



# PayPal 2025 Global Impact Report

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# Employees & Culture

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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 plans and strategies, including with respect to artificial intelligence, 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, 2025 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.

## Trademarks, Trade Names and Service Marks

PayPal owns or has rights to use the trademarks, service marks, and trade names that it uses in conjunction with the operation of its business. Some of the more important trademarks that PayPal owns or has rights to use that appear in this Report: PayPal®, PayPal Credit®, PayPal Open, Braintree, Venmo, Xoom, Hyperwallet, Honey, and Paldy, which may be registered or trademarked in the United States and other jurisdictions. PayPal’s rights to some of these trademarks may be limited to select markets. This report may contain additional trade names and trademarks of other companies. The use or display of other companies’ trade names or trademarks does not imply our endorsement or sponsorship of, or a relationship with these companies.

## On the Cover

Brisa Lopez is the founder of [Tacos Casa](#), a woman-owned business based in Altadena, CA, U.S., dedicated to sharing the authentic, ancestral flavors of Mexican cuisine. She built her business around the idea that food is a universal language — one that brings people together.

As an Altadena small business owner and resident, Brisa lost everything in the 2025 Los Angeles, CA, U.S. wildfires — a devastating blow felt across both her business and her community.



Despite this personal loss, she quickly found a way to support those around her and bring people together when they needed it most.

Brisa partnered with World Central Kitchen, a nonprofit that provides chef-prepared meals to communities impacted by natural disasters and humanitarian crises, to cook and distribute hot meals to residents throughout Altadena. This community-based effort was made possible in part by a consumer matching campaign facilitated by PayPal shortly after the wildfires started.

These efforts underscore PayPal’s commitment to support communities and small business owners like Brisa in times of crisis. Through these actions, we aim to contribute not only to immediate relief efforts, but also to the long-term recovery of the people and local businesses that help communities thrive.

To learn more about PayPal’s support for communities after the Los Angeles wildfires, see [Mobilizing Support for Communities After the Los Angeles Wildfires](#).

# Message From Our President and CEO

We're entering a new chapter in how the world moves money. Every day, I'm reminded of how powerful that transformation is for businesses and consumers everywhere who rely on safe, simple ways to send, spend, and receive money. At PayPal, we aspire to power the next era of payments by creating seamless, secure experiences for consumers and merchants globally, giving everyone the confidence to participate fully in the digital economy.

Since becoming President and CEO earlier this year, I've made it a priority to listen — to our customers, employees, partners, and investors around the world. These conversations have reinforced something I've long believed during my years on PayPal's Board: PayPal is more than a leader in the payments industry. It's a company with genuine energy, purpose, and a deep commitment to the communities where our people and customers live and work.

This year's Global Impact Report reflects that commitment across four priorities that matter deeply to us: Employees & Culture, Social Impact, Responsible Business Practices, and Environmental Sustainability.

Serving merchants and consumers across more than 200 markets, with the infrastructure to match, puts PayPal in a rare position — one where our scale can be a genuine force for opportunity and progress. I am excited to announce our new social impact target of supporting 25 million people and small businesses by 2030 with the resources, skills, and training they need to thrive in the digital economy. And we continue to prioritize sustainable business practices in everything we do.

I am impressed by how our technology connects people. Whether it's a small business owner reaching new customers across the globe or a family sending money securely to loved ones, every transaction represents trust, opportunity, and progress. That's what makes our work meaningful.

None of this happens without extraordinary people. I am grateful to our employees for the creativity and commitment they bring every day, and to the partners and communities who make this work real.

Thank you for being part of our journey. Together, we're building a more connected and secure future for everyone.



A handwritten signature in white ink that reads "Enrique Lores". The signature is stylized and includes a long horizontal line extending to the right.

**Enrique Lores**

President and CEO, PayPal Holdings, Inc.

# About PayPal

At PayPal,<sup>1</sup> our products are designed to enable digital payments for consumers and merchants globally. Our goal is to make selling, shopping, and sending and receiving money simple, personalized, and secure, whether online or in-person.

We operate a global, two-sided network at scale that connects consumers and merchants with 439 million active accounts across approximately 200 markets as of December 31, 2025.

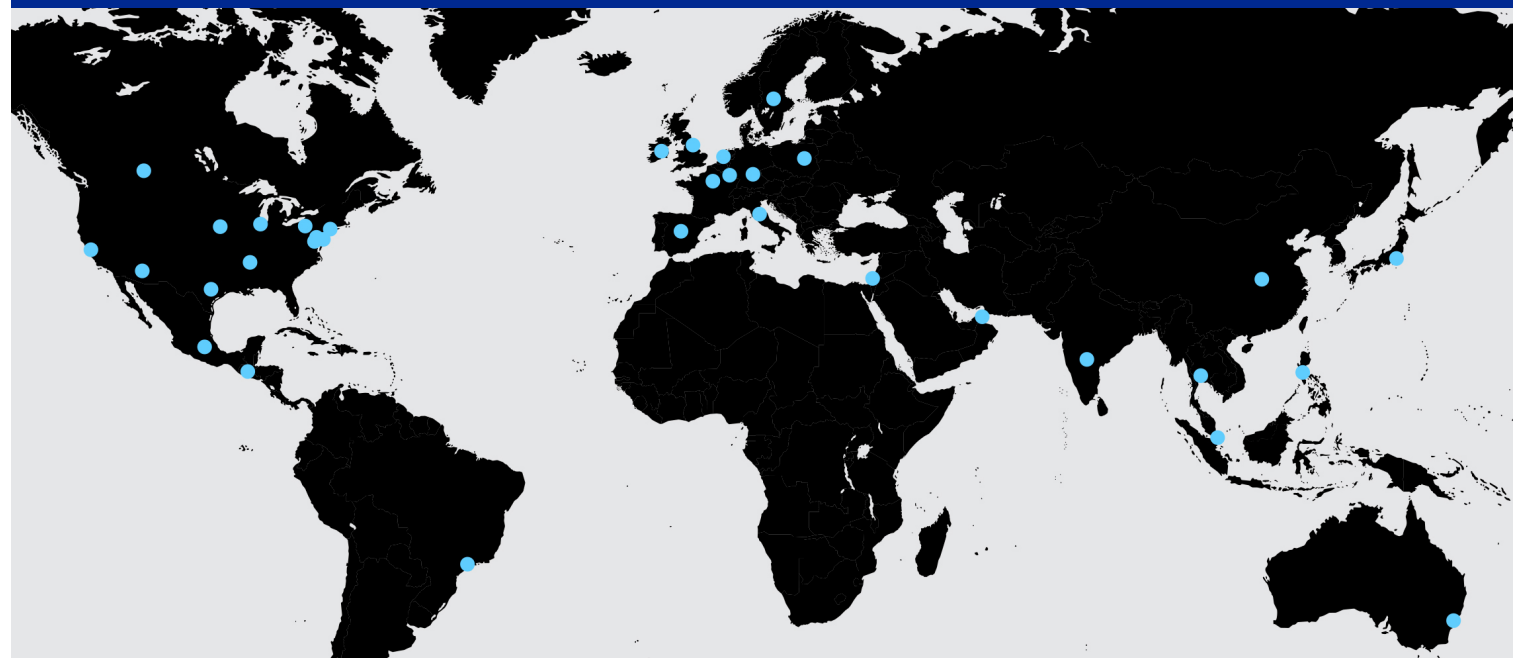
We provide consumers with digital wallets and other solutions to shop and pay with PayPal and Venmo — both online and in-person — manage their finances, and send and receive money between friends and family. When shopping, we offer consumers flexibility in how they pay, which may include a bank account, a PayPal or Venmo account balance,

PayPal-branded consumer credit and debit products, other credit and debit cards, certain cryptocurrencies, or other stored value products such as gift cards, and eligible rewards.

We help merchants connect with customers, increase conversion rates and sales, and grow their businesses in the communities they serve. We provide large enterprises and small and medium businesses with the tools they need to best serve their customers, from flexible payment options like buy now, pay later, to in-person point of sale solutions, and access to working capital.

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 mission.

## Worldwide Locations



## 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

# 24K

employees (9,600 in the U.S.)  
As of 12/31/25

# 142

employee nationalities

# 28

countries where we work

## Our Values in Action

We live each day guided by our core values of Inclusion, Innovation, Collaboration, and Wellness. Our values help us to 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

Unless otherwise noted, the 2025 Global Impact Report (this Report) covers our global CS&I strategies, activities, progress, metrics, and performance for calendar year 2025. 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.

“As the AI-powered economy accelerates, access and participation have never mattered more. PayPal is leading the next era of payments — empowering small businesses, inspiring our employees, and advancing our commitment to philanthropy and sustainability.”



Our 2025 Global Impact Report demonstrates the breadth of this commitment and how we're building for the future. ”

## Amy Bonitatibus

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



## Independent Limited Assurance Statement

We engaged an external third-party to perform an attest review engagement for certain metrics disclosed in this Global Impact Report. The external third-party report is available on our [website](#).

# 2025 Corporate Sustainability & Impact Highlights

## Employees & Culture

# 100%

global gender and U.S. ethnic pay equity<sup>2</sup>

## Social Impact

# \$24M

total corporate charitable contributions<sup>4</sup>

## Responsible Business Practices

# 100%

employee completion of 2025 annual Code of Business Conduct training<sup>3</sup>

## Environmental Sustainability

# 79%

operational greenhouse gas (GHG) emissions reduction (compared to 2019 baseline)<sup>5</sup>

## Targets

### Social Impact

# 25 million

People and small businesses supported with resources, skills, and training they need to thrive in the digital economy by 2030<sup>6</sup>

### Environmental Sustainability

# Net-zero

GHG emissions by 2040

# 85%

Reduction of absolute operational GHG emissions by 2030

# 80%

Suppliers by spend disclose Scope 1 and 2 GHG emissions and establish GHG reduction targets by 2030<sup>7</sup>

### 2025 Awards & Recognitions

Fortune World's Most Admired Companies

TIME World's Most Sustainable Companies

MSCI AA Rating

Newsweek America's Most Responsible Companies

Forbes World's Best Employers

Bloomberg Businessweek's Top 50 Companies to Watch

# Employees & Culture

## **Section Contents:**

Employee Growth and Support

Building Community

Employee Community Impact

# Employees & Culture

Investing in our workforce is fundamental to our success, and we strive to build a workplace where everyone can make a positive impact. We invest in career development, learning, wellbeing, and community-building — empowering our people to grow, lead, and do their best work while shaping the future of the digital economy.

## Employee Growth and Support

PayPal continues to expand career development opportunities by improving how employees explore and move into new roles internally and by providing more career resources. These efforts help team members grow their careers while strengthening how we attract and welcome new talent.

In 2025, we expanded our careers page and offered virtual and in-person career programming that highlights the range of career paths across PayPal — from product and innovation to data, analytics, and customer experience.

