

Yahoo EMEA Limited Gender Pay Report - 2022

OVERVIEW

This summary explains the Irish gender pay gap results for Yahoo EMEA Limited, the narrative to support our results and the actions the organisation will take to improve the results.

The Irish Government's gender pay gap report requirements mandate that Yahoo EMEA Limited aggregate data for all jobs in a relevant entity without comparing how women and men that perform similar work are paid. Because our Irish workforce has more men than women in certain areas of our business and consequently hourly pay quartiles, the data reflects the existence of a pay gap. However, please note that Yahoo EMEA Limited remains dedicated to our ongoing commitments to paying employees equitably for performing similar work and increasing the representation of women across our Irish businesses.

It's important to highlight that the concept of gender has evolved in recent years to include more identities and expressions beyond "men and women." The legal requirement for Ireland's Gender Pay Gap report is to identify compensation gaps using "men" and "women" as categories. Our Yahoo team has written the report in compliance with Irish legislation. We want to acknowledge that non-binary employees will not be accurately represented within the terms "men and women" and that our journey at Yahoo will continue to improve Diversity, Equity, Inclusion (DEI) and feelings of belonging for all genders.

OUR RESULTS

Heading	Mean	Median
Hourly Pay - All Employees*	25.1%	22.3%
Bonus Gap	42.2%	39.1%

Note: The company was unable to report on the pay gap for part-time or temporary employees due to insufficient sample sizes within these groups

What is the mean?

The difference in the average hourly rate of men's and women's pay.

What is the median?

The difference between the midpoints in the ranges of men's and women's pay.

Heading	Male	Female
The percentage of men and women in receipt of bonus pay	94.2%	93.6%
The percentage of men and women in receipt of benefits in kind	88.0%	84.5%

The percentage of men and women in each pay quartiles (lower, lower middle, upper middle and upper quartile)	Lower	Lower Middle	Upper Middle	Upper
Male	62%	53%	64%	80%
Female	38%	47%	36%	20%

EXPLAINING OUR RESULTS

Hourly Gap

Based on our employee population size and distribution of men and women across the organisation, there are three primary reasons for our hourly pay gap:

- The Irish company has a heavy engineering population, which are traditionally male-dominated roles
- A higher proportion of women in non-engineering functions has increased the gap
- There is a higher proportion of men in higher-paying functions

Bonus

The primary driver of the bonus pay gap is as a result of the equity payments to senior male employees in higher-paying functions. Other contributing factors include higher bonus and equity payment for more senior level roles, the gender split for retention payments, the gender split of new joiners, and the eligibility timeframe for bonus payments. All employees are entitled to be considered for a bonus or commission payment.

Benefits in Kind

Healthcare is the only taxable benefit that employees receive. A proportion of our employees are opting not to join the company healthcare plan, which drives the benefit-in-kind results.

Pay Quartiles

The lower and upper middle quartiles show roughly 40 / 60 split, indicating a smaller proportion of women in those quartiles than there are men.

The lower middle quartile has the highest proportion of females, and the upper quartile has the lowest amount of female representation, contributing to our gap.

The data points to a lack of representation of females in higher-level roles and more women than men in one of our lower quartiles.

OUR FOCUS

Our strategy is to activate every employee to embed DEI in everything we do. We strive to foster an equitable work culture that recognises the importance of celebrating diversity, embraces inclusion, ensures a sense of amplified belonging, and thereby drives innovation through education and communication, community and policy, product and content, talent and representation, and measures actions taken at the company level, as well as the individual and team. Our HR Centres of Excellence (COEs) of Recruiting, Learning & Development and Total Rewards partner closely with the Diversity, Equity,

Inclusion & Culture teams to align our business strategy with DEI efforts. Below is a summary of our current company practices.

Recruitment

Our holistic approach to recruitment ensures that we reach candidates with diverse backgrounds, and we consider candidates from outside of mainstream education and reach students at more of a grassroots level. We have made the following adjustments to our recruitment approach to attract diverse talent:

- We work closely with third-level institutes, and we partner and we interview from each institution that has a relevant course, and work with specific institutions to attract key talent at a grassroots level
- Our internal recruitment practices are focused on ensuring diversity and having two finalist candidates before moving to offer.

