

PayPal's GRI Index

This index maps our latest disclosures from the 2023 Global Impact Report and other public documents to the Global Reporting Initiative (GRI) standards, which aim to help businesses and other organizations take responsibility for their impacts by providing them with the global common language to communicate those impacts. 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. To read our full Corporate Sustainability & Impact (“CS&I”) Performance Metrics table, please see the [2023 Global Impact Report](#).

Bureau Veritas UK provided an independent limited assurance opinion on select CS&I metrics (those denoted with a ^). A full assurance statement including limitations and exclusions can be found on [pages 45-46 of the 2023 Global Impact Report](#).

Topic	General Disclosures	Response/Location	FY23	FY22	FY21
General Disclosures	2-1 Organizational details	2023 Global Impact Report/About PayPal, page 4			
		Who We Are webpage			
		Markets served ¹	~200	200+	200+
	2-2 Entities included in the organization’s sustainability reporting	2023 Global Impact Report/About PayPal, page 4			
		2023 Annual Report/Business, pages 2-3			
	2-3 Reporting period, frequency, and contact point	The 2023 Global Impact Report and this index cover calendar year 2023. PayPal’s CS&I reporting follows an annual cycle. For questions, please contact Sustainability@paypal.com .			
	2-4 Restatements of information	Included throughout the 2023 Global Impact Report and this index as necessary.			
	2-5 External assurance	2023 Global Impact Report/Appendix/Independent Limited Assurance Statement, pages 45-46			
	2-6 Activities, value chain and other business relationships	2023 Global Impact Report/About PayPal, page 4			
		2023 Annual Report/Business, pages 2-6			
		Markets served ¹	~200	200+	200+
		2023 Global Impact Report/Responsible Business Practices/Business Ethics, page 14 ; Employees & Culture/Belonging, page 25 ; Environmental Sustainability/Climate-Related Risk Management, page 30			
		Supplier Diversity Program			
		Third Party Code of Business Conduct & Ethics			
	2-7 Employees	Global employees ²	~27,000	29,900	30,900
		U.S.-based	10,250	11,800	13,100
		Nationalities	144	148	154
		Countries	27	27	~30
		Overall workforce by region			
		Americas	45%	44%	–
		Asia-Pacific	42%	43%	–
		Europe and Middle East	13%	13%	–
		2023 Global Impact Report/Employees & Culture/Belonging, page 26			
		Global gender diversity (% of global workforce)			
		Female	43.0%^	44.0%^	43.7%^
		Male	56.9%	55.9%	56.2%
		Non-binary	0.08%	0.07%	0.04%

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Topic	General Disclosures	Response/Location	FY23	FY22	FY21
General Disclosures (cont.)	2-8 Workers who are not employees	2023 Global Impact Report/Employees & Culture/Global Talent Management, page 22 Employees & Culture webpage Code of Business Conduct & Ethics Joint U.K. and Australia Modern Slavery Statement			
	2-9 Governance structure and composition	2023 Global Impact Report/About PayPal/Governance & Corporate Sustainability & Impact Oversight, page 7 2024 Proxy Statement/Corporate Governance, pages 23-30			
		Independent Directors (% of Board)	90.9%	91.7%	91.7%
		Board diversity (% of Board) ³	50.0%	50.0%	50.0%
		Gender diversity (% of women on the Board)	33.3%	33.3%	33.3%
		Ethnic diversity (% of Board identifying as ethnically diverse) ⁴	16.7%	16.7%	16.7%
	2-10 Nomination and selection of the highest governance body	2023 Global Impact Report/About PayPal/Governance & Corporate Sustainability & Impact Oversight, page 7 2024 Proxy Statement/Corporate Governance, pages 23-30			
	2-11 Chair of the highest governance body	2023 Global Impact Report/About PayPal/Governance & Corporate Sustainability & Impact Oversight, page 7 2024 Proxy Statement/Election of Directors, pages 13-22			
	2-12 Role of the highest governance body in overseeing the management of impacts	2023 Global Impact Report/About PayPal/Governance & Corporate Sustainability & Impact Oversight, page 7 2024 Proxy Statement/Corporate Governance, pages 23-30			
	2-13 Delegation of responsibility for managing impacts	2023 Global Impact Report/About PayPal/Governance & Corporate Sustainability & Impact Oversight, page 7 2024 Proxy Statement/CS&I Governance Structure, page 40			
	2-14 Role of the highest governance body in sustainability reporting				
	2-15 Conflicts of interest	2024 Proxy Statement/Multiple references, pages 24, 34-36			
	2-16 Communication of critical concerns	Code of Business Conduct & Ethics, page 8			
	2-17 Collective knowledge of the highest governance body	2023 Global Impact Report/About PayPal/Governance & Corporate Sustainability & Impact Oversight, page 7 2024 Proxy Statement/Multiple references, pages 15, 17-22, 31, 40-41			
	2-18 Evaluation of the performance of the highest governance body	2024 Proxy Statement/Board and Committee Evaluations, page 32			
	2-19 Remuneration policies	2024 Proxy Statement/Multiple references, pages 37-39, 51-93			
	2-20 Process to determine remuneration				
	2-21 Annual total compensation ratio	2024 Proxy Statement/CEO Pay Ratio Disclosure, page 92			
	2-22 Statement on sustainable development strategy	2023 Global Impact Report/Message from Our President & CEO, page 3			
	2-23 Policy commitments	2023 Global Impact Report/Responsible Business Practices/Business Ethics, page 14 Code of Business Conduct & Ethics Environmental Risk Management Policy			