## Employee Feedback and Appreciation

We gather employee feedback through short pulse surveys, topic-specific surveys, and an enterprise engagement survey to better understand employee sentiment, engagement drivers, and opportunities for improvement.

Throughout 2025, we used employee feedback to guide enterprise communications, support employee volunteerism, and inform key change initiatives, including how employees utilize artificial intelligence (AI) in their work. These timely insights enabled leaders and managers to act on people priorities and shape our ongoing employee engagement efforts.

We also hosted our inaugural Employee Appreciation Week, with more than 250 in-person and virtual events celebrating employee contributions worldwide.



## Global Intern Program

Through our Global Intern Program, we are creating access to opportunity and investing in the next generation of leaders. Every year, PayPal interns are embedded across the organization, contributing to business-critical work while participating in a structured developmental experience. By investing early and intentionally, we are building a highly engaged, future-ready talent pipeline that strengthens workforce sustainability, fuels innovation, and positions PayPal as a destination for top students. In 2025, we welcomed more than 300 interns across 18 locations through our Global Intern Program, creating meaningful entry points into high-impact careers. Of the full-time roles offered to interns, 95% are accepted, underscoring the program's success in attracting and retaining top early-career talent.

## Learning & Development

We support employee growth by expanding access to learning opportunities that help our people lead, innovate, and collaborate — creating value for our business, customers, and communities. In 2025, our learning and development efforts focused on building strong leaders, integrating AI into our daily work, and creating a high-performance culture.

### Cultivating Learning & Development

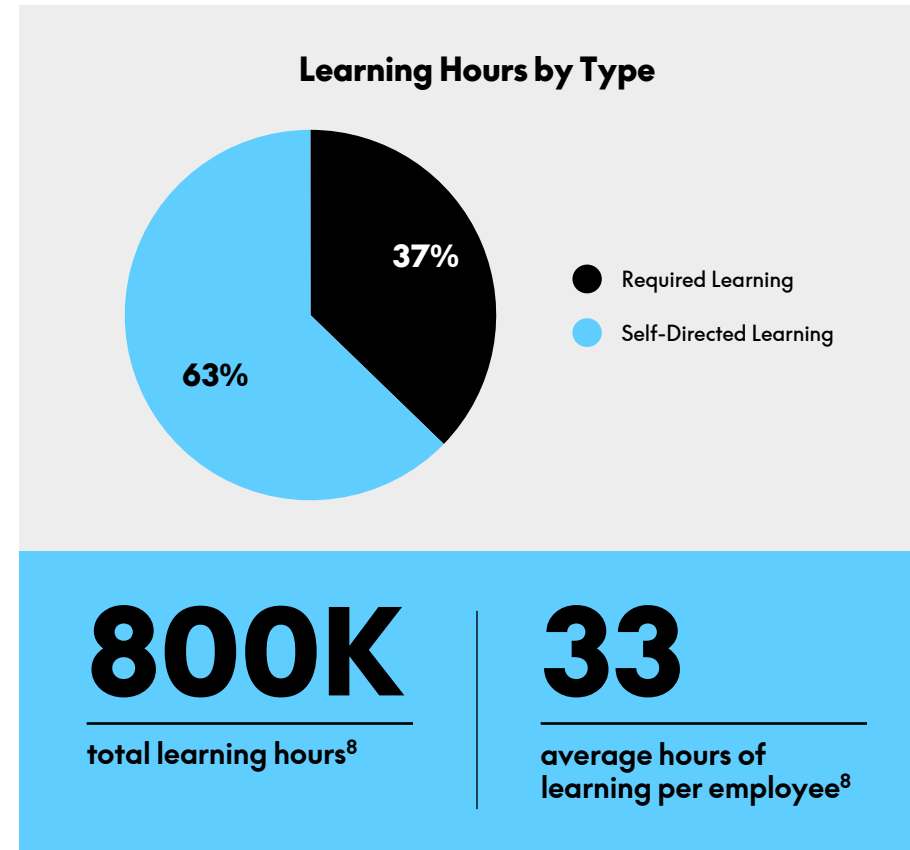
In 2025, we hosted two major learning and development events for employees:

- PayPal's AI Summit brought more than 5,000 employees together to gain a shared understanding of how AI is reshaping work while reinforcing the leadership behaviors needed to navigate change. The summit underscored the importance of hands-on experimentation to develop AI proficiency, helping employees innovate with confidence.
- We also hosted a global Learn-a-Thon, bringing more than 4,500 employees together for in-person and virtual events. The Learn-a-Thon featured interactive sessions designed to build practical skills and strengthen adaptability — from navigating change with resilience to using AI to boost productivity in everyday work.

### Strengthening Product Inclusion and Accessibility

Accessibility is fundamental to our mission because financial tools create more opportunities when everyone can use them. The World Health Organization estimates that around 1 in 6 people experience a significant disability, underscoring the scale of accessibility needs worldwide.

In 2025, we hosted our first Accessibility Summit, a company-wide event that provided employees with tools and resources to help promote accessibility in our products and experiences. Employees learned best-in-class review practices, received resources to create clearer and more inclusive experiences, and conducted user testing with people with disabilities, allowing them to gain insights to help improve our products.



### Fueling High Performance Through Recognition

We continue to strengthen how we recognize great work and support strong leadership across the organization. All employees have an annual performance and rewards conversation with their manager, and in 2025 we improved our performance and recognition tools. We also reinforced everyday appreciation with an enhancement to Props! — our real-time program for employee recognition, including peer-to-peer.

In addition, we announced the move to a year-round promotions model for most jobs, separate from the annual performance and rewards cycle. This approach allows us to respond more quickly to evolving business needs and accelerate growth for top talent.

## Employee Total Wellbeing

We offer a range of benefits to help our employees thrive at work and in life. Through expansive, choice-based programs, we support several major aspects of personal wellbeing — physical, emotional, and financial — and strive to deliver value where it will be the most impactful.

In 2025, we consolidated multiple benefit resources into a single, comprehensive platform called [Benefits Central](#), making it easier for employees, their families, and prospective candidates to understand PayPal's benefits and how to best utilize them to meet their unique needs.

We support employees' physical wellbeing with health care coverage for employees and their families.

### Emotional Wellbeing

We provide resources to support mental health and personal resilience.

In 2025, we continued to prioritize mental health, belonging, and caregiver support through wellbeing-focused events and Employee Resource Group (ERG) partnerships, enhanced family-building and child care benefits, expanded parental leave in several markets, and introduced a new Flexible Work Support Policy that helps employees better care for loved ones.

### Financial Wellbeing

We support employees' financial wellbeing by providing programs and resources that aim to help build long-term security.

In 2025, we expanded financial literacy and planning support through coaching and training, continued Earned Wage Access programs to help employees access wages outside regular pay cycles, and provided crisis-related assistance through the Employee Relief Fund.

(Benefits may vary by country.)

## 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 2025, we helped create more development pathways for women in technology through pilot mentorship and apprenticeship programs, including a global mentorship initiative and a data analytics apprenticeship with General Assembly designed to source and support talent from nontraditional backgrounds, while building learnings to inform broader employee development.

### Pay Equity Across Our Workforce

We are proud to have maintained 100% pay equity in overall total compensation<sup>2</sup> across gender globally and ethnicity in the U.S., consistent with how we have measured it in previous years.

### Employee Resource Groups

Our eight ERGs, collectively known as Synergy, provide a powerful 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 bringing employees together.

We continue to evolve our ERGs to align with our business and talent goals across the organization. In 2025, we hosted our Synergy Summit, our global convening of ERGs, to bring ERG leaders together around leadership development — positioning ERGs as key champions of PayPal’s culture across the Company and the communities we serve.

**Rise**

PayPal PanAsian

**Serve**

PayPal Veterans

**Believe**

PayPal Interfaith

**Aliados**

PayPal Latinx

**Amplify**

PayPal Black Employees

**Pride**

PayPal LGBTQ+

**Thrive**

PayPal Disability Community

**Unity**

PayPal Women

**8K members**

## Employee Community Impact

PayPal continues to advance meaningful community impact by empowering employees to support causes they care most about and strengthening connections with the communities where we live and work. PayPal employees can get involved in local community efforts through volunteering and employee-led grantmaking.

In 2025, more than 70% of employees participated<sup>9</sup> in our Community Impact program through volunteering, donating to a cause, or engaging in PayPal’s Community Impact Grants program.

### Employee Volunteering

In 2025, PayPal employees came together for a global day of community volunteering with nonprofits and small businesses to address local needs by packing essential kits and sharing expertise through mentoring and advising entrepreneurs. Teams sourced items for community kits from local small businesses, and, at our San Jose headquarters, employees supported [We Hope](#), [Operation Care and Comfort](#), and [Renaissance Entrepreneurship Center](#).

These efforts helped foster connection and engagement across teams, with employees contributing more than 104,000 volunteer hours in 2025 that helped support local communities worldwide.



### Sparkling the Entrepreneurial Spirit in the Next Generation

Last year, we continued our partnership with Foróige in Ireland, mentoring students in a business challenge, which culminated in presentations to PayPal judges. Graduates of Foróige’s entrepreneurship program hosted a festive market to showcase and sell their products to PayPal employees.

We also continued our partnership with the [Cherie Blair Foundation for Women](#) to expand economic opportunity for women entrepreneurs in underserved markets by strengthening their digital and business capabilities. Through this partnership, PayPal supported women entrepreneurs globally via mentoring, skills-building webinars, and the HerVenture digital learning platform, with a focus on e-commerce and digital tools.

Through our partnership with the [Network for Teaching Entrepreneurship \(NFTE\)](#), PayPal employees volunteered in China, Germany, Ireland, Mexico, the Philippines, and the U.S. to help equip young entrepreneurs with the skills needed to thrive in today’s digital economy. Since 2016, PayPal employees have been volunteering their time to coach NFTE students on their business plans and mentor them for career success.

## Highlight Story

## 2025 PayPal Changemaker Award

Our Community Changemaker Award, launched in 2024, recognizes employees who helped strengthen our culture and communities by celebrating Community Impact and by participating in ERGs. In 2025, we honored four employees for their leadership and dedication through two types of awards: one honoring an individual leader who went above and beyond for the workplace and their community, and the other celebrating a team for their collective impact and dedication to strengthening community and connection.



As the leader award recipient, Alex X. demonstrated a strong commitment to developing the next generation of Community Impact leaders by convening development-focused sessions to better understand member goals and support skill building. Alex has been the Community Impact leader in the PayPal Beijing, China, office for the last five years. Alex also contributed to the Dandelion Library project, where PayPal volunteers travel to rural areas of China to build libraries — an initiative that has helped deepen relationships with local communities.

As team award recipients, Zhiyong Z., Balween S., and Rosalind Y. were recognized for their leadership of the Rise ERG and their ongoing efforts to foster connection and community. Through a mentorship program now in its third year, they have helped create mentor-mentee partnerships and spotlighted dozens of small businesses — advancing a culture of shared learning, support, and growth.

