

Our 2018 UK Gender Pay Gap Report

Here at Visa, we are committed to cultivating a diverse and inclusive environment that supports the development and advancement of all. We strive to show continued progress in our efforts to be an employer of choice through our commitment to talent.

'Developing Best Talent' is the centerpiece of our strategic pillar and underpins our leadership principles which are, Lead by Example; Communicate Openly; Enable and Inspire; Excel with Partners; Act Decisively and Collaborate. We believe these values will continue to drive our progress in addressing gender pay imbalance in the workplace.

Diversity & inclusion at Visa

We actively seek diverse talent, who will offer different perspectives and a variety of backgrounds to enhance us as a company. This report is focused on the **gender pay gap** (difference in average earnings of men vs. women expressed as a percentage of average male earnings), at Visa gender pay equality is only **one dimension** of our diversity policy.

Gender Pay Gap & Bonus Pay Gap (Male vs Female)

	Average difference between Men and Women compensation	
	Mean	Median
Fixed pay*	12.0%	13.9%
Variable / Bonus	23.1%	20.4%

The above table shows the difference in the mean and median pay based on a snapshot of payroll as at 5 April 2018.

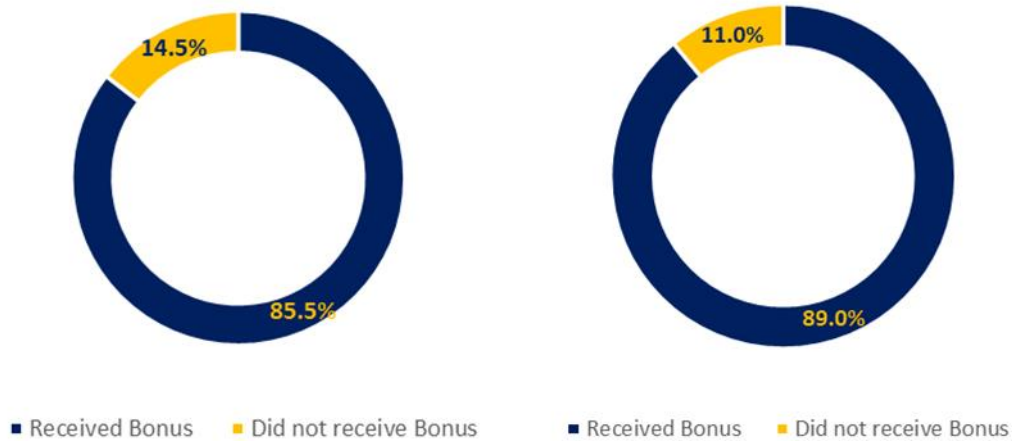
Visa conducts **regular reviews** of its compensation practices to ensure that men and women who do the **same or broadly similar jobs are paid equally**. Our Gender Pay gap is primarily due to more men in senior roles than women. However, we strive to continually **attract diverse talent** and are already making **progress** in this area since last year's snapshot date.

*Based on hourly pay

Proportion of Eligible Visa Population Receiving a Bonus in the 12-month Period

% of **Females** to Earn a Bonus

% of **Males** to Earn a Bonus



The above shows the percentage of eligible males and females who received a bonus in the preceding 12-month period. Eligibility is based on **tenure, not performance**, (all employees with hire dates before 1 July 2017 were eligible for a bonus). The total number of males and females who received a bonus in the aforementioned period (inclusive of the ineligible employees) was 89% and 85% respectively.

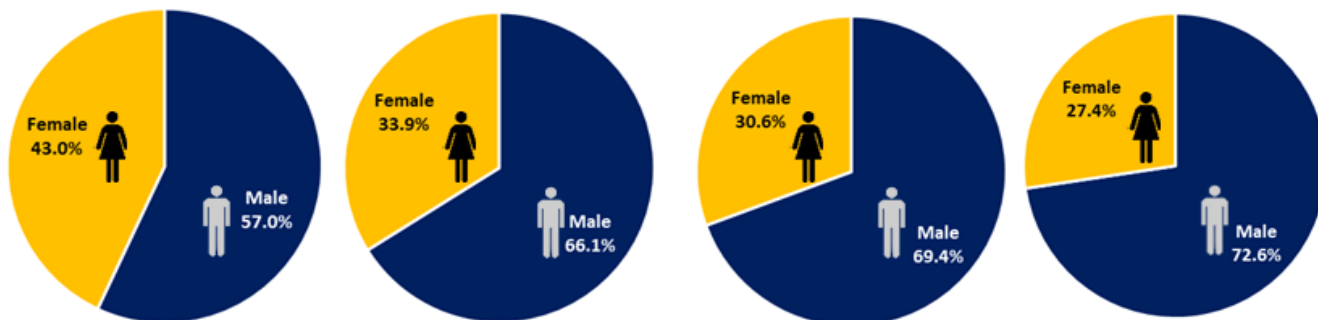
Proportion of Gender Representation per Quartile

Bottom Quartile

Lower Mid Quartile

Upper Mid Quartile

Top Quartile



The above demonstrates the gender distribution across four equal size quartiles. Overall Visa has a **larger number of males** compared to females, leading to higher concentration of males per quartile, with proportionally more males in the upper quartiles.

Director's Note

Our gender pay gap is a reflection of Visa's commitment to strong **corporate governance** around compensation decisions and **diversity** and **inclusion plans**. This reporting period has been atypical for Visa Europe due to reorganizations, turnover, and our reunion with Visa Inc. As we transform our business we remain committed to a balanced, diverse workforce and we hope to show progress in next year's report.