

# REFLECT

## Reconciliation Action Plan (RAP)

Nov 2022 – Feb 2024

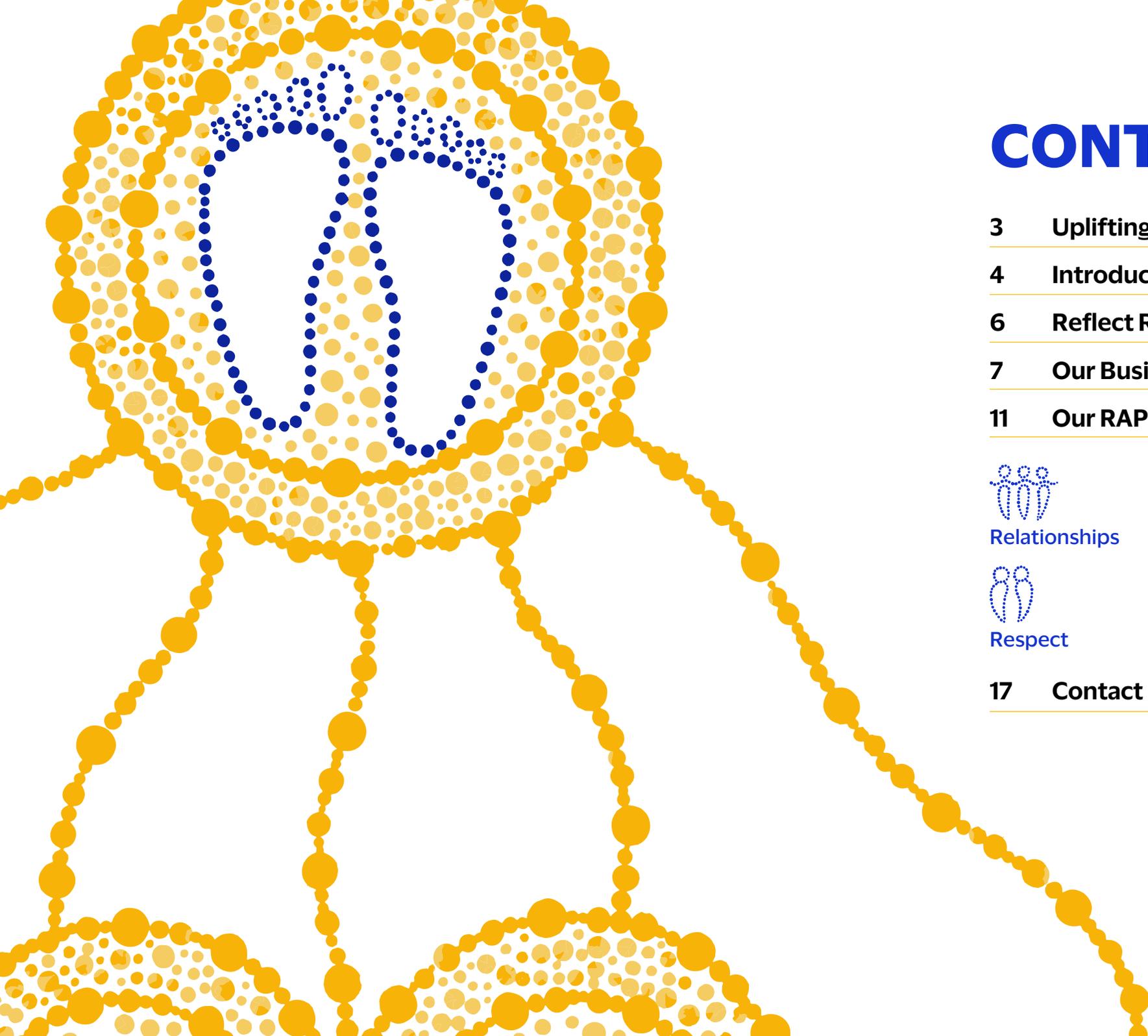


RECONCILIATION  
ACTION PLAN

REFLECT

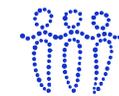
**VISA**





# CONTENTS

<b>3</b>	<b>Uplifting Journeys</b>
<b>4</b>	<b>Introduction</b>
<b>6</b>	<b>Reflect RAP CEO Statement</b>
<b>7</b>	<b>Our Business</b>
<b>11</b>	<b>Our RAP</b>



