

Mastercard Ireland Gender Pay Gap Report 2023

Equality is one of the cornerstones of our commitment to building an inclusive, high-performing culture at Mastercard. We know our people are our greatest asset and we are dedicated to global practices designed to ensure equal pay for equal work. Doing so ensures we can drive a high performance culture, and better business outcomes as a result.

We know that longstanding inequality and exclusion hold back women from reaching their full potential. Differentiation in pay is one area of imbalance which has far-reaching implications. To address this, we have an established framework for examining pay practices annually with the support of independent, third-party analysis. All roles in our organization are reviewed and benchmarked to the external market, and we assess compensation decisions for potential pay disparities by gender, amongst other criteria.

Creating an equitable workplace where all employees feel valued, respected, empowered and have the opportunity to reach their greatest potential is essential so that we, as an organization, can also reach our greatest potential. That includes equal pay for equal work. Globally, women at Mastercard earn \$1.00 to every \$1.00 earned by men, based on employees at the same level doing the same work, with the median pay gap predominantly due to the fact that we have more men in senior roles, not because men are paid more. Compensation data includes base, bonus and long-term incentives.

While we continue to ensure equal pay for equal work, we also focus on closing the gender pay gap where disparities remain. This measure of the difference between average earnings of men and women across all jobs within the organization reinforces the need to prioritise the advancement of women in senior roles across Mastercard.

Looking specifically at our median gender pay and bonus gap data in Ireland, we were encouraged to see the gender pay gap narrow between our mean and median figures across both hourly pay and bonuses compared to last year.

Despite this positive trend, we know we still have work to do, and this is an area we are tackling head on. To that point, in 2021, we deployed an effort tying executive compensation to our three global Environment, Social and Governance (ESG) priorities, with gender pay parity prominently amongst those commitments. And in April 2022 we extended that approach to our annual corporate score and included all employees globally, taking our shared accountability and progress to the next level.

We believe this effort will further accelerate progress in increasing female representation across the company, particularly in more senior roles, which will have the greatest impact on narrowing our pay gap. The key is in building a pipeline of strong female talent and instilling a shared focus and accountability on the advancement of women in our company.

We are building the next generation of female leaders for our company and society. Our efforts focus on expanding opportunities for female employees to advance their careers, supporting small business owners and startups, and partnering with other organizations committed to the need for gender balance. Our Gender Balance steering committee remains focused on increasing female representation at all levels of the organization.

At Mastercard, we consider gender matters through three lenses: what we do for our **People**; how we positively impact the **Market** and how we drive change in **Society**. Furthermore, we define a 'woman' or 'women' as anyone who identifies as such. In our commentary, we use this term to be most inclusive. Sometimes in this report, we use the terms 'female' and 'male' to accurately reflect the methodology of source material and datasets. For queries or more information about Mastercard's commitment to cultivating a culture where we all belong, contact global_diversity_office@mastercard.com.



People – Mastercard wants to be the Employer of Choice for Women

We are on a journey to create the type of workplace and world where everyone has equal access to connect their greatest passions to their fullest potential. This starts with our people. In our quest to be an Employer of Choice for women, we are focused on career development within the organization, delivering programs that support the whole health and wellness of women at Mastercard, and extending visibility and professional networks outside of Mastercard.