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Topic	General Disclosures	Response/Location	FY23	FY22	FY21
General Disclosures (cont.)	2-24 Embedding policy commitments	2023 Global Impact Report/Responsible Business Practices/Business Ethics, page 14 Code of Business Conduct & Ethics			
		Employee completion of annual training (% of total workforce) ⁵	100%^	100%^	100%^
	2-25 Processes to remediate negative impacts	Code of Business Conduct & Ethics			
	2-26 Mechanisms for seeking advice and raising concerns	Code of Business Conduct & Ethics, page 8			
	2-27 Compliance with laws and regulations	2023 Global Impact Report/Responsible Business Practices/Risk Management & Compliance, page 13 2023 Annual Report/Risk Factors, pages 14-28			
	2-28 Membership associations	2023 Global Impact Report/Multiple references throughout this report, pages 10, 18, 30, 33 PayPal Inc. Trade Associations (Federal & State)			
	2-29 Approach to stakeholder engagement	2023 Global Impact Report/About PayPal/Issue Prioritization & Stakeholder Engagement, page 6 2024 Proxy Statement/Multiple references, pages 8, 32-34, 41, 43			
	2-30 Collective bargaining agreements	Not applicable			
Topic	Topic Specific Disclosures	Response/Location	FY23	FY22	FY21
Material Topics	3-1 Process to determine significant topics	2023 Global Impact Report/About PayPal/Issue Prioritization & Stakeholder Engagement, page 6			
	3-2 List of significant topics	2024 Proxy Statement/Corporate Sustainability and Impact Strategy, page 41			
Economic Performance	3-3 Management of material topics	2023 Annual Report/Management’s Discussion and Analysis of Financial Condition and Results of Operations, pages 32-51 2023 Annual Report/Management’s Discussion and Analysis of Financial Condition and Results of Operations, page 45			
	201-1 Direct economic value generated and distributed	Annual revenue (in billions)	\$29.77	\$27.52	\$25.37
		2023 Annual Report/Management’s Discussion and Analysis of Financial Condition and Results of Operations, page 45			
		Total corporate charitable contributions (in millions) ⁶	\$40.2	\$28.9	\$38.3
Indirect Economic Impacts	3-3 Management of material topics	2023 Global Impact Report/Environmental Sustainability/Climate-Related Risk Management, pages 29-30 Environmental Sustainability webpage Environmental Risk Management Policy TCFD Index Third Party Code of Business Conduct & Ethics, page 3			
		2023 Global Impact Report/Social Innovation/Products & Partnerships to Support SMBs, page 16			
	203-2 Significant indirect economic impacts	2023 Global Impact Report/Social Innovation/Financial Health & Consumer Convenience, page 29			
	205-2 Communication and training about anti-corruption policies and procedures	2023 Global Impact Report/Business Ethics, page 14 Code of Business Conduct & Ethics, pages 31-33, 39-41			
Anti-competitive Behavior	3-3 Management of material topics	Employee completion of annual training (% of total workforce) ⁵	100%^	100%^	100%^
	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	2023 Annual Report/Legal Proceedings, page 109			