Relationships



Opportunities



Respect



Governance

<b>17</b>	<b>Contact</b>
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# UPLIFTING JOURNEYS

## A visual representation of our RAP

Visa engaged artist and designer, Sarah Richards, to create a visual representation of Visa's RAP. Called '**Uplifting Journeys**', it represents Visa's Reflect RAP journey, the people who are supporting this journey and the Visa employees and clients that will be a part of the journey to bring Visa's Reconciliation Action Plan (RAP) vision to life. The piece also represents Visa's wider purpose to uplift everyone, everywhere by being the best way to pay and be paid.

To represent these journeys, the bottom of the artwork represents Visa beginning their reconciliation journey surrounded by a row of people that represents the organisational culture of 'One Visa'. This section then connects with the key areas of a RAP - respect, opportunities, relationships and internal governance. Linking these four key areas and Visa, the footprints at the top represent a future state in Visa's Reflect RAP journey where RAP commitments have or are in the process of being achieved.

Lastly, surrounding the RAP journey is the representation of the interconnectedness and diversity amongst Visa's people, technology, customers and geographical locations.

It is my hope that "Uplifting Journeys" creates a feeling of pride and that Visa's stakeholders feel connected to the journeys of Visa and reconciliation.

**Sarah Richards**  
Artist and designer  
Marrawuy Journeys



# INTRODUCTION

by Visa Group Country Manager, Julian Potter

**We believe that economies that include everyone everywhere, uplift everyone everywhere.**

Visa's purpose is to uplift everyone, everywhere by being the best way to pay and be paid. As one of the world's leaders in digital payments, Visa provides access to a global commerce network for billions of people around the globe, every day.

**We are a network, working for everyone. We're also a network of people, and purpose is what drives us.**

Visa offers Australian businesses of all sizes access to a world of customers. From the farmer's market stallholder to the artist who sells their work online; the neighbourhood café or the self-employed plumber – businesses that are connected to Visa are plugged into a global commerce network and have access to secure and trusted payment technologies.

We recognise the impact our business can have in enabling everyone, especially those in underserved communities, to participate in the global economy. Financial empowerment of individuals and businesses improves livelihoods and ultimately bolsters communities – it supports employment, creates jobs, helps businesses to thrive and drives economic growth.

Visa has long stood for trust, security, acceptance and inclusion. We believe it is our responsibility to help empower the communities in which we operate. Which is why we are beginning our journey to actively support reconciliation in Australia.



## Here are the reasons why now is the right time for Visa to embark on this journey:

1

Firstly, reconciliation is the right thing to do. Our brand stands for global acceptance, and we operate for everyone, everywhere. Our company mission is founded upon inclusion, and we consider it important to acknowledge and work to change the inequities First Nations peoples in Australia still face.

2

We also know our employees look to their employer to take action and be accountable on social justice issues. They expect us to do what we can to enable meaningful change in the communities our business serves. Our company has a 20,500 strong workforce around the world, including employees based in Australia, who come from diverse backgrounds, and each bring unique perspectives to our business. We want our employees to feel accepted and understood when they come to work every day.

3

Thirdly, Visa globally has made social justice and racial equality a business imperative. In 2020, we made a [global commitment](#) to increase inclusivity through actions focused on our people, our community and our company. Our US business has already made demonstrable moves to begin addressing the inequality of Black and African American people by setting goals to increase their representation among Visa's US employee group, investing in academic programs specifically for Black scholars, as well as offering grants to Black women-owned businesses.

4

In Australia, we are at the start of our journey and we are committed to listening and learning. We understand the best way for us to determine how Visa can effect meaningful change is by engaging Reconciliation Australia to guide us through a Reflect Reconciliation Action Plan (RAP). We will review our business practices, increase our awareness of Aboriginal and Torres Strait Islander cultures, and seek the guidance and influence of First Nations Peoples in creating our plan of action. We look forward to contributing to a more equitable, just and reconciled Australia.