# Social Impact

## Section Contents:

PayPal's Social Impact Approach

Preparing Small Businesses for an AI-Led Economy

Strengthening Small Business and Community Resilience

Expanding Access to Capital

# Social Impact

## PayPal's Social Impact Approach

As a trusted global platform operating in approximately 200 markets worldwide, PayPal is uniquely positioned to move money quickly and securely, helping small businesses and individuals access the products and support they need to participate and thrive in the digital economy. As technology continues to evolve rapidly, the way people buy, sell, and move money is changing — and staying ahead requires the right tools and training.

PayPal's social impact mission is to help prepare people and small businesses for the digital economy. As we look to make a positive impact in the communities where we live and work, this mission guides how we invest, partner, engage, and operate, as well as how we measure our progress.

In 2026, we set a five-year social impact target to sharpen our focus, strengthen how we deliver on our mission, and measure our progress.

### 2030 Target:

Support 25 million people and small businesses with resources, skills, and training they need to thrive in the digital economy<sup>6</sup>

## Preparing Small Businesses for an AI-Led Economy

For decades, PayPal has helped small businesses start, run, and grow — and as the digital economy evolves with artificial intelligence (AI), we're committed to helping them thrive in this changing landscape.

To support this, we recently partnered with Reimagine Main Street, a project of Public Private Strategies Institute, to [survey small business owners about how they use AI today to help run their businesses](#). The findings suggest that many small business owners are looking to AI to improve efficiency and build a competitive edge. As AI adoption advances, small businesses are exploring more strategic applications, such as improving marketing and customer engagement, forecasting and planning, and anticipating customer needs.

Building on these insights, we are focused on helping small businesses adopt AI in practical and trustworthy ways that align with real day-to-day needs. To meet our 2030 Social Impact target, we will partner with small business service providers to help them utilize AI tools in their own operations, co-develop training resources, and evolve best practices for AI adoption for ecosystem partners. We'll also explore how PayPal's products and platform can reduce friction for AI-enabled payments — making it easier for customers to discover and buy from small businesses, and for merchants to manage operations with greater confidence. As this work advances, we will continue to prioritize responsible AI practices that help protect data and build trust.

## Small Business and AI Survey Highlights

Of the nearly 1,000 small businesses surveyed:

25%

have already integrated AI into daily operations

82%

think adopting AI is essential to stay competitive in today's business environment

73%

want easier-to-use AI tools and practical training



## Strengthening Small Business and Community Resilience

Small businesses power local economies, creating jobs and helping communities thrive. Resources and support for financial resilience are critical for businesses to manage disruptions — from severe weather to geopolitical events. Protecting business resiliency has become even more important to small businesses, since business continuity helps protect communities, livelihoods, and economic opportunity.

### Building Climate Resilience for Small Businesses

To better understand how extreme weather can affect small businesses, PayPal partnered with the Aspen Institute Financial Security Program to publish the report *Surviving the Storms: How Severe Weather Hazards Challenge the Financial Security of Small Businesses*, which outlines practical strategies for public and private sector leaders to strengthen small business preparedness, response, and recovery.

Building on those insights, PayPal and the Climate Innovation for Adaptation and Resilience (CIFAR) Alliance brought together leaders during Climate Week NYC 2025 to explore tools such as emergency financing, insurance, and savings. Together, these efforts showed that resilience depends on cross-sector collaboration and community-centered innovation.



### Responding in Times of Need With Rapid Relief and Recovery Support

During times of crisis, we leverage the power of our core strengths — our technology, our people, our voice, and our scale — to support global relief efforts and mobilize funding. In 2025, PayPal facilitated aid following multiple natural disasters, including wildfires and flooding in the U.S. and Hurricane Melissa in Jamaica. To learn more about our rapid response to the Los Angeles, CA, U.S., wildfires in January 2025, see [Mobilizing Support for Communities After the Los Angeles Wildfires](#).

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

- [The Center for Disaster Philanthropy](#): Through this partnership, PayPal receives disaster predictions and alerts within one to two days of an event, helping to quickly activate fundraising and customer support, direct relief resources where they are needed most, and help communities recover.
- [The American Red Cross](#): We continued our contributions to the Red Cross's Annual Disaster Giving Program, which enables Red Cross workers to quickly activate in times of crisis.
- [World Central Kitchen](#): We partner with World Central Kitchen to support rapid, frontline disaster response by providing fresh meals to communities impacted by crises. Their on-the-ground model enables immediate support for affected families and local food networks in the critical early days of an emergency.



### Recognizing Small Businesses Driving Local Social and Environmental Impact

We launched the Global Citizen and PayPal Small Business Impact Awards to celebrate entrepreneurs advancing social or environmental impact in their communities. Each winning entrepreneur received \$25,000 in funding and a brand-building masterclass. The [inaugural cohort](#) reflected both the global reach of the program and the local focus of the solutions: Winners came from India, Sweden, South Africa, the U.S., and Argentina, each building solutions tailored to their own communities and regions. These entrepreneurs are developing solutions ranging from sustainable construction materials and reduced food waste to inclusive period care and AI-enabled early wildfire alerts, showing how small businesses can deliver scalable, community-centered impact.

## Expanding Access to Capital

### Facilitating Merchant Lending for Small Business Owners

PayPal has a long history of providing small business lending services. Since 2013, we've provided access to nearly \$35 billion in capital to small businesses, reflecting a long-term focus on helping small businesses access capital to manage cash flow and invest in growth. In 2025, we enabled small businesses to access approximately \$3.5 billion through approximately 106,000 loans and cash advances through PayPal Working Capital and PayPal Business Loans.<sup>10</sup>

**\$35B**

in loans and cash advances facilitated for small businesses since 2013<sup>10</sup>



Image courtesy of Kiva

### Helping Small Businesses Grow Worldwide

In 2025, PayPal celebrated 20 years of powering Kiva, a nonprofit crowdfunding platform for small businesses around the world. Since its founding, PayPal has supported Kiva with payment processing at no cost — providing more than \$19 million in in-kind contributions over two decades. To date, the Kiva community has made \$2.4 billion in loans to small businesses across more than 80 countries.<sup>11</sup> This long-standing partnership supports economic opportunity by helping small business owners access capital to start, sustain, or grow their businesses, often in communities where traditional financing can be limited.

### Lowering the Cost of Remittances with Xoom

We continue to provide options for individuals to send money to family and friends around the world using Xoom, PayPal's international money transfer service. Xoom enables customers to send funds across borders through multiple delivery options, including bank deposits, cash pickup, and mobile wallet transfers in many markets. We intend to maintain an average international remittance cost below the global average and the 2030 target of 3% established in the U.N. Sustainable Development Goals.

**2%**

average Xoom international remittance rate in 2025<sup>12</sup>



## Enabling Donations

As a payments platform, PayPal plays an important role in enabling people to donate to the causes they care about. We provide technology and payment capabilities that support a range of donation experiences through our products and solutions, including PayPal and Venmo, and across participating partner platforms, donation tools, and online marketplaces. From people responding to a Los Angeles, CA, U.S., wildfire relief fundraising campaign on the Venmo app or donating to PayPal Giving Fund to support a favorite nonprofit during the end-of-year giving season, our products and services enable generosity around the world in a way that is easy, secure, and efficient.

As PayPal supports donors, PayPal Giving Fund, an independently registered 501(c)(3) public charity, supports the nonprofits who benefit from this generosity. When donors give through eligible donation experiences on the PayPal app or participating partner platforms, the donation is made to PayPal Giving Fund, which reviews and distributes the funds as grants to eligible charities selected by donors.

[Learn more about PayPal Giving Fund.](#)

# \$1B

raised<sup>13</sup>

# 8M

donors engaged

# 207K

charities funded

## Charitable Giving

In 2025, PayPal funded grants to a range of nonprofit organizations around the world that are having a measurable impact on advancing some of our social impact priorities. In 2025, PayPal's charitable contributions totaled \$24 million, including to organizations that support young entrepreneurs, expand access to capital, respond to disasters, and support climate resilience. This strategic philanthropy, combined with strong nonprofit and cross-sector partnerships, is an important component of our efforts to reach our social impact and environmental targets.

# \$24M

total corporate charitable contributions<sup>4</sup>

### Highlight Story

## Mobilizing Support for Communities After the Los Angeles Wildfires

When disaster strikes, showing up for communities means responding quickly to urgent needs and staying engaged through the long-term recovery as families and small businesses work to rebuild.

Following the devastating January 2025 wildfires in and around Los Angeles, CA, U.S., PayPal mobilized our platform and partners to help direct support where it was needed most.



PayPal matched the nearly \$1 million our customers donated through our LA Wildfire Disaster Relief Campaign and provided direct grants to local relief organizations. Together, PayPal and our customers donated more than \$5 million to support relief and recovery efforts for communities impacted by the 2025 wildfires.



For more information on these efforts, view [this video](#) featuring stories from the [Los Angeles Fire Department Foundation](#), [World Central Kitchen](#), and a small business owner based in Altadena, CA, U.S.

# Responsible Business Practices

## Section Contents:

Responsible AI Practices

Risk Management and Compliance

Business Ethics

Cybersecurity and Secure Transactions

Privacy and Data Management

# Responsible Business Practices

Building and maintaining customer trust and 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 governance, oversight, and risk management, supported by policies and standards that protect both our customers and our platform. We are committed to maintaining high standards of business ethics, ensuring a responsible and sustainable supply chain, safeguarding sensitive data, and responsibly managing our infrastructure and the information entrusted to us.



## Responsible AI Practices

PayPal remains committed to using artificial intelligence (AI) in an ethical, transparent, and accountable manner, consistent with user expectations, organizational values, and applicable legal and regulatory guidance. This commitment is important to maintaining our customers' trust and promoting state-of-the-art, responsible use of AI, consistent with the principles set forth below.

### PayPal's Responsible AI Principles

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

#### Data and Privacy

Protect and effectively manage personal data through appropriate controls over the use of data.

#### Security and Resilience

Protect AI applications against malicious actors, system failures, and misuse through robust controls and appropriate human oversight.

#### Fairness

Work to avoid any prejudice or favoritism toward an individual or group based on their being a member of a protected class or their protected characteristics in the context of decision making, such as model development, product or service offerings.

#### Explainability and Reliability

Provide interpretability and reliability of the decision-making processes of AI applications to support trust, validation, and effective oversight.

#### Accountability and Transparency

Work to ensure AI applications are auditable with transparent disclosures around AI applications, including clear accountability and disclosure to customers when they are interacting with an AI.

In 2025, we established a new Enterprise AI Governance Oversight Framework to provide enterprise-wide governance, oversight, and accountability for the responsible development and use of AI. This framework is formalized through PayPal's AI Governance Charter, which delineates executive leadership, operational enablement, and policy and risk oversight of AI through dedicated governance bodies.

