

# PayPal Ireland: 2022/2023 Gender Pay Gap Report

## Introduction

We are committed to building and maintaining a global team of employees that reflect the communities where we work and live, and the diversity of the customers we serve.

Our Diversity, Inclusion, Equity & Belonging (DIE&B) principles are not only critical to our success but are also deeply embedded in our culture and our business. We understand that to deliver for our customers and for our business, we must attract, develop, and retain diverse talent globally. Working to ensure that all employees are paid fairly and equitably for the impact they deliver is an important part of this.

At PayPal, total compensation includes several elements, such as base pay, bonus or commission, and company equity awards. We review total compensation data annually and have reported equal pay for employees globally for the past six years.

In this report, we refer to gender pay gap and equal pay. Equal pay is the difference between men's and women's earnings for performing the same or similar work. The gender pay gap is a measure of the average pay for men and women across an organisation, regardless of factors such as their role, seniority, work location, experience, etc.

## Reporting Requirements

Employers in Ireland with 250 or more employees are required by law to publish their gender pay gap and gender bonus gap figures in December each year. The report is based on data gathered relating to a period of 12 months ending on a 'snapshot' date in June each year. The 'snapshot' date that PayPal has chosen is 16 June and the publication date for this report is 16 December 2023.

There are seven types of information that are required to be reported on:

**GENDER PAY GAP: MEAN & MEDIAN** - The difference in hourly pay received by men and women in the 12 months leading up to the snapshot date (16 June 2023), expressed as a percentage of the hourly pay for men. A positive number indicates men earn more than women; a negative number means the reverse.

**GENDER PAY GAP: MEAN AND MEDIAN (EMPLOYEES ON PART- TIME EMPLOYMENT CONTRACTS)** - This is the difference in hourly pay received by men and women on part time employment contracts received in the 12 months leading up the snapshot date (16 June 2023), expressed as a percentage of the hourly pay for men on part time employment contracts.

**GENDER PAY GAP: MEAN AND MEDIAN (EMPLOYEES ON TEMPORARY EMPLOYMENT CONTRACTS)** - This is the difference in hourly pay received by men and women on fixed-term employment contracts received in the 12 months leading up the snapshot date (16 June 2023), expressed as a percentage of the hourly pay for men on fixed-term employment contracts.<sup>1</sup>

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<sup>1</sup> No employees were employed on fixed-term employment contracts on the snapshot date and for this reason this category is not included in this report.



**GENDER BONUS GAP: MEAN & MEDIAN** - The difference in bonus pay received by men and women in the 12 months leading up to the snapshot date (16 June 2023), expressed as a percentage of the bonus pay received by men.

The 'MEAN' refers to the sum of all the values divided by the number of values. The 'MEDIAN' refers to the middle value when all the numbers are ranked in order.

**BONUS PAY PROPORTION** – This refers to the percentage of men who were paid a bonus and the percentage of women who were paid a bonus in the 12 months leading up the snapshot date (16 June 2023).

**BENEFITS IN KIND PROPORTION** – This refers to the percentage of men who received (availed of) benefits in kind and the percentage of women who received (availed of) such benefits in kind in the 12 months leading up the snapshot date (16 June 2023).

**PAY QUANTILES** – All relevant employees are ranked in order of hourly pay – from the lowest to the highest – and the list is divided into four equal groups or 'quartiles' (the lower quartile, the lower middle quartile, the upper middle quartile, and the upper quartile).

## Results

The results are as follows:

### The Gender Pay Gap

	Gender Pay Gap (all contracts)		Gender Pay Gap (part time)		Gender Bonus Gap	
	Mean	Median	Mean	Median	Mean	Median
Reporting Year 2022/23	16.5%	16.8%	-4.9%	-6.9%	24.3%	39.4%
Reporting Year 2021/22	14.00%	6.40%	11.70%	2.50%	27.10%	1.70%

The **gender pay gap** measures the difference between men's and women's hourly remuneration in the 12-month period to 16 June 2023. 'Remuneration' includes salary, incentive pay, cash allowances, on-call payments, etc. PayPal's mean hourly pay gap (for all full-time and part-time employees) is **16.5%** which means the average hourly pay for men is higher than for women. PayPal's mean hourly pay gap for part-time employees is **-4.8%** which means the average hourly pay for women on part-time employment contracts is higher than for men on part-time employment contracts. The median hourly pay gap is **16.8%**, which means when hourly pay is ranked, the middle value for men is higher than the middle value for women. The median hourly pay gap for part-time employees is **-6.9%**, which means when hourly pay is ranked, the middle value for women on part-time employment contracts is higher than the middle value for men on part-time employment contracts.