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Topic	Topic Specific Disclosures	Response/Location	FY23	FY22	FY21
Energy	3-3 Management of material topics	2023 Global Impact Report/Environmental Sustainability/Climate-Related Risk Management, pages 29-30			
	302-4 Reduction of energy consumption	Environmental Sustainability webpage Environmental Risk Management Policy TCFD Index Third Party Code of Business Conduct & Ethics, page 3			
	302-1 Energy consumption within the organization	Global energy use (MWh in thousands) ⁷	243.1 [^]	259.8 [^]	256.6 [^]
		Facilities	49.6	59.6	51.7
		Data centers	193.5	200.3	204.9
Water and Effluents	3-3 Management of material topics	2023 Global Impact Report/Environmental Sustainability/Natural Resource Management, page 31 Environmental Sustainability webpage			
	303-5 Water consumption	Total water consumed (gallons) (in millions) ⁸	56.8 [^]	79.1 [^]	77.6
Emissions	3-3 Management of material topics	2023 Global Impact Report/Environmental Sustainability/Mitigating Our Climate-Related Risks, pages 29-30 Environmental Sustainability webpage Environmental Risk Management Policy TCFD Index Third Party Code of Business Conduct & Ethics, page 3			
	305-1 Direct (Scope 1) GHG emissions	Scope 1 (MTCO ₂ e in thousands)	3.5 [^]	3.9 [^]	2.6 [^]
	305-2 Energy indirect (Scope 2) GHG emissions	Scope 2 (MTCO ₂ e in thousands, MBM) ⁹	9.8 [^]	6.7 [^]	11.7 [^]
		Scope 2 (MTCO ₂ e in thousands, LBM) ¹⁰	86.8 [^]	101.4 [^]	99.0
	305-3 Other indirect (Scope 3) GHG emissions	Scope 3 (MTCO ₂ e in thousands) ^{7,11}	502	507	522
		Purchased goods and services	431	448	446
		Crypto-related	80	68	48
		Capital goods	27	16	46
		Fuel and Energy-Related Activities (FERA) (MBM)	9.0 [^]	8.8 [^]	9.3 [^]
		Upstream transportation and distribution	12	11	1
		Business travel ¹¹	5.8 [^]	6.2 [^]	0.8 [^]
		Employee commuting and remote working ¹³	18.3 [^]	17.0 [^]	18.7
		Scope 3 FERA (MTCO ₂ e in thousands, LBM) ¹⁰	23.0 [^]	34.4 [^]	34.4
	305-4 GHG emissions intensity	Carbon intensity per transaction (grams CO ₂) ¹⁴	0.5	0.5	0.7
	305-5 Reduction of GHG emissions	Reduction in operational GHG emissions (% since 2019 baseline) ¹⁵	-75.1% [^]	-80.1% [^]	-73.1% [^]

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Topic	Topic Specific Disclosures	Response/Location	FY23	FY22	FY21
Waste	3-3 Management of material topics	2023 Global Impact Report/Environmental Sustainability/Natural Resources Management, page 31 Environmental Sustainability webpage			
	306-3 Waste generated	IT hardware retired (metric tons)	375	338	410
	306-4 Waste diverted from disposal	Sold or donated for refurbishment and reuse	52%	75%	74%
	306-5 Waste directed to disposal	Transferred to secure disposal vendors	48%	25%	26%
	3-3 Management of material topics	2023 Global Impact Report/Employees & Culture/Global Talent Management, pages 22-24			
Employment	401-1 New employee hires and employee turnover	Total annual turnover rate ¹⁶	21.0% ^	23.8% ^	15.6% ^
		Attrition ^{17,18}			
		Global attrition by gender			
		Female	47.6%	–	–
		Male	52.1%	–	–
		Non-binary	0.2%	–	–
		U.S. attrition by ethnic diversity			
		American Indian or Alaska Native	0.3%	–	–
		Asian	26.0%	–	–
		Black or African American	15.1%	–	–
		Hispanic or Latinx	11.4%	–	–
		Native Hawaiian or Pacific Islander	0.4%	–	–
		Two or More Races	3.7%	–	–
		White	38.2%	–	–
		Hiring ^{17,19}			
		Global hiring by gender			
		Female	41.7%	–	–
		Male	57.7%	–	–
		Non-binary	0.3%	–	–
		U.S. hiring by ethnic diversity			
		American Indian or Alaska Native	0.1%	–	–
		Asian	42.6%	–	–
		Black or African American	7.4%	–	–
		Hispanic or Latinx	8.1%	–	–
		Native Hawaiian or Pacific Islander	0.2%	–	–
		Two or More Races	2.6%	–	–
		White	32.6%	–	–

