Pushing the Edge:
Most Promising People Analytics Innovations

People Analytics and the Future of Work

February 2018

Today

1. PayPal Overview

2. People Analytics Strategy

3. Example Innovations

Overview

PayPal Holdings, Inc.

Our over 200+ million customers use PayPal to,
- Pay securely on millions of sites,
- Donate to a cause, or
- Send money in the United States and abroad.

Overview (cont'd)
PayPal Holdings, Inc.

Fast facts

- $100+B market capitalization (NASDAQ: PYPL)
- $13B 2017 revenue, half trillion total payment volume in 2017, growing to $15+B 2018 revenue
- 19,000 employees in 31 countries, 49 offices and 129 nationalities
- Elon Musk, Peter Thiel and others launched PayPal 20 years ago; eBay purchased it in 2002. PayPal split from eBay in 2015

How many people have used PayPal or Venmo?

Show of hands?
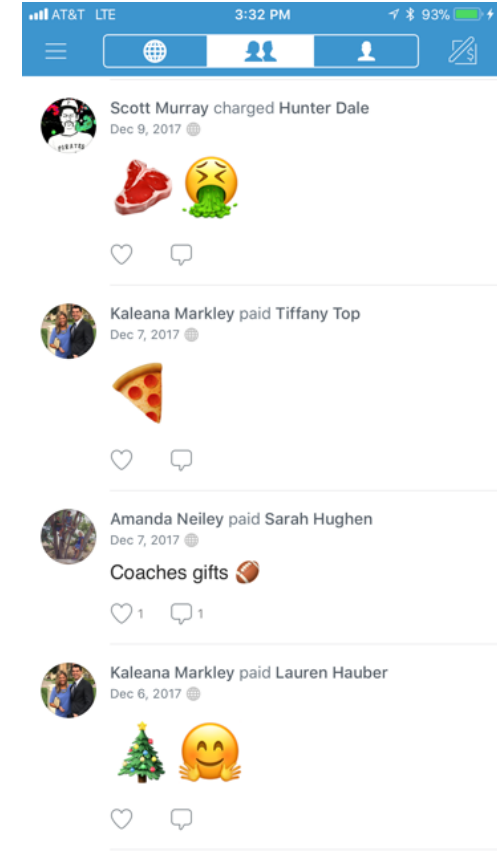
Venmo just might save you…
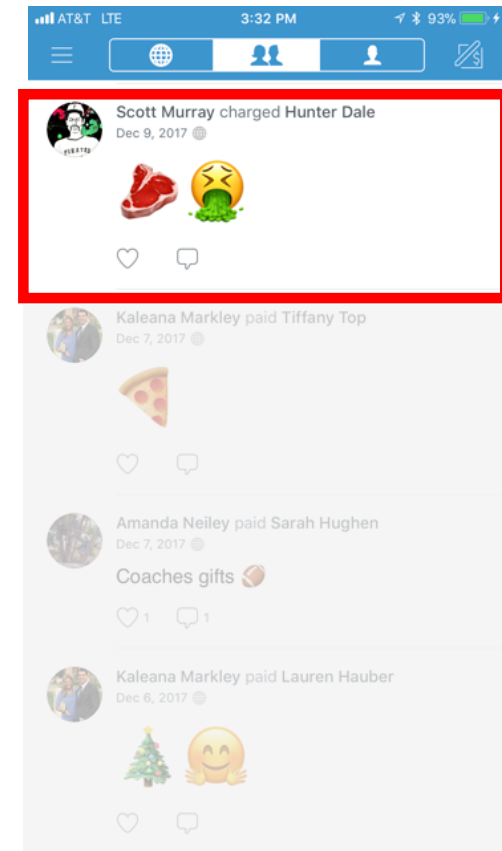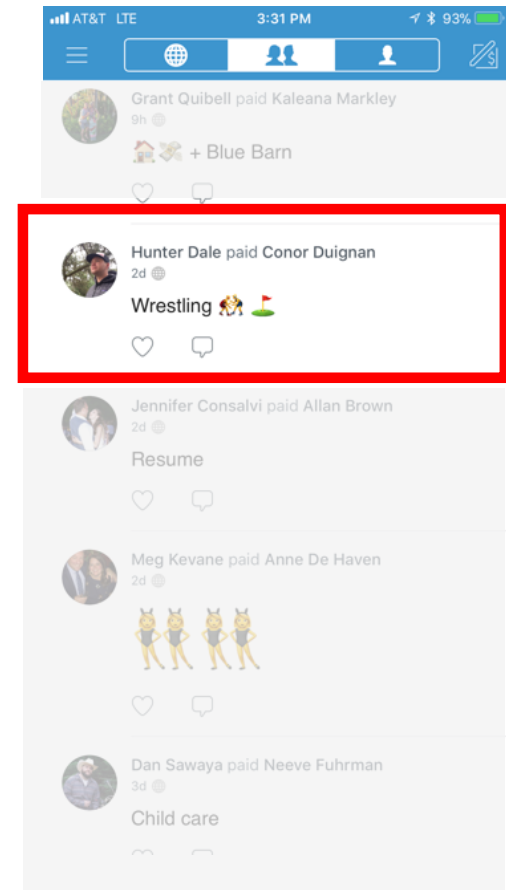
PayPal One Team Behaviors and Values