The Enterprise AI Governance Oversight Framework is supported by PayPal's Enterprise AI Policy, Enterprise AI Standard, and Generative AI Monitoring and Usage Guidelines, which establish enterprise-wide requirements for the responsible development, deployment, use, and monitoring of AI.

We also have a robust governance process that requires high-impact AI systems/models that affect customers or employees or could have a material financial impact on PayPal to be independently reviewed and approved in accordance with our AI and model risk policy requirements.

## Risk Management and Compliance

Our Enterprise Risk and Compliance Management (ERCM) Program reflects our systematic approach to identifying, measuring, managing, monitoring, and reporting key risks, enabling informed strategic decision-making and supporting PayPal's strategic objectives. The ERCM Program is aligned with our business strategy and risk appetite and enables leadership to balance risk and opportunity when making strategic and financial decisions. In 2025, we strengthened our internal reporting to focus on the organization's most critical risks and priority topics, utilized AI to enhance governance and risk management practices, and deployed advanced tools that deliver deeper insights, predictive capabilities, and faster, more informed decision-making.

PayPal's Chief Enterprise Risk Officer chairs the Enterprise Risk Management Committee (ERMC), which oversees the implementation and execution of the ERCM Program; supports the enterprise-wide expectation for risk and compliance transparency, accountability, and a strong risk management culture; and regularly reviews the programs' overall effectiveness and top enterprise risks with the Board's Risk and Compliance Committee (RCC). Corporate sustainability and impact (CS&I) issues are integrated into the ERCM Program as well as PayPal's risk taxonomy.

While the RCC is primarily responsible for oversight of our risk framework, risk management accountabilities are aligned to the Three Lines of Defense model, which consists of first line management, second line independent oversight, and third line assurance by our Internal Audit team. Our executives are responsible for assessing and managing risk with independent oversight and guidance from our company-wide Enterprise Risk Management and Global Compliance functions. Additionally, our Internal Audit Program provides independent assurance and is externally assessed by the Institute of Internal Auditors (IIA) to help ensure adherence to the IIA Code of Ethics and Standards.

### Enterprise Resilience

We take an enterprise-wide approach to resilience to manage and minimize the impacts of events that could disrupt our business functions, technology systems, customers, partners, and the broader financial system. The PayPal Resiliency Program is designed to reduce continuity of operations risk by mitigating potential impacts, preparing teams to respond effectively during an incident or crisis, maintaining delivery of critical services during periods of disruption, and safeguarding employee welfare.

This program applies to PayPal and its subsidiaries and helps set expectations for key third parties supporting our critical services, consistent with industry and regulatory expectations for business continuity and operational resilience.

Informed by ISO 22301, guidance from the New York State Department of Financial Services, and other government regulatory standards and supervisory expectations, our Enterprise Resiliency Program defines scenario planning practices, roles and responsibilities, reporting and escalation expectations, and documentation requirements for business continuity, disaster recovery, and crisis management at PayPal. Senior management and the Board receive periodic updates on resilience capabilities, key incidents, exercise outcomes, and remediation progress, reinforcing leadership accountability and effective oversight. This includes:

- Regular training for identified Incident Response Team members across business functions.
- Requirements for tabletop exercises and testing of critical services at least annually to promote ongoing readiness.
- Documented incident recovery and restoration procedures to support swift restoration of services.

### 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. Our 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.



## 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, and outlines the multiple channels employees have to share their concerns or ask questions anonymously, including:

- Through our confidential Integrity Helpline, available 24/7 in multiple languages
- Escalating them with their manager or the Employee Relations team
- Emailing the Ombuds/Ethics and Anti-Corruption team directly using the dedicated Speak Up email alias
- Engaging a Business Ethics Officer

We require all employees and contract workers to complete our annual ethics and compliance training. In addition, upon joining PayPal and annually thereafter, our employees must certify that they understand and will comply with our Code of Conduct.

Beyond our Code of Conduct, which we review 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 RCC on the Company's business ethics program.

# 100%

employee completion of 2025 compliance and ethics training<sup>3</sup>

### Respect for Human Rights

We are committed to managing potential human rights risks and opportunities across PayPal, as outlined in our Code of Conduct, and we take a risk-based approach to identifying, assessing, and managing potential human rights impacts. In 2025, we refreshed our enterprise-wide human rights impact assessment with support from a third party, engaging a broad set of internal stakeholders to evaluate salient risks, validate existing controls and mitigation measures, and inform a forward-looking action plan to strengthen our human rights risk management.

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, in our [Joint U.K. and Australia Modern Slavery Statement](#), we highlight steps we have taken that are designed to combat and prevent modern slavery and human trafficking risks across PayPal and its value chain.

### Responsible Supply Chain Management

As a digital business, our supply chain primarily consists of procuring direct and indirect goods and services (such as IT infrastructure, marketing, real estate, consulting, and labor), as well as 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, reviewing these at least annually. To find out more about PayPal's lobbying disclosures and political transparency practices, please visit PayPal's [Issues & Advocacy](#) webpage.

## Cybersecurity and Secure Transactions

Financial institutions are under constant attack from continuously evolving cyber adversaries. Security is fundamental to our brand, including protecting customers' accounts, maintaining their privacy, and complying with 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 also addressing future security challenges. As part of this program, our Cyber Threat Intelligence function is designed to enable a threat-led security approach by continuously assessing what we consider the most relevant cyber adversaries and delivering actionable intelligence that informs detection, response, and security engineering decisions across the enterprise. Our Chief Information Security Officer leads our Global Cybersecurity Management function, with oversight from the RCC and 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), work to 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 facilitates a coordinated approach across our teams to manage incidents impacting the confidentiality, integrity, and availability of our systems and data. We focus on quick, effective mitigation, as well as recovery actions, communications, and root-cause corrections. We conduct regular exercises of our incident response process intended to bolster our readiness for the evolving range of incidents we may encounter.

### External Validation of Our Information Security Program

We strive to 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 reinforced by scrutiny of our program's design and implementation by PayPal's oversight testing and Internal Audit functions. We take pride in our longstanding participation in 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.

### 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 platform. Utilizing data from our two-sided network and machine learning (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](#) tool enables merchants to self-manage their risk monitoring rules and filters to identify and block suspected fraud.
- [Chargeback Protection](#) offers fraud management services and reimburses merchants for eligible chargebacks.
- [Dispute Automation](#) enables merchants to respond to chargebacks, including in cases of "friendly fraud" (fraud perpetrated by individuals known to the individual customer), with customizable response templates.

### Partnerships to Prevent Fraud and Strengthen Security

We continued to collaborate with organizations to advance global security protection capabilities throughout 2025, including the following:

- Continued to serve as a member of the [Coalition for Secure AI](#) to advance rigorous security standards and helped 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, a cross-industry initiative that maps cybercrime ecosystems to support the disruption of cybercrime networks.

- Joined Consumer International's [Consumer Coalition to Stop Scams](#), a global coalition convening consumer groups, companies, and other stakeholders to strengthen scam prevention through coordinated action, shared best practices, and consumer awareness.
- As an active member of the [Scams Against Older Adults Advisory Group](#) of the Federal Trade Commission's Industry Training Committee, we partnered to create training to help financial industry professionals identify and prevent scams targeting older adults, as well as developed best practices for educating employees on emerging scam trends.
- Participated in the National Task Force on Fraud and Scam Prevention, a multisector, 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 the threats and risks our Company faces. Our Cybersecurity Training and Awareness Program provides educational resources on recommended cyber hygiene 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 the Company, with specialized security training programs available for our engineers.

## Privacy and Data Management

At PayPal, we embed a privacy-centric culture that promotes responsible, ethical, and transparent use of data. This commitment underpins how we protect customers, support stakeholders, and uphold trust in the digital economy. Privacy and responsible data use are managed as key enterprise risks, enabling us to meet regulatory expectations, safeguard individuals, and strengthen long-term resilience.

Our privacy program is overseen by our Chief Privacy Officer and is aligned to our Three Lines of Defense model. It is integrated within our ERCM Framework, enabling consistent governance, accountability, and responsible data practices across our global operations. This approach supports proactive risk management across the data lifecycle while enabling sustainable, trusted innovation.

Our Enterprise Data Governance (EDG) Program is overseen by the office of our Chief Technology Officer and is responsible for delivering the data management capabilities that govern PayPal's critical data in collaboration with compliance, business, and engineering teams across PayPal.

Mandatory annual privacy and data protection training is provided to employees globally, complemented by role-based training, where applicable, to promote consistent understanding, accountability, and effective implementation of privacy and data requirements across the enterprise.

### Our Approach to Privacy Oversight

Our approach is guided by PayPal's Privacy Principles, which align with global regulatory requirements and leading practices. These principles define our commitments to the responsible collection, use, and sharing of customer and employee personal data across our products, services, and operations.

PayPal's Privacy Program embeds privacy by design across the enterprise by integrating privacy considerations into strategic initiatives, product development, and vendor management. In partnership with internal teams, the program enables the identification, assessment, and mitigation of privacy risks, ensuring consistent application of privacy requirements throughout the data lifecycle.

### Our Approach to Data Governance

PayPal's EDG Program establishes processes, practices, and capabilities to support end-to-end data management, from data collection to disposal. These competencies are aligned to industry standards and the Company's Data Management Framework. Our Enterprise Data Governance Policy and associated procedures align with this overarching framework.

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 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.

### Highlight Story

## Helping to Prevent Fraud with Responsible AI

At PayPal, safety and trust are at the core of everything we do and the value we give to our consumers. When consumers fall victim to scams, they can lose not only money but also confidence in the services we provide. We value their confidence and go to great lengths to bolster fraud protection.

As fraudsters adopt new tools like AI and deepfakes, scams in the digital economy have become more pervasive, increasingly sophisticated, and harder to detect.

Scammers don't just try to break into accounts — they manipulate people through social media, messaging apps, and dating sites into authorizing payments themselves.

To respond, PayPal's Global Fraud Prevention teams built an ML model designed to detect potential scams in real time while minimizing friction for legitimate customers. The model uses signals such as sender legitimacy and history, recipient risk indicators such as suspicious behavior and links to known scam networks, and transaction patterns like first-time interactions or unusual use of friends-and-family payments — resulting in actions ranging from targeted warnings to transaction blocks.

In 2025, we substantially reduced scam transactions on PayPal and Venmo. We will continue to work to refine the model and expand partnerships in an effort to stay ahead of evolving scam tactics.



