

Yahoo EMEA Limited Gender Pay Report - 2023

OVERVIEW

This summary reflects the Irish gender pay gap results for Yahoo EMEA Limited, the narrative to support our results, and the actions the organization is taking 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 who 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) for all gender identities.

OUR RESULTS

Category	Mean	Median
Hourly Pay - All Employees*	20.1%	17.6%
Bonus Gap	39.0%	36.3%

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 (i.e. males are paid on average 20% higher than females).

What is the median?

The difference between the midpoints in the ranges of men's and women's pay (i.e. the midpoint in the range of men's pay is 17.6% higher than women's pay).

Category	Male	Female
The percentage of men and women in receipt of bonus pay	95.3%	96.8%
The percentage of men and women in receipt of benefits in kind	90.1%	88.2%

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	65%	54%	72%	79%
Female	35%	46%	28%	21%

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 and tend to command higher base salaries
- A higher proportion of women in non-tech roles has increased the gap
- There is a higher proportion of men in roles which are more senior and have higher base salaries

We have observed a reduction in the mean and median Hourly Pay Gap, compared to our 2022 results, indicative of a change in distribution at the senior level roles. This reflects the positive impact of the work we, as an organisation, have carried out in the past year and we recognise there is still work to do as we remain committed to addressing our Hourly Pay Gap.

Bonus Gap

The primary driver of the bonus pay gap is the number of male employees in higher-paying roles which have higher bonus targets. Other contributing factors include higher equity payments for more senior level roles and more male employees being the recipients of retention payments. All employees are entitled to be considered for a bonus or commission payment.

When compared to our 2022 results, we have observed a reduction in our mean Bonus Gap. In contrast, our median Bonus Gap has increased, in favour of male employees, and we recognise we must continue to work to reduce our Bonus Gap.

Benefits in Kind

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

We accept that, due to the number of employees within Yahoo EMEA Limited, our Hourly Pay Gap and Bonus Gap are subject to high fluctuations on an annual basis, despite ongoing efforts being made to advance female-identifying talent throughout the organisation. A large proportion of this volatility will be driven by individuals joining and leaving the organisation. Compared to our 2022 report, we are comfortable with the fluctuations observed. Our focus remains on implementing purposeful strategies and initiatives aimed at recruiting, retaining and developing a diverse talent pool, rather than dedicating our time to focusing upon year-on-year variations.

Pay Quartiles

Our Pay Quartiles highlight a lack of representation of female employees in higher-level roles. The lowest proportion of female employees across the four Pay Quartiles was 21%, found in the upper quartile, followed by 28% in the upper middle quartile.

On the contrary, 46% of the lower middle quartile were female employees, which accounted for over a third of the entire female population.

Despite the proportion of female employees in the lower pay quartile decreasing (from 38% to 35%), we believe the uneven gender distribution in senior positions remains a key driver behind our Gender Pay Gap since significantly more male employees are positioned in higher paying roles which increase their pay and bonus earning potential.

Read on for details of our ongoing commitment to Diversity, Equity & Inclusion (DEI). We continue to implement a series of initiatives to ensure the successful progression of female employees at Yahoo EMEA Limited, both over the short and long term.

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 diversity, embraces inclusion and works towards a sense of belonging for everyone. This culture drives innovation through education and communication, community and policy, product and content, talent and representation. It measures actions taken at the company level, as well as the individual and team. Our HR and Diversity, Equity, Inclusion & Culture teams partner to align our business strategy with our talent strategy. Below is a summary of our current company practices.

Recruitment

Our approach to DEI in recruitment is comprehensive and we continuously work to establish and maintain strong partnerships with third-level educational institutions that support us to reach talent with diverse backgrounds.

We have made the following adjustments to our recruitment approach to attract diverse talent:

- We work closely with third-level educational institutions:
 - We send our intern roles to every college which has a relevant degree / Masters + on the national educational framework.

- We engage with module lecturers / coordinators to ensure that the link to apply is shared with all students.
- We continue to forge relationships and work with specific institutions to attract key talent at a grassroots level.
- We are growing and evolving our partnerships and are continually reaching out to new groups and societies within third-level educational institutions.
- Our internal recruitment practices are focused on ensuring diversity and having two finalist candidates before moving to offer.
- We ensure that all of our interview panels have diverse representation.
- We use inclusive language in our job descriptions to appeal to a broad and diverse range of candidates.

Learning & Development

Our learning and development strategy for 2023 was designed to foster and champion a culture of inclusive development by bringing learning experiences directly into the hands of Yahoo employees. This means we have been developing and delivering learning opportunities that focus on:

- Manager readiness through programmes that help establish a common language on what people leadership is and why it's essential.
- Innovative programmes targeting female-identified employees/employees in business leadership positions.
- Coaching opportunities on a 1:1 or group basis.
- Business-unit specific 'intact team' change management experiences.
- 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.