The **gender bonus gap** is the difference in bonus pay received by men and women in the 12-month reporting period to 16 June 2023. Incentive pay includes bonus, commission, stock awards, recognition awards, and referral bonuses. The mean bonus pay gap is **24.3%** and the median bonus pay gap is **39.4%**, which means the average bonus pay for men is higher than for women, and the middle value for men is higher than the middle value for women.

## Bonus Pay Proportion

	Proportion of Employees Receiving Incentive Pay	
	Male	Female
Reporting Year 2022/23	99.4%	99.7%
Reporting Year 2021/22	99.6%	99.3%

The proportion of employees who received bonus pay is **99.4%** for men and **99.7%** for women. All PayPal employees are eligible to participate in a short-term incentive plan (subject to plan terms and conditions) and to receive equity awards. The small number of employees who did not receive bonus pay in this reporting period were mostly new hires, who did not meet the minimum service criteria for a payout in that plan year (2022 calendar year).

## Benefits in Kind

The proportion of employees who received (availed of) benefits in kind is **100%** for men and **100%** for women.

## Pay Quartiles

The proportion of men and women in each pay quartile:

	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
Reporting Year 2022/23	37.6%	62.4%	46.5%	53.5%	50.5%	49.5%	54.6%	45.4%
Reporting Year 2021/22	40.8%	59.2%	47.0%	53.0%	45.2%	54.8%	54.9%	45.1%

## Understanding our results

The data was analysed in aggregate, without factoring in role, level, experience, or performance, each of which influence pay rates. The following are five reasons relating to remuneration, which explain the difference in respect to gender in PayPal in Ireland:

- The ratio of men to women in PayPal's workforce in Ireland is 47:53 (the total number of employees included in the data is 1,884 employees). However, there are more men in senior roles and long-tenured roles, which are paid more based on the market rates and length of time in their position. Our pay programs are aligned to the seniority of the role, with our higher graded roles by their very nature generating a larger salary, annual bonus, and equity awards.
- Less than a third of employees in roles that utilize STEM (Science, Technology, Engineering and Mathematics) skills in Ireland are women, according to the Higher Education Authority<sup>2</sup> in Ireland. PayPal Ireland observes the same trend and has more men in engineering roles, which are paid more (base pay, annual equity) based on market rates, as opposed to most non-engineering roles.
- Similar to engineering, there are more men in sales roles, particularly in senior roles. Sales employees are eligible for a commission-based bonus plan paid on a quarterly basis, whereas employees in non-sales role are eligible for a performance-based bonus plan, paid on an annual basis, which influences gender pay gap values (total base and variable pay).

<sup>2</sup> Women in STEM | Statistics | Higher Education Authority (hea.ie)

- Eighty-nine per cent of part-time roles at PayPal in Ireland are held by women. This impacts the overall gender pay gap calculations (particularly bonus pay due to pro-rated salary considered for the payout).
- Eighty-one per cent of employees who have been on an unpaid leave of absence (e.g. personal leave) at PayPal in Ireland during the reporting period were women.

## How we are addressing representation

PayPal is committed to taking measures to eliminate or reduce such differences. Inclusion is one of PayPal's four core values, which highlights how important we believe it to be and we work hard every day to ensure we consider everything we do through the lens of diversity, inclusion, equity and belonging. Our Employee Resource Groups are a key part of how we bring inclusion to life at PayPal.

### Hiring

- To ensure we're addressing potential bias in the workplace, our recruitment process includes more inclusive hiring practices. We are providing our talent acquisition teams and hiring managers with the tools and training they need to be more intentional around identifying diverse interview panels.
- PayPal's Compensation Committee has embedded DIE&B considerations into our executive compensation program.