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PayPal’s GRI Index (cont.)

Topic	Topic Specific Disclosures	Response/Location	FY23	FY22	FY21
Employment (cont.)	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	2023 Global Impact Report/Employees & Culture/Global Talent Management, page 22 PayPal Benefits webpage			
Occupational Health and Safety	3-3 Management of material topics	2023 Global Impact Report/Employees & Culture/Global Talent Management, page 22			
	403-1 Occupational health and safety management system				
	403-6 Promotion of worker health				
Training and Education	3-3 Management of material topics	2023 Global Impact Report/Employees & Culture/Global Talent Management, page 23			
	404-1 Average hours of training per year per employee	Learning and development hours (in millions) ²⁰	0.7	0.9	–
		Employees engaged in learning resources	28,100	27,700	–
		Average hours per employee	23.7	32.6	–
		Self-directed courses accessed ²¹	81,000	98,600	112,500
Diversity and Equal Opportunity	3-3 Management of material topics	2023 Global Impact Report/About PayPal/Governance & Corporate Sustainability & Impact Oversight, page 7 2023 Global Impact Report/Employees & Culture/Belonging, pages 25-26 PayPal EEO-1 Reports			
	405-1 Diversity of governance bodies and employees	Board diversity (% of Board) ³	50.0%	50.0%	50.0%
		Gender diversity (% of women on the Board)	33.3%	33.3%	33.3%
		Ethnic diversity (% of Board identifying as ethnically diverse) ⁴	16.7%	16.7%	16.7%
		Diverse executive leadership (% of executive leadership) ^{17,22}	71.4%	63.6%	55.6%
		Female (% of executive leadership)	42.9%	27.3%	22.2%
		Ethnically diverse (% of executive leadership) ⁴	28.6%	54.6%	44.4%
		Diverse workforce representation (% of overall workforce) ^{17,23}	54.6% [^]	55.9% [^]	56.1% [^]
		Global disability (% of overall workforce) ²⁴	1.6%	1.7%	1.6%
		2023 Global Impact Report/Employees & Culture/Belonging, page 26			

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PayPal’s GRI Index (cont.)

Topic	Topic Specific Disclosures	Response/Location	FY23	FY22	FY21
Diversity and Equal Opportunity (cont.)	405-1 Diversity of governance bodies and employees (cont.)	Global gender diversity (% of global workforce) ¹⁷			
		Female	43.0%^	44.0%^	43.7%^
		Male	56.9%	55.9%	56.2%
		Non-binary	0.08%	0.07%	0.04%
		Technical workforce by gender ²⁵			
		Female	28.7%	28.1%	27.3%
		Male	71.1%	71.7%	72.6%
		Non-binary	0.11%	0.12%	0.05%
		Professional workforce by gender ²⁶			
		Female	43.1%	44.2%	43.9%
		Male	56.7%	55.7%	56.0%
		Non-binary	0.08%	0.07%	0.04%
		Leadership by gender ²⁷			
		Female	37.9%	36.0%	33.4%
		Male	62.1%	64.0%	66.6%
		Non-binary	0.00%	0.00%	0.00%
		U.S. ethnic diversity (% of U.S. workforce) ^{4,17}	53.9%^	54.0%^	51.7%^
		American Indian or Alaska Native	0.2%	0.2%	0.3%
		Asian	37.2%	34.5%	32.7%
		Black or African American	6.5%	8.3%	7.4%
		Hispanic or Latinx	7.4%	8.2%	8.6%
		Native Hawaiian or Pacific Islander	0.3%	0.3%	0.3%
		Two or More Races	2.2%	2.5%	2.4%
		White	42.7%	42.6%	44.8%
		Technical workforce ethnic diversity ²⁵	69.2%	68.5%	67.4%
		American Indian or Alaska Native	0.1%	0.1%	0.1%
		Asian	60.9%	59.7%	58.9%
		Black or African American	2.3%	2.5%	2.3%
		Hispanic or Latinx	3.9%	4.1%	4.2%
		Native Hawaiian or Pacific Islander	0.2%	0.3%	0.2%
		Two or More Races	1.7%	1.8%	1.6%
		White	27.0%	28.2%	29.3%

