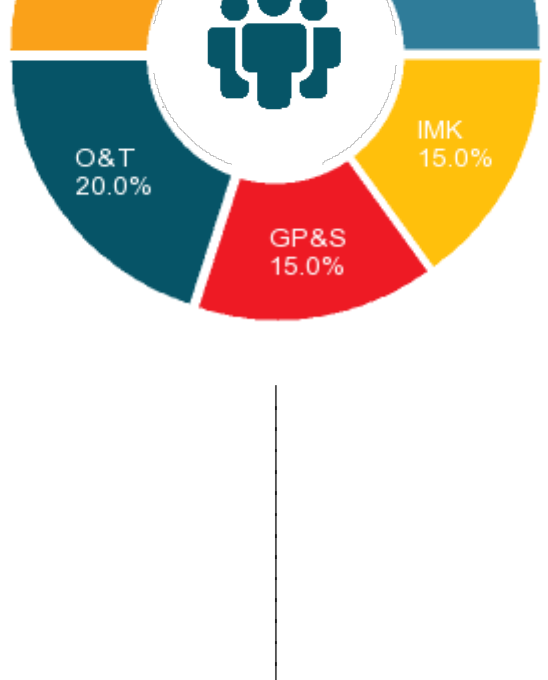


# MasterCard

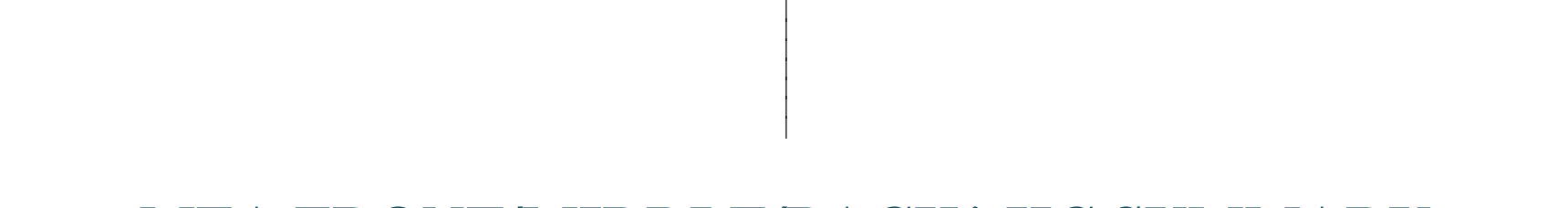
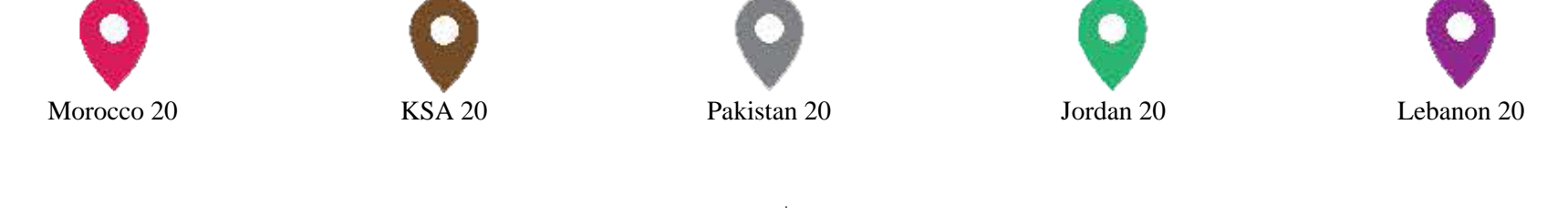
## MEA WORKFORCE DASHBOARD

as of 31st January, 2015

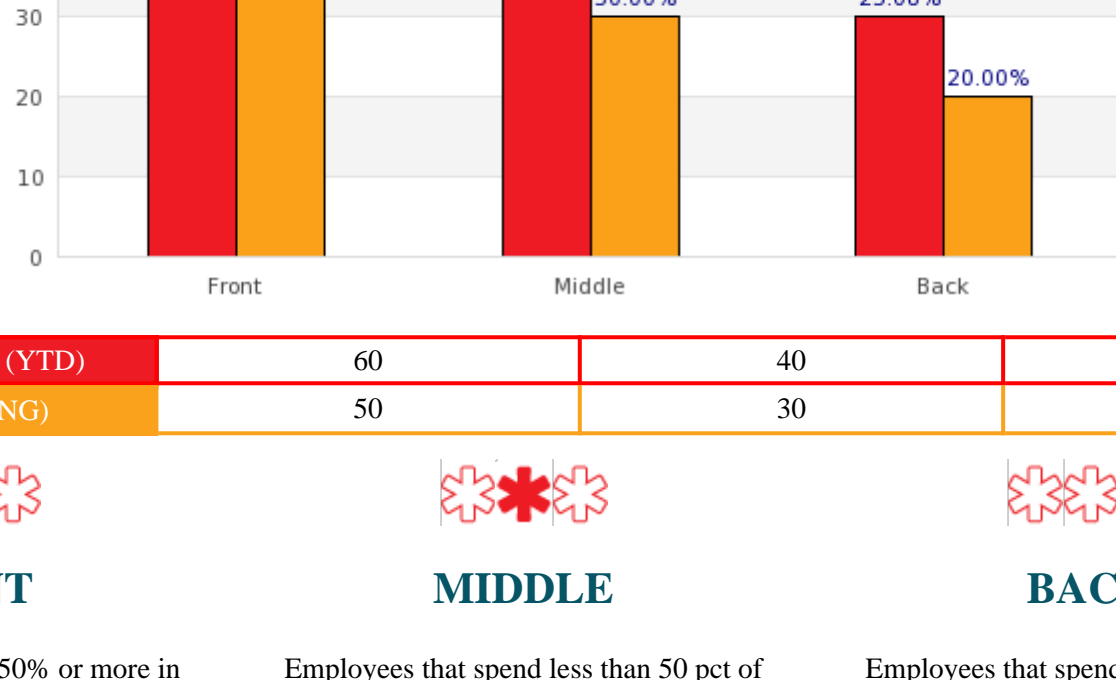
### WORKFORCE BY BUSINESS UNIT



### WORKFORCE BY LOCATION



### MEA FRONT/MIDDLE/BACK\* HC SUMMARY

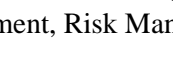


	2015 (YTD)	60	40	30
	2014 (CLOSING)	50	30	20



#### FRONT

Employees that spend 50% or more in direct contact with customers driving revenue in either selling activities, relationship management roles, delivery or providing routine post sale support.



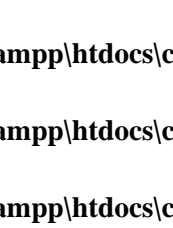
#### MIDDLE

Employees that spend less than 50 pct of time in direct contact with customers and do not support our core operating infrastructures (Communications, HR, Finance, Law, Marketing, Product Development, Risk Management)



#### BACK

Employees that spend time supporting core infrastructure(O&T, Business Support)



### DIVERSITY

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### DIVERSITY BY ORIGIN