**Ultimately, we want to help create access and inclusion for all, because economies that include everyone everywhere, uplift everyone everywhere.**

*Julian*

**Julian Potter** | Visa Group Country Manager Australia, New Zealand and South Pacific



# REFLECT RAP CEO STATEMENT

## Reconciliation Australia welcomes Visa to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Visa joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — **Reflect, Innovate, Stretch and Elevate** — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Visa to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Visa, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



# OUR BUSINESS

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## OUR PURPOSE IS TO UPLIFT EVERYONE, EVERYWHERE BY BEING THE BEST WAY TO PAY AND BE PAID.

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Visa is one of the world's largest electronic payments companies. Our network connects millions of people every day through electronic payments. We facilitate payments across more than 200 countries and territories, and among a global set of consumers, retailers, financial institutions, businesses, strategic partners and government entities. Our advanced global processing network, VisaNet, provides secure and reliable payments around the world.

Visa was founded in 1958, and since then we have become a trusted engine of commerce. Through developing new and innovative technologies, we have been and continue to be at the forefront of creating new ways to pay and providing access to the global economy for everyone, everywhere.

### Our business in Australia

Visa opened its first office in Australia in January 1990 and today operates from two offices in Australia across Sydney and Melbourne with ~200 employees. In Sydney our office is located on Gadigal Land in Barangaroo, and in Melbourne, our office located in the Melbourne CBD (Naarm).

Visa does not currently request information from employees on whether they identify as Aboriginal and/or Torres Strait Islander people. However, through the development of a Reconciliation Action Plan, we are committed to implementing practices to seek this information in the most appropriate way.



## Our commitment to inclusion and diversity

At Visa, we foster an inclusive workplace to encourage diversity of thought, culture and background. We seek to enable employees to bring their whole selves to work, creating an environment where diverse perspectives are voiced and heard. Through investments in inclusion and diversity training and a dedication to building a diverse talent pipeline, Visa promotes the growth and development of all employees.

Our executive team regularly reviews a diversity metrics dashboard to implement initiatives that drive recruitment, retention, internal mobility, and advancement. We know there's always more to do, but by tracking data associated with gender and ethnicity, we can evaluate our progress and challenge ourselves toward further change.

### **In Australia, we have formed an Inclusion and Diversity Team which is made up of passionate employees who strive to make our workplace better for everyone.**

Through this group we have appointed an Inclusion and Diversity Champion and a Wellbeing Champion who act as the liaisons between leaders and employees. Several employee programs have been established through this team in Australia, including a Reconciliation Action Plan Working Group; Women's Network; and Young Professionals Network.

As recognition of our commitment to our employees, Visa was named one of the best places to work in Australia and New Zealand on the [2021 AFR BOSS Best Places to Work List](#). Visa ranked number 5 in the Banking, Superannuation and Financial Services category from nearly 700 nominated organisations across Australia and New Zealand.



## Our commitment to community

We use the power of our brand, industry influence and collective voice to help bring positive change to the communities we work and live in. By connecting billions of cardholders to millions of businesses, 15,500 financial institutions and governments in more than 200 countries and territories, **we aim to help level the playing field for those who have been traditionally underserved.**

## ENABLING SMALL AND MICRO BUSINESSES

Enabling small and micro businesses (SMBs) to grow and thrive is a priority for our business and is the focus of our Social Impact strategy. Through financially empowering SMBs by advancing digital equity and inclusion, we can improve livelihoods and ultimately bolster communities by adding more jobs and driving economic growth.

In 2019, we [launched](#) our **#WhereYouShopMatters** initiative to support small businesses by encouraging Australians to think about the positive impact where they shop can have on local communities. Through this initiative we created a national broadcast and digital campaign that featured real small business owners who live and work in regional Australia. The intention of this campaign was to use the power of the Visa brand to encourage Australians to support SMBs in communities impacted by drought and bushfires, and in 2020 we [expanded](#) this campaign to support SMBs across Australia in response to the COVID-19 pandemic. Visa's #WhereYouShopMatters campaign reached 15 million people, generating 1.3 million visits to Visa's Australian Small Business Directory which linked directly to merchants' own websites. In addition to our national campaign, we provided small businesses free access to tools, resources and offers, which included advertising support to connect regional businesses with city customers and an e-commerce starter package to help businesses start selling online.