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PayPal’s GRI Index (cont.)

Topic	Topic Specific Disclosures	Response/Location	FY23	FY22	FY21
Diversity and Equal Opportunity (cont.)	405-1 Diversity of governance bodies and employees (cont.)	Professional workforce ethnic diversity ²⁶	54.4%	54.6%	52.2%
		American Indian or Alaska Native	0.2%	0.2%	0.3%
		Asian	37.6%	34.8%	32.9%
		Black or African American	6.7%	8.4%	7.5%
		Hispanic or Latinx	7.4%	8.3%	8.7%
		Native Hawaiian or Pacific Islander	0.3%	0.3%	0.3%
		Two or More Races	2.2%	2.5%	2.5%
		White	42.3%	42.0%	44.3%
		Leadership ethnic diversity ²⁷	41.5%	37.4%	37.2%
		American Indian or Alaska Native	0.0%	0.0%	0.0%
		Asian	28.5%	26.4%	27.0%
		Black or African American	3.3%	3.6%	4.0%
		Hispanic or Latinx	6.8%	5.0%	4.5%
		Native Hawaiian or Pacific Islander	0.0%	0.0%	0.0%
		Two or More Races	2.8%	2.5%	1.7%
		White	53.3%	57.7%	58.4%
		Underrepresented minorities by role (% of U.S. workforce) ^{17,28}			
		Overall workforce	16.5%	19.5%	18.9%
		Technical ²⁵	8.3%	8.9%	8.5%
		Professional ²⁶	16.8%	19.8%	19.3%
		Leadership ²⁷	13.0%	11.0%	10.2%
		Ethnically diverse women by role (% of U.S. workforce) ^{4,17}			
		Overall workforce	23.3%	24.3%	22.8%
		Technical	23.2%	22.6%	22.0%
		Professional	23.6%	24.7%	23.1%
		Leadership	16.5%	14.2%	13.2%
		Ethnically diverse men by role (% of U.S. workforce) ^{4,17}			
		Overall workforce	30.5%	29.6%	28.9%
		Technical	46.0%	45.8%	45.3%
		Professional	30.7%	29.9%	29.0%
		Leadership	25.0%	23.2%	24.0%
	405-2 Ratio of basic salary and remuneration of women to men	Global gender pay equity ²⁹	100%	100%	100%

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PayPal’s GRI Index (cont.)

Topic	Topic Specific Disclosures	Response/Location	FY23	FY22	FY21
Child Labor	3-3 Management of material topics	2023 Global Impact Report/Responsible Business Practices/Business Ethics, page 14			
	408-1 Operations and suppliers at significant risk for incidents of child labor	Code of Business Conduct & Ethics, page 46 Joint U.K. and Australia Modern Slavery Statement			
Forced or Compulsory Labor	3-3 Management of material topics	2023 Global Impact Report/Responsible Business Practices/Business Ethics, page 14			
	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Code of Business Conduct & Ethics, page 46 Joint U.K. and Australia Modern Slavery Statement			
Public Policy	3-3 Management of material topics	2023 Global Impact Report/Responsible Business Practices/Business Ethics, page 14			
	415-1 Political contributions	Political Engagement and Transparency Policy Political Spending and Lobbying Disclosures			
Customer Privacy	3-3 Management of material topics	2023 Global Impact Report/Responsible Business Practices/Data Management & Privacy, pages 11-12 Responsible Business Practices webpage , PayPal Privacy Statement , Privacy Hub			
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	2024 Annual Report/Legal Proceedings, page 109			
Cybersecurity	3-3 Management of material topics	2023 Global Impact Report/Responsible Business Practices/Cybersecurity & Secure Transactions, pages 9-10 Responsible Business Practices webpage Acceptable Use Policy			

Endnotes

¹ 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.

