

# Visa Europe Ltd - Our 2021 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 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.

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## Diversity & inclusion

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
Hourly Pay	6.7%	11.6%
Bonus	11.1%	20.4%

The above table shows the difference in the mean and median pay based on a snapshot of payroll as at 5 April 2021.

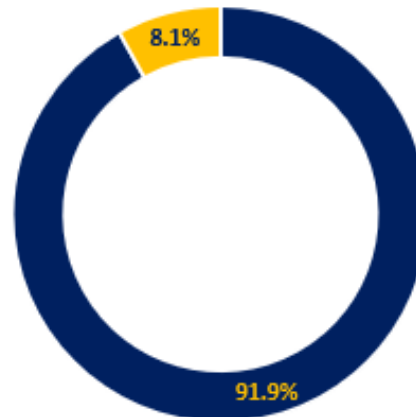
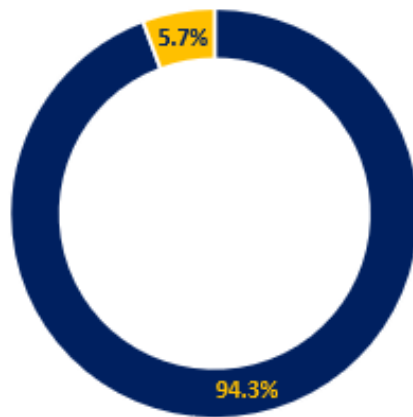
Visa conducts **regular reviews** of its compensation practices to ensure that men and women who do the **same or broadly similar jobs are paid equally**. Our Gender Pay gap is primarily due to more men in senior roles than women, however we strive to continually **attract diverse talent** at all levels.

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

% of **Males** to Earn a Bonus

% of **Females** to Earn a Bonus



■ Received Bonus

■ Did not receive Bonus

The above shows the percentage of eligible males and females who received a bonus in the preceding 12-month period. The primary reason for those not receiving a bonus was that they were hired after the annual cut off date.

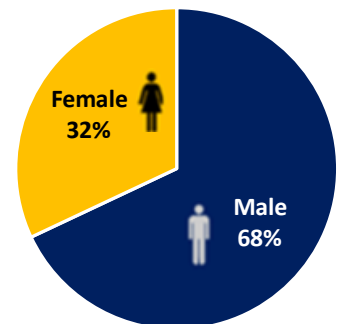
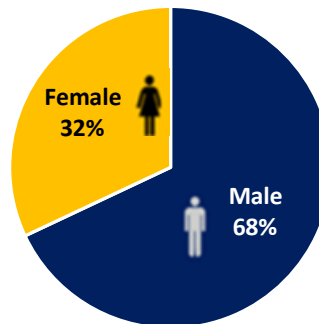
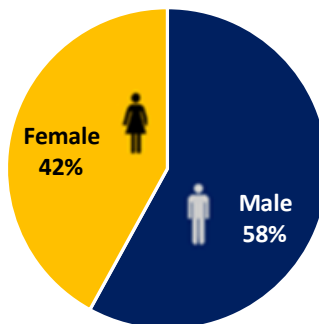
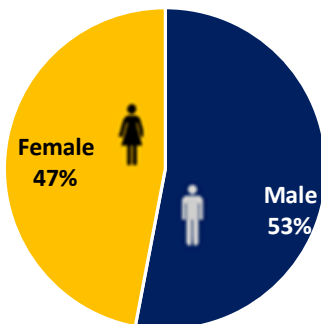
## Proportion of Gender Representation per Quartile

Bottom Quartile

Lower Mid Quartile

Upper Mid Quartile

Top Quartile



The above demonstrates the gender distribution across four equal size quartiles. Overall Visa Europe 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.

This is the first year Cybersource Ltd has reported its Gender Pay Gap, as subsidiary of Visa Inc, we apply the same level of rigor and commitment to diversity as Visa Europe. We strive to make improvements in in our diversity over the coming years. The same process and methodology used for Visa Europe has been applied to the Cybersource report.