## WOMEN'S ECONOMIC ADVANCEMENT

### Visa has a longstanding commitment to empowering women.

One demonstration of that in Australia is our support of [Global Sisters](#), a not-for-profit organisation that supports women in underserved parts of our community to develop micro businesses, enabling them to become financially resilient and providing them access to genuine and sustainable self-employment. Of the women Global Sisters supports, 4% are Aboriginal and/or Torres Strait Islander women. Read more about how Global Sisters supports First Nations women across Australia on their [impact site](#).

We began supporting Global Sisters in 2020, to provide charitable funding and create opportunities for our employees to coach Sisters who have recently graduated from Global Sisters' business education program.

Since December 2020:

- **Visa Volunteers have supported 96 Sisters** through the Global Sisters First 10 Customers Momentum Coaching program, as well as through a group coaching workshop on managing business finances that was tailored specifically for Global Sisters by Visa's finance team.
- **Visa supported the launch of Global Sisters' first online marketplace** by promoting it as part of our #WhereYouShopMatters campaign.
- **We made a \$30,000 donation in support of the 2021 Back Her Brilliance Sister Pitch**, which saw 30 Australian CEOs and senior executives matched with 30 Sisters as they pitched for resources and support to scale their businesses. Our Group Country Manager, Julian Potter, was matched with Fiona Harris, founder of indigenous-owned small business Chocolate on Purpose.
- **Visa employees raised nearly \$20,000 for Cycling for Sisters** – with every \$1000 helping create one job for a woman working to achieve financial independence.



### GLOBAL SISTERS **BACK HER BRILLIANCE**

\* Scopes 1, 2 and 3 are as defined by the Greenhouse Gas Protocol of the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD).

## ENVIRONMENTAL SUSTAINABILITY

We recognise the importance of protecting our planet, and we are working to drive sustainability in our own operations and in commerce overall. In 2020, Visa [achieved](#) carbon neutrality across our global operations, and we are committed to maintaining that. This achievement includes the footprint from our scope 1, scope 2 and employee commuting/business travel components of scope 3 greenhouse gas emissions, and is the result of ongoing energy efficiency initiatives, our transition to 100% renewable electricity and limited use of carbon offsets to cover our residual footprint\*.

In May 2021, we [announced](#) our global commitment to reach net-zero emissions by 2040. Our net-zero commitment is aligned with emerging global standards and definitions and will include efforts with suppliers to abate a significant portion of the greenhouse gas footprint of our purchased goods and services.

In Australia, Visa's offices operate from buildings with superior sustainability credentials including being awarded a minimum 4-star energy rating and operating at 100% carbon neutrality. Our office interiors have been designed to contribute to the buildings' Green Star performance ratings and have received 6 Star Green Star certification by the Green Building Council of Australia. Additionally, all corporate travel is automatically offset by purchasing carbon credits.

# OUR RAP

**We stand for global acceptance, which is why Visa has made social justice and racial equality a business imperative.**

In 2020, we made a [global commitment](#) to increasing inclusivity through actions focused on our people, our community and our company.

We are committed to making the changes necessary to ensure our organisation better reflects the world in which we live and work. Which is why developing a RAP in Australia is an important part of Visa's journey towards inclusion, diversity and racial justice.



## OUR PEOPLE

We know it's critical for the success of our business to continue to enrich our talent pool with diverse and unique voices and experiences. Developing a RAP will provide Visa the tools and guidance to implement appropriate and meaningful actions to firstly enable Visa to identify Aboriginal and Torres Strait Islander employees in a culturally appropriate way, and then contribute to creating further employment opportunities for First Nations peoples.



