

# 2026 Gender Pay Gap Report - UK

## Introduction

We are deeply committed to building a global team of employees that reflects the communities where we work and live, and the diversity of the customers we serve. We believe in the human connection behind every transaction, and that extends to creating a workplace where every employee feels valued and empowered to thrive. Our commitment to belonging goes hand in hand with pay equity and remains a top priority for our leadership team. As we continue to drive our company, industry, and society forward, we are embedding equity and inclusion across every stage of the employee lifecycle, ensuring our decisions and actions reflect our values. To create innovative products and drive value for our stockholders, we must attract, engage, and retain diverse talent globally. Fair and equitable pay is a key part of this commitment.

At PayPal, total compensation includes base pay and short-and long-term incentives such as bonuses, commission, and equity awards. We conduct annual compensation data reviews and report pay equity globally.

The 'gender pay gap' and 'equal pay' referenced in this report have two distinct meanings. Equal pay is the difference between men's and women's earnings for performing the same or similar work. Gender pay measures the average pay for men and women across the company, regardless of factors such as role, seniority, work location, etc.

## Reporting Requirements

Employers in the UK with at least 250 employees are required by law to publish their gender pay gap and gender bonus gap figures annually. There are six different pieces of information that are required:

**Gender Pay Gap: Mean & Median** - This is the difference in hourly pay between men and women on April 5, 2025 (the 'snapshot' date), expressed as a percentage of hourly pay for men. This means that a positive number indicates men have a higher hourly pay than women; a negative number means the reverse.

**Gender Bonus Gap: Mean & Median** - This is the difference in average incentive (bonus) pay received by men and women in the 12 months leading up to the snapshot date, expressed as a percentage of incentive pay received by men. A positive number indicates men have a higher average than women; a negative number means the reverse.

**Bonus Pay Proportion** - This refers to the number of men who received a bonus expressed as a percentage of the total number of bonus eligible men, and the number of women who received a bonus expressed as a percentage of the total number of bonus eligible women.

**Pay Quartiles** - All employees are ranked in order from the lowest to the highest hourly rate of pay and the list is divided into four equal groups or 'quartiles' (referred to as the lower quartile, the lower middle quartile, the upper middle quartile, and the upper quartile).

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## Results

The gender pay gap measures the difference between men and women’s hourly earnings in the pay period in which the snapshot date falls. ‘Earnings’ may include salary, incentive (bonus) pay, cash allowances, on-call payments, etc. PayPal’s mean hourly pay gap is 1.9% and the median hourly pay gap is 1.4%.

	Gender Pay Gap		Gender Bonus Gap	
	Mean	Median	Mean	Median
5 <sup>th</sup> April 2025	1.9%	1.4%	18.3%	8.2%
5 <sup>th</sup> April 2024	1.8%	5.5%	29.8%	21.9%
5 <sup>th</sup> April 2023	4.6%	1.2%	23.7%	21.9%
5 <sup>th</sup> April 2022	-0.4%	0.1%	15.0%	13.9%
5 <sup>th</sup> April 2021	-0.8%	29.5%	10.9%	31.9%

The gender bonus gap measures the difference in incentive pay received by men and women in the 12-month period leading up to the snapshot date. ‘Incentive pay’ may include bonus pay, sales commission, vested equity awards, recognition awards, referral bonuses, etc. PayPal’s mean bonus pay gap is 18.3% and the median bonus pay gap is 8.2%

The proportion of men receiving incentive (bonus) pay in this reporting period is 93.6% vs. 90.0% of women. All PayPal employees are eligible to participate in a short-term incentive (bonus) plan, subject to plan terms and conditions. All the employees receiving zero incentive (bonus) pay were new hires that did not meet the minimum service criteria in that plan year.

	Proportion of Employees Receiving Incentive Pay	
	Male	Female
5 <sup>th</sup> April 2025	93.6%	90.0%
5 <sup>th</sup> April 2024	95.2%	96.5%
5 <sup>th</sup> April 2023	99.0%	97.4%
5 <sup>th</sup> April 2022	93.4%	90.5%
5 <sup>th</sup> April 2021	90.7%	92.2%

Pay quartiles show the percentage of men and women in four equal-sized groups based on their hourly pay. This gives an indication of women's representation at different levels of the organisation.

	Proportion of Males and Females by Pay Quartile							
	Lower Quartile		Lower Mid Quartile		Upper Mid Quartile		Upper Quartile	
	Male	Female	Male	Female	Male	Female	Male	Female
5 <sup>th</sup> April 2025	66%	34%	37%	63%	57%	43%	48%	52%
5 <sup>th</sup> April 2024	61%	39%	44%	56%	56%	44%	55%	45%
5 <sup>th</sup> April 2023	64%	36%	49%	51%	54%	46%	63%	37%
5 <sup>th</sup> April 2022	61%	39%	57%	43%	55%	45%	63%	37%
5 <sup>th</sup> April 2021	57%	43%	59%	41%	60%	40%	67%	33%

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## Understanding Our Results

PayPal's UK workforce of fewer than 400 employees means that relatively modest shifts in headcount or seniority mix can have a significant effect on gender pay gap figures year to year. With that context in mind, we are encouraged by the consistent directional improvement across our key metrics but also cognizant that continuous action is needed.

Women remain significantly underrepresented across the UK technology sector, accounting for just 21% of the workforce. Against that backdrop, PayPal UK's performance is notable: as of the snapshot date of 5 April 2025, 48% of our UK workforce were women — a figure that has grown for five consecutive years, up from 39% in 2021, 41% in 2022, 43% in 2023 and 46% in 2024.

This upward trajectory extends to the most senior levels: female representation in the upper pay quartile rose from 45% to 52% in 2025, surpassing male representation for the first time in our reporting history. Many of these women are, however, newer to role than their male counterparts — and as long-term incentive awards accumulate with tenure, this contributes to the remaining gender bonus gap, a gap we expect to narrow as time in role grows.

## Representation

We are committed to equal representation at all career levels and recognise that while we have made progress, it is an ongoing journey to achieve and maintain that goal. We believe that a strong culture focused on employee experiences that enable advancement, learning and individual career insights is essential to the successful acquisition, development and retention of global talent.

As part of this ongoing work, PayPal has:

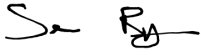
- Sustained on-site and hybrid community experiences that bring employees together around career growth, wellness, business connection, and shared purpose, strengthening engagement and connection across locations.
- Strengthened accountability for people leaders and employees through a refreshed belonging learning journey that reinforces inclusive behaviours and shared responsibility for fostering a culture of belonging, trust, and authentic connection.
- Expanded development pathways for women in technology through pilot mentorship and apprenticeship programs.
- Deepened understanding of employee experiences by leveraging our engagement survey to enable more targeted insights that inform community-building efforts.
- Provided equivalent salary levels for the same level of responsibilities, education, experience, and professional skills.
- Implemented a new global career framework in 2025 that provides clear definitions and expectations of every job at PayPal and serves as our anchor for aligning jobs to market competitive pay.

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## Statutory Declaration

I confirm that the information and data in this report are accurate and in line with the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Signed:

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Sean Byrne

VP, Entity Management

Company Director