PayPal

PayPal Ireland: 2025/2026 Gender Pay Gap Report

Introduction

We are 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 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. To create innovative products and drive value for our shareholders, 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 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 gap measures the average pay for men and women across the company, regardless of factors such as role, career level, work location, etc.

Reporting Requirements

Employers in the Republic of Ireland ('Ireland') with at least 50 employees are required by law to publish their gender pay gap and gender bonus gap information in November each year. PayPal Europe Services Limited in Ireland has more than 50 employees.

This report is based on data gathered relating to a period of 12 months, from 17 June 2025 to 16 June 2026 (the 'Reporting Period') ending on a 'snapshot' date of 16 June 2026 (the 'Snapshot Date') and the publication date for this report is 16 November 2026.

There are seven reporting requirements under the legislation:

Gender Pay Gap (Mean and Median)

The difference in hourly pay received by men and women during the Reporting Period leading up to the Snapshot Date, expressed as a percentage of the hourly pay for men. A positive number indicates men earned more than women; a negative number means the reverse.

Gender Pay Gap for Part-time Employees (Mean and Median)

The difference in hourly pay received by men and women on part-time employment contracts received during the Reporting Period leading up to the Snapshot Date, expressed as a percentage of the hourly pay for men on part-time employment contracts.

Gender Pay Gap for Fixed-Term Employees (Mean and Median)

The difference in hourly pay received by men and women on fixed-term employment contracts received

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during the Reporting Period leading up to the Snapshot Date, expressed as a percentage of the hourly pay for men on fixed-term employment contracts.[1]

Gender Bonus Gap (Mean and Median)
The difference in bonus pay received by men and women during the Reporting Period leading up to the Snapshot Date, expressed as a percentage of the bonus pay received by men.

Mean
The sum of all the values divided by the number of values.

Median
The middle value when all the numbers are ranked in order of lowest to highest.

Bonus Pay Proportion
The percentage of men who were paid a bonus and the percentage of women who were paid a bonus during the Reporting Period leading up to the Snapshot Date.

Benefits in Kind Proportion
The percentage of men who received (availed of) benefits in kind and the percentage of women who received (availed of) benefits in kind during the Reporting Period leading up to the Snapshot Date.

Pay Quartiles
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).

PayPal Ireland Results

The gender pay gap results for PayPal Ireland, based on data gathered on the Snapshot Date are set out below. Please see the Understanding Our Results section below for the factors that help explain PayPal Ireland's gender pay gap results.

Gender Pay Gap

	Gender Pay Gap (all contracts)		Gender Pay Gap (part time)		Gender Bonus Gap	
	Mean	Median	Mean	Median	Mean	Median
Reporting Year 2025/26	19.4%	19.8%	-4.3%	-6.4%	35.5%	40.8%
Reporting Year 2024 /25	11.7%	12.3%	-29.3%	-14.6%	19.5%	26.2%
Reporting Year 2023 /24	10.2%	13.9%	-9.6%	-9.0%	19.3%	33.2%
Reporting Year 2022 /23	16.5%	16.8%	-4.9%	-6.9%	24.3%	39.4%

The gender pay gap measures the difference between men's and women's hourly remuneration over the Reporting Period ending on the Snapshot Date. 'Remuneration' includes salary, incentive pay, cash allowances, on-call payments, etc.

Across all contract types, including full-time, part-time, and intern employees, PayPal's mean hourly pay

[1] PayPal Europe Services Limited in Ireland does not have any employees employed on fixed-term employment contracts.

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gap is **19.4%** indicating that, on average, men earn **19.4%** more per hour than for women.

For part-time employees, the mean hourly pay gap is **-4.3%** indicating that on average, women on part-time contracts earn **4.3%** more per hour than for men.

The median hourly pay gap across all contracts types is **19.8%,** meaning that the midpoint hourly pay for men is **19.8%** higher than the midpoint hourly pay for women.

Among part-time employees, the median hourly pay gap is **-6.4%,** meaning the midpoint hourly pay for women is **6.4%** higher than the midpoint hourly pay for men.

Bonus pay gap

The gender bonus gap measures the difference in bonus pay received by men and women during the Reporting Period ending on the Snapshot Date. Incentive pay includes bonus, commission, stock awards, recognition awards, and referral bonuses.