## OUR COMMUNITY

Promoting education, dialogue and active allyship among our employees are core components of our RAP. By educating our employees, we can encourage them to become active allies to Aboriginal and Torres Strait Islander peoples within their own communities, champion reconciliation and contribute to creating a more inclusive Australia.



## OUR COMPANY

We believe the strength and influence of the Visa brand is an asset to driving inclusion and change in our community. We are committed to using the power of our global brand to enable individuals, businesses and economies to thrive. Through developing our Reflect RAP we will identify ways that Visa can drive financial inclusion, champion and empower Aboriginal and Torres Strait Islander peoples and communities.

**Visa's Reflect RAP is sponsored by our Group Country Manager for Australia, New Zealand and South Pacific, Julian Potter.**

Our RAP is endorsed by the Australia, New Zealand and South Pacific Leadership Team, in consultation with Visa's Asia Pacific and Global Inclusion and Diversity Divisions.

The nominated RAP Champion within Visa is the Senior Director of Strategy. Our RAP will be implemented by our RAP Working Group, which includes the following representatives:

**Senior Director – Strategy**

**Business Development Leader – Merchant Sales and Solutions**

**Director - Marketing**

**Business Services Associate**

**Senior Director – Visa People Team**

**Director – Consumer Solutions**

**Senior Director – Government Engagement**

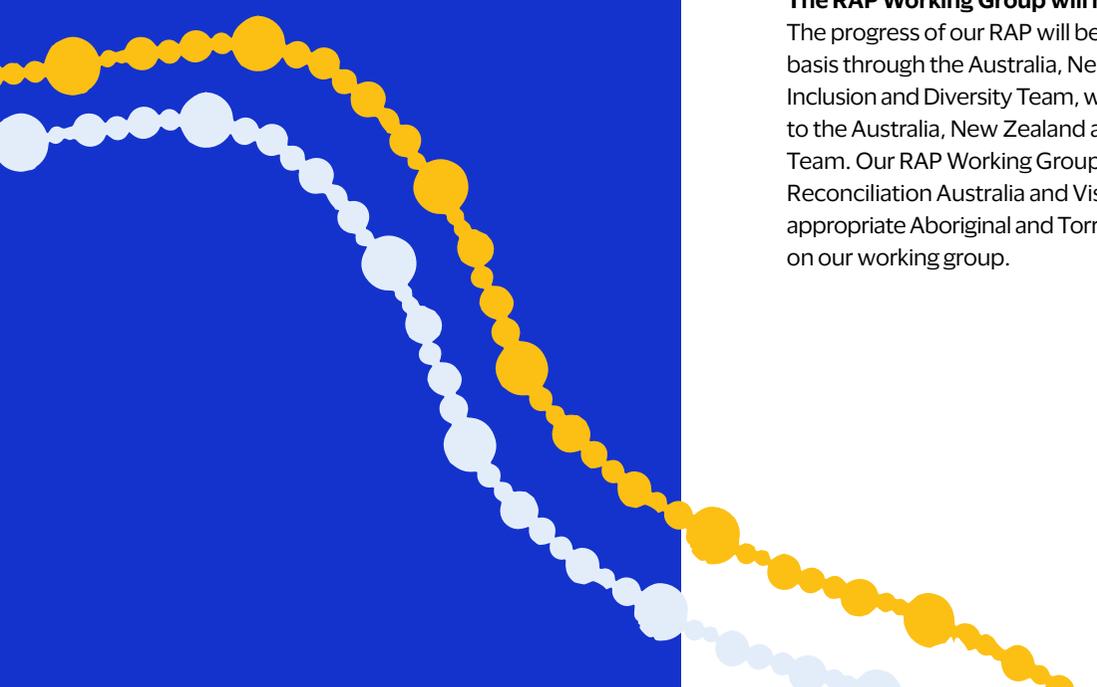
**Senior Director - Marketing**

**Corporate Communications Manager**

**Head of Business Solutions**

**The RAP Working Group will monitor the progress of our RAP.**

The progress of our RAP will be communicated on a monthly basis through the Australia, New Zealand and South Pacific Inclusion and Diversity Team, with traffic light reporting provided to the Australia, New Zealand and South Pacific Leadership Team. Our RAP Working Group will work in consultation with Reconciliation Australia and Visa will seek its guidance on appropriate Aboriginal and Torres Strait Islander representation on our working group.