- **Women's Mentoring Series** – We partnered Mastercard's junior talent with our executive female leaders to support their career growth, help them tackle the barriers holding them back, and help us learn more about their challenges. This has reduced attrition of junior talent, improved engagement, and helped gather rich insights. In 2022, 900 women participated in our women's mentoring programme worldwide, which helps support internal career moves. Since 2020, 1,800 female employees have participated in the programme globally.
- **Diverse Candidate Slates** – The diversity and skillsets of our people underpin everything we do, so we ensure there is always a diverse candidate slate, as well the candidate selection process being equitable and unbiased. In Ireland, we aim for at least half of candidates to be female at interview stage.
- **Engineering Apprenticeships** – In 2022, we launched a two-year software engineering apprenticeship programme with a focus on female participation, with the aim of converting successful participants to full-time employees.
- **Director Development pathway** – We have created a programme to help our most talented directors prepare for promotion and built a pipeline of talent for more senior roles.
- **New Parent Leave** – Parental leave was enhanced to provide up to 16 weeks of 100% paid leave regardless of gender, sexual orientation, or caregiver status and 100% of bonus eligibility during the first 16 weeks of parental leave.
- **Serving on Boards** – This programme supports our leaders across the company to gain experience serving on both for-profit and non-profit Boards. This invaluable experience allows them to strengthen their future career paths and extend their professional networks.
- **External mentoring with the 30% Club** - Leveraging our relationship with the 30% Club network, a global campaign led by Chairs and CEOs taking action to increase gender diversity at board and senior management levels, we give our female employees the opportunity to be mentored by senior leaders.

Market – Mastercard wants to be the Brand of Choice for Women

As part of our objective to be the brand of choice for women, we help address the systemic barriers that have prevented them from reaching their potential, helping them access financial tools and resources that meet their specific needs, become entrepreneurs, or scale and grow their business.

- **Global SME Pledge** – To date, we have helped over 27 million women entrepreneurs grow their business, exceeding our 2025 target.
- **Financial Alliance for Women and the 30% Club** – These two partnerships are focused on breaking down the barriers women face in their careers, and in accessing relevant financial services.
- **Start Path** – Through our Start Path programme we're pushing our network of investors and angels to help increase the number of female founders and give them a path to scale up.
- **Women's Leadership Network (WLN)** – Our Dublin WLN chapter is prominent voice in promoting women working in Ireland's Payments industry.



Society – Mastercard wants to be the Partner of Choice for Women

And in order to be the partner of choice for women, we are committed to investing our time, resources and philanthropic efforts toward ensuring that the opportunity path is accessible and open to girls and women across the globe.

- **\$100M early-stage venture fund** – Mastercard leads an investment fund launched by Astia to invest in high-growth companies that have at least one female equity holding executive.
- **Girls4Tech** – Mastercard has committed to inspiring young girls to build science, technology, engineering and math skills. To date we have reached **5.7 million girls with our Girls4Tech program**, which includes engaging technology, cybersecurity and AI workshops.

The journey to a truly equitable and inclusive society where women have equal access to equal opportunity is ongoing. It's up to each one of us to ensure that everyone belongs and that everyone has equal opportunities in our company and in our communities.

Mastercard Ireland Gender Pay Disclosure



Gender distribution quartiles

Quartiles – 1 (Upper)



Quartiles – 2 (Upper Middle)



Quartiles – 3 (Lower Middle)



Quartiles – 4 (Lower)



Hourly pay gap

Mean 12.6%
Median 12.4%

(2022: Mean 15.6%;
Median 19.6%)



Bonus pay gap

Mean 20%
Median 6.1%

(2022: Mean 28.4%;
Median 22.6%)

Hourly pay YOY

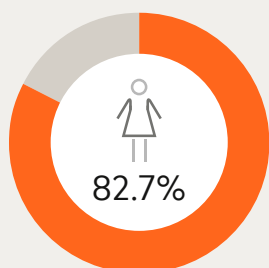
Mean -3.0%
Median -7.2%

Bonus pay YOY

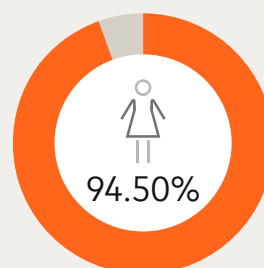
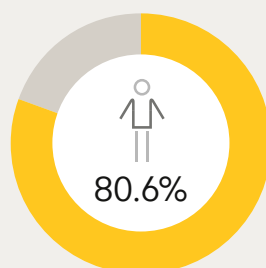
Mean -8.4%
Median -16.5%

Proportion of employees receiving a bonus paid in 2022/2023

Bonus payments are available at all levels of the organisation.



% of Relevant Employees receiving Bonus



% of Relevant Employees receiving Benefits in Kind

