

PayPal

2024 Global Impact Report



May 2025

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Forward-Looking Statements

This report contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934, including statements that involve expectations, plans or intentions (such as those relating to future business, future results of operations or financial condition, new or planned features or services, mergers or acquisitions, or management strategies). These forward-looking statements can be identified by words such as "may," "will," "would," "should," "could," "expect," "anticipate," "believe," "estimate," "intend," "continue," "strategy," "future," "opportunity," "plan," "project," "strive," "aim," "forecast," and other similar expressions. These forward-looking statements involve risks and uncertainties that could cause our actual results and financial condition to differ materially from those expressed or implied in our forward-looking statements. Such risks and uncertainties include, among others, those discussed in the "Risk Factors," "Quantitative and Qualitative Disclosures about Market Risk" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" sections of our Annual Report on Form 10-K for the year ended December 31, 2024 and our subsequent filings with the U.S. Securities and Exchange Commission (SEC). We do not intend, and undertake no obligation except as required by law, to update any of our forward-looking statements after the date of this document to reflect actual results, new information or future events or circumstances. Given these risks and uncertainties, readers are cautioned not to place undue reliance on such forward-looking statements. The standards of measurement and performance contained in this report are developing and may be based on assumptions, estimates or information collected on a delayed or incomplete basis. The inclusion of information in this report is not an indication that we deem such information to be material or important to an understanding of our business or an investment decision with respect to our securities.

Incorporation by Reference

All website addresses contained in this report are intended to provide inactive, textual references only. The content on, or accessible through, any website identified in this report is not a part of, and is not incorporated by reference into, this report or in any other report or document that we file with the SEC.



Message From Our President & CEO

Over the past 25 years, PayPal has evolved into one of the world’s largest two-sided open platforms. Now, we are building on that foundation to revolutionize commerce globally.

I am energized by our momentum and proud of how we are delivering next-generation products and services to empower consumers, businesses, and communities. Our Global Impact Report highlights the ways we invest in our employees, support the communities we serve, and operate responsibly.

Our employees are the driving force behind our mission, and we continue to attract and invest in top talent. We are committed to fostering a culture where all employees have access, opportunity, and connections to deliver with velocity and excellence. When our teams thrive, we build better products and drive greater impact.

Our social impact programs focus on supporting entrepreneurs and small businesses, which are the foundation of a resilient economy. Last year, we evolved our social impact framework to more closely align with our core business priorities and ensure we are supporting businesses across their full lifecycle. This new framework focuses on four pillars where PayPal is uniquely positioned to drive the greatest impact: entrepreneurship, business and community resilience, digital economic growth, and advocacy and public-private partnership.

Finally, we remain committed to upholding responsible business practices, and managing environmental and climate-related risks and opportunities in the communities where we operate.

We are proud of the progress we made in 2024 and are committed to driving even greater impact in the year ahead. I am excited to work alongside a world-class team as we accelerate our transformation journey and shape the future of commerce.

A handwritten signature in black ink, reading "Alex Chriss".

ALEX CHRISS
President and CEO, PayPal Holdings, Inc.

About PayPal

At PayPal,¹ our mission is to revolutionize commerce globally. Our products are designed to enable digital payments and simplify commerce experiences for consumers and merchants to make selling, shopping, and sending and receiving money simple, personalized, and secure, online or offline, including mobile. Our two-sided platform serves millions of consumers and merchants worldwide.

We help consumers transact quickly and securely with merchants, manage their financial lives, and send to and receive money from friends and family around the globe. We provide consumers with a digital wallet that enables them to send payments to merchants securely using a variety of funding sources, which may include a bank account, a PayPal or Venmo account balance, our consumer credit products, a credit card, a debit card, certain cryptocurrencies, or other stored value products such as gift cards, and eligible rewards.

We operate a global, two-sided network at scale that connects merchants and consumers with 434 million active accounts across approximately 200 markets as of December 31, 2024.

We believe that effective management of non-financial risks and opportunities, including corporate sustainability and impact (“CS&I”) matters, helps to create long-term value for our stakeholders, and deliver on our four strategic imperatives, and on our mission.

Acting on Our Strategic Imperatives

Win Checkout

Scale Omni

Grow Venmo

Accelerate SMBs

Supported by Our Leadership Principles

Put people first

Inspire greatness in others

Raise the standard and model it

Build trust and foster belonging

Work customer back

Solve our customers’ greatest needs

Innovate through uncertainty

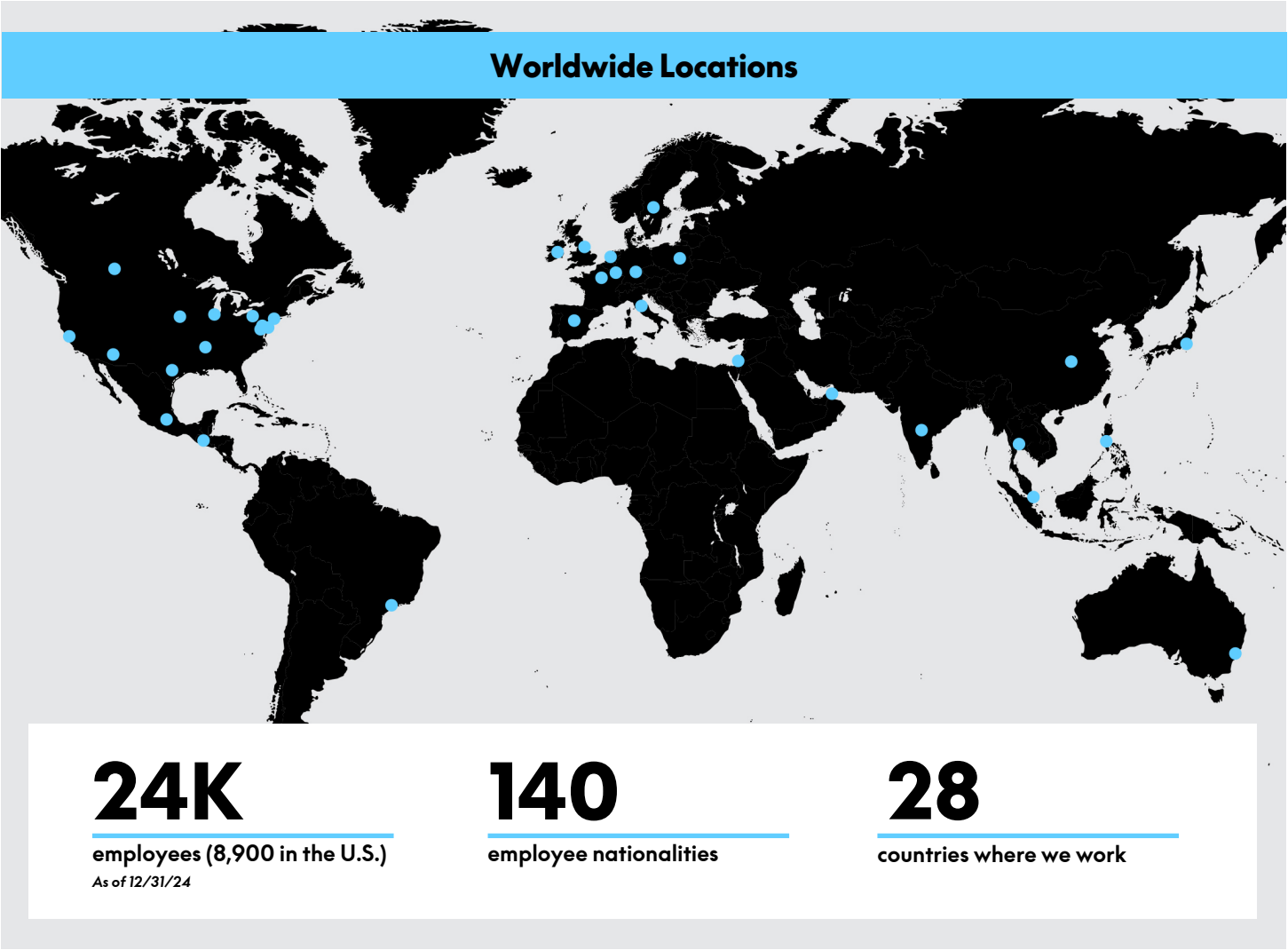
Act quickly, with purpose

Win together

Take ownership

Drive joint success

Execute with excellence



Our Values in Action

We live each day guided by our core values of Inclusion, Innovation, Collaboration, and Wellness. Together, our values ensure that we work together as one global team with our customers at the center of everything we do — and they inspire us to take care of ourselves, each other, and our communities.

We believe that our core values help stimulate the creativity and engagement of our global workforce to deliver products and services designed to meet the diverse needs of our customers. Our Leadership Principles are integrated with our core values and outline a common set of expectations for all employees for how they drive positive impact through their work.

About This Report

The 2024 Global Impact Report (this Report) covers our global CS&I strategies, activities, progress, metrics, and performance for calendar year 2024 unless otherwise noted. All workforce metrics in [Employees & Culture](#) are as of December 31, 2024. Except for the total number of global employees, Paidy (a PayPal subsidiary) employees are excluded from all workforce metrics. The disclosures in this Report provide updates on key CS&I topics and are informed by stakeholder feedback, annual benchmarking of industry peers, and relevant international reporting standards and frameworks.

This Report has been prepared with reference to the Global Reporting Initiative (GRI) framework, and is in alignment with relevant industry standards from the International Financial Reporting Standards (IFRS) Foundation’s Sustainability Accounting Standards Board (SASB), the Ten Principles of the United Nations (U.N.) Global Compact, and the U.N. Sustainable Development Goals (SDGs). See the [Appendix](#) for specific reporting aligned to these frameworks. We also publish separate climate-related disclosures including a CDP climate response. See our [Reporting and other resources](#) webpage for more information.

Independent Limited Assurance Statement

We engaged an external third-party to perform an attest review engagement for certain metrics disclosed in the Company’s Corporate Sustainability Report as of December 31, 2024. The external third-party report will be available on our [website](#).

Additional Information

Please visit our [website](#) for further public information on our CS&I strategies, practices, and policies. We are committed to transparent communication with our stakeholders and welcome feedback on this Report and other CS&I matters.

Questions or requests for additional information can be directed to Sustainability@paypal.com.

“ At the heart of our 2024 Global Impact Report is a deep commitment to the communities we serve. By partnering with nonprofit organizations, supporting sustainable development, and rallying our employees through volunteerism and a strong culture of purposeful giving, we are building more resilient communities around the world. Together, we’re building a future where economic growth transcends borders, opportunity is shared, and every action drives lasting impact. ”



Amy Bonitatibus
Chief Corporate Affairs Officer
New York, NY, U.S.



2024 Corporate Sustainability & Impact Highlights

OUR CS&I FOCUS AREAS

Employees & Culture

Our efforts to empower and inspire our employees

Social Impact

Our work to realize our mission and build a more inclusive global economy

Responsible Business Practices

Our commitment and approach to operating ethically and responsibly

Environmental Sustainability

Our efforts to manage our footprint and advance sustainability

2024 AWARDS & RECOGNITIONS

Dow Jones Sustainability North America Index

Fortune World’s Most Admired Companies

Wall Street Journal Best Managed Companies

TIME World’s Most Sustainable Companies

JUST Capital JUST 100 List

CDP Climate Discloser

2024 HIGHLIGHTS

100%

maintained global gender and U.S. ethnic pay equity²

33+

average hours of learning per employee³

100%

training completion by all employees in 2024 annual compliance training cycle⁴

130K

volunteer hours

\$3B

access to capital for small- and medium-sized businesses (SMBs)⁵

\$21.8B

raised for nonprofits and causes⁶

100%

data center clean energy use⁷

79%

operational greenhouse gas (GHG) emissions reduction (compared to 2019 baseline)⁸



Employees & Culture

Employees & Culture

Our employees are central to advancing our mission to revolutionize commerce globally. They solve our customers’ greatest needs, and create long-term value for our stakeholders.

We believe that attracting top talent from around the world and investing in our global workforce are crucial for the sustained success of our business. We are committed to fostering a culture of belonging by creating an environment where all of our employees have the access, opportunity, and connections to innovate, perform, and deliver with velocity and excellence. Our holistic approach to talent management starts with recruiting top talent, providing continuous learning and leadership development opportunities, and supporting growth at every stage in the PayPal career journey. Guided by our values, our culture encourages and empowers our employees to grow by engaging in work that enriches the lives of our customers, communities, and society at large.

Employee Growth and Support

We are one dynamic team that inspires, motivates, and advocates for one another. Our teams empower each other to raise ideas, solve stimulating challenges, and measure performance based on real impact. Together, we cultivate a culture of integrity, connection, and belonging at PayPal.

We continue to prioritize building a workforce that reflects the communities and customers we serve. We do this by:

- Leveraging technology platforms to streamline our job application and technical interview processes to make it easier for our employees to discover and apply to new roles within PayPal.
- Broadening our reach and making our hiring accessible to more candidates through virtual events for career exploration and educational opportunities.
- Launching a new [Career in Fintech](#) page, making PayPal’s career site a resource for anyone interested in a career in fintech.

“At PayPal, empowering employee growth isn’t just a priority — it’s essential to our success. We aspire to provide employees with the support, tools, and experiences they need to develop and grow their PayPal careers.”



Isabel Cruz
Chief People Officer
New York, NY, U.S.

Employee Engagement

In 2024, we continued to prioritize the employee experience by enhancing our employee listening strategy. By introducing short pulse surveys and increasing the cadence of our Engage Survey from annual to twice a year, we were able to continuously gather employee feedback across PayPal.

We stayed close to employee sentiment, using feedback to inform enterprise communications, support employee volunteerism, and monitor key change initiatives.

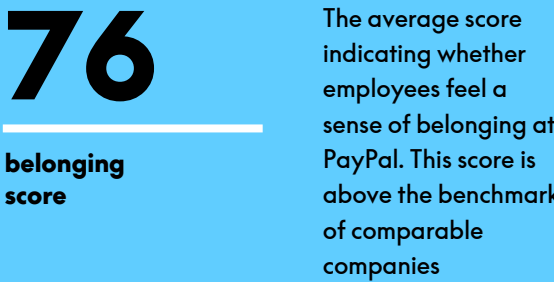
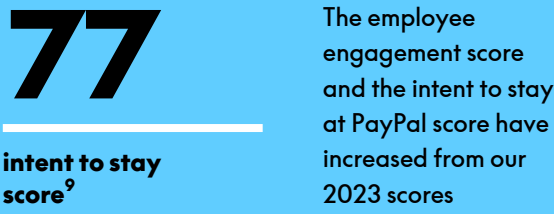
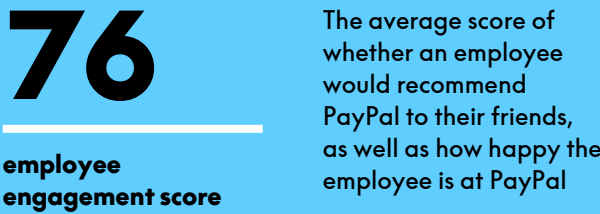
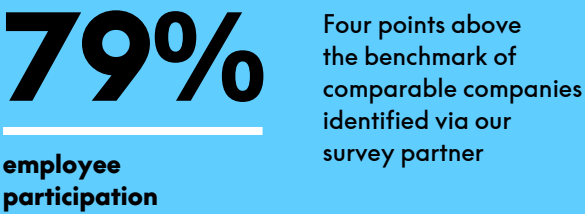
Leaders and managers were able to act on the timely insights gained from these surveys to inform people priorities and shape our ongoing efforts in employee engagement programming during a year of change.

Ways of Working

Delivering for our customers with excellence is at the center of everything we do. When we’re together in person, we feed off each other’s energy and ideas, and we move quickly to innovate for our customers.

In October 2024, we moved to hybrid as our primary way of working at PayPal. As of December 31, 2024, approximately half of our employees worked a hybrid schedule while the remaining were fully virtual. Across PayPal, we are focused on providing tools and resources to support our distributed teams.