Create Amazing Customer Experiences

Here's How:

- Solve with empathy for the customer
- Think big but start small
- Fail fast to learn
- Be data-driven and outcome-focused
- Persevere but know when to change course

Execute and Win as One Team

Here's How:

- Think end-to-end beyond silos
- Assume best intentions
- Be transparent and accountable
- Support each other
- Find common ground
- Put company first, group second, individual last

Respect and Value Uniqueness

Here's How:

- Actively listen and seek diversity of thought
- Be the voice of fairness and respect
- Stand up for the potential of people
- Balance action with empathy

Care for Yourself and Each Other

Here's How:

- Know what recharges you and make time
- Create the space you need to do your best work
- Treat each other with respect and kindness

PayPal — INNOVATION • COLLABORATION • INCLUSION • WELLNESS

People Data and Analytics Vision

We believe that now is the time to **reimagine analytics**, to **democratize people data science**, so that reviewing and **using people insights to drive business success at PayPal is commonplace** to all leaders and employees.

It is our duty and privilege to **be Customer Champions. Mighty Mice and Roaring Lions**. We have a fundamental commitment to put our customers at the center of everything we do. We must be **bold and innovative and execute** flawlessly against our immediate goals, with our eyes always on the future.

We believe in providing a **simple, secure and reliable People Platform**, fed by **one true source** and ever-growing **advanced Data System**, which enables employees to **answer deep questions** which lead to **better organizational outcomes**.

We are **one analytics team**, valuing **inclusion** and **collaboration**, demonstrating integrity, trust and empathy. We **take care of ourselves**, **our teammates** and community.

Service Catalogue

People Data and Analytics

- Data Research
- Analytics Projects
- Statistical Validation
- Predictive Modelling
- Project Ideation

People Business Intelligence

- Reporting
- BI Platform Development
- System and Data Automation
- Scorecard, Dashboard
- Data Visualization

Support Workforce Strategy and Planning program with analytics platforms and tools

Long-term Areas of Focus for People Analytics

People Data Warehouse
Hardware, software, integrations

People Data Science Projects
Retention, collaboration & productivity, diversity, careers, quality of hire

Bots-as-a-Service Web Platform
Artificial intelligence capabilities infused in our custom analytics portal

Business Intelligence Reporting
Self-service reporting, data quality management, superuser community

Portraits of Innovation

Provide the analytics and product platforms to,

1. Support insights for employees and leaders to improve collaboration, productivity and performance
2. Ensure 100% pay parity and improve D&I workforce distribution mix
3. Enable our employees to navigate their careers with data-driven insights
4. Ensure quality hires and improved filtering and selection of candidates
5. Retain more of our key talent and targeted workforce segments;

Portraits of Innovation

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Thank you

Question?