

Visa Europe Ltd - Our 2022 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.

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	6.4%	11.1%
Bonus	5.5%	23.5%

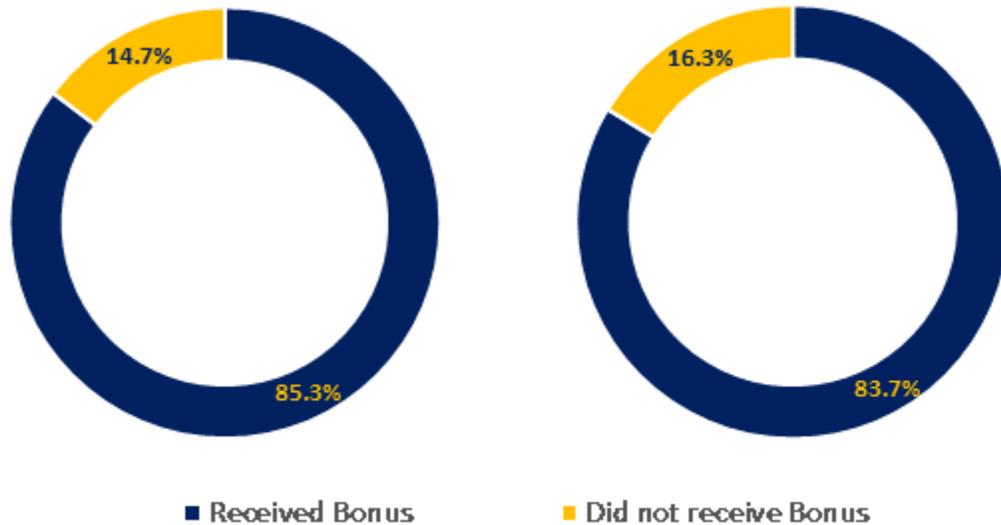
The above table shows the difference in the mean and median pay based on a snapshot of payroll as at 5 April 2022.

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.

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



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

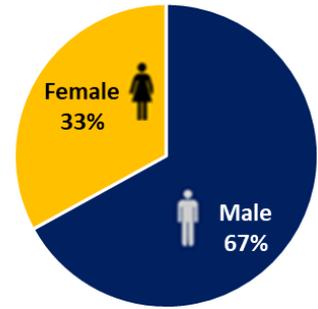
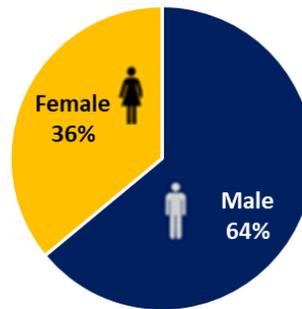
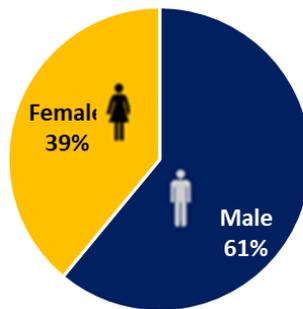
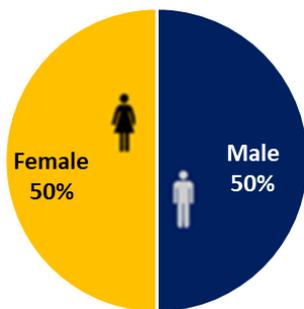
Proportion of Gender Representation per Quartile

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.

Cybersource Ltd - Our 2022 Gender Pay Gap Report

This is the second year Cybersource Ltd has reported its Gender Pay Gap. As a subsidiary of Visa Inc, we apply the same level of rigor and commitment to diversity as Visa Europe. We will continue to strive to make improvements 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	4.4%	13.1%
Bonus	9.2%	12.5%

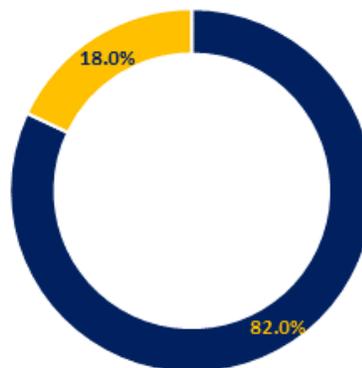
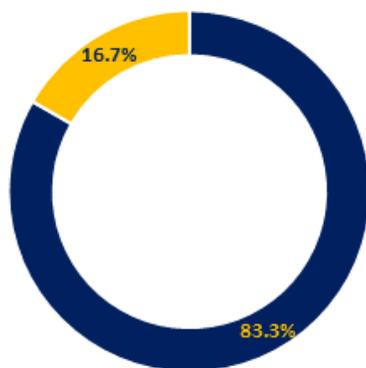
The above table shows the difference in the mean and median pay based on a snapshot of payroll as at 5 April 2022.