# Environmental Sustainability

## Section Contents:

Our Journey to Net-Zero

Climate Action

Natural Resource Management

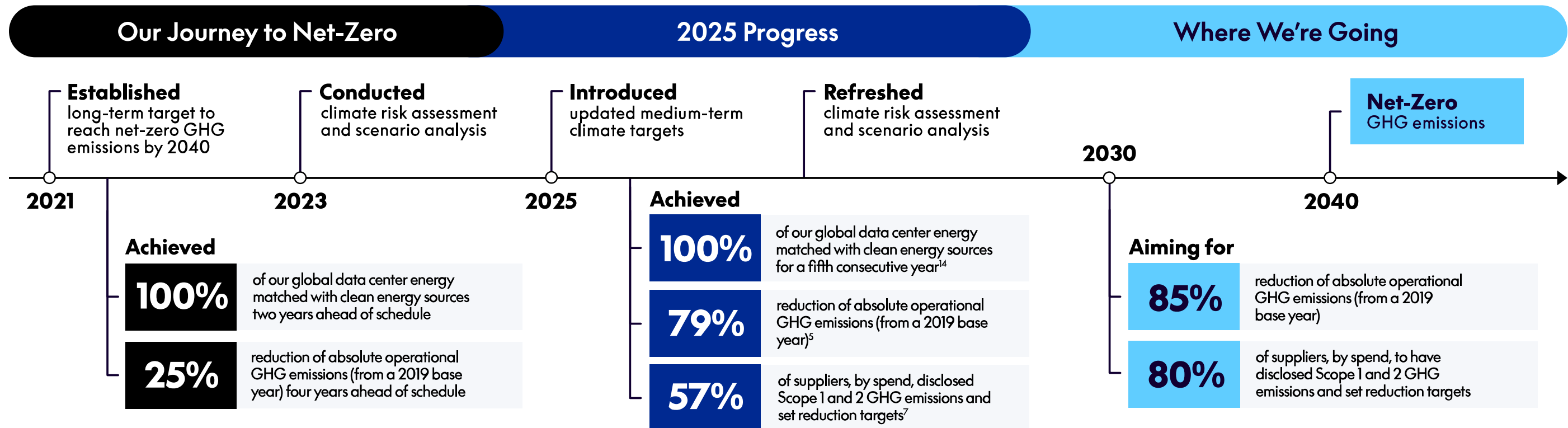
# Environmental Sustainability

We believe that environmental sustainability enhances our business resilience and supports our 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, U.S.; Europe; and Australia, as applicable to PayPal and its subsidiaries. We are committed to complying with applicable environmental laws and regulations.

## Our Journey to Net-Zero

In 2025, PayPal set new medium-term targets to continue our progress toward our goal of reaching net-zero carbon emissions by 2040. To learn more about how we determined our next medium-term goals, see [Energy and Operational Emissions](#) and [Supply Chain Climate Risk Management](#).



## Climate Action

### Climate Strategy Evolution

As we completed the first five-year phase of our net-zero journey, we evaluated the outcomes of our initial targets and used the results to inform our next phase of action. This milestone year of 2025 provided an important opportunity to reflect on what worked well, where we encountered challenges, and how we will continue to refine our approach as expectations, data quality, and best practices continue to evolve. With our net-zero target as our guide, we remain focused on sustained, measurable progress grounded in continuous improvement.

### Managing Climate-Related Risks and Opportunities

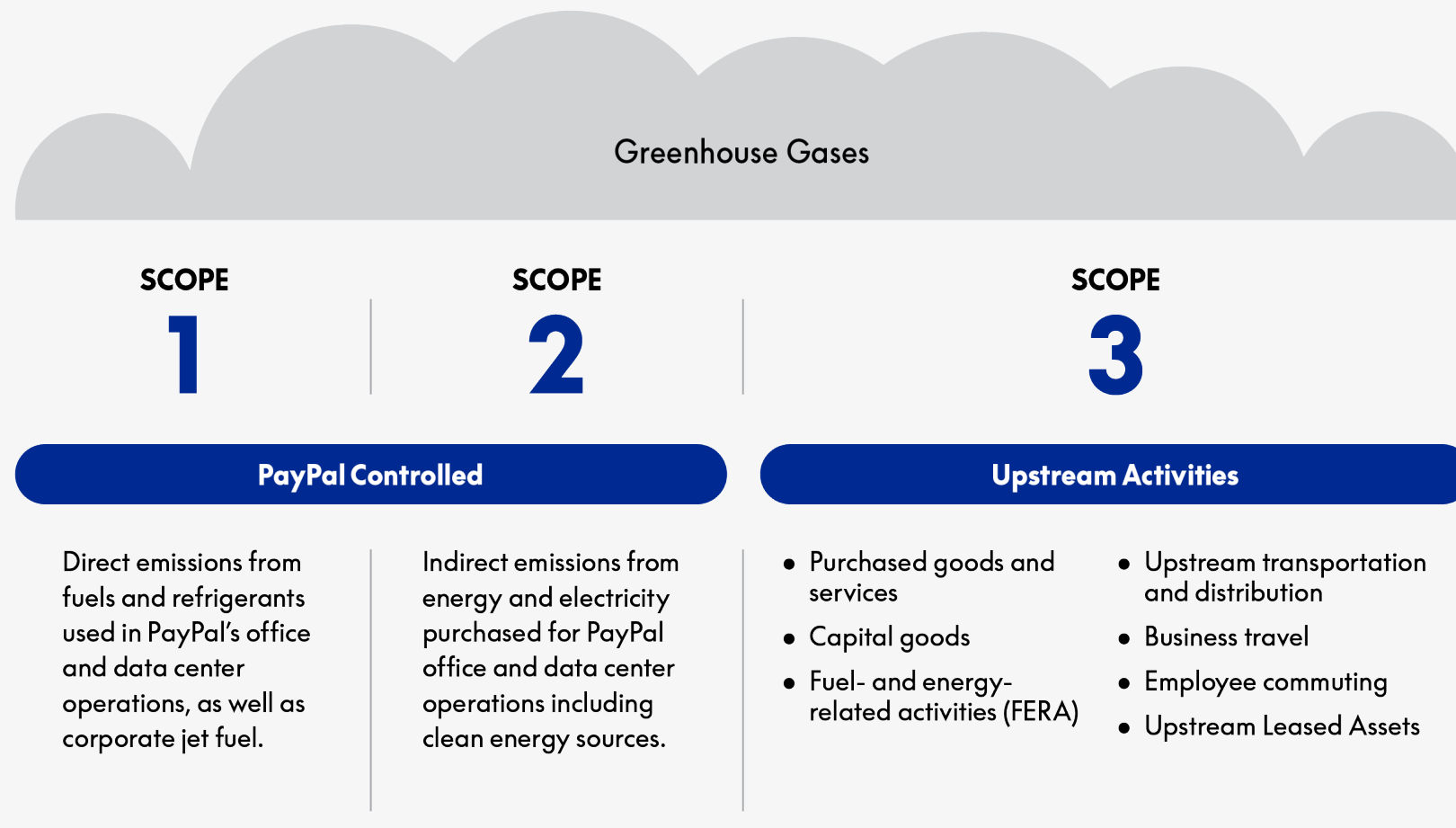
Climate-related risk management is integrated into PayPal’s overall Enterprise Risk and Compliance Management (ERCM) Program and Three Lines of Defense model for risk management (see [Risk Management and Compliance](#)).

Climate-related risks are included in PayPal’s enterprise risk taxonomy, and a subcommittee of the Enterprise Risk Management Committee (ERMC) 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 our business.

In 2025, we refreshed our scenario analysis and climate risk assessment, which we initially conducted in 2023. We identified four climate-related risks and one opportunity. The risks were analyzed in the context of two climate scenarios. The four risks were then mapped to our enterprise risk taxonomy and integrated in the Enterprise Risk Management (ERM) process.

Based on the results of our assessment and within the context of our ERM Program, we have not found any climate-related risks in the short, medium, or long term that we categorize as high or moderately high. We will continue to monitor and assess climate-related risks and their potential impact on our business, strategy, and financial planning across the specified time horizons. We recognize that climate change is evolving and difficult to predict, and that the nature of climate-related risks that are or may be applicable to our business could change. We will periodically evaluate these results and consider future opportunities to refresh our climate risk assessment as necessary.

For more information on the climate risk assessment, see our [Climate Transition Plan](#) published in December 2025. For additional climate-related disclosures, see our [Reporting and other resources](#) webpage.



**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.**

### Energy and Operational Emissions

Through our continued focus on clean energy and operational efficiency, we have exceeded our 2025 target of reducing Scope 1 and 2 operational GHG emissions by 25%, relative to 2019, with 2025 operational GHG emissions<sup>5</sup> down 79% compared to our 2019 baseline of 53.1 MT CO<sub>2</sub>e (in thousands).

#### New Scope 1 and Scope 2 Targets

Building on the momentum of accomplishing our 2025 Scope 1 and 2 target, we reassessed our operational decarbonization strategy and reset our medium-term target. We are targeting 85% absolute reduction in operational Scope 1 and Scope 2 GHG emissions by 2030 from a 2019 base year, consistent with the GHG Protocol market-based methodology (MBM).

**2030 Target:**  
Reduce absolute operational GHG emissions by 85% (from a 2019 base year)

#### Clean Energy Procurement

In 2025, we matched 92% of total energy use across our global data center and office operations with clean<sup>14,15</sup> generation sources. This is a slight increase from our clean energy procurement rate in 2024.

We also matched all of our U.S. electricity consumption with clean energy generation sources, and we continue to work with our data center facilities operators to help maximize clean energy procurement strategies.

We proactively monitor clean energy procurement and Scope 2 GHG accounting standards and norms, including initiatives to move toward more granular energy consumption matching with clean energy generation attributes, and we continue to evaluate our strategy as industry best practices and standards evolve in this area.

We are also exploring opportunities to expand our clean 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 2025, this included our first purchase of clean energy for our offices in Singapore and Australia. We are eager to take stock of these successes and learnings as we assess opportunities to build upon these sustainability efforts in Asia.

To make better use of the rooftop solar energy produced at our San Jose campus, we are investing in on-site battery storage. We expect this battery bank will help us better capture and use electricity produced by our solar system — supporting more consistent on-campus energy use and reducing reliance on grid electricity during peak periods. With a strong projected return on our operational investment, driven in part by the possibility of exporting stored energy back to the utility during high-demand periods, such as summer afternoons and evenings, this project is expected to deliver meaningful long-term benefits for PayPal and the local power grid as we continue advancing our operational energy strategy.

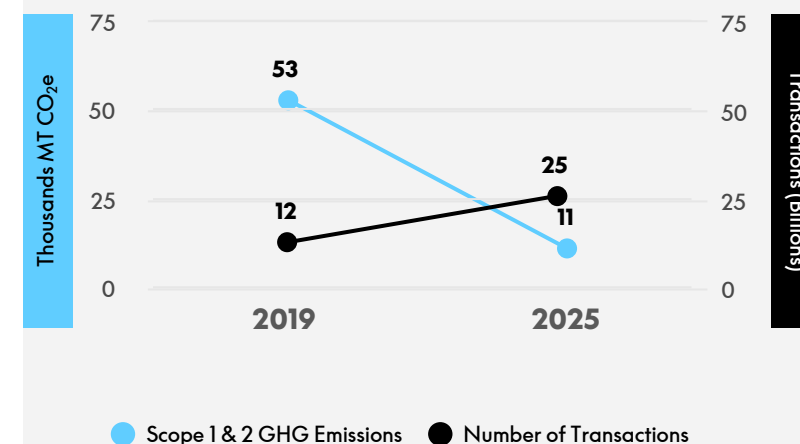
#### Operational Efficiency

We regularly assess the power usage effectiveness (PUE) of the colocation facilities where our data center operations are located. In addition, our real estate and facilities team reviews the operational effectiveness and energy efficiency of our global office footprint.