Learning & Development

Our learning and development strategy means we foster and champion a culture of inclusive development by bringing learning experiences directly into the hands of Yahoo employees. Our work inspires and encourages employees to lean into their leadership capabilities to innovate and harness growth that contributes to Yahoo's success. This means we have been developing and delivering learning opportunities that focus on:

- (i) Manager readiness - through programmes that help establish a common language on what people leadership is and why it's essential.
- (ii) Innovative programmes targeting female-identified employees/employees from racial/ethnic groups generally underrepresented in business leadership positions, and
- (iii) Coaching opportunities on a 1:1 or group basis.

In addition, we offer all employees access to online learning opportunities via digital educational platforms. These self-paced solo and group learning experiences help build essential skills, put knowledge in the hands of each employee, and make learning easily accessible across geographies and time zones

Yahoo L&D course descriptions are below:

Leadership Essentials	Highly recommended learning pathway for all of Yahoo's people leaders, designed to empower leaders with the essential skills to excel in their roles while leading change, motivating teams and fostering belonging. We begin by establishing what "people leadership" is—and why it's essential.
Level Up	Leadership development experience designed to address the unique experiences of people who identify as female in the workplace. Level Up empowers participants to promote inclusive and collaborative work environments that foster innovation.
Spark	Leadership development experience designed by the L&D Team in partnership with Tara Jaye Frank, addresses the unique workplace experiences of underrepresented racial/ethnic groups and their allies. Through an inclusive lens, we aim to inspire and equip participants to grow towards greater contributions at Yahoo.

Dare To Lead	A highly impactful and experiential programme delivered through a series of virtual workshops based on the research of Dr Brené Brown. Participants are guided on a powerful discovery to become a brave leader as they learn the key empirically based skill sets of courageous leadership, explore their strengths and opportunities for growth, and acquire tactical approaches for being a brave, daring and courageous leader.
Empowered Leadership	A 4-month coaching journey designed to help participants unleash their leadership style through a diverse blend of workshops, and group and individual coaching. This unique programme uses Energy Leadership™, a research-backed system that allows leaders to harness and measure their energy to achieve success.
EMEA Leadership Programme	Leverage experienced managers and leaders to share their knowledge and experience in 11 leadership skill-focused modules designed to drive growth, development and engagement for future leaders within Yahoo.

Total Reward

Our bi-annual benchmarking ensures that we are accurately benchmarked against tech sector companies. We have robust processes to ensure fair and equitable pay during the hiring, year-end merit increase and off-cycle promotion processes.

Diversity Equity & Inclusion & Culture

Our culture is always evolving to make Yahoo a place where everyone can be exactly who they are. We strive to foster an equitable work culture that celebrates diversity, embraces inclusion, amplifies belonging, and drives innovation through education and communication, community and policy, product and content, talent, and representation. We are taking action across our company through a network of employee resource groups (ERGs) representing and supporting diverse communities and a range of DEI programming.

(i) ERGs

The Employee Resource Groups (ERGs) that have a presence in Ireland include Women Inclusion Network (WIN), Parents And Caregivers Together (PACT), Neurodiversity, UNITED and PRISM.

Our WIN ERG, and on occasion in partnership with other ERGs, held several talks and events throughout the snapshot period:

- WIN and ADVANCE panel discussion to explore women's experiences with depression, anxiety, and other disabilities while working.
- Read the books for three female authors from diverse backgrounds on the importance of financial literacy and included a live event with Michelle Singletary, author of Spend Well, Live Rich.
- Hosted a Healthy Habits Workshop with professional coach Clara Kennedy for all EMEA employees
- How to Win your Mojo Back with Kirsty Hulees
- Journaling Workshops - a global initiative started in March 2022 with monthly sessions
- Help I Need Somebody - a session around the importance of collaboration, mentorship & championing each other.
- WINning moments with Makers - a collection of Maker videos and personal stories from Yahoo female execs around confidence

Our PACT ERG members discussed the challenges and rewards of parenting, reviewed the Dublin PACT survey results and collected 'Back to Care' packs ahead of the school year.

Our Neurodiversity ERG launched a global accessibility programme to ensure the workplace is more inclusive of Neurodivergent and disabled people. Partnered with Joan McDonald from Posautiveto to host a discussion on Autism in the Workplace. The Neurodiversity ERG is currently partnering with stakeholders to adapt our internal recruitment process, Learning & Development programmes, and office environment to make them more accessible for neurodivergent job applicants and Yahoo colleagues.

(ii) DEI Programming

We have several DEI programmes to build awareness, educate, and inform employees on the importance of being inclusive and respecting others to build a cohesive and collaborative culture.