2024 Global Employee Survey Highlights



Learning & Development

Investing in skills and development opportunities for our employees is critical to drive innovation and deliver exceptional value to our customers. We continue to enhance our employees’ capabilities by offering robust programs for developing skills, deepening leadership, and advancing careers. In 2024, the majority of our employee learning hours were comprised of self-directed trainings, which demonstrates our strong culture of learning.

In 2024, we:

- Enhanced our global onboarding experience to cultivate connections and more seamlessly integrate new employees and leaders into PayPal.
- Continued to foster a growth mindset within our employees by offering learning experiences, including LinkedIn Learning and Udemy, where employees can access leadership development, skill-building, and role-based training.
- Accelerated technology readiness through the development of role-specific learning paths and skill-based initiatives, driving the adoption of artificial intelligence and machine learning and furthering technological innovation.

Performance & Recognition

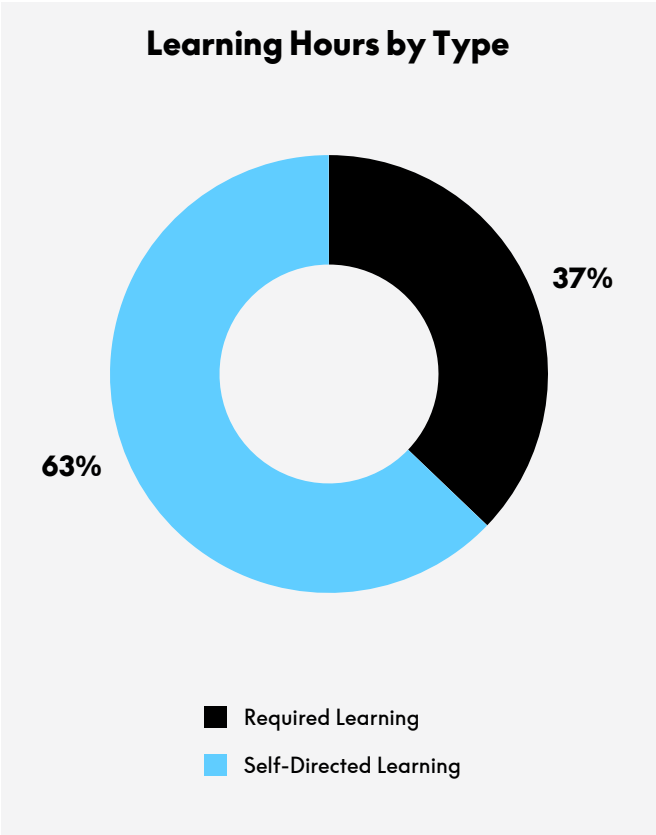
We continue to strengthen our high-performance culture by enhancing and simplifying the process for setting goals and performance reviews. We also launched a new employee recognition program called Props. Through Props, employees can offer real-time recognition to their peers, and managers can recognize employees for above and beyond effort and impact.

800K+

total learning hours³

33+

average hours of learning per employee³



Employee Total Wellness

Our benefits program prioritizes the physical, financial, and emotional wellness of our employees.

Physical Wellness

We empower our employees to make informed decisions about their physical health and seek the right care at the right time. In 2024, we:

- Introduced access to virtual physical and pelvic health therapy and a new program that automatically finds prescription drug savings for our U.S. employees.
- Led onsite health checks, wellness sessions, benefits fairs, and preventive health screenings globally.
- Hosted cancer awareness seminars to support International Women’s Day.

Financial Wellness

We enable the financial wellness of our employees by leveraging various education and support programs that empower employees to prepare for the future.

In 2024, we provided resources to support employee financial planning and security, including:

- Hosted global and regionally relevant financial wellness coaching and trainings, including one-on-one sessions with financial planning professionals on topics such as buying a house, tax education, company stock ownership, and investment fundamentals.
- Supported our global Ways of Working initiative by providing access to sustainable, tax-efficient, and flexible commuter benefits schemes.
- Continued to provide Earned Wage Access programs to allow employees in the U.S., U.K., and Ireland the ability to receive a portion of their earned wages outside of regular pay cycles.

- Providing assistance for those affected by world events, including natural disasters. We also extended financial support through our Employee Relief Fund for team members experiencing financial hardship.

Emotional Wellness

We support the emotional health of our employees to help them find balance, be resilient, and make time for what matters most. In 2024, we:

- Led onsite and hybrid events emphasizing emotional wellness topics such as anxiety, self-care, and financial psychology as part of Mental Health Awareness Month.
- Continued to partner with our Employee Resource Groups (ERGs) to host global and region-specific sessions focused on emotional wellness.
- Continued to offer our global sabbatical program.
- Enhanced our family-building programs, including parental leaves and childcare benefits, to further support working parents.



Building Community

We continue to expand our ongoing efforts to enable access, opportunities, and connections for our employees. We equip our employees with tools and resources to create a community that fosters connection and cultivates belonging.

In 2024, we:

- Kicked off on-site programming focused on career growth, wellness, business acumen, and community engagement, accessible in-person and virtually.
- Hosted leadership circles, available to all, furthering community among women in technology to understand the experience gaps, and to enhance our development offerings.
- Included a new question in our employee engagement survey to gain a deeper understanding of the employee experience and to identify additional community-building opportunities at PayPal. See [Employee Engagement](#) for more information.



Pay Equity Across Our Workforce

We are proud to have maintained 100% pay equity in overall total compensation² across gender globally and ethnicity in the U.S.

Cultivating Connections

Our eight ERGs, collectively known as Synergy, provide an essential channel for building community and a sense of belonging across all employees. ERGs are open to all and are built on a foundation of allyship and community building.

We continue to evolve our ERGs to align with our business and talent goals across the organization. In 2024, we:

- Introduced Synergy, a unified commitment to fostering connection and belonging within our communities and allies across PayPal. Synergy prioritizes collaboration and brings our people closer together.
- Hosted Synergy Summit, our inaugural global convening of ERGs, to promote collaboration, share best practices, build subject matter expertise, and facilitate connections with senior leaders across all our ERGs.
- Introduced the PayPal Community Changemaker Award to recognize Community Impact and ERG members who have gone above and beyond in enriching our culture and communities through distinct impact.

Employee Career Journey

Priyanka Soni is a Senior Engineering Manager on the PayPal Credit team. In 2018, just six weeks after an emergency C-section, she interviewed with PayPal and joined the Company when her daughter was only six months old. “Balancing being a first-time mom with a brand-new job at PayPal was one of the toughest periods of my life,” she says. But with support from her family and managers, she was able to navigate this challenge.

PayPal’s core values of inclusion, innovation, collaboration, and wellness deeply resonate with Priyanka. As an active member of PayPal’s Unity ERG and the global organization, Women in Payments, she plays a significant role in supporting and uplifting women at PayPal and in the tech industry as a whole.

“Mentoring female engineers, both inside and outside of PayPal, is something I’m deeply passionate about.”



Priyanka Soni
Senior Engineering Manager
Phoenix, AZ, U.S.

Aliados
PayPal Latinx

Pride
PayPal LGBTQ+

Thrive
PayPal Disability Community

Amplify
PayPal Black Employees

Rise
PayPal PanAsian

Unity
PayPal Women

Believe
PayPal Interfaith

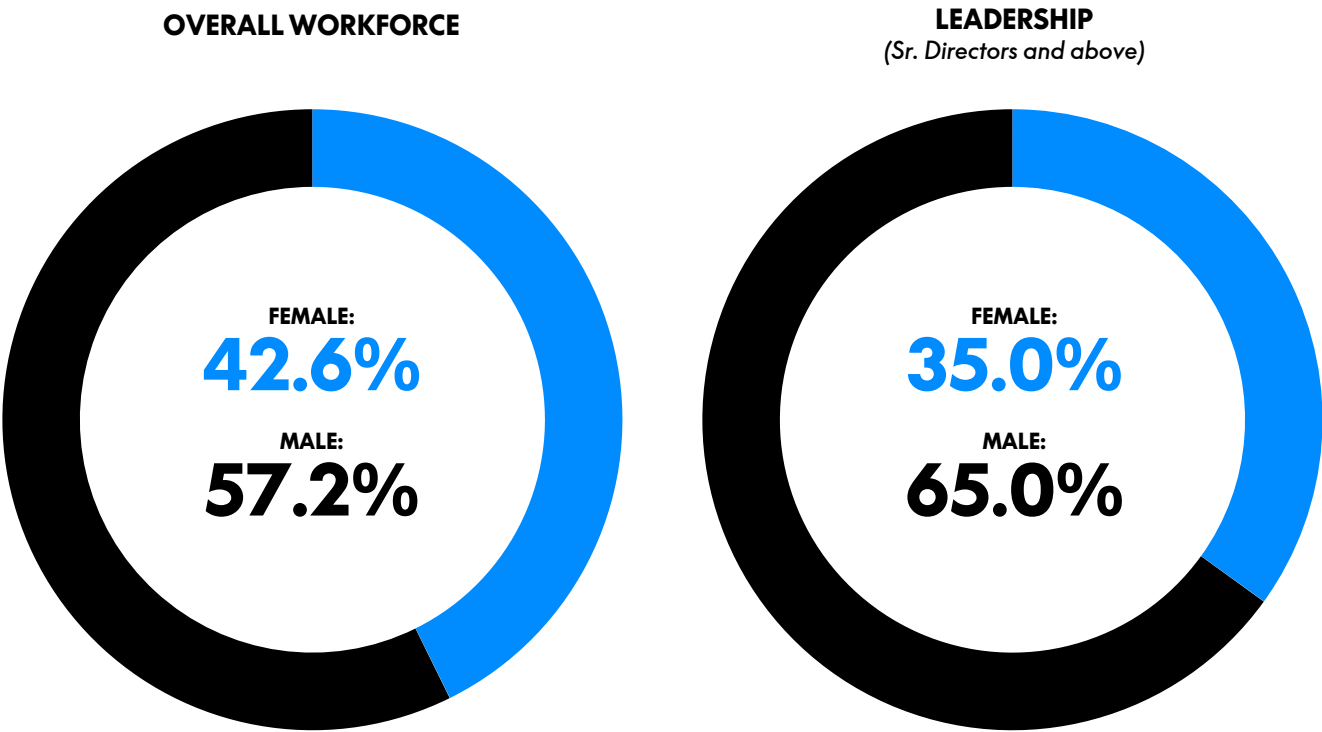
Serve
PayPal Veterans

8K members

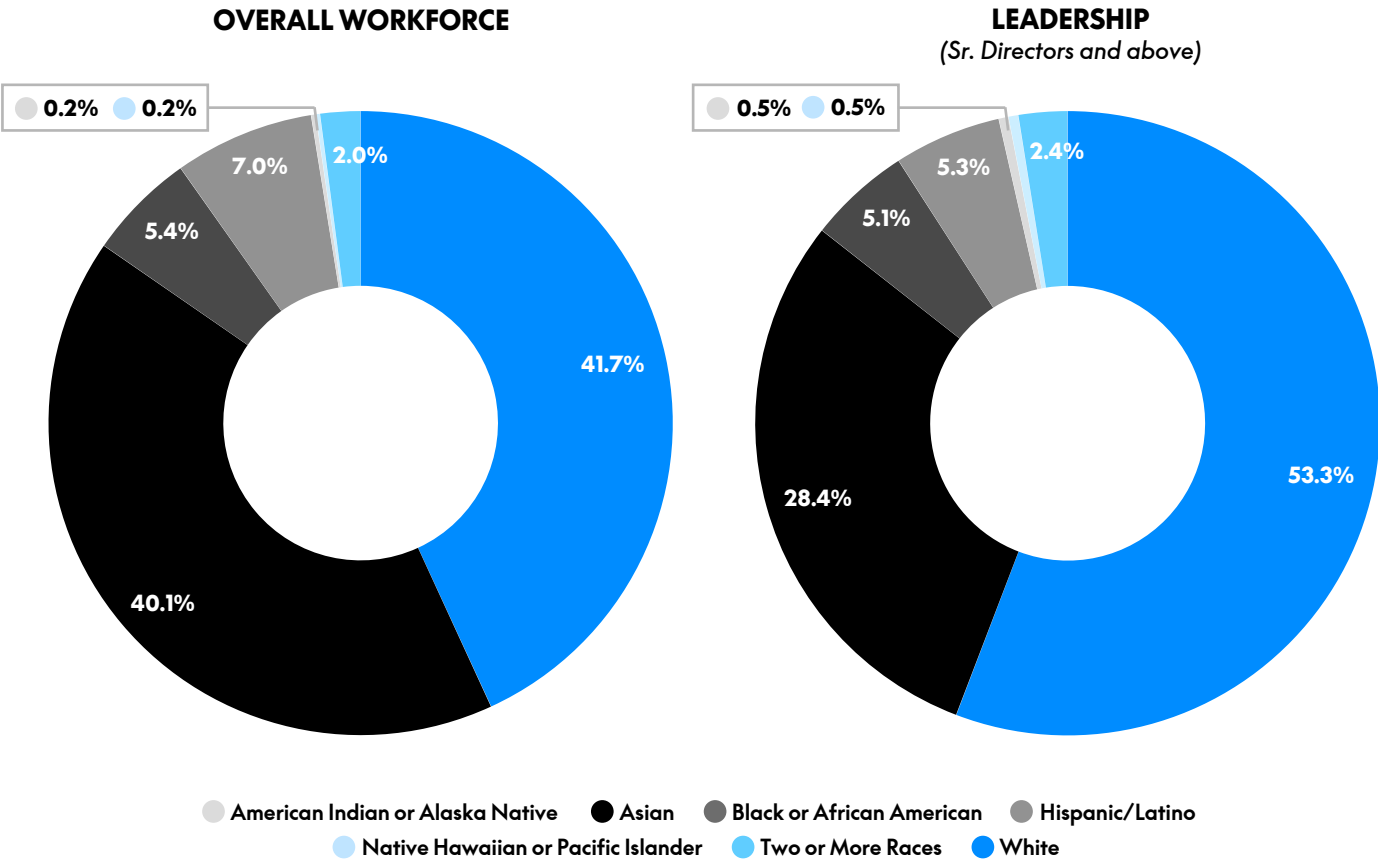
Workforce Metrics

Building a workforce that is representative of the customers and communities we serve is a key component of our long-term strategy. We are committed to regularly evaluating our workforce composition disclosures and will continue to prioritize improving data quality, accuracy, and transparency in our reporting.

2024 Global Gender Diversity



2024 U.S. Ethnic Diversity¹⁰



Visit [our website](#) for additional workforce metrics.

A photograph of two men standing behind a festival stall. The man on the left is wearing a black t-shirt with 'HECHAS A MANO AGUAS LOCAS LOS ANGELES' and a black cap. The man on the right is also wearing a similar t-shirt and has his arm around the first man's shoulder. They are both smiling. The stall in front of them has a blue banner with 'HECHAS A MANO' and 'AGUAS LOCAS' in large letters. On the stall, there are several glass bottles of Aguas Locas, some with colorful flower decorations, and a metal bucket with a cactus design. The background shows a sunny outdoor setting with trees and a fence.

Social Impact

Social Impact

We want everyone to participate and thrive in the digital economy. In 2024, we more closely aligned our social impact framework with our core business priorities to ensure that our social impact work enables sustainable value creation and competitive differentiation for PayPal over the long term.

Our social impact programs focus on supporting economic opportunities for entrepreneurs and small- and medium-sized businesses (SMBs) across their full business lifecycle. Our ambition is to leverage our unique capabilities and resources to meaningfully increase the survivability rate of small businesses around the world.

PayPal’s Social Impact Framework

Our Social Impact strategy focuses on four pillars where PayPal is uniquely positioned to drive the greatest impact.

1

Entrepreneurship:

Provide entrepreneurs of all backgrounds with access to the knowledge, resources, and support needed to start a business, including entrepreneurship education, technical expertise, training, and grant funding.

2

Business and Community Resilience:

Focus on the financial health and security of SMB owners, SMB employees, and the businesses themselves.

3

Digital Economic Growth:

Support entrepreneurs as they scale and digitize their business for the future by offering digital business training and pro bono support, as well as access to working capital and business loans.

4

Advocacy and Public-Private Partnership:

Grow PayPal’s thought leadership and advocacy efforts to enable more SMBs to grow and thrive in the digital economy through strategic research, partnerships, and global advocacy.