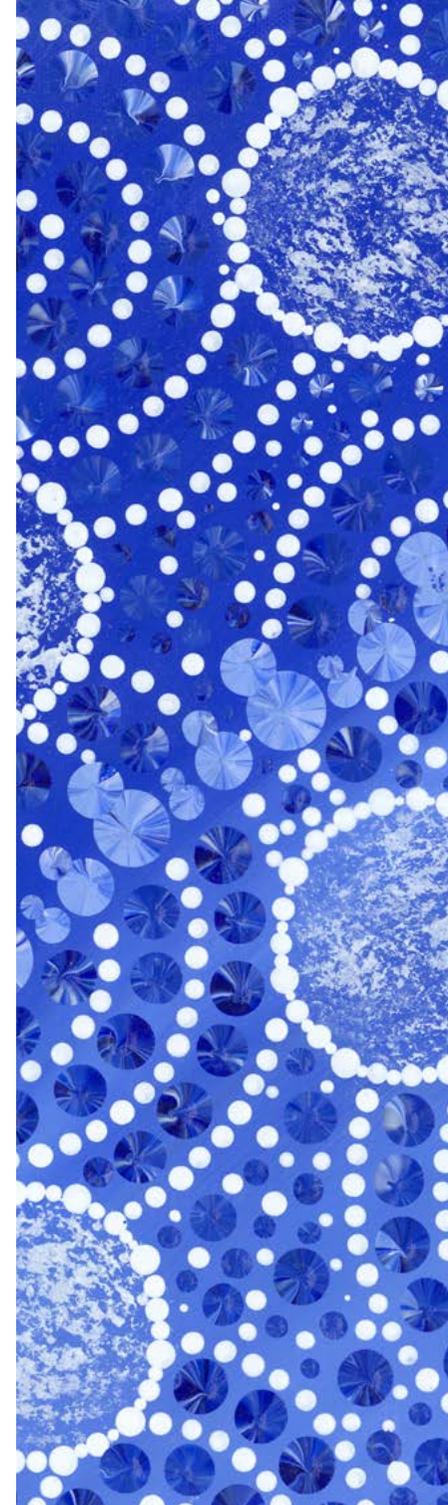


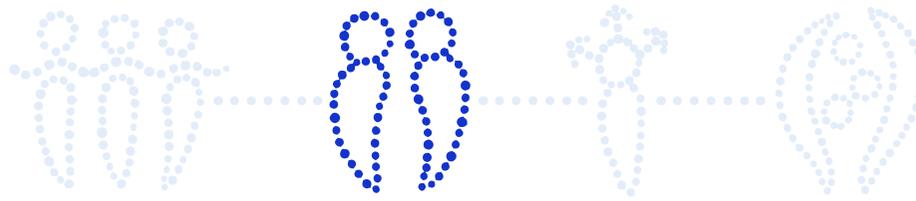


## Our RAP

# RELATIONSHIPS

<i><b>ACTION</b></i>	<i><b>DELIVERABLE</b></i>	<i><b>TIMELINE</b></i>	<i><b>RESPONSIBILITY</b></i>
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</li> <li>Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	<b>June 2023</b>	Director Marketing
		<b>June 2023</b>	Director Marketing
Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> <li>RAP Working Group members to participate in an external NRW event.</li> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	<b>May 2023</b>	Business Services Associate
		<b>27 May-3 June 2023</b>	Business Services Associate
		<b>27 May-3 June 2023</b>	Business Services Associate
Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation to all staff.</li> <li>Develop broader communications plan for our RAP and implement across the organisation</li> <li>Identify external stakeholders that our organisation can engage with on our reconciliation journey.</li> <li>Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</li> </ul>	<b>November 2022</b>	Group Country Manager
		<b>April 2023</b>	Corporate Communications Manager
		<b>December 2022</b>	Business Development Leader – Merchant Sales and Solutions
		<b>December 2022</b>	Business Development Leader – Merchant Sales and Solutions
Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Research best practice and policies in areas of race relations and anti-discrimination.</li> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	<b>June 2023</b>	Senior Director – Visa People Team
		<b>September 2023</b>	Senior Director – Visa People Team

