
MasterCard

**EMPLOYEE
ENGAGEMENT
SURVEY**



INSTRUCTIONS

Please circle your response to each statement or write in appropriate responses where indicated. When you are finished, please put the survey in a sealed envelope and send it to BT.Novations, Inc., our outside consulting firm. The mailing address can be found at the bottom of the next page. If mailed within a MasterCard facility, postage will be paid by MasterCard. Your envelope will not be opened until it reaches BT.Novations. No one at MasterCard will have access to your individual responses. In order to further ensure the confidentiality of your responses, no work group report will be produced for any defined group that does not reach a minimum number of 5 respondents. Those responses will be included in the summary of responses for the next level work group manager.

To each statement, circle the number corresponding to the extent to which you agree or disagree. Mark "Neutral" to items where you sometimes agree and other times disagree. If you are not sure how to respond to an item or have no information, circle "?," indicating "Don't Know" or "Not Applicable."

The following is a list of terms you will find in the survey:

| | | | | | | | | | | | |
|----------------------------------|--|------------|------------|----------------------|----------|-------------------|---|------------|--|-------------------|---|
| Executive Management Group (EMG) | Robert Selander and his direct reports. | | | | | | | | | | |
| Business Unit | Organizations led by EMG members; e.g., Global Development, Central Resources, Customer, Executive/OCEO, GTO, Global Value Partners, Law Department, Europe. | | | | | | | | | | |
| Senior Management Team (SMT) | Direct reports to EMG members and other senior vice presidents of a department within a Business Unit. | | | | | | | | | | |
| Work Group | All the employees who are in the work group you select below. Note: If you are a manager, your selected work group is that led by your manager, <u>not</u> the group you lead. | | | | | | | | | | |
| Work Group Manager | The person who leads the work group you select below. | | | | | | | | | | |
| Customers | External customers ONLY. | | | | | | | | | | |
| Example: | <table><tr><td>EMG</td><td>Alan Heuer</td></tr><tr><td>Business Unit</td><td>Customer</td></tr><tr><td>Department</td><td>Global Marketing, North America, Asia/Pacific, etc.</td></tr><tr><td>SMT</td><td>Larry Flanagan, Ruth Ann Marshall, Andre Sekulic, etc.</td></tr><tr><td>Work Group</td><td>Acceptance, Interactive Marketing, Chase Team</td></tr></table> | EMG | Alan Heuer | Business Unit | Customer | Department | Global Marketing, North America, Asia/Pacific, etc. | SMT | Larry Flanagan, Ruth Ann Marshall, Andre Sekulic, etc. | Work Group | Acceptance, Interactive Marketing, Chase Team |
| EMG | Alan Heuer | | | | | | | | | | |
| Business Unit | Customer | | | | | | | | | | |
| Department | Global Marketing, North America, Asia/Pacific, etc. | | | | | | | | | | |
| SMT | Larry Flanagan, Ruth Ann Marshall, Andre Sekulic, etc. | | | | | | | | | | |
| Work Group | Acceptance, Interactive Marketing, Chase Team | | | | | | | | | | |

Please indicate your Position, the Business Unit and your Work Group:

D1. Position in organization:

- (1) ___ Work Group Team Member
- (2) ___ Work Group Manager
- (3) ___ Senior Management Team (SMT)
- (4) ___ Executive Management Group (EMG)

D2. Business Unit:

- (1) ___ Global Development
- (2) ___ Central Resources
- (3) ___ Customer
- (4) ___ Executive/OCEO
- (5) ___ GTO
- (6) ___ Global Value Partners
- (7) ___ Law Department
- (8) ___ Europe

D3. Work Group:

From the list on the attached page select the group in which you work. If you are a manager, please select the group led by your manager, not the group that you lead. If you do not see your work group listed, please select the "all other," entry for the work group of your manager.

Thank you for your participation.

| |
|------------------------|
| Work Group Code |
|------------------------|

BT.Novations, Inc.
Attn: MasterCard Survey
5314 North 250 West, Suite 320
Provo, Utah 84604
(801) 375-7525

Please indicate the extent to which you agree or disagree with each statement.