Previous page image: PayPal merchants Pablo Murillo and Morris Ellis are Los Angeles, CA, U.S.-based entrepreneurs who relied on PayPal Checkout and Venmo to start their beverage and lifestyle business, Aguas Locas, that reinvents traditional Mexican aguas frescas with a healthy, sugar-free twist.

Entrepreneurship

In today’s economy, [SMBs make up approximately 90% of all businesses](#), generating more than 50% of global GDP, and employing 70% of the global workforce. While SMBs are essential to our communities, small businesses, entrepreneurs, and nonprofit organizations often face significant barriers to getting started, staying in business, and setting themselves up for growth. PayPal’s platform, products, and services can play a critical role in helping them succeed and enabling them to uplift their surrounding communities.

Supporting Small Businesses Through Products and Partnerships

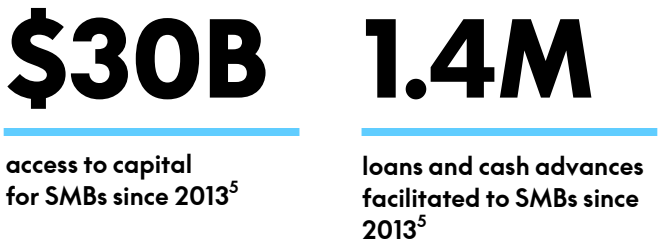
Over the past year, we’ve accelerated our innovation to empower our merchants through expanded product offerings. PayPal Business Payments, formerly known as PayPal Complete Payments, is an all-in-one global payments solution that allows small businesses to accept PayPal payments, popular digital wallets, credit and debit cards, and alternative payment methods from around the world to help drive conversion and repeat buyers. In 2024, we brought PayPal Business Payments to merchants in 37 markets across the globe, including the [U.K.](#), [China](#), and [Canada](#). We also formed new partnerships with [Adyen](#), [Shopify](#), and other payment providers to enable us to meet the needs of our merchant customers more quickly and efficiently. We unlocked data and insights to help drive business success with a new dashboard for SMBs and entrepreneurs. In 2024, we launched Tap to Pay on iPhone for all [Venmo business profiles](#) and PayPal Point of Sale, formerly known as [PayPal Zettle](#), for users in the U.S., enabling merchants to accept contactless card and digital wallet payments with no additional cost or hardware. This is part of PayPal’s ongoing efforts to help SMBs sell more, grow their business, and manage their finances more efficiently.



Facilitating Merchant Lending for Small Business Owners

When it comes to starting and growing a business, financing is key, but [77% of small business owners are concerned](#) about their ability to access capital.

Dating back to 2013, PayPal has a long history of providing dynamic business lending services that enable entrepreneurs to scale their businesses. In 2024, we enabled SMBs access to approximately \$3 billion through 96,000 loans and cash advances through PayPal Working Capital and PayPal Business Loans.⁵



Partnering to Provide More Credit Opportunities for PayPal Business Customers

In 2023, PayPal established a second look program with [Accion Opportunity Fund](#), a community development financial institution that operates in 46 states. Select PayPal merchants who do not qualify for our financing solutions are referred to Accion for alternative funding options. Through this partnership, more small business owners have found the capital and support needed to continue growing their businesses. Since the start of our partnership, nearly \$6 million has been disbursed to small businesses.

Richard worked for over a decade as an educational consultant. Realizing that many people couldn't afford this type of service, he founded SimpliCollege, a virtual college counseling practice that employers can offer as a benefit.

“Throughout my career, I've witnessed firsthand how many people struggle to afford the guidance they need. Thanks to the loan I received through PayPal's partnership with Accion, I was able to turn my vision into reality and attract a new audience of students and businesses, allowing me to reach more people and make a lasting impact on their educational journeys.”



Richard Bannister

Founder and CEO, SimpliCollege

PayPal Expands Partnership with Cherie Blair Foundation for Women

PayPal has partnered with the [Cherie Blair Foundation for Women](#) since 2017, and to date, hundreds of women entrepreneurs have been paired with PayPal mentors. In 2023 and 2024, we matched 80 PayPal employees with mentees and empowered over 8,000 additional women entrepreneurs in South Africa through HerVenture.

HerVenture is the Cherie Blair Foundation's award-winning app that offers women entrepreneurs essential business training and support on the go. It features a range of learning tracks on topics including launching a business, accessing finance, expanding market access, ecommerce, and mobile money. The app is specifically designed to support women in developing countries who are starting or running micro or small businesses in any sector. Building on the momentum and success of 2024, we aim to support an additional 10,000+ women entrepreneurs across South Africa in 2025 through HerVenture.



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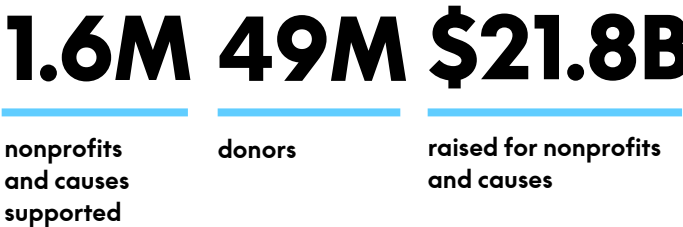
Business and Community Resilience

Enabling Giving Worldwide

Like SMBs, nonprofits manage budgets and employees, market themselves to engage with a wider audience, and navigate financial challenges. PayPal has long considered nonprofits as a particular kind of SMB, and we continue to be committed to ensuring they aren't left behind in the transition to a digital economy. We're proud of how our giving capabilities and products have continued to enable nonprofits to fundraise and collect the donations that are critical to their work.

Our solutions enable nonprofits to quickly and securely receive the critical funds they rely upon, whether customers make their donations on the PayPal app, through our website, or via partnerships with donation platforms and online marketplaces that use PayPal. With our Grant Payments solution, we empower donor-advised fund sponsors, such as [National Philanthropic Trust](#) and [Vanguard Charitable](#), community foundations, and others to deliver grants to charities electronically for efficient and simple grantmaking.

2024 Generosity by the Numbers⁶



Responding in Times of Need

During times of crisis, we leverage the power of our core strengths — our voice, our people, our technology, and our scale — to support global relief efforts and raise critical funding. In 2024, PayPal facilitated aid in the wake of several natural disasters around the world, including hurricanes in the U.S., an earthquake in Japan, and flooding in Spain.

During these responses, we often expand current partnerships or forge new ones to ensure we are providing the right mix of hyper-local and national support. Last year, these partnerships included:

- [Action Against Hunger \(Acción Contra el Hambre\)](#): We launched an employee giving campaign to support relief efforts in response to the devastating floods in Spain.
- [The Center for Disaster Philanthropy](#): This organization is a strategic proactive disaster response partner. They provide PayPal with disaster predictions, disaster alerts, monthly reports, as well as vetted hyper-local non-governmental organizations within 1-2 days of an event.
- [The American Red Cross](#): We continued our proactive contributions to the Red Cross's Annual Disaster Giving Program, which enables Red Cross workers to quickly activate in times of crisis.



Following the destruction of Hurricane Helene and Hurricane Milton in states across the Southeastern U.S., PayPal supported affected small business customers by pausing PayPal Working Capital and PayPal Business Loan repayments for those who sought temporary financial assistance. We also provided a charitable donation to the [North Carolina Disaster Relief Fund](#) to support recovery efforts and waived Braintree processing fees for all donations to [Volunteer Florida](#), the state's lead disaster response agency.

“In times of crisis, it's heartening to see our company quickly respond to support our customers and communities impacted by tragic events. Our partnerships with local and national response organizations are essential to this work, and we are grateful for all they do.”



Karen Little
Global Lead, Rapid Response
San Jose, CA, U.S.

Strengthening Entrepreneur's Financial Health

We know that the financial health of SMBs has a multiplier effect on the financial health of their owners' families, employees, and communities. PayPal supports programs and initiatives that aim to highlight and explore this important topic.

- At the 2024 EMERGE Financial Health Conference, we hosted a panel of public and private sector leaders, alongside a small business owner, to explore perspectives on what matters most when it comes to strengthening the financial health of SMBs and how essential they are to our communities.
- As artificial intelligence (AI) becomes increasingly ubiquitous, its effects on SMBs have been largely overlooked. Together with [Reimagine Main Street](#) and [Public Private Strategies Institute](#), PayPal commissioned research to understand how underrepresented entrepreneurs understand, utilize, and interact with AI products and systems. The research is set to be published in 2025 and will highlight how the fintech industry and public institutions can innovate and support SMB owners in the changing AI landscape.
- Together with PayPal's support, JUST Capital, a leading nonprofit dedicated to helping companies create value for all their stakeholders, built the Corporate Impact Lab (CIL). The CIL is a collaborative platform for applied research and corporate action on the key issues affecting the American public. PayPal has played a vital role in this collaborative platform where leading companies can leverage data-driven insights, curated peer community, and storytelling expertise to advance innovative solutions for a more inclusive and resilient economy.

Digital Economic Growth

Enabling New Ways to Save and Earn Rewards

Through our products and services, our goal is to enable everyone to participate and thrive in the digital economy. In 2024, we introduced [PayPal Everywhere](#), an all-in-one solution that makes it easier and more rewarding to pay in stores and online with the [PayPal Debit MasterCard](#)[®]. With PayPal Everywhere, PayPal Debit cardholders can access more savings by choosing a monthly category of spending, such as groceries or clothing, to receive cash back and stack rewards on top of their monthly category by saving offers in the PayPal app. Customers can also add their PayPal Debit Card to their digital wallet to use in store, enabling more ways to pay.

Making It Easier to Pay Friends and Family

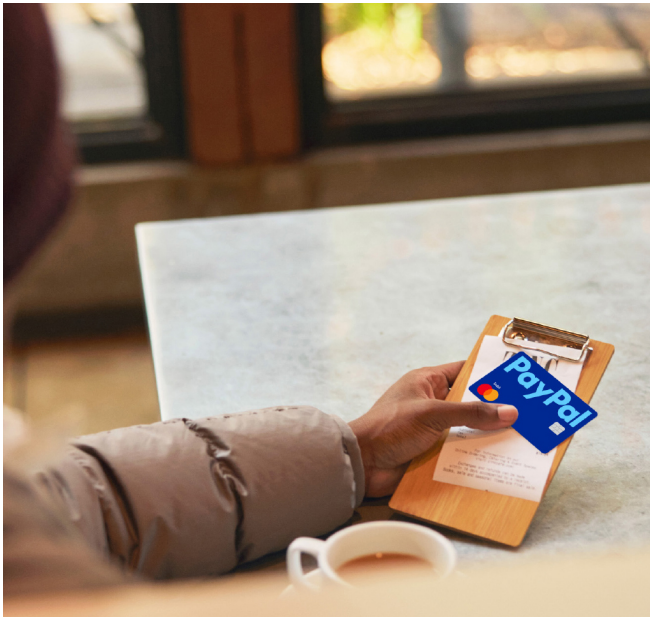
We launched a new experience that gives customers an easy way to pool money with friends and family for shared expenses. Customers in the U.S., Germany, Italy, and Spain can set up a pool in the PayPal app or online, invite others to contribute, track group contributions, and transfer funds to their PayPal balance to spend or withdraw.

On the Venmo platform, we rolled out the ability for users in the U.S. to schedule one-time or recurring payments or requests to make it easier for customers to manage and plan for expenses.

Advocacy and Public-Private Partnership

We know that through strategic partnerships with private and public institutions, we can extend and deepen our impact around the world. A few of our 2024 partnerships include:

- [International Rescue Committee](#): We support SMBs with access to loan capital, credit education, and financial coaching in times of recovery.
- [Women’s World Banking](#): Our long-time partnership focuses on empowering women-owned SMBs through access to financial services.
- [Global Citizen](#): In support of PayPal’s expansion to the Middle East and Africa, our partnership highlights the critical role small businesses play in communities around the world.



PayPal began its partnership with [Opportunity International](#) in 2023 and sponsored the Women THRIVE (THRIVE) Program in Ghana, Guatemala, India, and the Philippines. The program empowers women living in underserved communities to run effective small and micro businesses, enabling them to increase their incomes, improve their agency, and stimulate inclusive economic growth in their local economies.

“PayPal’s partnership on this program has been invaluable. The THRIVE program not only supported more than 4,000 small- and micro-businesses, it also created or maintained over 6,000 local jobs and impacted more than 3.3 million people living in underserved communities in just a one-year period. This is the deep, meaningful impact that is possible through partnerships, and we are grateful to PayPal for their support.”



Simona Haiduc
Managing Director, Strategic Partnerships,
Opportunity International



Community Impact

PayPal’s mission to revolutionize commerce globally includes equipping communities with the tools and resources they need to participate in the global economy. To fulfill this vision, we employ our platform, products and services, and our people’s time and unique expertise to enable customers in the communities where we live and work to earn and thrive. We also encourage our employees to support the causes they are most passionate about through our Community Impact time off policy, which gives each employee up to eight hours of paid time off annually to volunteer with an eligible charity or community service organization.

In 2024, more than 81% of employees participated in our Community Impact program through volunteering, donating to a cause, or engaging in PayPal’s [Community Impact Grants](#) program. Read more about one of our Community Impact Grant recipients in [Natural Resource Management](#).

As we moved to hybrid as our primary way of working at PayPal, Community Impact events provided opportunities to create a sense of community and engagement among colleagues. Last year, employees contributed nearly 130,000 volunteer hours to support their local communities.

4K

nonprofits supported through Community Impact activities

81%

workforce engaged in Community Impact activities¹¹

Sparkling the Entrepreneurial Spirit in the Next Generation

Our Community Impact program provides employees with opportunities to coach and mentor youths as they pursue a future as entrepreneurs. Through these engagements, young entrepreneurs learn how to start their businesses and gain transferable skills like problem-solving and team building. These interactive, skills-based activities connect our employees with our mission and reinforce the importance of expanding economic opportunity for the next generation.

In 2024, we:

- Partnered with [Foróige](#) in Ireland to mentor students in a business challenge, culminating in presentations to PayPal judges, while graduates of Foróige’s entrepreneurship program hosted a festive market to showcase and sell their products to PayPal employees.
- Empowered tribal and rural women in India through educational sessions with our partner the [Swami Vivekananda Youth Movement](#) on economic growth and business opportunities. Our Bangalore office hosted a group of women for their first corporate and city exposure in support of their personal and professional journeys.
- Volunteered across China, Germany, Ireland, Mexico, the Philippines, and the U.S. to spark the entrepreneurial spirit in young people through our partnership with the [Network for Teaching Entrepreneurship \(NFTE\)](#). Since 2016, PayPal employees have volunteered their time to coach NFTE students on their business plans and mentor them for career success. To date, we’ve helped inspire more than 127,000 youths on their entrepreneurial journey to drive economic success.



Fueling Small Business Growth

PayPal’s Community Impact program focuses on encouraging entrepreneurship and driving small business success worldwide. In 2024, we launched the PayPal Small Business Digital Accelerator in London, U.K.; New York, NY, U.S.; San Jose, CA, U.S.; and Singapore in partnership with local nonprofit partners, including [Foundervine](#), [NYPACE](#), [Renaissance Entrepreneurship Center](#), and [raiSE Singapore](#). Through this program, a cohort of founders will receive intensive coaching, expert mentorship in digitization, and community building opportunities throughout 2025.

PayPal volunteers from around the world came together during Global Entrepreneurship Week 2024 to contribute their skills and time to coach, mentor, and equip entrepreneurs — especially those who face structural barriers — with tools to launch and scale their businesses. Throughout the week, entrepreneurs were able to pitch for funding to grow and digitize their businesses. They shared bold ideas for digital growth and plans to leverage their platforms to expand economic opportunity for all. Selected winners were awarded funding to help them scale their businesses, and all participants will receive pro bono and marketing support and coaching on digitizing their businesses.

Celebrating PayPal’s First Annual Impact Day

The United Nations’ International Micro-, Small-, and Medium-sized Enterprises (MSMEs) Day, celebrated on June 27, recognizes the contributions of MSMEs to sustainable development and economic growth. To mark this important global celebration, we held our first annual PayPal Impact Day, an initiative that brought the collective power of our global employee community together to support small businesses.