### Learning and Development

- We are also committed to supporting our employees globally with a multi-year, multi-module learning journey, Inclusion@PayPal. Developed by DIE&B and learning specialists, the first module in the series focuses on providing fundamental learning on our DIE&B strategy, helping each person recognise inherent biases and identify opportunities for conscious changes. Additional targeted modules further support employees with their understanding and actions, including topics such as code switching and covering, power dynamics in the workplace, and understanding experiences from the view of various personas. Modules are available which explore mentorship as well as performance management.
- PayPal continues to invest in ways to more accurately understand and pinpoint specific areas across the employee lifecycle where additional support and equitable programs would be useful to drive change across various functions, levels, and geographies. We offer two programs to our 'High Potential' Leaders known as 'The Emerging Leader' (ELP) program and 'The Advanced Leader' (ALP) program. Of the leaders who participated in these programs from Ireland during this period, 69% of the participants in ELP and 88% of the participants in ALP were women.
- We have developed new partnerships with external organization to help broaden our talent pipelines and have launched employee career development and sponsorship and mentorship programs for underrepresented communities.
- We host Employee Resource Group (ERG) listening sessions to gather insights and maintain an open line of communication for any concerns that employees may like to raise in a safe space. Separately, PayPal provides several ways in which employees can raise any concerns in respect of their employment including the Business Ethics Officer portal, an Integrity Helpline, and a dedicated whistleblowing portal, Speak Up. Along with the work we do across inclusive hiring, sponsorship, learning resources, external partnerships and operational progress, we also recognise the critical importance of providing women with the space and opportunity to speak. We believe that creating a sense of psychological safety so that our employees feel comfortable speaking authentically about their lived experiences is invaluable in strengthening our culture of inclusion as well as helping everyone to feel seen, heard, and valued.

- PayPal's Unity Employee Resource Group for women and allies launched a sponsorship program this year targeted toward increased retention of women and identifying leadership opportunities. The Unity Circles Programme is aimed at fostering engaging discussions on leadership and career development topics and empowering women to grow as leaders. The Unity Circles Programme provides a unique platform where participants come together to discuss various leadership topics facilitated by our Circle leaders. Through interactive sessions, employees have an opportunity to share insights, learn from others' experiences, and develop essential leadership skills. The programme also provides helpful resources and access to events that have small, tailored participant groups that explore and discuss leadership-related topics. Ireland-based PayPal employees make up over 10% of the programme participants.
- For over 5+ years, PayPal has been providing employees with the opportunity to help advance gender equity and empower financially underserved women by partnering with the Cherie Blair Foundation for Women. PayPal is proud to sponsor this program, as their work has helped more than 175,000 women in 100+ countries develop their confidence, capabilities, and capital. Engaging in this support also affords our employees to develop additional skills and experience.

### Ongoing Investments

- PayPal continues to invest in ways to more accurately understand and pinpoint specific areas across the employee lifecycle where additional support and equitable programs could be useful to drive change across various functions, levels, and geographies.
- In 2021 we announced the commitment of more than \$100 million to advance financial inclusion and economic empowerment for women and girls around the world over the next five years:
- As part of this five-year commitment, PayPal committed to contributing more than 10,000 hours of capacity building and skill-based volunteer services to charities advancing gender equality through PayPal's Community Impact program. As of March 2023, PayPal exceeded this goal. Since setting the goal employees have contributed 17,417 hours of capacity building and skills-based volunteer hours. As of today, the goal inspired employees to contribute 31,689 hours to creating economic opportunity for women and girls.
- PayPal will deposit \$100 million of its capital into investment funds and depository institutions that are led by women or focused on serving women, as well as other endeavours that can produce greater financial health or economic empowerment of women, among other gender equality outcomes. \$12.5 million has been invested to date.
- PayPal will invest \$7 million in partnerships to increase access to microloans for women entrepreneurs around the world. \$4.22 million has been invested to date.
- PayPal will contribute \$1 million to raise awareness and provide incentives to mobilize donations to civil society organizations that support gender equality through the PayPal Giving Fund. As part of this, PayPal will recruit gender equality-focused charities to its platform in at least 34 countries by the end of 2023 to further advance resource mobilization for Sustainable Development Goal 5.
- In support of its mission to build a more inclusive economy, PayPal was selected to join the Generation Equality initiative as a private sector lead for the Economic Justice and Rights Action Coalition.

For more information on the DIE&B efforts at PayPal, please visit [PayPal Diversity, Inclusion, Equity and Belonging page](#).