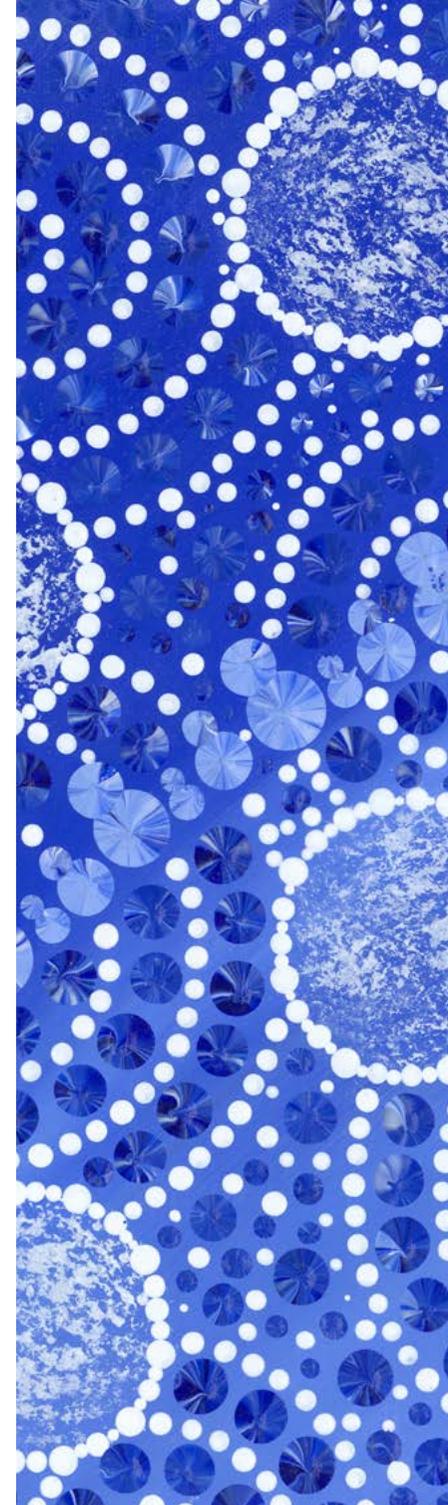




## Our RAP

# RESPECT

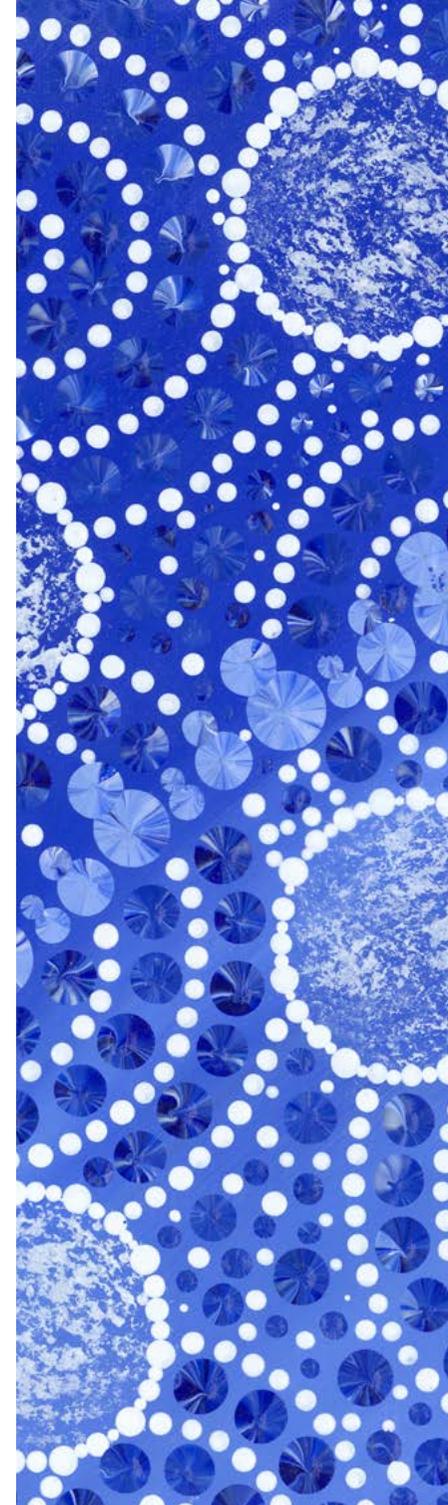
<i><b>ACTION</b></i>	<i><b>DELIVERABLE</b></i>	<i><b>TIMELINE</b></i>	<i><b>RESPONSIBILITY</b></i>
<p>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.</p>	<ul style="list-style-type: none"> <li>Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.</li> <li>Conduct a review of cultural learning needs within our organisation.</li> <li>Investigate cultural learning opportunities for staff and senior leaders</li> </ul>	<b>July 2023</b>	Director - Marketing
		<b>July 2023</b>	Director - Marketing
		<b>July 2023</b>	Director - Marketing
<p>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</p>	<ul style="list-style-type: none"> <li>Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.</li> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	<b>April 2023</b>	Senior Director - Marketing
		<b>April 2023</b>	Senior Director - Marketing
<p>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	<ul style="list-style-type: none"> <li>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</li> <li>Introduce our staff to NAIDOC Week by promoting external events in our local area.</li> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	<b>June 2023</b>	Group Country Manager
		<b>3-10 July 2023</b>	Business Services Associate
		<b>3-10 July 2023</b>	Business Services Associate





## Our RAP OPPORTUNITIES

<i><b>ACTION</b></i>	<i><b>DELIVERABLE</b></i>	<i><b>TIMELINE</b></i>	<i><b>RESPONSIBILITY</b></i>
<p>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</p>	<ul style="list-style-type: none"> <li>• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.</li> <li>• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> <li>• Investigate opportunities for Visa to support and advance Aboriginal and Torres Strait Islander financial inclusion and empowerment initiatives</li> </ul>	<p><b>September 2023</b></p>	<p>Senior Director – Visa People Team</p>