At PayPal sites and virtual gatherings worldwide, PayPal employees devoted their time to support small businesses and local nonprofits. This global day of service focused on three core principles: uplift small businesses, engage with community organizations, and foster a sense of shared purpose among PayPal’s employee community. [Read more](#) to learn about how our employees impacted their communities.

Alex is the winner of the inaugural PayPal Community Changemaker Award, which celebrates Community Impact and ERG members who have gone above and beyond to foster our culture of belonging and enrich our communities through distinct impact.

“ PayPal Impact Day provides Community Impact leaders with a great opportunity to cultivate our leadership skills and elevate our personal impact. As a local cultural leader, I was proud to create an engaging environment amongst employees, small businesses, and nonprofits. ”



Alex Xu
Data Scientist and PayPal Beijing
Community Impact Leader
Beijing, China



Responsible Business Practices

Responsible Business Practices

Building and maintaining customer trust, along with upholding ethical business practices, are fundamental to the success of our long-term strategy. Our dedication to these principles is reflected in our robust approach to risk management, governance, and oversight, supported by policies and standards that protect both our customers and our platform. At PayPal, we are committed to responsibly managing our infrastructure, safeguarding sensitive data, maintaining high standards of business ethics, and ensuring a responsible and sustainable supply chain.



Previous page image: PayPal Headquarters, San Jose, CA, U.S.

Risk Management and Compliance

Our Enterprise Risk and Compliance Management (ERCM) Program reflects PayPal’s systematic approach to identifying, measuring, managing, monitoring, and reporting key risks. In 2024, we introduced a top-down risk assessment process, enhanced our Risk Appetite Framework, and utilized artificial intelligence (AI) to drive efficiencies and focus our efforts on the most critical risks for the Company. PayPal’s Global Chief Risk Officer chairs the Enterprise Risk Management (ERM) Committee, which oversees the implementation and execution of the ERCM Program and regularly reviews the programs’ overall effectiveness and top enterprise risks with the Board’s Audit, Risk, and Compliance (ARC) Committee. Corporate sustainability and impact (CS&I) issues are integrated into the ERCM Program as well as PayPal’s risk taxonomy.

While the ARC Committee is primarily responsible for oversight of our risk framework, risk management accountabilities are aligned to the Three Lines of Defense model, which consists of management, oversight, and assurance by PayPal’s Internal Audit team. Our executives are responsible for assessing and managing risk with independent oversight and guidance from our company-wide ERM and Global Compliance functions. Our Internal Audit Program provides independent assurance and is externally assessed by the Institute of Internal Auditors (IIA) to ensure adherence to the IIA Code of Ethics and Standards.

Enterprise Resiliency

We take an enterprise-wide approach to business resilience to manage and minimize the impacts of a disaster or other incidents that may disrupt PayPal business functions, IT systems, customers, partners, and the broader financial sector. Our PayPal Resiliency Program is designed to reduce continuity of operations risk by enabling mitigation of potential operational impacts, preparing teams to respond effectively during an incident or crisis, maintaining operations during periods of disruption, and safeguarding employee welfare. This program applies across PayPal and its subsidiaries, as well as to third parties acting on our behalf.

Aligned with the ISO 22301 standard, the Federal Financial Institutions Examination Council, and other governmental regulatory standards, our Enterprise Resiliency Program outlines scenario planning procedures, functional roles and responsibilities, reporting expectations, and documentation management for business continuity and disaster recovery at PayPal. This includes:

- Regular training for identified Incident Response Team members across business functions.
- Requirements for tabletop exercises and testing at least annually to promote ongoing readiness.
- Incident recovery and restoration protocols.

“As one of the most trusted brands in the world, we are deeply committed to operating at the highest ethical standards. Our culture is centered around innovating responsibly for our customers, developing our people, and operating with integrity in everything we do.”



Aaron J. Webster
Global Chief Risk Officer
Charleston, SC, U.S.

Employee Health and Safety

PayPal Global Safety and Security teams are responsible for monitoring, evaluating, and responding to acute and chronic physical risks to our operations, including extreme weather and other events, as part of our incident response procedures.

We also develop and implement risk management procedures and programs related to the personal safety of our employees, including accident and injury prevention, wellness promotion, and compliance with applicable environmental, health, and safety laws and regulations. PayPal’s Environmental Health and Safety (EHS) Policy and Procedures align with the ISO 45001 standard, apply to all PayPal facilities and functional areas, and detail the requirements, roles, and responsibilities related to EHS risks, controls, monitoring, reporting, and escalation. We are committed to continuing to improve our EHS program and regularly conduct reviews to facilitate compliance with relevant national and local EHS regulatory requirements.

The Ombuds/Ethics and Anti-Corruption team is supported by a network of Business Ethics Officers (BEOs), who engage with colleagues in their locations to provide guidance and support on ethics matters. Luis Monzon, who serves as a BEO in Guatemala, in addition to his role in Brand Risk Management, hosts discussion sessions with the Guatemala office and is available to talk through situations with his office co-workers. He also provides feedback to the Ombuds/Ethics and Anti-Corruption team based on findings from his interactions. For example, Luis suggested a revision to the Code of Conduct to better clarify our policy with respect to a potential ethics scenario.

“I am honored to serve as the BEO for Guatemala. My mission is to help my colleagues understand that it’s okay to speak up at PayPal.”



Luis Monzon
Manager, Compliance
Ciudad de Guatemala, Guatemala

Business Ethics

Speak Up Culture

Our [Code of Business Conduct & Ethics](#) (Code of Conduct), available in multiple languages, provides guidance for our employees and Board members on ethical and responsible behavior. It reinforces that we are all empowered to speak up or seek advice without fear of retaliation. Our “Speak Up Culture” is championed by our leadership and actively promoted by the Ombuds/Ethics and Anti-Corruption team through outreach and awareness sessions. Employees have multiple channels to share their concerns or ask questions anonymously, including:

- Calling the confidential Integrity Helpline, available 24/7 in multiple languages.
- Escalating concerns or questions with their manager or HR business partner.
- Emailing the Ombuds/Ethics and Anti-Corruption team directly using the dedicated Speak Up email alias.
- Engaging a BEO.

We require every employee and contract worker to complete our annual ethics and compliance training, which covers areas including our Code of Conduct, anti-money laundering, information security awareness, data privacy, AI, safety and security, and sexual harassment awareness and prevention. In addition, upon joining PayPal and annually thereafter, our employees must certify that they understand and will comply with the Code of Conduct.

100%

employee completion of 2024 compliance and ethics training⁴

Beyond our Code of Conduct, which is reviewed annually, we require all employees, third parties, and contract workers to comply with our enterprise policies, including our Conflict of Interest, Ethics Reporting and Whistleblower, and Anti-Bribery and Corruption policies. Our Global Chief Risk Officer and Chief Compliance Officer provide periodic updates to the ARC Committee on significant business ethics program metrics and investigations.

Respect for Human Rights

We are committed to managing potential human rights risks and opportunities across PayPal, as outlined in our Code of Conduct. We are a participant of the United Nations Global Compact (UNGC), supporting its [Ten Principles](#) in the areas of human rights, labor, environment, and anti-corruption. Additionally, we highlight the steps we have taken designed to combat and prevent modern slavery and human trafficking risks across PayPal and its value chain in our [Joint U.K. and Australia Modern Slavery Statement](#).

Responsible Supply Chain Management

Due to the digital nature of our business, our supply chain consists primarily of the procurement of direct and indirect goods and services (such as IT infrastructure, marketing, real estate, consulting, and labor) and corporate partnerships. We work with a small number of third parties to manufacture goods (e.g., PayPal Point of Sale card readers) and do not manufacture anything directly.

Across our value chain, we seek to partner with third parties who share our commitment to business ethics. All third parties and subcontractors are expected to comply with our [Third Party Code of Conduct & Ethics](#), which outlines our expectations regarding financial crimes compliance, anti-bribery and improper payments, consumer protection, human and labor rights, occupational health and safety, and other requirements. Instances of noncompliance may be escalated to the PayPal Ombuds/Ethics and Anti-Corruption team or the PayPal Integrity Hotline for investigation.

Our Third-Party Risk Management Program works to establish appropriate risk-based due diligence for new and existing suppliers based on the potential risks and impacts of their products or services to our business. We aim to hold our third-party partners to high standards of risk management and ethical behavior and review and investigate potential noncompliance to determine appropriate next steps, which may range from control environment enhancements to termination.

Commitment to Political Transparency

PayPal’s commitment to pursuing transparent disclosure and strong governance extends to our lobbying and political transparency policies and practices. We have adopted many of the best practices put forth by the Center for Political Accountability.

Our Board’s Corporate Governance and Nominating Committee (Governance Committee) oversees our political contributions, lobbying expenditures, and interactions with government officials. To provide consistency with PayPal’s business objectives and public policy priorities, the Governance Committee reviews and discusses with management our political activities, policies, and contributions and expenditures at least annually. To find out more about PayPal’s lobbying disclosures and political transparency practices, please visit our [Political Transparency](#) webpage.

Data Management and Privacy

We work to embody a data- and privacy-aware culture that prioritizes responsible use of data through enterprise standards, transparency, education, and innovation. PayPal has established a tiered governance structure designed to drive data management best practices and accountability across the enterprise.

Enterprise Data Governance Program

Our Enterprise Data Governance (EDG) Program, overseen by the office of the Chief Technology Officer, is responsible for delivering the data management capabilities that govern PayPal’s critical data in collaboration with compliance, business, and engineering teams across PayPal. Oversight of the EDG Program is provided through the ERCM Program, overseen by the Board’s ARC Committee.

Through the EDG Program, we aim to proactively drive consistent, effective, and standardized internal data management practices. One crucial aspect of our Data Governance Framework is data quality, which runs throughout our data lifecycle. Data quality is essential to our customers, future business growth, and the achievement of our business objectives.



Our Approach to Data Management

PayPal’s EDG Program establishes processes, practices, and capabilities to support end-to-end data management, from data collection to disposal. The Data Management Oversight team works to ensure that our practices are aligned with industry standards and our Data Management Framework. Our Enterprise Data Governance Policy and associated procedures align with this overarching framework. The team proactively monitors risks to identify, establish, and document accountability, controls, and risk mitigation practices.

A focal point of the EDG Program is promoting data integrity through preventative control measures that support best practices and repeatable processes across the Company. As AI and machine learning (ML) capabilities become more widely used across PayPal, the team is integrating these processes and tools into data management practices to help create efficiencies and improve data quality across the Company. Maintaining high data quality will help us achieve our business goals that include enhancing customer experiences.

As part of our data-responsible culture at PayPal, we host “Data Week,” an annual internal global conference designed to reinforce our data-driven ethos and responsible best practices. Our 2024 conference included sessions from internal and external speakers on topics such as generative AI, responsible use of AI, data management and privacy, and data science.



Our Approach to Data Privacy

In 2024, PayPal launched a new Privacy Program managed by the office of the Chief Technology Officer as part of the first line of defense. Along with the Global Privacy and Data Management Oversight function, the Privacy Program aims to embed privacy-by-design principles within the product development lifecycle and safeguard personal data.

PayPal strives to maintain strong oversight and standards as evidenced by our privacy principles, including notice and transparency, choice and consent, data sharing, record retention, and data lifecycle management. Our Privacy Program is focused on building a privacy-by-design culture, driving awareness through education, and advising our teams on how to honor these principles in areas such as strategic business initiatives, product development, and vendor management. In addition to these processes, our Privacy Framework is focused on leveraging technology to further support a responsible, data-driven culture.

The Chief Privacy Officer provides periodic reporting and updates to the Board’s ARC Committee, the ERM Committee, and others as appropriate. This includes the strategy, implementation, and effectiveness of privacy risk management, reports on emerging trends and topics, privacy-related audits and examination highlights, and privacy and data assessment results and escalations.

PayPal’s Internal Audit function conducts reviews of our data management and privacy programs and assesses the effectiveness of governance, risk management, and controls. Additionally, all PayPal employees and contractors are required to complete annual training on data management and privacy, including specialized training for our data stewards.

Cybersecurity and Secure Transactions

Financial institutions are under constant attack from continuously evolving cyber adversaries. Security is fundamental to our brand, including keeping customers’ accounts safe, maintaining their privacy, and adhering to regulatory requirements. PayPal’s Cyber and Information Security Program supports the prioritization of security in product design and execution across our products and services, as well as leading cybersecurity practices. Through this program, which is an integrated component of our overall ERCM framework, we aim to empower our employees to manage today’s threats effectively while solving for the security challenges of the future. Our Chief Information Security Officer leads our Global Cybersecurity Management function, with oversight from the Board’s ARC Committee, as well as support from regional security officers across key markets and jurisdictions.



Cyber Attack Risk Response and Incident Management

PayPal’s cybersecurity teams, in coordination with the Company’s Cyber Defense Center (CDC), defend against and mitigate risks to our systems. Our cybersecurity teams perform 24/7 monitoring and measurement to promote system reliability, share insights to detect potential incidents, and enable timely responses. In addition to cyber threat monitoring and quarterly cybersecurity risk assessments, we review and conduct exercises to test our disaster recovery and business continuity plans at least annually.

Our established incident response process provides a coordinated approach across our CDC and PayPal Command Center response teams to manage incidents impacting the confidentiality, integrity, and availability of our systems and data. We focus on quick and effective mitigation, as well as recovery actions, communications, and root cause corrections. We conduct regular exercises of our incident response process intended to ensure our readiness for the evolving range of incidents we may encounter.

External Validation of Our Information Security Program

We follow industry best practices, including alignment of our Cyber and Information Security Program with the latest National Institute of Standards and Technology (NIST) Cybersecurity Framework and our attainment of ISO 27001 certification. Independent third-party audits are conducted annually covering ISO 27001, PCI-DSS, PCI-P2PE, PCI PIN, SOC-1, and SOC-2 standards. This rigorous external validation is further reinforced by scrutiny of our program’s design and implementation by PayPal’s internal audit and oversight testing functions. PayPal takes pride in our long-standing contributions to the Board of Advisors for the Payment Card Industry (PCI) Security Standards Council, through which we contribute to the enhancement of security standards industry-wide.

Security Team Discovers New Attack Patterns

Members of the PayPal Security team presented their research on newly discovered novel attack patterns at the Black Hat USA Cybersecurity Conference. The team found attack patterns capable of impersonating emails from more than 20 million domains. By leveraging these attack patterns, an attacker could have the ability to deliver phishing emails to users’ inboxes from millions of domains, including high-reputation ones. The PayPal Security team coordinated with the United States Computer Emergency Readiness Team within the Department of Homeland Security to work with more than 50 vendors to remediate this issue globally, contributing to improving email ecosystem security and user protection.

“Our team’s mission is to protect our merchants and consumers. When we found this vulnerability, we wanted to share our learnings with the broader security community to help stop these cyber attacks.”



Hao Wang
Head of Offensive Security
Houston, TX, U.S.



Platform Security and Fraud Protection

We aim to empower merchants to use our anti-fraud data science models and products to drive their businesses forward. Our focus is to maximize approvals for legitimate users while helping to prevent bad actors from abusing our platforms. Utilizing the data from our two-sided network and PayPal’s ML capabilities, merchants on our platform can tailor their fraud prevention and mitigation strategies according to their specific needs, including the following services:

- [Fraud Protection Advanced](#) provides merchants with the ability to fine-tune risk-monitoring rules and filters designed to identify and block suspected fraud.
- [Chargeback Protection](#) handles all fraud management and reimburses merchants for eligible chargebacks.
- [Dispute Automation](#) enables merchants to respond to chargebacks in instances of so-called friendly fraud with customizable response templates.