In 2025, we began testing Sustainable Aviation Fuel (SAF) for our corporate jet as part of our efforts to reduce Scope 1 emissions from company-operated aviation. While SAF is not currently included in our GHG inventory, we will use insights from this pilot to inform future decisions and opportunities to lower aviation-related emissions. In addition to reducing our corporate jet emissions, we also hope for this pilot to help advance sustainable fuel alternatives for the aviation industry.

### Decoupling Operational GHG Emissions From Business Growth

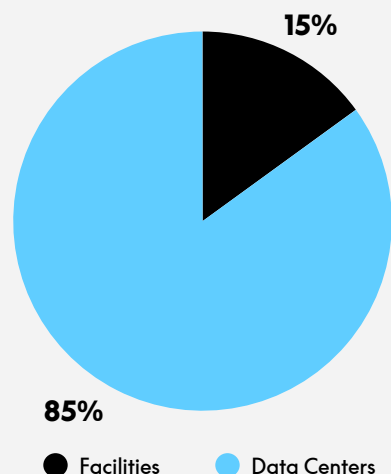
(Thousands MT CO<sub>2</sub>e; Billions)



● Scope 1 & 2 GHG Emissions ● Number of Transactions

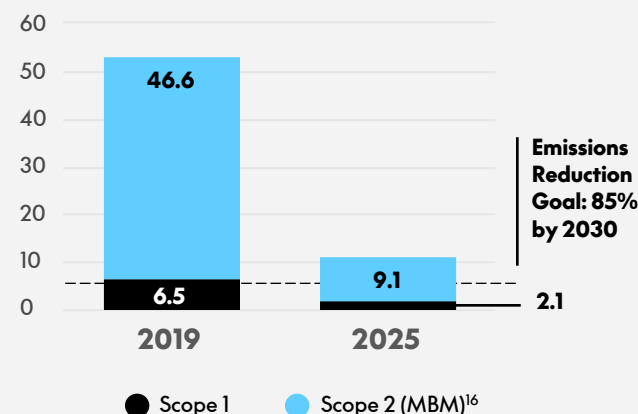
Since establishing our baseline in 2019, the total transactions on our platform have continued to increase, while our operational GHG emissions have decreased significantly, demonstrating a decoupling of operational GHG emissions from our business growth.

#### Global Energy Use by Facility Type



#### Scope 1 & 2 GHG Emissions vs. 2019 Baseline<sup>5</sup>

(Thousands MT CO<sub>2</sub>e)



## 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 93% of our Scope 3 GHG emissions footprint for 2025.<sup>17</sup> 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.

### Progress Across Our Value Chain

Within our value chain, the first five years of our net-zero journey strengthened our understanding of climate risk within our supply chain and supplier management of their own climate-related risks. Our suppliers made significant progress in their management of GHG emissions. While we did not achieve our original goal of procuring 75% of our spend from suppliers that have set GHG reduction targets by 2025, we have adjusted our approach to drive more effective supplier participation over time.



### New Supplier Climate Target

With this information in mind, in 2025, we updated our supplier climate target to more directly focus on supply chain climate risks that are relevant to our business and to reflect our enhanced understanding of the climate risk management practices that are most applicable to our suppliers. By 2030, we aim to have 80% of our suppliers by spend disclose Scope 1 and Scope 2 GHG emissions and establish emissions reduction targets.

Our updated approach is designed to be operationally feasible while more accurately reflecting suppliers' climate action and progress — strengthening our ability to support meaningful supplier decarbonization over time.

To track progress, we evaluate supplier climate maturity against two criteria:

1. Maintaining a Scope 1 and Scope 2 GHG inventory
2. Setting Scope 1 and Scope 2 GHG reduction target

At the end of 2025, 57% of suppliers by spend met both criteria.

We will track progress annually and engage with suppliers, industry peers, GHG accounting standard-setters, and supply chain sustainability experts to inform best practices in supply chain climate risk management.

### 2030 Target:

80% of suppliers by spend have disclosed Scope 1 and 2 GHG emissions and established GHG reduction targets

## Natural Resource Management

We strive to use the planet's natural resources responsibly across our global operations, focusing our efforts on using water efficiently, diverting office waste from landfills, and retiring IT hardware responsibly.

### 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 2025, we withdrew 32 million gallons of water across our global operations.<sup>18</sup>

### Waste Management

We strive to reduce waste and provide options for responsible disposal and recycling across our global offices. We continue to explore ways to expand our 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 2025, these efforts included the retirement of 214 metric tons of equipment, of which 35% was donated or sold for refurbishment and reuse, and 65% 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.



Highlight Story

# Advancing Durable Carbon Removal Through Biochar

As part of our commitment to environmental sustainability, we support emerging climate solutions that can strengthen local economies while delivering measurable environmental benefits. In 2025, we piloted the purchase of a small volume of carbon removal credits from Heartyculture Biochar, reflecting our focus on carbon removal pathways.



This pilot builds on PayPal’s foundational support of the Biochar Center of Excellence in Hyderabad, India — helping advance practical expertise, capacity building, and clean-economy job opportunities. Together, these efforts support the scaling of locally rooted solutions that convert waste biomass into stable carbon stored in soil. In areas where land was previously barren or degraded, biochar can help restore soil health and make it usable farmland again, helping reduce air pollution from open burning and supporting local job creation in the process. As we continue progressing toward our net-zero by 2040 goal, we will apply insights gained from our carbon removal learnings to inform our broader approach to high-integrity carbon removal and climate action across our value chain.

# Appendix

**Thank you for reading our  
2025 Global Impact Report.**

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](mailto:Sustainability@paypal.com).

# 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 and 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.

### 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
<b>Investors</b>	<ul style="list-style-type: none"> <li>• Share performance through quarterly earnings calls, at our annual shareholder meeting, and through shareholder calls throughout the year.</li> <li>• Publicly disclose progress on CS&amp;I initiatives, including through our <a href="#">CS&amp;I webpage</a> and through our <a href="#">investor relations website</a>.</li> </ul>
<b>Customers</b>	<ul style="list-style-type: none"> <li>• Proactively collect customer feedback via surveys, address customer questions, and introduce product and security enhancements, all with a focus on maintaining trust.</li> <li>• Support our customers’ needs while upholding data privacy and regulatory compliance standards.</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Provide ongoing training and professional development, including mentorship and sponsorship opportunities.</li> <li>• Assess employee sentiment by conducting employee surveys to inform key initiatives.</li> <li>• Host leadership Town Hall meetings for leaders to communicate with employees and to align on Company goals.</li> </ul>
<b>Regulators</b>	<ul style="list-style-type: none"> <li>• Maintain proactive dialogue with regulatory bodies.</li> <li>• Participate in consultations and provide timely reporting on compliance-related issues, such as security, privacy, and environmental impacts, to help shape industry standards.</li> </ul>
<b>Partners</b>	<ul style="list-style-type: none"> <li>• 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&amp;I objectives.</li> <li>• Convene strategic partners to collaborate on projects and research that further PayPal’s mission.</li> </ul>
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>• Build and maintain strong relationships with suppliers, providing clear expectations for ethical business practices.</li> <li>• Mitigate risks and identify opportunities across the supply chain through responsible sourcing activities.</li> </ul>

# 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, compliance, and ethics across our value chain.

Providing customers with superior products that enable and simplify the digital payments experience 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.

**Risk and Compliance 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

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

# U.N. Sustainable Development Goals Index

The United Nations (U.N.) Sustainable Development Goals (SDGs) include 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 2025 Progress
<b>Goal 1:</b> No Poverty	<b>Target 1.4:</b>	Ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources	Our products are designed to serve as a catalyst for expanding economic opportunity and improving financial health for all. <ul style="list-style-type: none"> <li>Facilitated donations to support global relief efforts for critical events, including wildfires in Los Angeles, a hurricane in Jamaica.</li> </ul>
<b>Goal 5:</b> Gender Equality	<b>Target 5.5:</b>	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. <ul style="list-style-type: none"> <li>Maintained global female share of workforce at 41.7%.</li> </ul>
<b>Goal 8:</b> Decent Work and Economic Growth	<b>Target 8.5:</b>	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. <ul style="list-style-type: none"> <li>Maintained 100% global gender and U.S. ethnic pay equity.<sup>2</sup></li> </ul>
	<b>Target 8.10:</b>	Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance, and financial services for all	
<b>Goal 9:</b> Industry, Innovation, and Infrastructure	<b>Target 9.3:</b>	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 businesses globally through access to capital and tools to drive business growth. <ul style="list-style-type: none"> <li>Facilitated over \$3.5B in capital to small businesses through nearly 106,000 loans.<sup>10</sup></li> </ul>
<b>Goal 10:</b> Reduced Inequality	<b>Target 10.2:</b>	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. <ul style="list-style-type: none"> <li>Introduced products and partnerships that provide simple, secure, and affordable money management tools to our 439M active accounts.</li> <li>Maintained average international remittance costs below 3% at approximately 2%.<sup>12</sup></li> </ul>
	<b>Target 10.C:</b>	Reduce to less than 3% the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5%	
<b>Goal 13:</b> Climate Action	<b>Target 13.1:</b>	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. <ul style="list-style-type: none"> <li>Continued to advance efforts to address climate-related risks to financial security globally through partnerships with Aspen Institute and the Climate Innovation for Adaptation &amp; Resilience (CIFAR) Alliance.</li> </ul>
	<b>Target 13.3:</b>	Improve education, awareness-raising, and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning	
<b>Goal 17:</b> Partnerships for the Goals	<b>Target 17.3:</b>	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. <ul style="list-style-type: none"> <li>Continued to enhance our services to enable customers in additional markets to make low-cost international money transfers.</li> <li>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.</li> </ul>
	<b>Target 17.7:</b>	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; 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, 2025. The external third-party report is available on our [website](#).