In Items 1-7, the definitions of the following groups refer to:

- Executive Management Group (EMG) Robert Selander and his direct reports
- Senior Management Team (SMT) Direct reports to EMG members & other senior vice presidents of a department within a Business Unit
- Work Group Manager The person who leads the work group you selected

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Don't Know/NA |
|---|-------------------|----------|---------|-------|----------------|---------------|
| 1a. Senior Management Team (SMT) keeps its commitments to its employees. _____ | 1 | 2 | 3 | 4 | 5 | ? |
| 1b. My work group manager keeps commitments to employees. ____ | 1 | 2 | 3 | 4 | 5 | ? |
| 2a. Executive Management Group (EMG) energizes and inspires people in a positive way. _____ | 1 | 2 | 3 | 4 | 5 | ? |
| 2b. Senior Management Team (SMT) energizes and inspires people in a positive way. _____ | 1 | 2 | 3 | 4 | 5 | ? |
| 2c. My work group manager energizes and inspires people in a positive way. _____ | 1 | 2 | 3 | 4 | 5 | ? |
| 3. Senior Management Team (SMT) is effective at making the tough calls and decisions that are required for MasterCard to operate effectively. _____ | 1 | 2 | 3 | 4 | 5 | ? |
| 4a. Senior Management Team (SMT) successfully makes the changes needed to keep MasterCard moving in the right direction. _____ | 1 | 2 | 3 | 4 | 5 | ? |
| 4b. My work group manager successfully makes the changes needed to keep my work group moving in the right direction. _____ | 1 | 2 | 3 | 4 | 5 | ? |
| 5a. Executive Management Group (EMG) provides a sense of direction and purpose (i.e., where we are headed). _____ | 1 | 2 | 3 | 4 | 5 | ? |
| 5b. My work group manager provides a sense of direction and purpose (i.e., where we are headed). _____ | 1 | 2 | 3 | 4 | 5 | ? |
| 6a. The words and actions of Executive Management Group (EMG) are consistent with the company's operating principles/values. ____ | 1 | 2 | 3 | 4 | 5 | ? |
| 6b. The words and actions of Senior Management Team (SMT) are consistent with the company's operating principles/values. ____ | 1 | 2 | 3 | 4 | 5 | ? |
| 6c. The words and actions of my work group manager are consistent with the company's operating principles/values. _____ | 1 | 2 | 3 | 4 | 5 | ? |
| 6d. The words and actions of the employees in my work group are consistent with the company's operating principles. _____ | 1 | 2 | 3 | 4 | 5 | ? |
| 7. All in all, I am satisfied with my work group manager. _____ | 1 | 2 | 3 | 4 | 5 | ? |
| 8a. MasterCard does a good job of anticipating customer needs and requirements. _____ | 1 | 2 | 3 | 4 | 5 | ? |
| 8b. My business unit does a good job of anticipating customer needs and requirements. _____ | 1 | 2 | 3 | 4 | 5 | ? |

LEADERSHIP

- 1a. Senior Management Team (SMT) keeps its commitments to its employees. _____
- 1b. My work group manager keeps commitments to employees. ____
- 2a. Executive Management Group (EMG) energizes and inspires people in a positive way. _____
- 2b. Senior Management Team (SMT) energizes and inspires people in a positive way. _____
- 2c. My work group manager energizes and inspires people in a positive way. _____
- 3. Senior Management Team (SMT) is effective at making the tough calls and decisions that are required for MasterCard to operate effectively. _____
- 4a. Senior Management Team (SMT) successfully makes the changes needed to keep MasterCard moving in the right direction. _____
- 4b. My work group manager successfully makes the changes needed to keep my work group moving in the right direction. _____
- 5a. Executive Management Group (EMG) provides a sense of direction and purpose (i.e., where we are headed). _____
- 5b. My work group manager provides a sense of direction and purpose (i.e., where we are headed). _____
- 6a. The words and actions of Executive Management Group (EMG) are consistent with the company's operating principles/values. ____
- 6b. The words and actions of Senior Management Team (SMT) are consistent with the company's operating principles/values. ____
- 6c. The words and actions of my work group manager are consistent with the company's operating principles/values. _____
- 6d. The words and actions of the employees in my work group are consistent with the company's operating principles. _____
- 7. All in all, I am satisfied with my work group manager. _____

CUSTOMER UNDERSTANDING

- 8a. MasterCard does a good job of anticipating customer needs and requirements. _____
- 8b. My business unit does a good job of anticipating customer needs and requirements. _____

Please indicate the extent to which you agree or disagree with each statement.

- 9. I have a clear understanding of how the work that I do impacts customers. _____
- 10. I am clear that we provide different levels of service and support to different customers. _____
- 11. I have enough information about customers to do my job effectively. _____

EXECUTION

- 12a. At MasterCard we stay focused on the critical tasks that need to be accomplished. _____
- 12b. In my business unit we stay focused on the critical tasks that need to be accomplished. _____
- 12c. My work group stays focused on the critical tasks that need to be accomplished. _____
- 13. I have the authority necessary to carry out the responsibilities assigned to me. _____
- 14. In my view, employees at all levels are held accountable for meeting their commitments and deadlines. _____
- 15. When problems occur in our work group, accountability is accepted rather than blaming others. _____
- 16. MasterCard executes key priorities well, versus executing many initiatives poorly. _____

