provide opportunities for employees to grow and get more out of their careers...



Pride NYC meets the PRIDE BRG

BRGs look for ways to integrate our communities of interest into our product development process. The PRIDE BRG played a key role in making MasterCard the official card of NYC's Pride events. Thousands have participated in the #AcceptanceMatters social media campaign and MasterCard has produced millions of *PayPass*™ brand impressions. Having created a lasting dialogue created between MasterCard and the LGBT community, we went on to become the "Preferred card for St Louis' PRIDEFEST" with even more events in the works.



WLN supports women entrepreneurs

Along with championing women's advancement at MasterCard, the WLN BRG supports initiatives that foster entrepreneurship among women. This includes a recent partnership between MasterCard and the Dubai Chamber of Commerce to launch Ro'Ya ('Vision' in Arabic), which awards eight aspiring businesswomen with funds (up to US\$50,000) and mentoring to develop their enterprise.



SALUTE Aspire Challenge

SALUTE Aspire is MasterCard's online brainstorming program that business owners can use to get different perspectives on a variety of challenges, and they benefit from the diverse experience and background of any of MasterCard's more than 10,000 employees.

A recent SALUTE Aspire Challenge sought to address the unique financial issues that military personnel and their families face around the globe. It asked employees for their input on products or services that could assist the financial management of those in the armed forces that are posted abroad. The impressive employee response led to a winning submission that will soon be bettering the lives of U.S. military personnel.

...they generate innovative thinking and business results that impact MasterCard's bottom line.

MasterCard is proud that our internal diversity practices and the resulting successes are an inspiration to others. For more information on MasterCard's global awards, visit www.mastercard.com/us/company/en/careers/awards_and_recognition.





The MasterCard Center for Inclusive Growth

MasterCard formed the Center for Inclusive Growth to advance sustainable economic growth and financial inclusion around the world. By bringing together global thought leaders, sharing their insights, and then working to translate their thoughts into actions, the Center will empower those historically excluded from financial services.

We see success as a global economy that's actually closer to being truly global; where more people from more places are participating in it, contributing to it and helping it grow.

The Center focuses on two main areas:

1. Research

We engage academic thought leaders and institutions from around the world and publish the findings in an open-source environment as catalysts for change. Our efforts target research that focuses on sustainable and equitable economic growth and financial inclusion.

2. Global Philanthropy

We make philanthropic investments in programs that advance entrepreneurship, which we see as a means to financial inclusion and economic development. With women and youth comprising a disproportionate share of the world's poor and financially excluded, we focus on programs that help them gain more control over their financial future.

Academic Advisory Council

The Center created the Academic Advisory Council comprised of thought leaders and innovative thinkers on economic growth and financial inclusion from around the world. Serving as Senior Fellows, they provide strategic counsel and inform the Center's annual research agenda.

Diversity and inclusion are deeply ingrained within our corporate identity.

“Financial inclusion is not an end in itself, but a means toward economic development and poverty alleviation. And a big challenge to achieving these goals is a lack of high-quality and relevant information critical to sound decision-making. The Center will help fill this gap.”

Shamina Singh, Executive Director, MasterCard Center for Inclusive Growth

MasterCard is doing good around the globe.



Philanthropy Programs

MasterCard's philanthropy initiatives aim to help people of diverse backgrounds reach financial independence so they can realize their potential and improve their life outcomes.

Network for Teaching Entrepreneurship (NFTE)

Teaches young people in at-risk communities the entrepreneurial skills they need to turn their dreams into reality.

The MasterCard Foundation Scholars Program

Advances microfinance and youth learning to promote financial inclusion and prosperity in developing countries.

Project Inspire

Young people pitch ideas for a chance to win a US\$25,000 grant to create opportunities for women and girls in the Middle East, Asia Pacific and Africa.

Pro Mujer

Support for a neighborhood center in Milpa Alta, Mexico to help women build livelihoods through financial services, business training and healthcare access.



Advancing financial inclusion in East Africa

MasterCard has partnered with Equity Bank to introduce *PayPass*™ Enabled Debit and Prepaid Cards to extend financial inclusion in five East African countries. It will empower consumers previously not exposed to electronic payments with a safe and secure way to pay, versus cash and other forms of payment.

A recent survey found that financial exclusion in Kenya, Uganda, Tanzania and Rwanda stands at 33%, 30%, 56% and 28.1% respectively, so by modernizing the payment industry in this way, millions of people stand to gain.*

*Finscope Rwanda Survey 2012





MasterCard

When different people come together,
it's not just beautiful, it's priceless.®

To learn more, go to www.mastercard.com/diversity.