- Our DEI programming is focused on educating and informing employees on unconscious bias training with a focus on conscious inclusion.
- Our DEI 101 programme helps employees of all backgrounds, identities and genders learn how to be better allies at work and beyond.
- Safe Space virtual meetings allow employees to address social, cultural, and systemic issues challenging employees, and educate employees on racial discrimination, inequality and unconscious/conscious bias.

Continuing to Build in 2023

As we look forward into 2023 and beyond, we will focus on the following areas:

Recruitment & Representation

Adapt our methodologies to attract, hire, retain, and promote key female talent through the following means:

- Create new recruitment partnerships to expand our reach to underrepresented communities, specifically targeting female talent
- Reignite our educational institution engagement with secondary schools and 3rd level institutions to increase the participation of females
- Capture and report on candidate demographic information, so we can accurately reflect on the diversity of our employee base moving forward
- Continue to embed the enhanced total reward strategies into 2023

Development & Empowerment

- Continue to offer training opportunities to empower, and develop employees across all levels with a focus on inclusive leadership practices
- Encourage internal mobility to retain employees and provide career development and progression opportunities
- Support leadership development courses that focus on developing inclusive cultures & supporting diverse teams, and empowering leaders to lead through inclusion & belonging
- Continue to develop awareness and educational training programmes for all employees and people managers on the importance of equity and equality
- Continue to support further education through our enhanced education policy
- Develop Learning & Development programmes with accessibility in mind to provide a holistic learning environment for neurodivergent employees.

Employee Experience (Policy & Benefits)

- Embed recently launched benefits and policies designed to provide additional support

during life events and help deliver an exceptional employee experience. These benefits and policies are an addition to existing policies and are geared towards supporting our employees with a focus on DEI, Family Forming and Mental Wellness:

- **DEI**
 - **Gender Reassignment Leave**
10 days paid per year to support employees with gender reassignment-related treatment or care for and support an immediate family member through gender reassignment.
 - **Compassionate Leave**
Enhanced our existing compassionate leave policy to include providing 10 paid time off per event in the event of pregnancy loss due to miscarriage or pregnancy termination.
- **Family Forming**
 - **New Child Leave**
Enhanced our existing policy to provide 8 weeks of paid leave for the birth of each child, with leave to be taken within 1 year of the child's birth. The 1-year waiting period was removed.
 - **Reproductive Wellness Leave**
10 paid days/year for all employees who are either getting the reproductive treatment or their spouse or domestic partner is getting the reproductive treatment. IVF, IUI, and cryopreservation treatments. The policy also includes time off for menopause and menstruation.
 - **PreNatal / Nesting Care Leave**
10 paid days per event for prenatal care and/or to prepare to bring a baby home either via successful pregnancy, surrogacy, adoption, and/or foster child.
 - **Caregiver Leave**
20 days paid for employees to support their spouse/domestic partner, child or parents who are critically ill. Inclusive of parents who need time off to support children with special medical needs.
 - **Maven**
Comprehensive digital family building, pregnancy support and women's health platform - provides 24/7 support to employees and their families at no cost.
- **Mental Wellness**
 - **Unmind**
Provides around-the-clock virtual support for your mental well-being
 - **Talkspace (online video & text therapy)**
Provides 24/7 virtual care for fertility and family building.
- We will continue to work with our reward and benefits teams to ensure our benefits are competitive or leading the way in the external market.

Community & ERGs

- Dedicated support to our ERG communities and continued commitment to those employees leading our ERGs, particularly WIN, PACT, Neurodiversity, PRISM and UNITED.
- Continuing our great partnerships with the American Chamber of Commerce, Work Equal, BITC, and Junior Achievement Ireland
- Work from the inside out with our partners in the business to create communities of inclusion & equity where all can thrive. We've identified this is an area we can do more in moving forward to create relationships with external vendors that we can leverage to support us.

We measure our success through our employee data, engagement scores, attrition data, and talent mobility.

We are confident that our continued focus on attracting, developing, retaining and empowering women in our Irish workforce is creating a solid foundation for the future and will help our business achieve its strategic goals.

I declare that our data has been calculated according to the requirements of the Gender Pay Information Act 2021.

Edel Murphy

Senior Director Finance PMO & MD Yahoo Ireland
5-7 Point Village, North Wall Quay, Dublin D01 CF99