THINKING OUTSIDE THE BOX

- 17. MasterCard is able to effectively develop new products, services and approaches to better serve customers. _____
- 18. MasterCard employees are always trying to find new, creative ways to “do a better job.” _____
- 19. My work group manager listens openly to new and diverse ideas. _____
- 20. At MasterCard, taking appropriate risks is encouraged and rewarded. _____

DECISIVENESS

- 21a. We make decisions quickly at MasterCard. _____
- 21b. We make decisions quickly in my business unit. _____
- 21c. We make decisions quickly in my work group. _____
- 22. When cross-functional decisions are made, different groups work hard to support successful implementation. _____

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Don't Know/NA |
|------|-------------------|----------|---------|-------|----------------|---------------|
| 9. | 1 | 2 | 3 | 4 | 5 | ? |
| 10. | 1 | 2 | 3 | 4 | 5 | ? |
| 11. | 1 | 2 | 3 | 4 | 5 | ? |
| 12a. | 1 | 2 | 3 | 4 | 5 | ? |
| 12b. | 1 | 2 | 3 | 4 | 5 | ? |
| 12c. | 1 | 2 | 3 | 4 | 5 | ? |
| 13. | 1 | 2 | 3 | 4 | 5 | ? |
| 14. | 1 | 2 | 3 | 4 | 5 | ? |
| 15. | 1 | 2 | 3 | 4 | 5 | ? |
| 16. | 1 | 2 | 3 | 4 | 5 | ? |
| 17. | 1 | 2 | 3 | 4 | 5 | ? |
| 18. | 1 | 2 | 3 | 4 | 5 | ? |
| 19. | 1 | 2 | 3 | 4 | 5 | ? |
| 20. | 1 | 2 | 3 | 4 | 5 | ? |
| 21a. | 1 | 2 | 3 | 4 | 5 | ? |
| 21b. | 1 | 2 | 3 | 4 | 5 | ? |
| 21c. | 1 | 2 | 3 | 4 | 5 | ? |
| 22. | 1 | 2 | 3 | 4 | 5 | ? |

Please indicate the extent to which you agree or disagree with each statement.

23. I feel a high degree of responsibility for successfully implementing management decisions. _____

COOPERATION

24. Groups are rewarded for working cooperatively with other groups in MasterCard. _____

25. I get sufficient information about what is going on in other business units or functions to do my job effectively. _____

26. People in my work group work together as a team. _____

27. There is a high level of cooperation between my work group and other groups that work with us. _____

28. When necessary, my business unit does a good job of utilizing cross-functional/cross-departmental teams to address business issues. _____

29. People that I work with get conflicts out on the table and resolve them in a constructive manner. _____

EFFICIENCY

Please note item 30 is stated in a negative way. Pay close attention to how you answer.

30. Too many rules and procedures get in the way of doing my job well. _____

31. There is very little duplication of effort in MasterCard. _____

32. In the last year, my business unit has improved processes and enhanced overall productivity. _____

STRATEGIC CLARITY

33. I have a clear understanding of MasterCard's vision and strategy. _____

34. My business unit does a good job of translating MasterCard's strategy into well-understood business goals and plans. _____

35. The Corporate strategy has helped me prioritize my work. _____

36. I am kept well informed about MasterCard performance, market share, member satisfaction, profit, and progress on objectives. _____

37. I believe that MasterCard will achieve its objective of increasing market share. _____

38. I have a clear understanding of my objectives and how they support corporate strategy. _____

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Don't Know/NA |
|-----|-------------------|----------|---------|-------|----------------|---------------|
| 23. | 1 | 2 | 3 | 4 | 5 | ? |
| 24. | 1 | 2 | 3 | 4 | 5 | ? |
| 25. | 1 | 2 | 3 | 4 | 5 | ? |
| 26. | 1 | 2 | 3 | 4 | 5 | ? |
| 27. | 1 | 2 | 3 | 4 | 5 | ? |
| 28. | 1 | 2 | 3 | 4 | 5 | ? |
| 29. | 1 | 2 | 3 | 4 | 5 | ? |
| 30. | 1 | 2 | 3 | 4 | 5 | ? |
| 31. | 1 | 2 | 3 | 4 | 5 | ? |
| 32. | 1 | 2 | 3 | 4 | 5 | ? |
| 33. | 1 | 2 | 3 | 4 | 5 | ? |
| 34. | 1 | 2 | 3 | 4 | 5 | ? |
| 35. | 1 | 2 | 3 | 4 | 5 | ? |
| 36. | 1 | 2 | 3 | 4 | 5 | ? |
| 37. | 1 | 2 | 3 | 4 | 5 | ? |
| 38. | 1 | 2 | 3 | 4 | 5 | ? |

Please indicate the extent to which you agree or disagree with each statement.

