



Our 2017 Gender Pay Gap Report

Here at Visa, we are committed to diversity and people are at the center of our business. We strive to show continued progress in our efforts to be an employer of choice through the implementation of our talent philosophy comprising of integrity, high ethics, curiosity and problem solving, diversity, leadership, teamwork, expertise and forward-thinking. We believe these values will continue to drive our progress in addressing gender balance 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 equality is only **one dimension** of our diversity policy.

Gender Pay Gap & Bonus Pay Gap (Men vs Women)

	Average difference between Men and Women compensation	
	Mean	Median
Fixed pay*	10.1%	14%
Variable / Bonus	26.9%	9.9%

The above table shows the difference in the mean and median pay based on a snapshot as at April 2017.

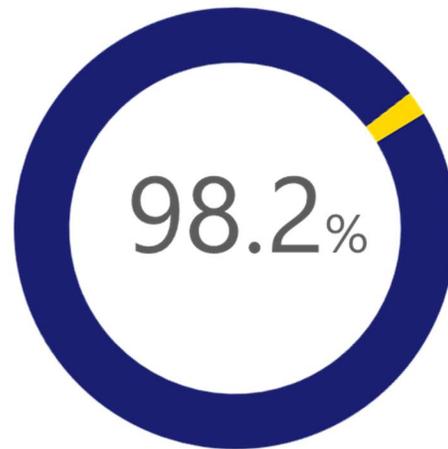
Visa conducts **regular reviews** of its compensation practices to ensure that men and women who do the **same or broadly similar jobs** are **paid equally**. Our Gender Pay gap is primarily due to more men in senior roles than women, however we strive to continually **attract diverse talent** and hope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

*Based on hourly pay

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

% of **Males** to Earn a Bonus

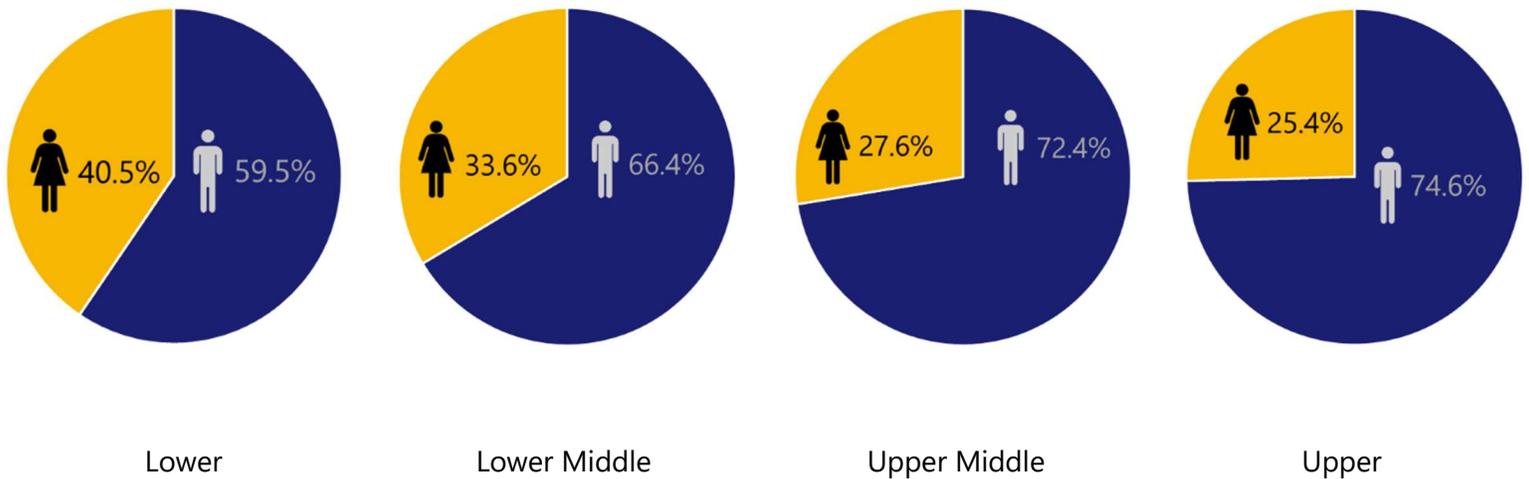
% of **Females** to Earn a Bonus



■ Received a bonus ■ Did not receive 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 July 31, 2016 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 97.6% and 90.1% respectively

Proportion of Gender Representation per 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.