Partnerships to Prevent Fraud and Strengthen Security

We continued to collaborate with organizations to advance global security protection capabilities throughout 2024, including:

- Joined the [Coalition for Secure AI](#) as a founding member along with top tech companies including Google, Microsoft, and Intel to develop rigorous security standards with plans to disseminate open-source methodologies and tools to help other companies use AI safely.
- Participated in the World Economic Forum’s [Centre for Cybersecurity](#) and [Partnership Against Cybercrime](#), serving on the Steering Committee of the Cybercrime Atlas, which is a cross-industry collaboration for organizing cybercrime threat information to support the disruption of cybercrime networks.
- Continued to serve as a member of the Federal Trade Commission’s [Scams Against Older Adults Advisory Group](#) on the Industry Training Committee. We partnered to establish training for financial industry professionals to identify and prevent scams targeting older adults and developed best practices for educating employees about current scams.
- Participated in the National Task Force on Fraud and Scam Prevention, a multi-sector, private-public task force convened by the Aspen Institute’s [Financial Security Program](#).

Employee Awareness and Education

No matter how sophisticated our defense mechanisms are, the human factor remains essential in managing our company’s threats and risks. Our Information Security Training and Awareness Program focuses on providing our employees with educational resources on cyber hygiene best practices, understanding and identifying cyber attacks, and incident reporting. In addition to required annual information security compliance training for all employees and contractors, we offer ongoing learning opportunities to increase security awareness across PayPal, with specialized security training programs for our engineers.

Responsible AI Practices

PayPal remains committed to using AI technology in an ethical, transparent, and accountable manner, consistent with user expectations, organizational values, and regulatory guidance. This is key to maintaining our customers’ trust and promoting state-of-the art, responsible application of AI.

Our approach to AI use is guided by our five Responsible AI Principles:

Privacy

Protect customer personal data through appropriate controls over the use of data.

Security

Ensure protection of AI applications from malicious actors with robust algorithms and proper human oversight.

Fairness

Avoid any prejudice or favoritism toward an individual or group in the context of decision making, such as product or service offerings.

Explainability

Provide interpretability of the decision-making process of the AI application.

Transparency

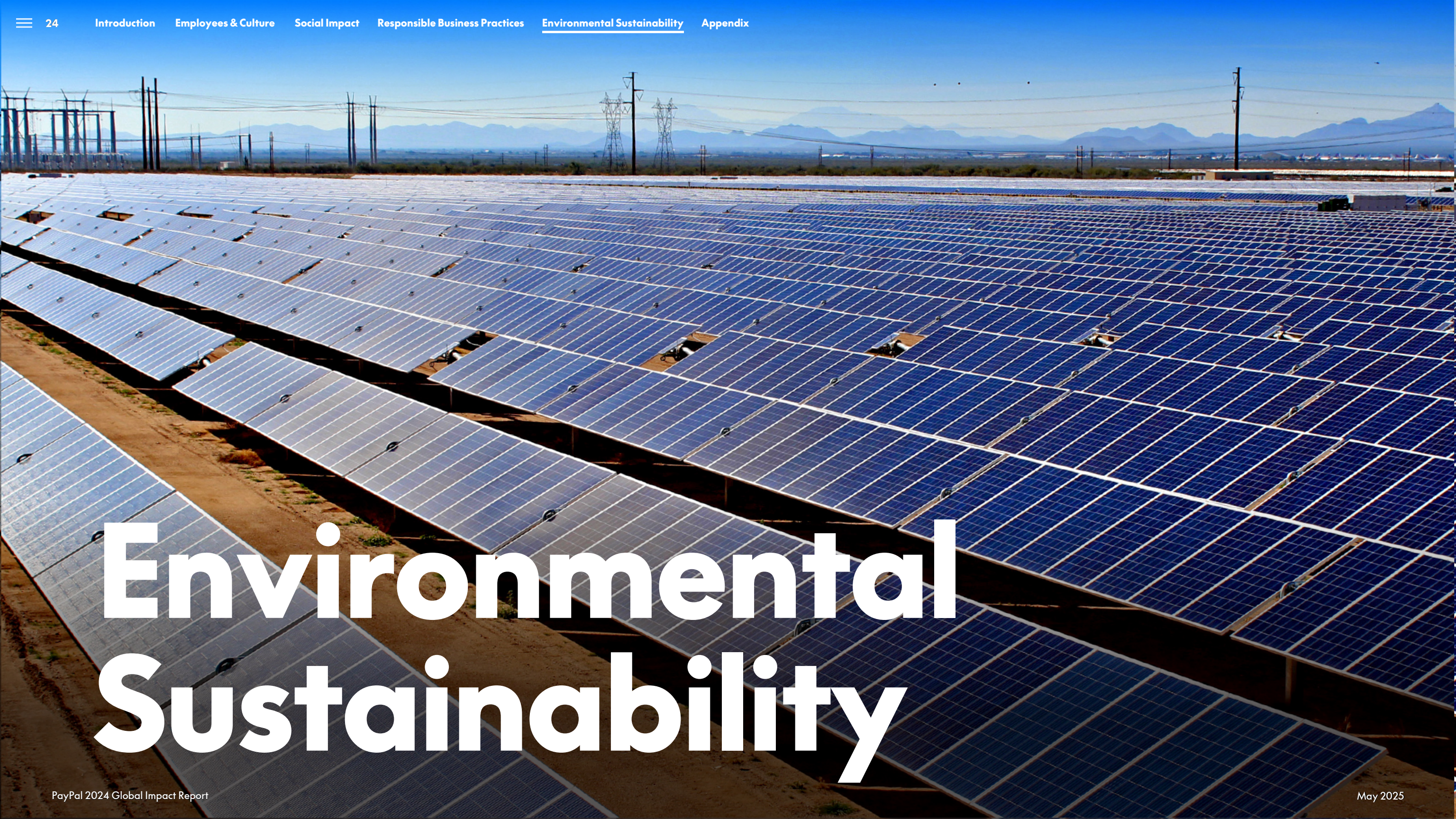
Share documentation and disclosures around AI applications, including disclosing to customers when they are interacting with an AI.

PayPal’s AI Center of Excellence brings together technical experts across various aspects of AI. It focuses on the responsible implementation of generative AI across PayPal to improve our customer service and operations through generative AI guidelines, educational programs, and use case discovery and experimentation.

PayPal has a robust governance process that requires high-impact AI models, which affect customers or employees or have a material financial impact to PayPal, to be independently reviewed and approved in accordance with our model risk policy requirements. This process reviews the development of AI models including data selection, modeling technique, model assumptions and limitations, and expected performance. PayPal conducts risk assessments of its models on a quarterly or annual basis, depending on the risk level.

Our Responsible AI Steering Committee, comprising cross-functional representatives of relevant company functions, meets quarterly and reports to the ERM Committee and ARC Committee on key AI topics including AI-related technology and regulatory developments, the application of PayPal’s Responsible AI Principles, and specific AI initiatives and applications.





Environmental Sustainability

Environmental Sustainability

We believe that environmental sustainability enhances the resilience of our business and supports PayPal’s ability to serve our customers over the long-term. While our environmental footprint is relatively small compared to companies in other industries, we are focused on addressing environmental and climate-related risks and opportunities that are relevant to our business, customers, investors, employees, suppliers, and the communities where we operate.

Our approach to environmental sustainability is informed by our [Environmental Risk Management Policy](#) and ISO 14001-aligned environmental management system. We continue to work to mitigate greenhouse gas (GHG) emissions, source low-carbon energy, and efficiently manage natural resources across our business. We report certain environmental and climate-related information in connection with global sustainability frameworks and current and emerging regulatory requirements, including in California and Europe, applicable to PayPal and its subsidiaries. We are committed to complying with applicable environmental laws and regulations.

To contribute to relief efforts for those impacted by natural disasters and extreme weather events, we harness our unique ability to mobilize charitable giving quickly and at scale. Through strategic partnerships, we are exploring how digital technology can enable income opportunities that help entrepreneurs and communities to manage climate and environmental risks. We are also investigating opportunities for environmental product innovation and engaging our employees to support environmentally sustainable practices.

Previous page image: PayPal has partnered with Arizona Public Service and Arizona State University to develop the Red Rock Solar Plant near Tucson, AZ, U.S. Our commitment to procuring clean energy helped add 40 megawatts of new solar energy capacity to the Arizona power grid. Red Rock continues to be a cornerstone of PayPal’s clean energy sourcing strategy.

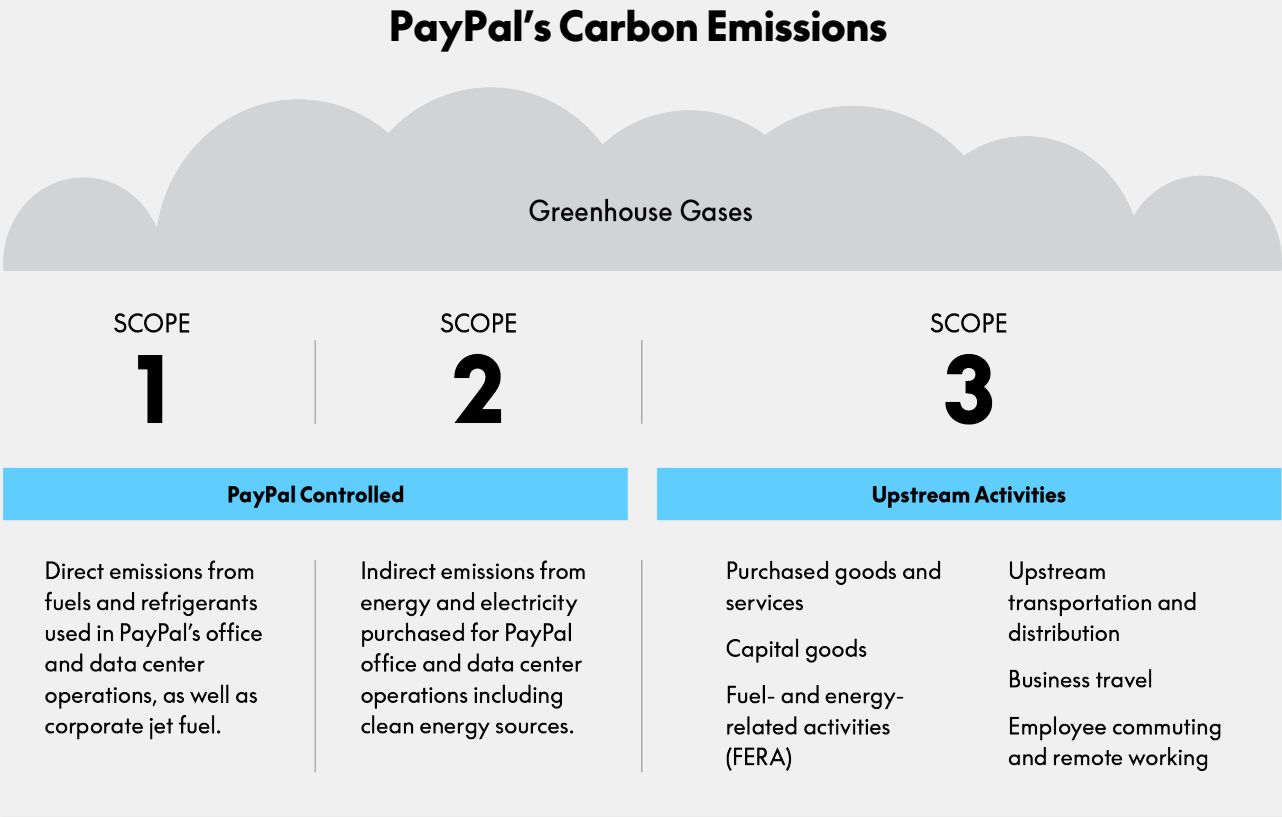
2024 Progress on Our Climate Goals

Goal:	2024 Progress:
Long-Term Goal	
Reach net-zero GHG emissions by 2040	
Medium-Term Goals	
Reduce absolute operational GHG emissions by 25% by 2025 (from a 2019 base year)	79% operational emissions reduction ⁸ from 2019 base year
Procure 75% of our spend from suppliers that have set GHG reduction targets by 2025	Approximately 46% of suppliers, by spend, have set or committed to set GHG reduction targets ¹²

Matched

100%

of our global data center energy use with clean energy generation sources for a fourth consecutive year⁷



We measure Scope 1, Scope 2, and Scope 3 carbon emissions following the standards of the Greenhouse Gas Protocol.

On an annual basis, we assess the relevance of Scope 3 emission categories for PayPal in alignment with recognized standards. Scope 3 inventory methodologies are inherently imprecise; accordingly, we report on Scope 3 emissions as estimates. Consistent with our Scope 3 relevance assessment, we report Scope 3 emissions in the categories listed above.

Please see the [Appendix](#) for more information on Scope 1, Scope 2, and Scope 3 emissions.

Climate Action

Managing Climate-Related Risks and Opportunities

Climate-related risk management is integrated into PayPal’s overall Enterprise Risk and Compliance Management (ERC) Program and Three Lines of Defense model for risk management (see [Risk Management and Compliance](#)). Climate-related risks are included in PayPal’s enterprise risk taxonomy, and a subcommittee of the Enterprise Risk Management Committee is regularly briefed on emerging risks, including potential climate-related risks that affect PayPal’s business. Our program is designed to comply with current and emerging laws and regulations requiring disclosure of climate-related risks relevant to PayPal’s business.

In our most recent climate risk exposure assessment, which included climate scenario analysis over short-, medium-, and long-term time horizons, we identified and evaluated 15 climate-related risks that are potentially relevant to PayPal. We found the impact of climate-related risks on PayPal’s business to be generally low across the short and medium term, with impacts in certain risk areas anticipated to increase moderately over the long term due to changes in the nature of physical and transition climate risks over time.

We see potential for our digital payments technology to help customers build their resilience to climate-related risks and pursue opportunities in a low-carbon economy. We’re in the early phases of researching the potential of financial technology solutions to unlock private sector innovation in this area.

For additional climate-related disclosures, see our [Reporting and other resources](#) webpage.

Transition to Net-Zero

As part of our approach to managing climate-related risks and opportunities, we are prioritizing the reduction of GHG emissions from our operations and supply chain. In 2024, we achieved an operational GHG emissions⁸ reduction of 79% compared to our 2019 baseline of 53.1 MT CO₂e (in thousands). We continue to make progress toward our long-term goal of achieving net-zero GHG emissions across our value chain by 2040. We are currently working to assess our future GHG emissions reduction strategy and climate goals beyond 2025.

Energy & Operational Emissions

We maintained a robust clean energy procurement strategy in 2024. We matched 91% of total energy use across our global data center and office operations with clean¹³ generation sources. This is a slight increase from our clean energy procurement rate in 2023. We continue to evaluate

opportunities to expand our low-carbon energy strategy to office locations outside the U.S. and Europe, where clean energy markets are less mature and incremental investment in carbon-free energy generation technologies can be more impactful.

In 2024, we matched 100% of total energy usage for our global data center operations with clean energy generation sources. We also matched all of our U.S. and Canadian electricity consumption with clean energy generation sources. Our data center services team works closely with our colocation providers (operators of our data center facilities) to maximize clean energy procurement strategies.

Additionally, we regularly evaluate the power usage effectiveness (PUE) of the colocation facilities where our data center operations are located. Our real estate and facilities team regularly evaluates the operational effectiveness and energy efficiency of our offices around the world.

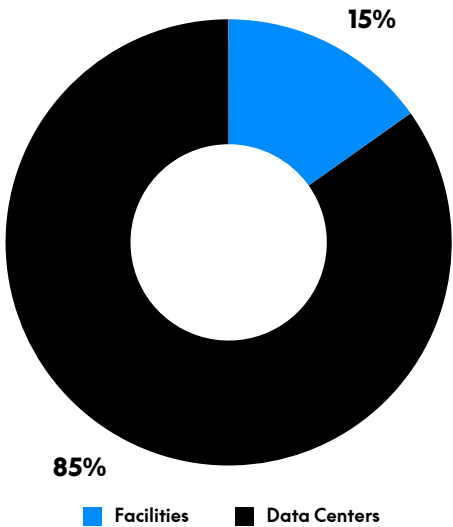
Our operational GHG emissions (Scope 1 and 2) decreased by 18% from 2023 in part due to refinements to our organizational reporting boundary.¹⁴ Our continued focus on operational efficiency and clean energy has enabled us to remain on track to meet our goal of reducing Scope 1 and 2 operational GHG emissions by 25% by 2025, relative to 2019, with 2024 operational GHG emissions down 79% compared to our 2019 base year.

