Diversity can be simply defined as the ways a group of people are both similar and different. Inclusion, on the other hand, is a conscious effort to use diversity to drive business results and create a company’s culture.

This distinction is important because having diversity at all levels of the organization helps us to better innovate and problem solve. Diversity extends far beyond gender, ethnicity and age to include different thoughts, skills, experiences and backgrounds. Companies are only as strong, as smart and as forward-thinking as the people who work for them.

At Mastercard, we are investing in our people and creating an inclusive environment in which the best people choose to be. It is our goal to provide a sense of purpose that promotes decency. We want to hire and retain the best and brightest talent and ensure they feel valued and respected and have the opportunity to reach their greatest potential.

It’s critical that our leaders surround themselves with people who don’t look like them, don’t walk like them, don’t talk like them and don’t have the same experiences as they do. These diverse perspectives and experiences help to guide our organization through shifts in social conventions and economic drivers. They also help us answer the deep questions any organization must ask in order to continue to be successful well into the future.

If we have a deep understanding of the current and traditional barriers to diversity, we can implement programs and support systems to overcome them.

One example is our efforts to raise awareness of unconscious bias and its limitations, providing our employees with insights on how to mitigate it in the workplace. To date, more than 75 courses have been held in 29 offices globally.

Our commitment to gender equality is ongoing. We continue to listen to our employees and to take actions aligned with our commitment. The three pillars of our efforts include:

Diversity and inclusion cannot be a nice-to-have. Rather, it must be expected, not simply accepted. The results of this prioritization are clear — better insights, better decisions and better products that differentiate a company from the competition.
• **People**  
  creating opportunities for our teams by expanding their skills and experiences;

• **Society**  
  working to support the development of future leaders through programs like our Women in Technology effort and Girls4Tech science, technology, engineering and math (STEM) education program; and

• **Markets**  
  bringing balance and equal access to products and solutions.

The impact of our efforts can be seen by the quality of people we are able to hire and retain at Mastercard. It is their efforts that have led to our recognition by DiversityInc, the Human Rights Council and other organizations.

But one award does not mean the mission is accomplished.

Decency must continue to be infused throughout our culture and is a principle for how we do business. We can always do better, be better, and find new opportunities to learn and grow as individuals and business leaders. That’s what enables us to do well AND do good.

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