The mean bonus pay gap is **35.5%** and the median bonus pay gap is **40.8%**, meaning on average bonus pay received by men is **35.5%** higher than that received by women, and the midpoint bonus pay received by men is **40.8%** higher than that received by women.

Bonus Pay Proportion

	Proportion of Employees Receiving Incentive Pay	
	Male	Female
Reporting Year 2025/26	95.1%	92.0%
Reporting Year 2024 /25	97.6%	96.9%
Reporting Year 2023 /24	96.8%	96.9%
Reporting Year 2022 /23	99.4%	99.7%

95.1% of men and **92.0%** of women received bonus pay.

All PayPal employees are eligible to participate in a short-term incentive plan, subject to applicable plan terms and conditions. Employees who did not receive bonus pay during this Reporting Period were mostly new hires who did not meet the minimum service criteria for a payout in the 2025 plan year (January – December 2025), or employees who were on an unpaid leave of absence for the full 2025 calendar year and therefore did not meet the eligibility requirements of the bonus plan.

Benefits in Kind

100% of men and **100%** of women received (availed of) benefits in kind.

At PayPal Ireland, benefits policies are gender-neutral and are available to all employees in accordance with the applicable plan terms and conditions.

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Pay Quartiles

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 2025/26	42.9%	57.1%	42.5%	57.5%	49.1%	50.9%	58.3%	41.7%
Reporting Year 2024 /25	44.8%	55.5%	42.5%	57.5%	48.6%	51.4%	50.7%	48.7%
Reporting Year 2023 /24	42.1%	57.7%	42.8%	57.2%	48.4%	51.6%	54.9%	45.3%
Reporting Year 2022 /23	37.6%	62.4%	46.5%	53.5%	50.5%	49.5%	54.6%	45.4%

Understanding our results

The data was analyzed in aggregate, without adjusting for factors such as role, career level, experience, or performance, all of which influence pay. The composition of the workforce, including the distribution of employees across different career levels plays a significant role in the calculation of gender pay (mean and median).

The following are the factors help explain the gender pay gap results for PayPal Ireland:

Workforce Representation

- PayPal's workforce in Ireland comprises **48%** men and **52%** women, based on a total headcount of 1,422 employees.
- **94%** of part-time roles are held by women. Female employees in part-time roles are represented across a broader range of career levels than male. This distribution influences the gender pay gap for both pay and bonus.

Nature of Roles:

- Men are more highly represented in senior level roles. These roles generally attract higher market pay. PayPal pay programs are aligned with the level of the role. As a result, employees in higher career levels typically receive higher salaries, higher target annual bonus, and higher target equity awards.
- According to the Higher Education Authority in Ireland, fewer than one-third of roles requiring STEM (Science, Technology, Engineering and Mathematics) skills are held by women. PayPal Ireland reflects a similar trend with men more highly represented in engineering roles, which generally have higher market pay (base pay, annual equity) than most non-engineering roles.
- A similar trend is observed in the Sales function, where men are more highly represented, particularly in senior roles. Sales employees are eligible for commission-based bonus plan that is paid on a quarterly basis, whereas non-sales employees are eligible for a performance-based bonus plan that is paid on an annual basis. This difference in bonus structure contributes to gender pay gap.

Bonus:

- The bonus amounts used in the bonus gender gap calculation reflects payouts for the 2025 performance year (January – December 2025), even though the reporting period is from 17 June 2025 to 16 June 2026.
- **Women represented 72%** of employees who were on an unpaid leave of absence during the performance period (2025 performance year) considered for the bonus calculations. As employees on an unpaid leave may receive reduced or no bonus payments, this impacts the bonus gender gap.

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Representation

We are committed to equal representation at every career level. While we have made progress, we recognise that this is an ongoing journey. A strong culture centred on employee experience, supporting career advancement, learning and individual development 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 as well as local initiatives supporting young women with interview skills and onsite innovation tech initiatives
- Deepened our understanding of employee experiences through our engagement survey insights, enabling more targeted and effective community-building efforts.
- Provided equivalent salary levels for the same level of responsibilities, education, experience, and professional skills.
- Implemented a global career framework in 2025, providing clear definitions and expectations for every role at PayPal and creating a foundation for aligning roles with market-competitive pay. In 2026, we added primary skills to the framework, further improving transparency across roles.

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