Since establishing our baseline in 2019, the total transactions on our platform have continued to increase, while our operational GHG emissions have decreased significantly, demonstrating a decoupling of operational GHG emissions from our business growth.

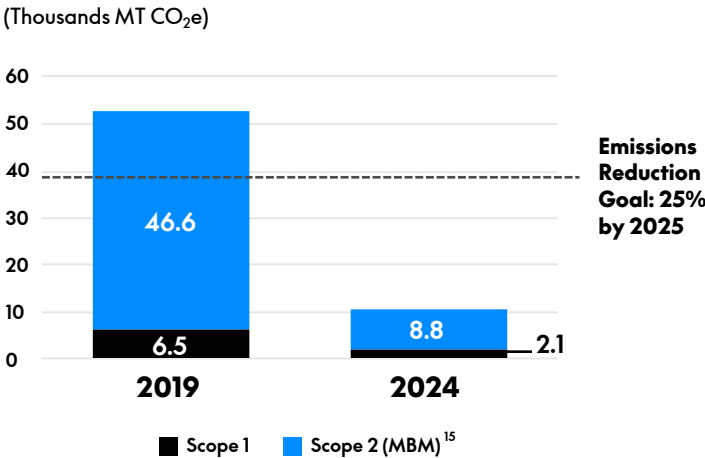
100%

data center clean⁷ energy use

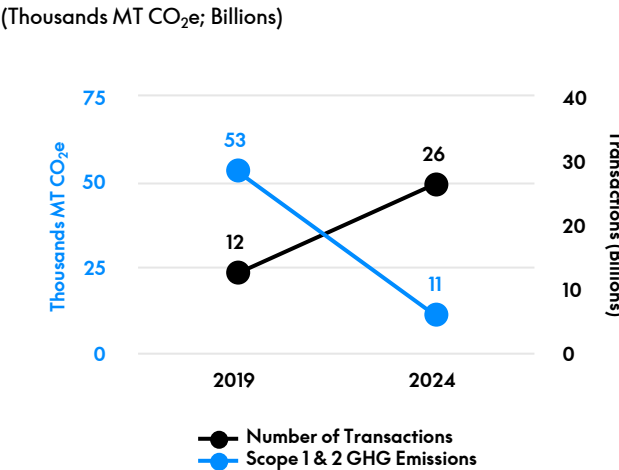
Global Energy Use by Facility Type



Scope 1 & 2 GHG Emissions vs. 2019 Baseline⁸



Decoupling Operational GHG Emissions from Business Growth



From 2019 to 2024, PayPal experienced rapid business growth, with transaction volume doubling. Over the same time period, we reduced our operational GHG emissions, with reductions primarily driven by the purchase of Renewable Energy Certificates (RECs).

Supply Chain Climate Risk Management

We rely on a global network of suppliers to deliver our products and services to PayPal’s customers around the world. We estimate that supplier activities represented approximately 95% of our Scope 3 GHG emissions footprint for 2024.¹⁶ As part of our sourcing practices, we evaluate supplier climate-related risk, including assessment of supplier climate risk management maturity and analysis of PayPal’s supplier-related GHG emissions.

Supply chain climate risks and GHG emissions are beyond the boundary of PayPal’s own operations. Accordingly, we prioritize supplier information gathering and communication in our approach to managing Scope 3 emissions. In partnership with CDP, we engaged with nearly 300 of our top suppliers in 2024. We collected climate risk management data including GHG emissions and GHG reduction targets, communicated our climate risk management priorities, and provided resources to help suppliers learn more about climate-related risk management practices.

While we continue to work toward our goal to source 75% of our spend from suppliers with Science-Based Targets (SBTs) by 2025, we acknowledge limitations in our ability to influence the management of GHG emissions that are outside of PayPal’s direct control. In 2024, as measured by spend, 46% of suppliers had set or had committed to GHG reduction targets, with additional suppliers taking other steps to measure and manage their GHG emissions. We are researching ways to better understand and support our suppliers’ climate risk management efforts and challenges as we continue to evolve our supply chain climate risk management practices.

We are also evaluating the effectiveness of our supplier engagement target in the context of our climate risk management objectives and goal of net-zero GHG emissions across our value chain by 2040. We continue to engage with suppliers, industry peers, GHG accounting standard-setters, and supply chain sustainability experts with respect to best practices in supply chain climate risk management.

Launching Sustainability Startups in Baja California Sur, Mexico

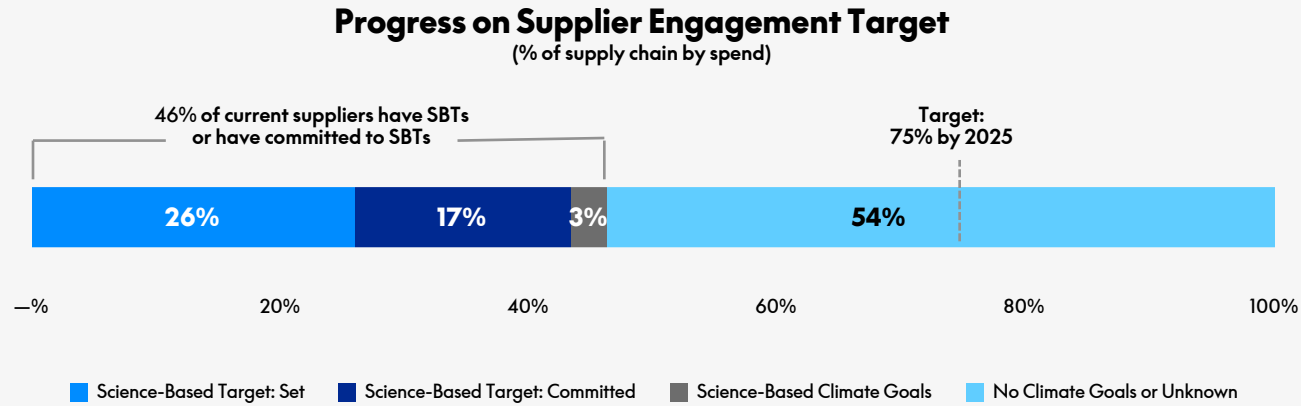
We are exploring ways that digital finance technology can help entrepreneurs and small businesses adapt to changing global climate conditions and capture income opportunities in the transition to a low-carbon and sustainable economy. We take a partnership approach to learning about innovations at the intersection of digital technology and climate innovation.

In 2024, we continued to participate as a founding member of the Climate Innovation for Adaptation and Resilience (CIFAR) Alliance. As part of our collaboration with CIFAR partners, we supported the Triggering Exponential Climate Action (TECA) program in Baja California Sur, Mexico. TECA Fellows, recruited from top local entrepreneurial talent, received capacity-building and sustainability training over six months. Following the training, the Fellows participated in a startup pitch competition. Ten startup teams received an aggregate of \$40,000 in seed capital and free venture-building services to launch their sustainability-focused business ventures and social enterprises.

“The TECA Fellowship empowered me to amplify my impact where business meets climate action. By fusing sustainability expertise with 3D printing and ocean passion, Thrasos 3D tackles coastal erosion, reef degradation, Caribbean’s sargassum crisis, and climate change — proving engineering and environmental stewardship can create innovative, scalable solutions.”



Alena Kharissova
TECA Fellow, startup grant winner
Baja California Sur, Mexico



Sustainability Fellow Spotlight

In Summer 2024, Patricio Ramos Berho supported our goal to reach net-zero GHG emissions across our value chain by 2040 as an [Environmental Defense Fund \(EDF\) Climate Corps](#) fellow with PayPal’s Social Impact and Sustainability team.

During his fellowship, Patricio strengthened our net-zero strategy by improving CDP reporting to provide greater transparency to our stakeholders, evaluating RECs to enhance procurement, and refining environmental reporting processes to enhance emissions allocation. A highlight was working with the Environmental Working Group, a cross-functional team of professionals from across PayPal. His experience reinforced his belief in the power of collaboration, which he sees as essential to achieving meaningful, lasting change.

“The Environmental Working Group is the backbone of the sustainability work at PayPal and brings together people from every corner — finance, risk, legal, product, facilities, data centers, IT, sourcing, and social impact and sustainability. It was exciting to collaborate with so many departments and tackle sustainability from different angles.”



Patricio Ramos Berho
EDF Climate Corps Fellow
Chicago, IL, U.S.

Natural Resource Management

We strive to use the planet’s natural resources responsibly, focusing our efforts on efficient water use throughout our global operations, diversion of office waste from landfills, and environmentally responsible retirement of IT hardware.

Water Use Management

As a financial technology company, our operations consume relatively low volumes of water on a revenue intensity and per-employee basis. Our water efficiency efforts include the usage of low-flow faucets and fixtures across our office locations globally. We also explore additional water conservation opportunities as appropriate that support local efforts and enhance our overall management of this finite resource.

In 2024, we consumed 43.8 million gallons of water across our global operations. Through enhancements to our water inventory management system in 2024, we’ve increased the precision of our water consumption data. As a result, our historically reported water usage is not comparable to our water usage as reported in 2024.



Waste Management

We strive to reduce waste and provide options for responsible waste disposal and recycling across our global offices. We continue to explore ways to expand our waste recycling efforts at our locations by engaging property managers, local waste-hauling providers, and municipal jurisdictions.

IT Hardware Retirement

Each year, under the supervision of our IT asset management teams, we retire IT hardware across our data center services, global office operations, and workforce. In 2024, these efforts included the retirement of 264 metric tons of equipment, of which 30% was donated or sold for refurbishment and reuse, and 70% was transferred to our secure disposal vendors for disassembly and recycling in accordance with responsible e-waste practices.

Our company-wide IT Asset Retirement and E-Waste Management Procedure requires all IT asset disposal service providers to maintain certification to the R2, e-Stewards, or Waste from Electrical and Electronic Equipment (WEEE) standard for responsible e-waste management. We also verify that service providers maintain ISO-certified programs for environmental, health and safety, and quality management.

Employee Engagement

Keep Austin Beautiful Event

PayPal employees around the world volunteer throughout the year, supporting stewardship activities and environmental causes and organizations in their local communities. For the past three years, Community Impact Team members in Austin, TX, U.S., have volunteered during Keep Austin Beautiful Day in April, a day of city-wide community service. Volunteers cared for Austin’s creeks, parks, streets, and waterways. Keep Austin Beautiful is a PayPal Community Impact Grant recipient and one of many environmental causes that PayPal employees support through volunteering and grantmaking in our communities across the globe. To learn more about our Community Impact Grant program, see [Community Impact](#).

“Supporting Keep Austin Beautiful is important to me both as a resident of Austin, and as a member of PayPal’s Community Impact Team. I’ve seen first-hand how volunteerism builds connection with other employees while supporting environmental causes that help our local communities.”



Jaxon Love
Director, Environmental Sustainability
Austin, TX, U.S.





Appendix

Issue Prioritization and Stakeholder Engagement

Double Materiality Assessment

In 2024, we conducted a double materiality assessment (DMA) with support from a third-party advisor. The assessment considered PayPal’s impacts on people and the environment as well as financial risks and opportunities for PayPal. Through the assessment, we engaged a broad group of stakeholders, taking into consideration PayPal’s entire value chain. We followed the European Sustainability Reporting Standards (ESRS) guidance for double materiality.

In this Report, the terms “materiality,” “double materiality,” “prioritization,” and variations thereof refer solely to materiality and prioritization as defined by, within the context of our Corporate Sustainability & Impact (CS&I) strategies, activities, progress, metrics, and performance. Such terms are distinct from, and do not refer to, concepts of materiality used in U.S. securities or other applicable U.S. or non-U.S. law, and use of such terms is not an indication that PayPal deems related information to be material or important to an understanding of the business or an investment decision with respect to PayPal securities.

Previous page image: PayPal merchant Sarah Hussaini is a Brooklyn, NY, U.S.-based artist and owner of ceramics studio Not Work Related. Sarah uses PayPal Checkout for her online store of handmade pieces.

Our topics identified as material pursuant to ESRS include:

- Climate Change Adaptation
- Climate Change Mitigation
- Energy
- Own Workforce – Working Conditions
- Own Workforce – Equal Treatment and Opportunities for All
- Own Workforce – Other Worker-Related Rights
- Workers in the Value Chain – Working Conditions
- Workers in the Value Chain – Equal Treatment and Opportunities for All
- Workers in the Value Chain – Other Worker-Related Rights
- Information-Related Impacts for Consumers and/or End Users
- Personal Safety of Consumers and/or End Users
- Empowering Entrepreneurs, Small Businesses, and Nonprofits
- Corporate Culture
- Cybersecurity and Fraud Protection

Approach to Stakeholder Engagement

Stakeholder feedback is a key component of our overall approach to managing non-financial risks and opportunities. We regularly engage with our stakeholders, including our investors, customers, employees, regulators, partners, suppliers, and others, via a variety of channels, such as surveys, roundtables, and direct conversations. The insights gained from these interactions help inform our CS&I programs, strategy, and disclosures.

Stakeholder Group	Examples of How We Engage
Investors	• Share performance through quarterly earnings calls, at our annual shareholder meeting, and through shareholder calls throughout the year. • Publicly disclose progress on CS&I initiatives, including through our CS&I webpage and through our investor relations website.
Customers	• Proactively collect customer feedback via surveys, address customer questions, and introduce product and security enhancements, all with a focus on maintaining trust. • Support our customers’ needs while upholding data privacy and regulatory compliance standards.
Employees	• Provide ongoing training and professional development, including mentorship and sponsorship opportunities. • Assess employee sentiment by conducting employee surveys to inform key initiatives. • Host leadership Town Hall meetings for leaders to communicate with employees and to align on company goals.
Regulators	• Maintain proactive dialogue with regulatory bodies. • Participate in consultations and provide timely reporting on compliance-related issues such as security, privacy, and environmental impacts to help shape industry standards.
Partners	• Collaborate with strategic partners to promote innovation, enhance operational efficiency, and address shared sustainability challenges through joint initiatives that advance both business growth and CS&I objectives. • Convene strategic partners to collaborate on projects and research that further PayPal’s mission.
Suppliers	• Build and maintain strong relationships with suppliers, providing clear expectations for ethical business practices. • Mitigate risks and identify opportunities across the supply chain through responsible sourcing activities.

Corporate Sustainability & Impact Strategy and Oversight

Our CS&I strategy is aligned with our focus to drive long-term business value and growth. We approach and manage our key non-financial risks and opportunities across four focus areas — Employees & Culture, Social Impact, Responsible Business Practices, and Environmental Sustainability. Reflective of our business, mission, values, and leadership principles, this integrated approach is designed to support enterprise priorities to drive and protect brand value, manage risk effectively, demonstrate competitive differentiation, position PayPal as an employer of choice, and support future opportunities for innovation and growth.



CS&I Value Creation Principles

- Creating value for PayPal and our stockholders by prioritizing and investing in growth opportunities and managing risk.
- Driving and protecting brand value through strong governance, ethics, and compliance across our value chain.
- Providing customers with superior products that enable digital payments and simplify commerce experiences on behalf of merchants and customers worldwide.
- Positioning PayPal as an employer of choice by fostering an inclusive culture.
- Engaging with, and positively contributing to, the local communities in which we live and work around the world.
- Mitigating environmental impacts to our business, meeting regulatory requirements, and addressing investor and other stakeholder expectations.

Corporate Sustainability & Impact Governance

We recognize the importance of operating our business in a responsible and sustainable manner in support of our long-term strategic objectives. We believe that effective prioritization and management of non-financial risks and opportunities are important to furthering the long-term interests of our business and help enable us to create value for our stockholders, customers, employees, communities, and other stakeholders. Accordingly, we strive to maintain the highest standards of governance in these areas and provide regular, non-financial reporting on our progress and activities.

Our overall CS&I governance framework is designed to provide sound company oversight of CS&I matters, drive Board and management accountability, and demonstrate PayPal’s commitment to transparency. The entire Board engages on CS&I matters that affect business strategy, and Board committees are responsible for oversight of specific matters. Our cross-functional program is managed by the CS&I Executive Council and implemented through guidance and direction provided by the CS&I Steering Committee. Representatives from the CS&I Steering Committee provide updates to the CS&I Executive Council on CS&I matters regularly and to the Corporate Governance and Nominating Committee (Governance Committee) quarterly, and meet with a subcommittee of the Enterprise Risk Management Committee at least annually to review current and emerging CS&I-related risk topics.