² As of December 31 of each year.

³ As of December 31 of each year. Diverse is defined as women and U.S. ethnically diverse men based on U.S. EEO-1 defined categories.

⁴ Ethnically diverse includes U.S. EEO-1 defined categories American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or Other Pacific Islander, or Two or More Races.

⁵ Does not include exempt employees that are on leave during the due date of trainings.

⁶ Includes donations, matching gifts, grants, and in-kind donations.

⁷ Due to rounding, numbers presented may not reflect exact totals.

⁸ Water consumption data is collected from facilities under PayPal’s operational control utilizing direct reporting and estimated data. All PayPal data center premises are housed in co-location data center facilities and, as such, we do not have operational control of water use from data centers, nor do co-location data center facilities have the ability to measure water consumption for PayPal’s premises. We engage with our data center co-location providers on water management best practices as part of our overall service agreements and requirements.

⁹ Scope 2 emissions data is calculated using the GHG Protocol market-based method (MBM), which includes purchases of renewable energy based contractual instruments.

¹⁰ Calculated using the GHG Protocol location-based method (LBM), which does not incorporate contractual instruments such as energy attribute certificates.

¹¹ Total Scope 3 emissions and spend-based emissions estimates are rounded to the nearest 1,000 metric tons CO2e to reflect limitations in the underlying data sources and estimation methodologies.

¹² As part of our commitment to sustainable business travel, we have worked directly with preferred travel vendors to refine our emissions calculation methodology. We will continue to work with vendors to enhance the granularity of employee travel information upon which our business travel GHG emissions calculations are based.

¹³ Employee commuting emissions are estimated using average monthly office attendance data, employee transportation survey data, and U.S. EPA transportation mode emissions factors and are limited by data availability. Employee remote working emissions are estimated using average monthly remote working data and the remote working emissions methodology published by Anthesis Group in the Estimating Energy Consumption and GHG Emissions for Remote Workers white paper. We will periodically review publicly available methodologies and evaluate opportunities to enhance the quality and quantity of data available for estimating employee commuting and remote working emissions.

¹⁴ Calculation includes operational emissions from all Scope 1 and 2 market-based method (MBM) sources, including corporate jet.

¹⁵ Operational greenhouse gas emissions include those emission sources covered by Scope 1 and Scope 2 market-based method (MBM) as defined by the Greenhouse Gas Protocol and the Science Based Targets initiative. In 2019, the base year for our operational emissions target, Scope 1 and 2 emissions totaled 53,100 metric tons. While we observed operational GHG reductions exceeding our 2025 goal we recognize that in future years this may change as the Company continues to grow.

¹⁶ Total turnover rate includes voluntary and involuntary employee attrition over the last 12 months ending December of each year.

¹⁷ Workforce representation metrics in this section of the GRI Index are based on self reported data. Due to rounding and exclusion of employees who do not self-identify, numbers presented may not reflect exact totals.

¹⁸ Values represent percentage of total voluntary and involuntary departures.

¹⁹ Values represent percentage of total hires.

²⁰ Prior year values have been restated to reflect updated calculation methodology.

²¹ Self-paced learning courses offered through PayPal on LinkedIn Learning, Udemy, and O’Reilly that were accessed by employees.

²² FY23 values as of March 27, 2024, and all prior year values as of December 31 of each year. Executive Leadership includes those individuals identified as Executive Officers of the Company in our 2024 Proxy Statement. Diverse is defined as women and U.S. ethnically diverse men.

²³ Total diverse workforce representation 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 it is legally allowed or required to disclose.

²⁵ Technical roles include employees in engineering, information technology, and technology operations.

²⁶ Professional is defined as Director roles and below.

²⁷ Leadership is defined as Senior Director roles and above.

²⁸ U.S. employees who identify as Black or African American, Hispanic or Latinx, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, or Two or More Races.

²⁹ Pay equity analysis based on total compensation is defined as base salary, annual bonus, and annual equity awards.

[^] Received limited external assurance on this metric in current and/or previous reporting periods.