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



■ 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.

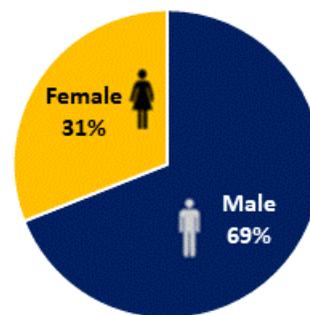
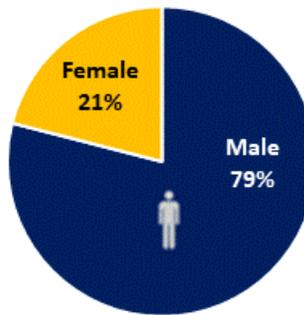
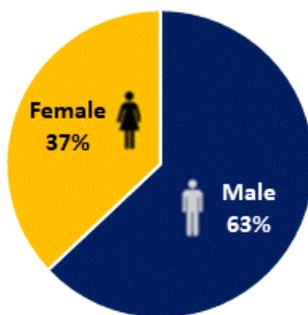
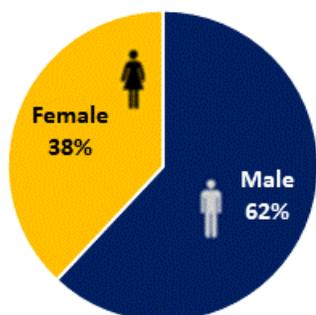
Proportion of Gender Representation per Quartile

Bottom Quartile

Lower Mid Quartile

Upper Mid Quartile

Top Quartile



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

Visa Payments Ltd - Our 2022 Gender Pay Gap Report

This is the first year Visa Payments 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 Visa Payments Ltd report.

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

	Average difference between Men and Women compensation	
	Mean	Median
Hourly Pay	14.3%	16.4%
Bonus	22.9%	19.5%

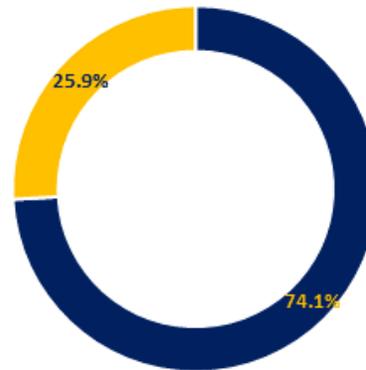
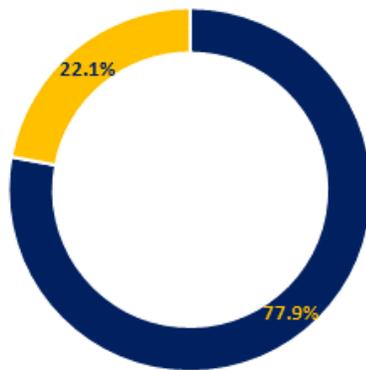
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Visa Payments Limited conducts **regular reviews** of its compensation practices to ensure that men and women who do the **same or broadly similar jobs are paid equally**. Our Gender Pay gap is primarily due to more men in senior roles than women, 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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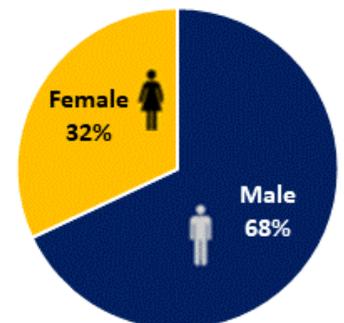
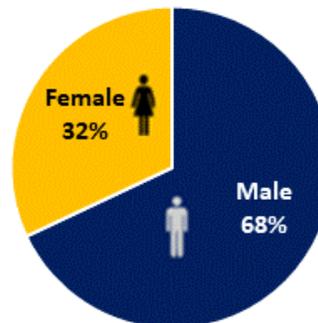
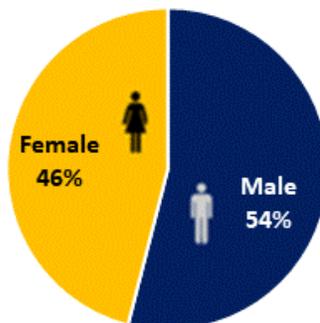
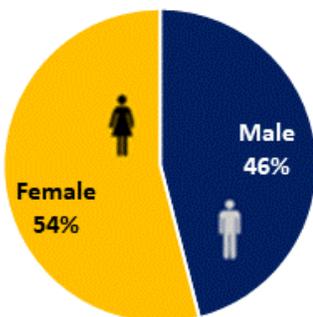
Proportion of Gender Representation per Quartile