Examples of Yahoo L&D course descriptions are below:

Leadership Essentials	Yahoo's recommended learning path has been revamped with a special focus on new people leaders. This experience equips leaders with the skills to excel in their roles while navigating change, motivating teams, and fostering belonging.
Level Up	Leadership development experience designed by L&D empowers participants to promote inclusive and collaborative work environments that foster innovation.
Spark	Spark addresses the unique workplace experiences of underrepresented racial-ethnic groups and their allies. Through an inclusive lens, we aim to inspire and equip you to grow toward greater levels of contribution at Yahoo. L&D partnered with DEI&C in this development opportunity to support ERG leads and leaders at Yahoo. ERGs are at the heart of our business and steward an internal community for more than 4,000 employees globally. They work hand-in-hand with DEI&C to drive a culture of inclusion where everyone feels safe and welcomed..

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.
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Total Reward

Our 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 all of our employees can thrive. 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 efforts.

1) ERGs

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

Our WIN ERG held several talks and events throughout the snapshot period:

- WIN's Global Content Club, in celebration of the theme "Rise and Raise Others" led a 4-week series on financial literacy with our SOMOS ERG and Yahoo Finance.
- WINning moments with MAKERS - a panel discussion with WIN leadership to discuss personal stories and share thoughts on building greater equity in the workplace.
- Held a fireside chat with WIN executive sponsor and marketing leader Gail Tilford to discuss career development and leadership.

Our PACT ERG held conversations with our Benefits team to answer questions and explain benefits provided to parents and caregivers, as well as a host of conversations on work-life integration covering topics around Back to School and other useful resources and solutions for their membership.

Our PRISM ERG hosted a "Trans Awareness Panel with a Neurodiverse Lens" during Trans Awareness Week in collaboration with our Neurodiversity ERG. The panel featured one of LinkedIn's Top 10 LGBTQIA+ Voices based in the UK, along with a speaker and activist in the UK and a PRISM member based in Ireland.

Our Neurodiversity ERG led a session on the difference between Fear vs. Anxiety, providing care packages to members globally. The Neurodiversity ERG currently partners with stakeholders to increase awareness, education and grow a network of peer support for our neurodivergent Yahoo colleagues and grow innovation and productivity beyond.

2) DEI Efforts

We have several DEI efforts to increase awareness, expand engagement, and evolve the culture to being more inclusive and proactive, and developing organic ways to increase diversity.

- Through continuous education, accountability, meaningful action, and skill building, our Journey to Inclusion initiative provides a series of learning paths (DEI 101 & Understanding Interpersonal and Systems Bias) focused on in-depth understanding and application of core DEI concepts.
- Our DEI Roundtables create in-person safe spaces and opportunities for employees of all backgrounds, identities and genders to share their employee experiences, which further supports the growth, awareness and transformational efforts to our workplace at large.

CONTINUING TO BUILD IN 2024

As we look forward into 2024 and beyond, we will focus on the following areas:

1) Recruitment & Representation

Continually adapting our programmes and methodologies to attract, hire, retain, and promote key female and diverse 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 to increase the participation of females and underrepresented demographics.
- 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 2024.
- Actively monitor and analyze our pay structures to identify and rectify any gender pay disparities.

2) 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.

3) Employee Experience (Policy & Benefits)

Our benefits and policies are designed to provide inclusivity and support the wellbeing of our diverse workforce. Our commitment to gender equality is reflected in the range of benefits, policies and initiatives 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.
- **Training and Development programs:** Sessions and webinars that focus on diversity, equity and inclusion, to help everyone understand and appreciate our differences, making the workplace a more welcoming and safe space.
- **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.
- **Parental leave policies:** Our parental leave policies are designed to ensure that all parents, irrespective of gender, receive time to bond with their newborns or adopted children.
 - **Maven:** Comprehensive digital family building, pregnancy support and women's health platform that provides 24/7 support to employees and their families at no cost.
 - **Rethink:** Rethink's Parental Success program is available to all Yahoo employees and gives employees' families 24/7 access to tools and resources to help them to understand, teach, and better communicate with children, including those with developmental and learning challenges.

Mental Wellness

- **EAP-Local and Global vendors:** Our EAP offers confidential counseling services and mental health resources including Calm or Headspace Apps to support employees facing personal or professional challenges.
- **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.
- **Flexible Work Arrangements:** Recognizing the importance of life-work balance, we encourage and accommodate flexible work arrangements, contributing to overall mental well-being.

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

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