Description	FY25	FY24	FY23	GRI	SASB	UNGC
<b>About PayPal</b>						
<b>Organization and Reporting Practices</b>						
Organizational Details	About PayPal, <a href="#">page 4</a> <a href="#">Who We Are webpage</a>			2-1		
Activities, value chain, and other business relationships	About PayPal, <a href="#">page 4</a> <a href="#">2025 Annual Report/Business, pages 2-5</a>			2-6		
Mission, vision, and values	About PayPal, <a href="#">page 4</a> <a href="#">Who We Are webpage</a>					
Statement on sustainable development strategy	Message from Our President & CEO, <a href="#">page 3</a>			2-22		
Active accounts (in millions)	439	434	426		FN-CF-000.A	
Total Payment volume (in billions)	\$1,794	\$1,681	\$1,529		TC-SI-000.A	
Number of payment transactions (in billions)	25.4	26.3	25.0		TC-SI-000.A	
Annual Revenue (in billions)	\$33.17	\$31.80	\$29.77	201-1		
Markets Served <sup>19</sup>	~200	~200	~200	2-1, 2-6		
Additional operational and financial results	<a href="#">2025 Annual Report/Management's Discussion and Analysis of Financial Condition and Results of Operations, pages 30-48</a>			201-1		
Total research and development expenses (in billions)	\$1.5	\$1.5	\$1.6			
Total Tax paid (in millions)	<a href="#">2025 Annual Report/Management's Discussion and Analysis of Financial Condition and Results of Operations, page 42</a>			201-1		
Effective tax rate (GAAP)	17%	22%	22%			
Entities included in the organization's sustainability reporting	About PayPal, <a href="#">page 4</a> <a href="#">2025 Annual Report/Business, page 2</a>			2-2		
Reporting period, frequency, and contact point	This report covers calendar year 2025, unless otherwise stated. PayPal's CS&I reporting follows an annual cycle. For questions, please contact <a href="mailto:Sustainability@paypal.com">Sustainability@paypal.com</a> .			2-3		
Membership associations	Multiple references throughout this report, <a href="#">pages 20-21</a> <a href="#">PayPal Inc. Trade Associations (Federal &amp; State)</a>			2-28		
Approach to stakeholder engagement	Appendix/Issue Prioritization & Stakeholder Engagement, <a href="#">page 30</a> <a href="#">2026 Proxy Statement/Multiple references, pages 8, 40-41</a>			2-29		

# Corporate Sustainability & Impact Performance Metrics Table (cont.)

Description	FY25	FY24	FY23	GRI	SASB	UNGC
<b>About PayPal (cont.)</b>						
<b>Organization and Reporting Practices (cont.)</b>						
Process to determine significant topics	Appendix/Issue Prioritization and Stakeholder Engagement, <a href="#">page 30</a>			3-1		
List of significant topics	Appendix/Issue Prioritization and Stakeholder Engagement, <a href="#">page 30</a>			3-2		
Restatement of information	Included throughout this report as necessary.			2-4		
External assurance	<a href="#">Independent Limited Assurance Statement</a>			2-5		
<b>Corporate Governance</b>						
Governance structure and approach	Appendix/Corporate Sustainability & Impact Strategy and Oversight, <a href="#">page 31</a> <a href="#">2026 Proxy Statement/Corporate Governance, pages 27-39</a>			2-9, 2-12		
Independent Directors (% of Board)	<a href="#">2026 Proxy Statement/Election of Directors, pages 5-6</a>			2-9		
Board diversity (% of Board)	<a href="#">2026 Proxy Statement/Election of Directors, page 6</a>			405-1, 2-9		
Composition, nomination, and selection of the highest governance body	Appendix/Corporate Sustainability & Impact Strategy and Oversight, <a href="#">page 31</a> <a href="#">2026 Proxy Statement/Election of Directors, pages 11-26</a>			2-10, 2-11		
Highest governance body's role in managing and reporting impacts	Appendix/Corporate Sustainability & Impact Strategy and Oversight, <a href="#">page 31</a> <a href="#">2026 Proxy Statement/CS&amp;I Governance Structure, page 48</a>			2-13, 2-14		
Conflicts of interest	Appendix/Corporate Sustainability & Impact Strategy and Oversight, <a href="#">page 31</a> <a href="#">2026 Proxy Statement/Multiple references, pages 29, 42-43</a>			2-15		
Collective knowledge of the highest governance body	Appendix/Corporate Sustainability & Impact Strategy and Oversight, <a href="#">page 31</a> <a href="#">2026 Proxy Statement/Multiple references, pages 13, 15-25</a>			2-17		
Evaluation of performance of the highest governance body	<a href="#">2026 Proxy Statement/Board and Committee Evaluations, page 39</a>			2-18		
Remuneration policies and process	<a href="#">2026 Proxy Statement/Multiple references, pages 44-47, 56-91</a>			2-20, 2-19		
CEO pay ratio	<a href="#">2026 Proxy Statement/CEO Pay Ratio Disclosure, page 90</a>			2-21		
<b>Employees &amp; Culture<sup>20</sup></b>						
<b>Employee Recruitment &amp; Development</b>						
Approach to recruiting and managing a global workforce	Employees & Culture, <a href="#">page 7</a> <a href="#">Employees &amp; Culture webpage</a> <a href="#">Code of Business Conduct &amp; Ethics</a> <a href="#">Joint U.K. and Australia Modern Slavery Statement</a>			2-8, 3-3		Principle 6
Global employees	23,800	24,400	27,200	2-7	TC-SI-330a.1	
U.S.-based	9,600	8,900	10,200	2-7		
Nationalities	142	140	144	2-7		
Countries	28	28	27	2-7		

# Corporate Sustainability & Impact Performance Metrics Table (cont.)

Description	FY25	FY24	FY23	GRI	SASB	UNGC
<b>Employees &amp; Culture (cont.)<sup>20</sup></b>						
<b>Employee Recruitment &amp; Development (cont.)</b>						
Overall workforce by region						
Americas	46%	44%	45%	2-7		
Asia-Pacific	42%	44%	42%	2-7		
Europe and Middle East	12%	12%	13%	2-7		
Total voluntary turnover rate	11%	10%	10%	401-1		
Annual employee survey participation rate	80%	79%	82%			
Engagement score	75	76	77		TC-SI-330a.2	
Intent to stay score <sup>21</sup>	77	77	77			
Learning and development hours <sup>8</sup>	800,000	800,000	700,000	404-1		
Average hours per employee <sup>8</sup>	32.6	33.5	23.7	404-1		
<b>Employee Wellness</b>						
Approach to prioritizing employee total wellness	Employees & Culture/Employee Total Wellbeing, <a href="#">page 9</a> <a href="#">PayPal Benefits webpage</a>			403-6, 401-2, 403-1, 3-3		
Collective bargaining agreements	Not Applicable			2-30		Principles 1, 3
<b>Community Engagement</b>						
Approach to engaging employees for community impact	Employees & Culture/Employee Community Impact, <a href="#">page 10</a>			3-3		
Total corporate charitable contributions (in millions) <sup>4</sup>	\$24.0	\$21.9	\$40.2	201-1		
Workforce engaged in community impact activities	16,800	19,800	18,200			
Nonprofits supported through community impact activities	6,400	4,100+	4,200+			
Employee volunteer hours	104,000	~130,000	118,500			
<b>Workforce Metrics</b>						
Approach to fostering an inclusive environment that cultivates belonging	Employees & Culture/Building Community, <a href="#">page 10</a>			3-3		Principles 1, 6
Employee Resource Groups (ERGs)	8	8	8			
Participating employees	8,400	8,100	9,400			
Global gender pay equity <sup>2</sup>	100%	100%	100%	405-2		
U.S. ethnic pay equity <sup>2</sup>	100%	100%	100%			
Diverse Executive Officers (% of Executive Officers) <sup>22</sup>	85.7%	81.8%	71.4%	405-1		
Female (% of Executive Officers)	42.9%	36.4%	42.9%			
Ethnically diverse (% of Executive Officers)	57.1%	54.5%	28.6%			
Diverse workforce composition (% of overall workforce) <sup>23</sup>	55.7%	54.5%	54.6%	405-1	TC-SI-330a.3	

# Corporate Sustainability & Impact Performance Metrics Table (cont.)

Description	FY25	FY24	FY23	GRI	SASB	UNGC
<b>Employees &amp; Culture (cont.)<sup>20</sup></b>						
<b>Workforce Metrics (cont.)</b>						
Global disability (% of overall workforce) <sup>24</sup>	2.1%	1.6%	1.6%	405-1		
U.S. veteran status (% of U.S. workforce) <sup>25</sup>	3.1%	3.7%	4.3%			
U.S. LGBTQ+ (% of U.S. workforce)	2.7%	2.5%	2.8%			
Global gender diversity (% of global workforce)	41.8%			2-7, 405-1	TC-SI-330a.3	
<i>Female</i>	41.7%	42.6%	43.0%			
<i>Male</i>	58.1%	57.2%	56.9%			
Technical workforce by gender <sup>26</sup>				2-7, 405-1	TC-SI-330a.3	
<i>Female</i>	28.1%	29.1%	28.7%			
<i>Male</i>	71.7%	70.7%	71.1%			
Professional workforce by gender <sup>27</sup>				2-7, 405-1	TC-SI-330a.3	
<i>Female</i>	41.9%	42.8%	43.1%			
<i>Male</i>	57.9%	57.0%	56.7%			
Leadership by gender <sup>28</sup>				2-7, 405-1	TC-SI-330a.3	
<i>Female</i>	35.6%	35.0%	37.9%			
<i>Male</i>	64.4%	65.0%	62.1%			
U.S. ethnic diversity (% of U.S. workforce) <sup>29</sup>	<a href="#">Employees &amp; Culture/Building Community, page 10</a> <a href="#">PayPal EEO-1 Reports</a>			405-1	TC-SI-330a.3	
<b>Social Impact</b>						
<b>Business and Community Resilience</b>						
Average Xoom international remittance rate <sup>12</sup>	2.49%	2.42%	2.93%			Principle 1
<b>Expanding Access to Capital</b>						
Approach to promoting economic opportunity for small businesses and entrepreneurs	Social Impact/Expanding Access to Capital, <a href="#">page 15</a>			3-3, 203-2		Principle 1
Cumulative access to capital facilitated for small businesses (in billions) <sup>10</sup>	\$34.70	\$30.00	\$28.20			
Annual access to capital for small businesses (in billions) <sup>10</sup>	\$3.50	\$3.00	\$2.70			
Loans and cash advances facilitated to small businesses (total since 2013) (in millions) <sup>10</sup>	1.53	1.42	1.30			
Approach to advancing financial health	Social Impact/Expanding Access to Capital, <a href="#">page 15</a>			3-3		
Significant economic impacts	Social Impact/Expanding Access to Capital, <a href="#">page 15</a>			203-2		