Bottom Quartile

Lower Mid Quartile

Upper Mid Quartile

Top Quartile



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



Currencycloud - Our 2022 Gender Pay Gap Report

This is the first year The Currencycloud Services Ltd has been a subsidiary of Visa Inc. As a subsidiary of Visa Inc, we will look to apply a high level of rigor and commitment to diversity as Visa Europe. We strive to make improvements in in our diversity over the coming years as we integrate the entity and culture. The same process and methodology used for Visa Europe has been applied to the Currencycloud report.

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

	Average difference between Men and Women compensation	
	Mean	Median
Hourly Pay	15.3%	27.4%
Bonus	35.1%	18.9%

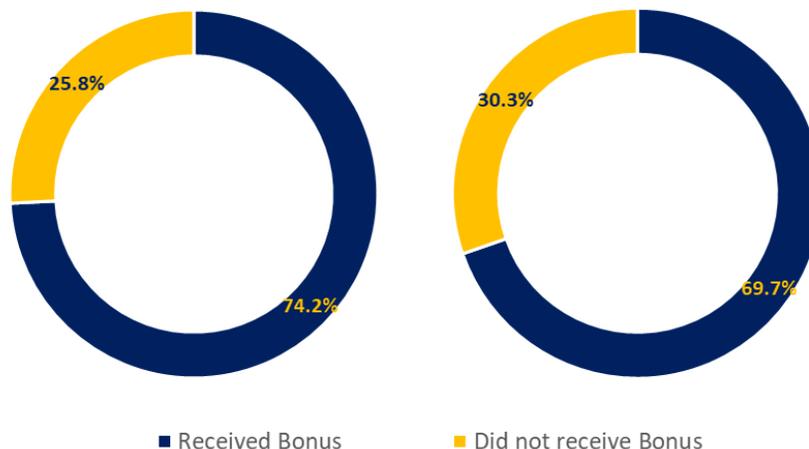
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Our Gender Pay gap is primarily due to more men in senior roles than women, and we will strive to continually **attract diverse talent** and hope **progress** will be made in this area.

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

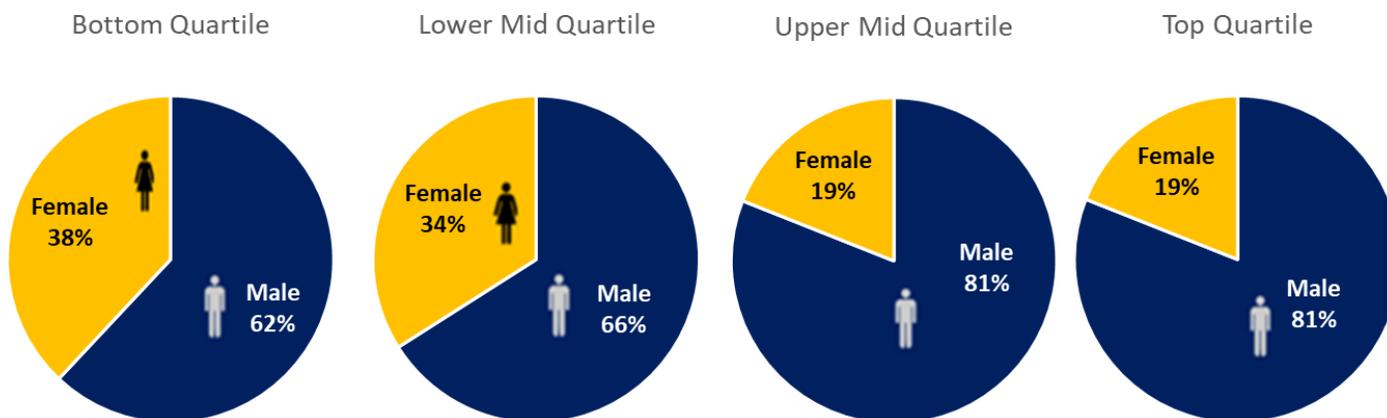
% of **Males** to Earn a Bonus

% of **Females** to Earn a Bonus



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 had not completed their probation prior to the cut off date.

Proportion of Gender Representation per Quartile



The above demonstrates the gender distribution across four equal size quartiles. Overall Currencycloud 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**. 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