Oversight

- Our Board of Directors is actively engaged on CS&I matters that impact business strategy:
- Governance Committee:** Oversight of PayPal’s management of CS&I topics, including overall CS&I strategy, risks and opportunities, stakeholder engagement, and programs and initiatives in social impact and environmental sustainability.
- Audit, Risk, and Compliance (ARC) Committee:** Oversight of the Company’s risk framework and enterprise-wide compliance program, including cybersecurity, privacy, and artificial intelligence matters.
- Compensation Committee:** Oversight of the strategies and responsibilities related to human capital management, including pay equity and corporate culture.

Management

Our CS&I Executive Council directs and manages the execution of our enterprise-wide CS&I strategy to help ensure non-financial risks and opportunities are appropriately tracked and managed across the enterprise, including through the Enterprise Risk and Compliance Management (ERCM) Program.

Implementation

The CS&I Steering Committee, supported by cross-functional working groups, is responsible for overall program implementation.

Corporate Governance

Robust corporate governance practices are critical to executing our business strategy and driving long-term value creation. Our overall governance framework is designed to drive strong oversight, create Board and management accountability, and demonstrate PayPal’s commitment to transparency. We seek to apply the same approach to the oversight, management, and implementation of our CS&I strategy.

Our commitment to strong corporate governance is detailed in our [Proxy Statement](#), which provides extensive disclosure on our Board structure and composition, strategy and risk oversight, stockholder engagement, executive compensation, and other key governance topics.

Board and Leadership Composition

We seek to ensure our Board is composed of directors with highly relevant skills, professional experiences, and backgrounds who bring diverse viewpoints and perspectives and effectively represent the long-term interests of our stockholders.

The Board conducts in-depth reviews of business strategy and engages with leaders on key topics of interest, including business objectives, the competitive landscape, capital allocation, and CS&I matters.

The Board values succession and refreshment as critical components of promoting and supporting the Company’s long-term strategy. The Board regularly oversees and plans for director succession and Board refreshment, and reviews executive succession planning at least annually.

Board of Directors Diversity

Please see our [Proxy Statement](#) for information on our Board of Directors’ gender and ethnic diversity.



U.N. Sustainable Development Goals Index

The United Nations (U.N.) Sustainable Development Goals (SDGs) are comprised of 17 global goals and 169 targets that are designed to foster a more sustainable and equitable future for all. At PayPal, we actively seek opportunities to align our business activities and priority impact areas with these goals. Each year, we evaluate our net contributions to the SDGs by assessing our potential influence and mapping our core business and CS&I activities and outcomes to the SDGs’ underlying targets. We found that PayPal directly contributes to 14 of the 17 goals, with the most significant impact observed on the seven goals highlighted below. As a member of the U.N. Global Compact (UNGC), we diligently report on our contribution to the Ten Principles, which advocate for the adoption of sustainable and socially responsible policies aligned with the SDGs. For a complete overview of metrics that align to the UNGC, please see the [Corporate Sustainability & Impact Performance Metrics Table](#).

SDG	Target		Relevance	Select Progress
Goal 1: No Poverty	Target 1.4:	Ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources	Our mission to revolutionize commerce globally is foundational to our business strategy and serves as a catalyst for expanding economic opportunity and improving financial health for all.	- Enabled nearly \$22B in donations to help support 1.6M nonprofits and causes through the PayPal Giving Platform. - Facilitated donations to support global relief efforts for critical events, including wildfires in Canada, an earthquake in Japan, and flooding in Spain.
Goal 5: Gender Equality	Target 5.5:	Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making	PayPal’s products and services help provide access to the digital economy for women, and we continue to champion equal benefits for women in the workforce.	- Maintained global female share of workforce at 42.6%. - Partnered with Opportunity International to sponsor its Women THRIVE (THRIVE) Program in India, Guatemala, the Philippines, and Ghana. The program empowers women living in underserved communities to run effective small- and micro-businesses.
Goal 8: Decent Work and Economic Growth	Target 8.5:	Achieve full and productive employment and decent work for all women and men, and equal pay for work of equal value	We develop products and enact initiatives to help improve the financial wellness of our customers and employees around the world.	- Maintained 100% global gender, U.S. ethnic and intersectional pay equity.² - Continued our second look program with Accion Opportunity Fund, a community development financial institution. Select PayPal merchants who are denied working capital or business loans are referred to Accion for alternative funding options.
	Target 8.10:	Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance, and financial services for all		
Goal 9: Industry, Innovation, and Infrastructure	Target 9.3:	Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services and their integration into value chains and markets	We support small- and medium-sized businesses (SMBs) globally through access to capital and tools to drive business growth.	- Facilitated over \$30B in capital to SMBs through more than 1.4M loans since 2013.⁵ - Brought PayPal Business Payments to merchants in 37 markets across the globe, providing an all-in-one global payments solution that allows small businesses to accept PayPal payments, popular digital wallets, credit and debit cards, and alternative payment methods to help drive conversion and repeat buyers.
Goal 10: Reduced Inequality	Target 10.2:	Empower and promote the social, economic, and political inclusion of all	Through investments and product enhancements, we are driving greater equity for underserved individuals and minority-owned businesses.	- Introduced products and partnerships that provide simple, secure, and affordable money management tools to our 434M active accounts. - Maintained average international remittance costs below 3% at approximately 2.4% in 2024.¹⁷
	Target 10.C:	Reduce to less than 3% the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5%		
Goal 13: Climate Action	Target 13.1:	Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	We engage with partners across our value chain to reduce our climate impact and build climate resilience.	- Continued to advance efforts to address climate-related risks to financial security globally through partnerships with Aspen Institute and the Climate Innovation for Adaptation & Resilience (CIFAR) Alliance. - Engaged with nearly 300 top suppliers, by spend, to set science-based targets.
	Target 13.3:	Improve education, awareness-raising, and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning		
Goal 17: Partnerships for the Goals	Target 17.3:	Mobilize additional financial resources for developing countries from multiple sources	We pursue partnerships that can amplify our capabilities and global reach to advance our business and support an inclusive economy.	- Continued to enhance our services to enable customers in additional markets to make low-cost international money transfers. - Established new and maintained existing multi-sector partnerships to support underserved communities, support financial inclusion and expanded opportunity for individuals, advance adaptation efforts for those most impacted by climate change, and protect our customers and communities.
	Target 17.7:	Encourage and promote effective public, public-private, and civil society partnerships		

Corporate Sustainability & Impact Performance Metrics Table

In the following table, we disclose our CS&I programs, policies, and metrics mapped to the following voluntary reporting frameworks and initiatives: The Global Reporting Initiative (GRI) standards; the IFRS Foundation’s SASB standards for the Software & IT Services and Consumer Finance industries;¹⁸ and the Ten Principles of the United Nations Global Compact (UNGC). Disclosures are organized by our four CS&I pillars — Employees & Culture, Social Impact, Responsible Business Practices, and Environmental Sustainability. The GRI disclosures in this table represent our GRI content index, prepared in accordance with the 2021 Universal Standards. We will continue to evaluate opportunities for future reporting enhancements.

We engaged an external third-party to perform an attest review engagement for certain metrics disclosed in the Company’s Corporate Sustainability Report as of December 31, 2024. The external third-party report will be available on our [website](#).

Description	FY24	FY23	FY22	GRI	SASB	UNGC
About PayPal						
Organization and Reporting Practices						
Organizational Details	About PayPal, page 4 Who We Are webpage			2-1		
Activities, value chain, and other business relationships	About PayPal, page 4 2024 Annual Report/Business, pages 2-5			2-6		
Mission, vision, and values	About PayPal, page 4 Who We Are webpage					
Statement on sustainable development strategy	Message from Our President & CEO, page 3			2-22		
Active accounts (in millions)	434	426	435		FN-CF-000.A	
Total Payment volume (in billions)	\$1,681	\$1,529	\$1,357		TC-SI-000.A	
Number of payment transactions (in billions)	26.3	25	22.3		TC-SI-000.A	
Annual Revenue (in billions)	\$31.80	\$29.77	\$27.52	201-1		
Markets Served ¹⁹	~200	~200	~200	2-1, 2-6		
Additional operational and financial results	2024 Annual Report/Management’s Discussion and Analysis of Financial Condition and Results of Operations, pages 30-48			201-1		
Total research and development expenses (in billions)	\$1.5	\$1.6	\$1.7			
Total Tax paid (in millions)	2024 Annual Report/Management’s Discussion and Analysis of Financial Condition and Results of Operations, page 42			201-1		
Effective tax rate (GAAP)	22%	22%	28%			
Entities included in the organization’s sustainability reporting	About PayPal, page 4 2024 Annual Report/Business, page 2			2-2		
Reporting period, frequency, and contact point	This report covers calendar year 2024, unless otherwise stated. PayPal’s CS&I reporting follows an annual cycle. For questions, please contact Sustainability@paypal.com .			2-3		
Membership associations	Multiple references throughout this report, pages 20, 23 PayPal Inc. Trade Associations (Federal & State)			2-28		
Approach to stakeholder engagement	Appendix/Issue Prioritization & Stakeholder Engagement, page 30 2025 Proxy Statement/Multiple references, pages 9, 33-34			2-29		

Corporate Sustainability & Impact Performance Metrics Table (cont.)

Description	FY24	FY23	FY22	GRI	SASB	UNGC
About PayPal (contd.)						
Organization and Reporting Practices (cont.)						
Process to determine significant topics	Appendix/Issue Prioritization & Stakeholder Engagement, page 30			3-1		
List of significant topics	Appendix/Issue Prioritization & Stakeholder Engagement, page 30			3-2		
Restatement of information	Included throughout this report as necessary.			2-4		
External assurance	Independent Limited Assurance Statement (coming soon)			2-5		
Corporate Governance						
Governance structure and approach	Appendix/Corporate Sustainability & Impact Oversight, page 31 2025 Proxy Statement/Corporate Governance, pages 24-31			2-9, 2-12		
Independent Directors (% of Board)	2025 Proxy Statement/Election of Directors, pages 6-7			2-9		
Board diversity (% of Board)	2025 Proxy Statement/Election of Directors, page 7			2-9, 405-1		
Gender diversity (% of Board identifying as women)	2025 Proxy Statement/Election of Directors, page 7					
Ethnic diversity ¹⁰ (% of Board identifying as ethnically diverse)	2025 Proxy Statement/Election of Directors, page 7					
Composition, nomination, and selection of the highest governance body	Appendix/Corporate Sustainability & Impact Oversight, page 31 2025 Proxy Statement/Election of Directors, pages 13-23			2-10, 2-11		
Highest governance body’s role in managing and reporting impacts	Appendix/Corporate Sustainability & Impact Oversight, page 31 2025 Proxy Statement/CS&I Governance Structure, page 41			2-14, 2-13		
Conflicts of interest	Appendix/Corporate Sustainability & Impact Oversight, page 31 2025 Proxy Statement/Multiple references, pages 25, 35-36			2-15		
Collective knowledge of the highest governance body	Appendix/Corporate Sustainability & Impact Oversight, page 31 2025 Proxy Statement/Multiple references, pages 15, 17-22			2-17		
Evaluation of performance of the highest governance body	2025 Proxy Statement/Board and Committee Evaluations, page 32			2-18		
Remuneration policies and process	2025 Proxy Statement/Multiple references, pages 37-40, 48-81			2-20, 2-19		
CEO pay ratio	2025 Proxy Statement/CEO Pay Ratio Disclosure, page 80			2-21		
Employees & Culture ²⁰						
Employee Recruitment & Development						
Approach to recruiting and managing a global workforce	Employees & Culture, page 8 Employees & Culture webpage Code of Business Conduct & Ethics Joint U.K. and Australia Modern Slavery Statement			2-8, 3-3		Principle 6

Corporate Sustainability & Impact Performance Metrics Table (cont.)

Description	FY24	FY23	FY22	GRI	SASB	UNGC
Employees & Culture (cont.) ²⁰						
Employee Recruitment & Development (cont.)						
Global employees	24,400	27,200	29,900	2-7	TC-SI-330a.1	
U.S.-based	8,900	10,200	11,800	2-7		
Nationalities	140	144	148	2-7		
Countries	28	27	27	2-7		
Overall workforce by region						
Americas	44%	45%	44%	2-7		
Asia-Pacific	44%	42%	0.43	2-7		
Europe and Middle East	12%	13%	13%	2-7		
Total annual voluntary turnover rate ²¹	10%	10%	18%	401-1		
Annual employee survey participation rate	79%	82%	83%			
Engagement score	76	77	79		TC-SI-330a.2	
Intent to stay score ⁹	77	77	78			
Learning and development hours ³	800,000	700,000	900,000	404-1		
Average hours per employee ³	33.5	23.7	32.6	404-1		
Employee Wellness						
Approach to prioritizing employee total wellness	Employees & Culture/Employee Total Wellness, page 9 PayPal Benefits webpage			403-6, 401-2, 403-1, 3-3		
Collective bargaining agreements	Not Applicable			2-30		Principles 1, 3
Workforce Metrics						
Approach to fostering an inclusive environment that cultivates belonging	Employees & Culture/Building Community, page 10			3-3		Principles 1, 6
Employee Resource Groups (ERGs)	8	8	8			
Participating employees	8,100	9,400	8,100			
Global gender pay equity ²	100%	100%	100%	405-2		
U.S. ethnic pay equity ²	100%	100%	100%			
Diverse executive leadership (% of executive leadership) ²²	81.8%	71.4%	63.6%	405-1		
Female (% of executive leadership)	36.4%	42.9%	27.3%			
Ethnically diverse (% of executive leadership)	54.5%	28.6%	54.6%			
Diverse workforce composition (% of overall workforce) ²³	54.5%	54.6%	55.9%	405-1	TC-SI-330a.3	
Global disability (% of overall workforce) ²⁴	1.6%	1.6%	1.7%	405-1		
U.S. veteran status (% of U.S. workforce) ²⁵	3.7%	4.3%	3.7%			

Corporate Sustainability & Impact Performance Metrics Table (cont.)

Description	FY24	FY23	FY22	GRI	SASB	UNGC
Employees & Culture (cont.) ²⁰						
Workforce Metrics (cont.)						
U.S. LGBTQ+ (% of U.S. workforce) ²⁶	2.5%	2.8%	2.8%			
Global gender diversity (% of global workforce)	42.7%			2-7, 405-1	TC-SI-330a.3	
Female	42.6%	43.0%	44.0%			
Male	57.2%	56.9%	55.9%			
Technical workforce by gender ²⁷				2-7, 405-1	TC-SI-330a.3	
Female	29.1%	28.7%	28.1%			
Male	70.7%	71.1%	71.7%			
Professional workforce by gender ²⁸				2-7, 405-1	TC-SI-330a.3	
Female	42.8%	43.1%	44.2%			
Male	57.0%	56.7%	55.7%			
Leadership by gender ²⁹				2-7, 405-1	TC-SI-330a.3	
Female	35.0%	37.9%	36.0%			
Male	65.0%	62.1%	64.0%			
U.S. ethnic diversity (% of U.S. workforce) ¹⁰	Employees & Culture/Building Community, page 10 PayPal EEO-1 Reports			405-1	TC-SI-330a.3	
	54.9%	53.9%	54.0%			
American Indian or Alaska Native	0.2%	0.2%	0.2%			
Asian	40.1%	37.2%	34.5%			
Black or African American	5.4%	6.5%	8.3%			
Hispanic or Latino	7.0%	7.4%	8.2%			
Native Hawaiian or Pacific Islander	0.2%	0.3%	0.3%			
Two or More Races	2.0%	2.2%	2.5%			
White	41.7%	42.7%	42.6%			
Technical workforce ethnic diversity ¹⁰	70.5%	69.2%	68.5%	405-1	TC-SI-330a.3	
American Indian or Alaska Native	0.1%	0.1%	0.1%			
Asian	62.3%	60.9%	59.7%			
Black or African American	2.5%	2.3%	2.5%			
Hispanic or Latino	4.0%	3.9%	4.1%			
Native Hawaiian or Pacific Islander	0.0%	0.2%	0.3%			
Two or More Races	1.6%	1.7%	1.8%			

Corporate Sustainability & Impact Performance Metrics Table (cont.)