- 58. My formal review is conducted in a way that helps me improve my performance. _____
- 59. There is a close relationship between job performance and rewards. _____
- 60. My work group manager and I regularly review my progress toward established goals and reset them when appropriate. _____
- 61. My work group manager treats me fairly regardless of my age, background, race, religion, gender, lifestyle, physical ability or personal interests. _____

ADDITIONAL QUESTIONS:

- 62. My business unit uses the employee engagement survey feedback to make improvements. _____
- 63. MasterCard is doing a good job of communicating the Vision, Leadership Attributes, and Values to all employees. _____
- 64. I have a clear understanding of MasterCard's Vision, Leadership Attributes and Values. _____
- 65. I have confidence that the Leadership Attributes and Values will help MasterCard to achieve its vision. _____

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Don't Know/NA |
|-----|-------------------|----------|---------|-------|----------------|---------------|
| 58. | 1 | 2 | 3 | 4 | 5 | ? |
| 59. | 1 | 2 | 3 | 4 | 5 | ? |
| 60. | 1 | 2 | 3 | 4 | 5 | ? |
| 61. | 1 | 2 | 3 | 4 | 5 | ? |
| 62. | 1 | 2 | 3 | 4 | 5 | ? |
| 63. | 1 | 2 | 3 | 4 | 5 | ? |
| 64. | 1 | 2 | 3 | 4 | 5 | ? |
| 65. | 1 | 2 | 3 | 4 | 5 | ? |

WRITTEN COMMENTS

A. What do you like best about working here?

B. What are the top issues that, if improved, would have the greatest impact on your ability to perform your job?

C. What suggestions do you have for how we can ensure that the Leadership Attributes and Values at MasterCard are integrated into our day-to-day business activities?

DEMOGRAPHICS

We ask that you provide the demographic information below in order to do the best possible analysis of the survey data. These responses are not disclosed to any work group or work group manager. The following questions are for the purpose of statistically comparing the responses of different groups within MasterCard who may have different needs and interests. This data is only reported at the Business Unit level.

Answering any of the following questions is optional.

D4. Did you participate in the 2000 Engagement Survey?

- (1) ___ Yes
- (2) ___ No

D5. Location

- | | | |
|-----------------------|-----------------------|-------------------------|
| (1) ___ Atlanta | (14) ___ Johannesburg | (27) ___ Santiago |
| (2) ___ Bangkok | (15) ___ Kuala Lumpur | (28) ___ Sao Paulo |
| (3) ___ Bechtheim | (16) ___ Lake Success | (29) ___ Seoul |
| (4) ___ Beijing | (17) ___ Lima | (30) ___ Shanghai |
| (5) ___ Bogota | (18) ___ London | (31) ___ Singapore |
| (6) ___ Buenos Aires | (19) ___ Los Angeles | (32) ___ St. Louis |
| (7) ___ Caracas | (20) ___ Manila | (33) ___ Sydney |
| (8) ___ Chicago | (21) ___ Mexico City | (34) ___ Taipei |
| (9) ___ Delaware | (22) ___ Miami | (35) ___ Tokyo |
| (10) ___ Detroit-Troy | (23) ___ New Delhi | (36) ___ Toronto |
| (11) ___ Dubai | (24) ___ Purchase | (37) ___ Washington, DC |
| (12) ___ Hong Kong | (25) ___ San Antonio | (38) ___ Warrington |
| (13) ___ Jakarta | (26) ___ San Ramon | (39) ___ Waterloo |

D6. Gender

- (1) ___ Male
- (2) ___ Female

D7. Ethnicity (US-based employees only)

- (1) ___ American Indian or Alaskan Native
- (2) ___ Asian
- (3) ___ Black or African American
- (4) ___ Native Hawaiian or Other Pacific Islander
- (5) ___ White
- Hispanic or Latino (kindly choose one below)
- (6) ___ Hispanic or Latino (All races)
- (7) ___ Hispanic or Latino (White race only)
- (8) ___ Hispanic or Latino (All races other than White)
- (9) ___ Other

D8. How long have you worked for this company?

- (1) ___ Less than 12 months
- (2) ___ 1-2 years
- (3) ___ 3-5 years
- (4) ___ 6-10 years
- (5) ___ 11-20 years
- (6) ___ 21 years and over

D9. What is your age?

- (1) ___ 25 and under
- (2) ___ 26 to 30
- (3) ___ 31 to 40
- (4) ___ 41 to 50
- (5) ___ 51 and over

D10. In your job do you have direct customer contact?

- (1) ___ Yes
- (2) ___ No