# Corporate Sustainability & Impact Performance Metrics Table (cont.)

Description	FY25	FY24	FY23	GRI	SASB	UNGC
<b>Responsible Business Practices</b>						
<b>Business Ethics</b>						
Approach to upholding business ethics	Responsible Business Practices/Business Ethics, <a href="#">page 20</a> <a href="#">Responsible Business Practices webpage</a>			3-3		
Risk and compliance management	Responsible Business Practices/Risk Management and Compliance, <a href="#">page 19</a> <a href="#">2025 Annual Report/Risk Factors, pages 12-26</a>			2-27		
Anti-corruption policies and procedures	<a href="#">Code of Business Conduct &amp; Ethics</a>			205-2		Principle 10
Monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	<a href="#">2025 Annual Report/Legal Proceedings, page 105</a>			206-1	TC-SI-520a.1	
Employee completion of annual compliance training (% of total workforce) <sup>3</sup>	100%	100%	100%	2-24, 205-2		Principles 6, 10
Communication of critical concerns	<a href="#">Code of Business Conduct &amp; Ethics</a>			2-16		
Processes to remediate negative impacts	<a href="#">Code of Business Conduct &amp; Ethics</a>			2-25		
Mechanisms for seeking advice and raising concerns	<a href="#">Code of Business Conduct &amp; Ethics</a>			2-26		Principle 6
Policy commitments	Responsible Business Practices/Business Ethics, <a href="#">page 20</a> <a href="#">Code of Business Conduct &amp; Ethics</a> <a href="#">Environmental Risk Management Policy</a>			2-23		Principles 1, 2, 6, 7, 10
Embedding policy commitments	Responsible Business Practices/Business Ethics, <a href="#">page 20</a> <a href="#">Code of Business Conduct &amp; Ethics</a>			2-24		
Approach to respecting human rights	Responsible Business Practices/Business Ethics, <a href="#">page 20</a> <a href="#">Code of Business Conduct &amp; Ethics</a> <a href="#">Joint U.K. and Australia Modern Slavery Statement</a>			409-1, 3-3, 408-1		Principles 1, 2, 4, 5
Political engagement and transparency approach	Responsible Business Practices/Business Ethics, <a href="#">page 20</a> <a href="#">Political Engagement and Transparency Policy</a> <a href="#">Political Spending and Lobbying Disclosures</a>			415-1		
Business continuity risks related to disruptions of operations	Responsible Business Practices/Risk Management and Compliance, <a href="#">page 19</a> <a href="#">2025 Annual Report/Risk Factors, pages 19-26</a>				TC-SI-550a.2	
Approach to sustainable supply chain management	Responsible Business Practices/Business Ethics, <a href="#">page 20</a> ; Environmental Sustainability/Climate Action, <a href="#">page 25</a> <a href="#">Third Party Code of Business Conduct &amp; Ethics</a>			2-6, 3-3		Principles 1, 4, 5, 6, 8
<b>Cybersecurity</b>						
Approach to identifying and addressing data security risks	Responsible Business Practices/Cybersecurity and Secure Transactions, <a href="#">page 21</a> <a href="#">Responsible Business Practices webpage</a>			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, <a href="#">page 21</a> <a href="#">Acceptable Use Policy</a>			3-3		Principles 1, 2
Transaction loss rate <sup>30</sup>	0.07%	0.07%	0.08%		FN-CF-230a.2	

# Corporate Sustainability & Impact Performance Metrics Table (cont.)

Description	FY25	FY24	FY23	GRI	SASB	UNGC
<b>Responsible Business Practices (cont.)</b>						
<b>Data Privacy</b>						
Approach, policies, and practices relating to user privacy	Responsible Business Practices/Privacy and Data Management Oversight, <a href="#">page 22</a> <a href="#">Responsible Business Practices webpage</a> , <a href="#">PayPal Privacy Statement</a> , <a href="#">Privacy Hub</a>			3-3	TC-SI-220a.1	Principle 1
Monetary losses as a result of legal proceedings associated with user privacy	<a href="#">2025 Annual Report/Legal Proceedings</a> , <a href="#">page 105</a>			418-1	FN-CF-220a.2, TC-SI-220a.3	
<b>Environmental Sustainability</b>						
<b>Climate Action</b>						
Approach to climate change	Environmental Sustainability/Climate Action, <a href="#">pages 25-27</a> <a href="#">Environmental Sustainability webpage</a> <a href="#">Environmental Risk Management Policy</a> <a href="#">Reporting and Other Resources webpage</a> <a href="#">Third Party Code of Business Conduct &amp; Ethics</a>			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, <a href="#">pages 26-27</a> <a href="#">Environmental Sustainability webpage</a>				TC-SI-130a.3	Principles 7, 8
Global energy use (MWh in thousands)	231.5	230.1	243.1	302-1	TC-SI-130a.1	
Offices	35.0	34.9	49.6			
Data centers	196.5	195.2	193.5			
Clean energy (% of total energy use) <sup>15</sup>	92%	91%	89%		TC-SI-130a.1	Principle 8
Offices (% of energy use)	47%	45%	46%			
Data centers (% of energy use)	100%	100%	100%			
Science-based targets						
Reduction in absolute operational GHG emissions (% since 2019 baseline)	-78.9%	-79.5%	-75.1%	305-5		
Suppliers who meet our climate criteria (% of suppliers by spend) <sup>7</sup>	57%	N/A	N/A			
GHG emissions by Scope (MTCO <sub>2e</sub> in thousands) <sup>31</sup>	578.6	478.1	515.1			
Scope 1	2.1	2.1	3.5	305-1		
Scope 2 (MBM) <sup>16</sup>	9.1	8.8	9.8	305-2		
Scope 3 <sup>32</sup>	567.4	467.2	502	305-3		
Purchased goods and services	471.2	398.7	431			
Crypto-related <sup>33</sup>	100.4	114.6	80			
Capital goods	32.8	26.0	27			
Fuel and Energy-Related Activities (FERA) (MBM)	6.5	7.2	9			
Upstream transportation and distribution	1.2	5.0	12			

# Corporate Sustainability & Impact Performance Metrics Table (cont.)

Description	FY25	FY24	FY23	GRI	SASB	UNGC
<b>Environmental Sustainability (cont.)</b>						
<b>Climate Action (cont.)</b>						
Business travel	20.1	12.3	5.8			
Employee commuting <sup>34</sup>	5.0	18.0	18.3			
GHG emissions by Scope (MTCO <sub>2</sub> e in thousands, LBM) <sup>35</sup>						
Scope 2	75.4	79.0	86.8	305-2		
Scope 3 FERA	17.8	18.1	23.0	305-3		
Carbon intensity per transaction (grams CO <sub>2</sub> ) <sup>36</sup>	0.4	0.41	0.5	305-4		
<b>Natural Resource Management</b>						
Approach to managing natural resources	Environmental Sustainability/Natural Resource Management, <a href="#">page 27</a> <a href="#">Environmental Sustainability webpage</a>			3-3		Principles 7, 8
Total water withdrawn (gallons) (in millions) <sup>37</sup>	31.9	43.8	56.8	303-5	TC-SI-130a.2	
IT hardware retired (metric tons)	213.5	264.4	375	306-3		
Sold or donated for refurbishment and reuse	35%	30%	52%	306-4		
Transferred to secure disposal vendors	65%	70%	48%	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. Excludes exempt employees that are on leave as of the compliance training deadline.
4. Includes donations, matching gifts, grants, and in-kind donations.
5. 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.
6. Measurement for this target will begin on January 1, 2026, and will be conducted annually on a calendar year basis. We will measure our impact using reporting from our strategic partners and recipients of relevant corporate giving. Individuals or small businesses may be counted more than once if they participate in a program in multiple years.
7. Beginning in 2025, we updated the methodology for this metric to reflect our updated supplier climate target, which more directly focuses on supply chain climate risks relevant to the business. As part of this update, the supplier minimum climate criteria were refined to emphasize supplier disclosure of Scope 1 and Scope 2 GHG emissions and the establishment of emissions reduction targets. See [Supply Chain Risk Management](#) for more information.
8. Methodology was updated in 2024 to include compliance training hours. Prior years have not been restated.
9. Percentage of employees that participated in community impact initiatives or activities, including volunteering and/or giving, and is based on self-reported data.
10. Through PayPal Business Loans, PayPal Working Capital, and PayPal Loan Builder 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 Business Loans, PayPal Working Capital, and PayPal Loan Builder is WebBank.
11. <https://www.kiva.org/blog/20-years-of-collective-action-millions-of-dreams-funded>
12. 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. Represents Xoom product fees as a percentage of Xoom total payment volume.
13. Represents funds raised by PayPal Giving Fund to benefit charities globally.
14. Total clean energy procured for data centers as a percentage of global data center energy use.
15. Clean energy refers to energy from generation sources for which zero GHGs are emitted as a result of the energy generation.
16. Scope 2 emissions data is calculated using the GHG Protocol Market Based Measures (MBM), which includes purchases of clean energy based contractual instruments.
17. 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. 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.
18. In 2025, we updated our reporting terminology to reference our water withdrawal instead of our water consumption, as we believe this more accurately reflects how PayPal measures and tracks water use across our operations. Our underlying measurement and calculation approach is unchanged from prior years.
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. Employees of Paidy, a subsidiary of PayPal, are excluded from all workforce metrics except for the total number of global employees.
21. Whether the employee intends to work at PayPal in two years.
22. Executive Officers include those individuals identified as Executive Officers of the Company in our 2026 Proxy Statement, as of 3/25/26. 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. Technical roles include employees in our engineering, information technology, and technology operations.
27. Professional is defined as Director roles and below.
28. Leadership is defined as Senior Director roles and above.
29. Ethnically diverse is based on 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.
30. 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).
31. CO<sub>2</sub> emissions represent over 98% of combined Scope 1 and Scope 2 Market-Based emissions. Of the remaining gases, N<sub>2</sub>O and CH<sub>4</sub> represent approximately 1%, and HFCs and other refrigerant gases represent less than 1%.
32. Total Scope 3 emissions and spend-based emissions estimates are rounded to the nearest 1,000 metric tons CO<sub>2</sub>e 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. Cryptocurrency-related emissions are accounted for as purchased goods and services, consistent with the GHG Protocol, Value Chain Standard.
34. Previously, PayPal reported emissions from employee commuting alongside emissions from remote work (in Scope 3 category 7). For 2025 reporting, PayPal did not include emissions from remote work because the Greenhouse Gas Protocol does not consider these emissions mandatory to report. For 2023 and 2024, the emissions from employee commuting and remote work are reported together with the breakdown as follows: 2023 - 5,765 MT CO<sub>2</sub>e from employee commuting, 12,564 MT CO<sub>2</sub>e from remote work; 2024 - 6,951 MT CO<sub>2</sub>e from employee commuting, 11,026 MT CO<sub>2</sub>e from remote work.
35. Calculated using the GHG Protocol location-based method (LBM), which does not incorporate contractual instruments such as energy attribute certificates.
36. Calculation includes operational emissions from all Scope 1 and 2 sources, including our corporate aircraft.
37. In 2025, we updated our reporting to disclose water withdrawal rather than water consumption, as this more accurately reflects how PayPal measures and tracks water use across our operations. Our underlying measurement and calculation approach is unchanged from prior years; this update is a terminology change only. 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.