Description	FY24	FY23	FY22	GRI	SASB	UNGC
Employees & Culture (cont.) ²⁰						
Workforce Metrics (cont.)						
White	25.6%	27.0%	28.2%			
Professional workforce ethnic diversity ¹⁰	55.5%	54.4%	54.6%	405-1	TC-SI-330a.3	
American Indian or Alaska Native	0.2%	0.2%	0.2%			
Asian	40.7%	37.6%	34.8%			
Black or African American	5.4%	6.7%	8.4%			
Hispanic or Latino	7.1%	7.4%	8.3%			
Native Hawaiian or Pacific Islander	0.2%	0.3%	0.3%			
Two or More Races	2.0%	2.2%	2.5%			
White	41.1%	42.3%	42.0%			
Leadership ethnic diversity ¹⁰	42.2%	41.5%	37.4%	405-1	TC-SI-330a.3	
American Indian or Alaska Native	0.5%	0.0%	0.0%			
Asian	28.4%	28.5%	26.4%			
Black or African American	5.1%	3.3%	3.6%			
Hispanic or Latino	5.3%	6.8%	5.0%			
Native Hawaiian or Pacific Islander	0.5%	0.0%	0.0%			
Two or More Races	2.4%	2.8%	2.5%			
White	53.3%	53.3%	57.7%			
Ethnically diverse women by role (% of U.S. workforce) ¹⁰	Employees & Culture/Building Community, page 10 PayPal EEO-1 Reports			405-1	TC-SI-330a.3	
Overall workforce	22.8%	23.3%	24.3%			
Technical ²⁷	23.7%	23.2%	22.6%			
Professional ²⁸	23.1%	23.6%	24.7%			
Leadership ²⁹	15.4%	16.5%	14.2%			
Ethnically diverse men by role (% of U.S. workforce) ¹⁰	Employees & Culture/Building Community, page 10 PayPal EEO-1 Reports			405-1	TC-SI-330a.3	
Overall workforce	32.1%	30.5%	29.6%			
Technical	46.8%	46.0%	45.8%			
Professional	32.3%	30.7%	29.9%			
Leadership	26.7%	25.0%	23.2%			

Corporate Sustainability & Impact Performance Metrics Table (cont.)

Description	FY24	FY23	FY22	GRI	SASB	UNGC
Social Impact						
Entrepreneurship						
Approach to promoting economic opportunity for small- and medium-sized businesses (SMBs) and entrepreneurs	Social Impact/Entrepreneurship, page 14			3-3, 203-2		Principle 1
Cumulative access to capital facilitated for SMBs (in billions) ⁵	\$30.00	\$28.20	\$25.50			
Annual access to capital for SMBs (in billions) ⁵	\$3.00	\$2.70	\$4.20			
Loans and cash advances facilitated to SMBs (total since 2013) (in millions) ⁵	1.42	1.30	1.20			
Business and Community Resilience						
Funds raised for nonprofits and causes (in billions) ⁶	\$21.8	\$20.9	\$20.4			
Total number of donors (in millions)	48.6	51.9	55.1			
Nonprofits and causes supported (in millions)	1.6	1.4	1.4			
Approach to advancing financial health	Social Impact/Business and Community Resilience, page 15			3-3		
Significant economic impacts	Social Impact/Business and Community Resilience, page 15			203-2		
Community Engagement						
Average Xoom international remittance rate ¹⁷	2.42%	2.93%	2.92%			Principle 1
Approach to engaging employees for community impact	Employees & Culture/Building Community, page 10 ; Social Impact/Community Engagement, page 17 ; Environmental Sustainability/Natural Resource Management, page 28			3-3		
Total corporate charitable contributions (in millions) ³⁰	\$21.9	\$40.2	\$28.9	201-1		
Workforce engaged in community impact activities	19,800	18,200	19,500			
Nonprofits supported through community impact activities	4,100+	4,200+	4,000+			
Employee volunteer hours	~130,000	118,500	99,700			
Responsible Business Practices						
Business Ethics						
Approach to upholding business ethics	Responsible Business Practices/Business Ethics, page 20 Responsible Business Practices webpage			3-3		
Risk and compliance management	Responsible Business Practices/Risk Management and Compliance, page 19 2024 Annual Report/Risk Factors, pages 12-26			2-27		
Anti-corruption policies and procedures	Code of Business Conduct & Ethics			205-2		Principle 10
Monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	2024 Annual Report/Legal Proceedings, page 106			206-1	TC-SI-520a.1	
Employee completion of annual compliance training (% of total workforce) ⁴	100%	100%	100%	205-2, 2-24		Principles 6, 10
Communication of critical concerns	Code of Business Conduct & Ethics			2-16		
Processes to remediate negative impacts	Code of Business Conduct & Ethics			2-25		
Mechanisms for seeking advice and raising concerns	Code of Business Conduct & Ethics			2-26		Principle 6

Corporate Sustainability & Impact Performance Metrics Table (cont.)

Description	FY24	FY23	FY22	GRI	SASB	UNGC
Responsible Business Practices (cont.)						
Business Ethics (cont.)						
Policy commitments	Responsible Business Practices/Business Ethics, page 20 Code of Business Conduct & Ethics Environmental Risk Management Policy			2-23		Principles 1, 2, 6, 7, 10
Embedding policy commitments	Responsible Business Practices/Business Ethics, page 20 Code of Business Conduct & Ethics			2-24		
Approach to respecting human rights	Responsible Business Practices/Business Ethics, page 20 Code of Business Conduct & Ethics Joint U.K. and Australia Modern Slavery Statement			409-1, 3-3, 408-1		Principles 1, 2, 4, 5
Political engagement and transparency approach	Responsible Business Practices/Business Ethics, page 20 Political Engagement and Transparency Policy Political Spending and Lobbying Disclosures			415-1		
Business continuity risks related to disruptions of operations	Responsible Business Practices/Risk Management and Compliance, page 19 2024 Annual Report/Risk Factors, pages 19-26				TC-SI-550a.2	
Approach to sustainable supply chain management	Responsible Business Practices/Business Ethics, page 20 ; Environmental Sustainability/Climate Action, page 27 Third Party Code of Business Conduct & Ethics			3-3, 2-6		Principles 1, 4, 5, 6, 8
Data Privacy						
Approach, policies, and practices relating to user privacy	Responsible Business Practices/Data Management and Privacy, page 21 Responsible Business Practices webpage , PayPal Privacy Statement , Privacy Hub			3-3	TC-SI-220a.1	Principle 1
Monetary losses as a result of legal proceedings associated with user privacy	2024 Annual Report/Legal Proceedings, page 106			418-1	TC-SI-220a.3, FN-CF-220a.2	
Cybersecurity						
Approach to identifying and addressing data security risks	Responsible Business Practices/Cybersecurity and Secure Transactions, pages 22-23 Responsible Business Practices webpage			3-3	TC-SI-230a.2, FN-CF-230a.3	
Compliant, ethical, and humane use of our products	Responsible Business Practices/Platform Security and Fraud Protection, page 22 Acceptable Use Policy			3-3		Principles 1, 2
Transaction loss rate ³¹	0.07%	0.08%	0.09%		FN-CF-230a.2	

Corporate Sustainability & Impact Performance Metrics Table (cont.)

Description	FY24	FY23	FY22	GRI	SASB	UNGC
Environmental Sustainability						
Climate Action						
Approach to climate change	Environmental Sustainability/Climate Action, pages 25-27 Environmental Sustainability webpage Environmental Risk Management Policy Reporting and Other Resources webpage Third Party Code of Business Conduct & Ethics			302-4, 3-3, 201-2		Principles 7, 8, 9
Integration of environmental considerations into strategic planning for data center needs	Environmental Sustainability/Climate Action, pages 26-27 Environmental Sustainability webpage				TC-SI-130a.3	Principles 7, 8
Global energy use (MWh in thousands)	230.1	243.1	259.8	302-1	TC-SI-130a.1	
Offices	34.9	49.6	59.6			
Data centers	195.2	193.5	200.3			
Clean energy (% of total energy use)	91%	89%	90%		TC-SI-130a.1	Principle 8
Offices (% of energy use)	45%	46%	58%			
Data centers (% of energy use)	100%	100%	100%			
Science-based targets						
Reduction in absolute operational GHG emissions (% since 2019 baseline)	-79.5%	-75.1%	-80.1%	305-5		
Vendors with science-based targets (% of vendors by spend) ¹²	46.4%	45.3%	38.8%			
GHG emissions by Scope (MTCO ₂ e in thousands)	478.1	515.1	517.1			
Scope 1	2.1	3.5	3.9	305-1		
Scope 2 (MBM)	8.8	9.8	6.7	305-2		
Scope 3 ³²	467	502	507	305-3		
Purchased goods and services	399	431	448			
Crypto-related ³³	115	80	68			
Capital goods	26	27	16			
Fuel and Energy-Related Activities (FERA) (MBM)	7.2	9.0	8.8			
Upstream transportation and distribution	5	12	11			
Business travel ³⁴	12.3	5.8	6.2			
Employee commuting and remote working ³⁵	18.0	18.3	17.0			
GHG emissions by Scope (MTCO ₂ e in thousands, LBM) ³⁶						
Scope 2	79.0	86.8	101.4	305-2		
Scope 3 FERA	18.1	23.0	34.4	305-3		
Carbon intensity per transaction (grams CO ₂) ³⁷	0.4	0.5	0.5	305-4		

Corporate Sustainability & Impact Performance Metrics Table (cont.)

Description	FY24	FY23	FY22	GRI	SASB	UNGC
Environmental Sustainability (cont.)						
Natural Resource Management						
Approach to managing natural resources	Environmental Sustainability/Natural Resource Management, page 28 Environmental Sustainability webpage			3-3		Principles 7, 8
Total water consumed (gallons) (in millions) ³⁸	43.8	56.8	79.1	303-5	TC-SI-130a.2	
IT hardware retired (metric tons)	264	375	338	306-3		
Sold or donated for refurbishment and reuse	30%	52%	75%	306-4		
Transferred to secure disposal vendors	70%	48%	25%	306-5		

Endnotes

1. Unless otherwise expressly stated or the context otherwise requires, references to “we,” “our,” “us,” “the Company,” or “PayPal” refer to PayPal Holdings, Inc. and its consolidated subsidiaries.

2. Pay equity analysis based on total compensation which is defined as base salary, annual bonus, and annual equity awards.

3. Methodology was updated in 2024 to include compliance training hours. Prior years have not been restated.

4. Does not include exempt employees that are on leave as of the compliance training deadline.

5. Through PayPal Business Loans and PayPal Working Capital in the U.S., U.K., Australia, and Germany. Historical values have been restated to exclude loans made through the U.S. Paycheck Protection Program. The lender for PayPal Working Capital, PayPal Business Loan, and PayPal Loan Builder is WebBank.

6. Represents funds processed by PayPal and Braintree to nonprofits, which include organizations identified as charities, other nonprofits and elementary/secondary schools and universities, as well as donations to individuals and businesses from personal fundraising campaigns.

7. Total clean energy procured for data centers as a percentage of global data center energy use.

8. Percentage reduction in current year combined Scope 1 and Scope 2 market-based GHG emissions relative to 2019 combined Scope 1 and Scope 2 market-based GHG emissions.

9. Whether the employee intends to work at PayPal in two years.

10. Ethnically diverse includes U.S. EEO-1 defined categories: American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or Other Pacific Islander, or Two or More Races.

11. Percent of employees that participated in community impact initiatives or activities, including volunteering, giving, and/or actions to integrate impact and sustainability into their daily lives.

12. Percentage of annual procurement in USD sourced from suppliers that meets minimum criteria for GHG reduction targets.
13. Total clean energy procured and generated on-site as a percentage of global facilities (office and data center) energy use.

14. In 2024, we made refinements to our organizational reporting boundary that better represent the sources of direct energy and emissions for our offices.

15. Scope 2 emissions data is calculated using the GHG Protocol MBM, which includes purchases of clean energy based contractual instruments.

16. Purchased goods and services, capital goods and upstream transportation, and distribution emissions estimates are determined using annual procurement spend and Economically Extended Input-Output emissions factors as published by the U.S. Environmental Protection Agency. Employee emissions are estimated using average office occupancy data, employee transportation survey data, and estimated incremental household energy intensity due to working from home. As a software and services business, substantially all of PayPal’s products and services are digital. Our preliminary analyses show that downstream Scope 3 emissions categories are not currently a significant source of emissions for PayPal. We will continue to assess the relevance and significance of Scope 3 emissions categories.

17. The total fee amount paid by Xoom customers as a percentage of the total remittances sent by Xoom customers during a given period, typically calendar year. This can also be understood as revenue received by the Xoom product as a percentage of the total Xoom Payment volume.

18. We selected metrics from each set of SASB industry standards that reflect topics most directly applicable to our business and stakeholders.

19. A market is a geographic area or political jurisdiction, such as a country, territory, or protectorate, in which we offer some or all of our products and services. A country, territory, or protectorate is identified by a distinct set of laws and regulations.

20. Workforce metrics in this section of the CS&I Performance Metrics Table are based on self-reported data. Numbers presented may not reflect exact totals due to the rounding and exclusion of employees who do not self-identify.
21. Beginning in 2024, we are disclosing voluntary turnover instead of total turnover.

22. Executive Leadership includes those individuals identified as Executive Officers of the Company in our 2025 Proxy Statement. Diverse is defined as women and ethnically diverse men.

23. Total diverse workforce metrics is defined as global women and U.S. ethnically diverse men based on U.S. EEO-1 defined categories.

24. Global employees who have self-identified as having a disability in countries where this information is collected.

25. U.S. employees who have self-identified as “Non-Protected Veterans” and “Protected Veterans.”

26. U.S. employees who have self-identified as LGBTQ+. Responding to this question is completely voluntary.

27. Technical roles include employees in our engineering, information technology, and technology operations.

28. Professional is defined as Director roles and below.

29. Leadership is defined as Senior Director roles and above.

30. Includes donations, matching gifts, grants, and in-kind donations.

31. Transaction loss rate represents transaction losses (which include the expense associated with buyer and seller protection programs, fraud, and chargebacks) divided by our TPV (Total Payment Volume).

32. Total Scope 3 emissions and spend-based emissions estimates are rounded to the nearest 1,000 metric tons CO₂e to reflect limitations in the underlying data sources and estimation methodologies.

33. Cryptocurrency-related emissions are estimated using calendar year activity data and the Hybrid Emissions Allocation Method as presented in the Accounting for Cryptocurrency Climate Impacts guidance published by Crypto Carbon Rating Institute and South Pole in 2022. Cryptocurrency-related emissions are accounted for as purchased goods and services, consistent with the GHG Protocol, Value Chain Standard.
34. As part of our focus on sustainable business travel, we have worked directly with preferred travel vendors to refine our emissions calculation methodology. We will continue to work with vendors to enhance the granularity of employee travel information underlying our business travel GHG emission calculations.

35. Employee commuting emissions are estimated using average monthly office attendance data, employee transportation survey data, and U.S. EPA transportation mode emissions factors, and are limited by data availability. Employee remote working emissions are estimated using average monthly remote working data and the remote working emissions methodology published by Anthesis Group in the Estimating Energy Consumption and GHG Emissions for Remote Workers white paper. We will periodically review publicly available methodologies and evaluate opportunities to enhance our reporting in this area.

36. Calculated using the GHG Protocol location-based method (LBM), which does not incorporate contractual instruments such as energy attribute certificates.

37. Calculation includes operational emissions from all Scope 1 and 2 sources, including corporate jet.

38. Through enhancements to our water inventory management system in 2024, we increased the precision of our water consumption data. These enhancements included greater availability of actual data, in contrast to use of estimates in prior years. Accordingly, our 2024 water usage is not comparable to prior periods.