		<p><b>September 2023</b></p>	<p>Senior Director – Visa People Team</p>
		<p><b>September 2023</b></p>	<p>Senior Director - Strategy</p>
<p>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	<ul style="list-style-type: none"> <li>• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.</li> <li>• Investigate Supply Nation membership.</li> <li>• Investigate opportunities to further support Aboriginal and Torres Strait Islander businesses through our Social Impact Strategy.</li> </ul>	<p><b>July 2023</b></p>	<p>Senior Director - Marketing</p>
		<p><b>November 2023</b></p>	<p>Senior Director – Government Engagement</p>
		<p><b>November 2023</b></p>	<p>Head of Business Solutions</p>





## Our RAP

# GOVERNANCE

<i><b>ACTION</b></i>	<i><b>DELIVERABLE</b></i>	<i><b>TIMELINE</b></i>	<i><b>RESPONSIBILITY</b></i>
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> <li>Maintain a RWG to govern RAP implementation.</li> <li>Draft a Terms of Reference for the RWG.</li> <li>Establish Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>	<p><b>November 2022</b></p> <p><b>November 2022</b></p> <p><b>March 2023</b></p>	<p>Senior Director - Strategy</p> <p>Director - Consumer Solutions</p> <p>Senior Director - Strategy</p>
Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> <li>Engage senior leaders in the delivery of RAP commitments.</li> <li>Define appropriate systems and capability to track, measure and report on RAP commitments.</li> </ul>	<p><b>November 2022</b></p> <p><b>December 2022</b></p> <p><b>December 2022</b></p>	<p>Director - Consumer Solutions</p> <p>Head of I&amp;D</p> <p>Business Services Associate</p>
Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>	<p><b>September 2023</b></p>	<p>Senior Director - Strategy</p>
Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.</li> </ul>	<p><b>November 2023</b></p>	<p>Senior Director - Strategy</p>



# CONTACT DETAILS

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