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

	Average difference between Men and Women compensation	
	Mean	Median
Hourly Pay	13.1%	20.8%
Bonus	27.4%	26.2%

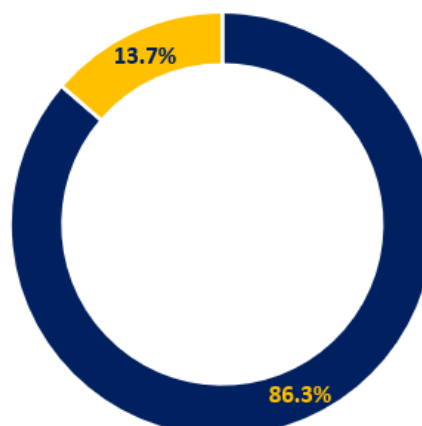
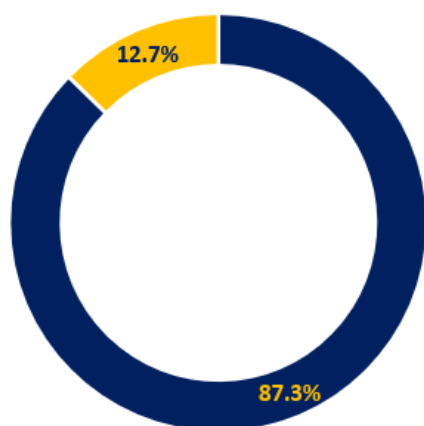
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Cybersource conducts **regular reviews** of its compensation practices to ensure that men and women who do the **same or broadly similar jobs are paid equally**. Our Gender Pay gap is primarily due to more men in senior roles than women, however we strive to continually **attract diverse talent** and hope continued **progress** will be made in this area.

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

% of **Males** to Earn a Bonus

% of **Females** to Earn a Bonus



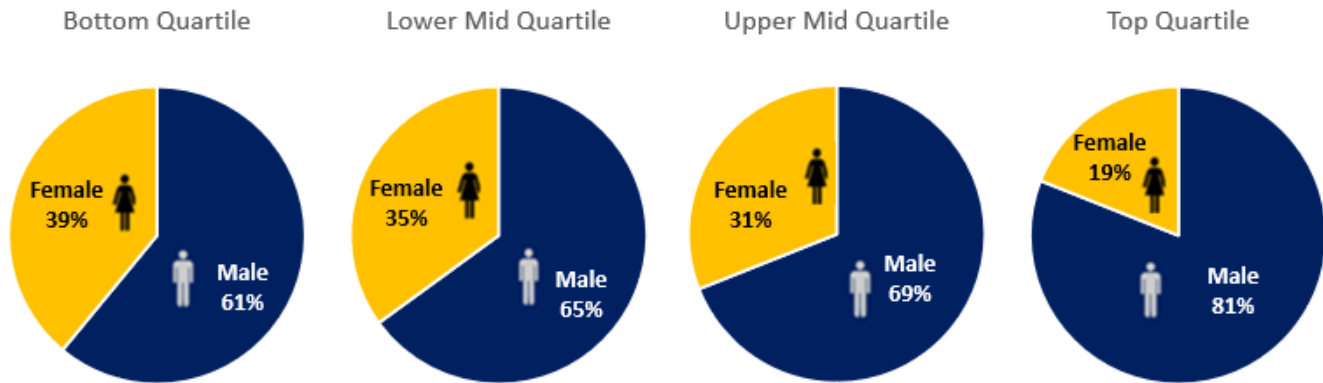
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### Proportion of Gender Representation per Quartile



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## 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**. As we continue to transform our business to meet the challenges of a diverse and evolving payments landscape we remain committed to a balanced, diverse workforce.

**Charlotte Hogg**

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