



Job Quality Case Study

PayPal

PayPal's open digital payments platform gives 429 million active account holders the ability to connect and transact whether they are online, on a mobile device, in an app, or in person. Through a combination of technology and strategic partnerships, PayPal creates ways to manage and move money in more than 200 markets around the world. The PayPal platform, including Braintree, Venmo and Xoom, enables consumers and merchants to receive money in more than 100 currencies, withdraw funds in 56 currencies and hold balances in their PayPal accounts in 25 currencies.

Pay | Benefits

In 2019, PayPal made it a strategic priority to strengthen the financial wellness of all employees. Highlights of the program include:

- Raised wages, where appropriate, to support financial wellness and help employees move beyond living paycheck to paycheck.
- Gave every employee, regardless of position, an ownership stake in PayPal by granting equity awards to employees who had never received an award and ensured that all employees are now eligible for annual performance-based stock grants.
- Bolstered retirement plans in Japan to align with best practices and maintained its Employee Relief Fund for employees with urgent financial hardships.
- Lowered the cost of US healthcare benefits for hourly-wage earners by an average of nearly 60%. PayPal also introduced a Health Reimbursement Account for these employees to cover plan deductibles.
- Offered financial planning and education for all employees globally with personalized tools and resources at no additional cost.

In 2020, PayPal continued to build out this program by providing one-on-one, no-fee financial education and coaching globally, targeted wellness grants and stipends to offset the costs of remote working for eligible employees, earned wage access (access to earned income before pay date) for U.S. employees through a partnership with Even and enhancements to retirement and pension plans in the U.S. and Singapore, including managed account support and targeted communications and resources to promote savings.

In 2021, PayPal expanded wellness benefits to support our employees as the pandemic continued to disrupt our daily lives. We further strengthened the financial wellness of our employees through coaching, additional access to earned wages and targeted financial wellness grants, among other efforts.

In 2021, the PayPal-defined estimated net disposable income (eNDI) for hourly and entry-level U.S. employees reached at least 15% in the U.S. PayPal is committed to reaching its target of at least 20% eNDI for all of employees and continues to assess opportunities to support their financial wellness. This includes evaluating insights from its new research project — Employee Financial Wellness Diaries — aimed at understanding the ways PayPal initiatives have impacted employees' financial lives beyond annually surveyed metrics.



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PayPal offers robust time off and leave benefits, including the continuation of company-wide Global Wellness Days, extensions of its 2019 and 2020 sabbatical eligibility, expanded Crisis Leave benefits and extended paid time off carryover timeframes. Additionally, PayPal offered training and educational resources to support employee mental wellness, including:

- An expansion the “Mind Yourself” mental health program across its global finance and customer operations organizations, including at Omaha, NE; Chandler, AZ; Shanghai, China; Bangalore, India; and Manila, Philippines’ sites, where 62% of employees and 79% of site leadership participated.
- A new initiative to provide employees courses on mental wellness, resilience, burnout and positive mindset in Ireland, the Philippines and the U.S., where employees completed more than 19,700 courses.

Organizational Culture | DEIA

PayPal is guided by its core values of Inclusion, Innovation, Collaboration and Wellness, which includes treating employees as the highest priority stakeholder. PayPal has worked with employee resource groups to build community and belonging and launched new programs to attract and retain top talent, with a focus on building an inclusive and diverse workforce through new talent pipelines, mentorship and maintaining pay equity. PayPal reports that it has:

Achieved 100% pay equity in the U.S. for Black, LatinX and Asian women, as compared to white male peers, and 100% global gender and overall U.S. ethnic pay equity.

Reached overall workforce diversity of 56%, including 44% global gender diversity and 52% U.S. ethnic diversity U.S. employees and weighted average eNDI of 34% in locations outside the U.S.

For more information, please visit <https://about.pypl.com/values-in-action/reporting/global-impact-report/default.aspx>