



# Our 2017 Diversity & Inclusion Report

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Our 2017 Diversity and Inclusion (D&I) report gives us a chance to bring you along on our D&I journey in a way we hope is authentic and relevant. Before we jump in, we want to give you a peek into how we thought about this report. Last year, we spent some time introducing you to our approach to D&I, which included starting with a conversation. That approach hasn't changed.

Reflecting on the many conversations from 2017, we realized that people want to hear about the awesome things happening in D&I at eBay *and* about some of the more challenging experiences. We hear that. So we'll cover some of the lessons learned over the past year.

All of our D&I efforts fall within one or more of our three strategic pillars—our workforce (who and how we hire), workplace (how it feels when you're here) and marketplace (how we include our buyers and sellers and the communities we're in). With this in mind, we'll also share some examples of our initiatives and efforts in each of these areas.

Finally, we'll share our numbers, which you can find [here](#). Because our intent is to give you a look at our comprehensive approach to D&I, we've included our updated demographic data as well as data on some additional measures of impact we think are important.

D&I at eBay is about making sure that when people are part of the eBay community—whether they are global employees, people who are interested in working at eBay or buyers and sellers who trade on our platform—they feel included and know that great opportunities are available to them. So regardless of where you land in our report, we hope to give you a realistic view into who we are, how we approach D&I and what we're up to.

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# Our Approach

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We know that our people get behind D&I for different reasons. We also know that D&I doesn't mean the same thing to all people. Those reasons and meanings can vary based on any number of influences. But no matter how our definitions and experiences differ, when it comes to how we live D&I at eBay, we share a common approach.

## To start, our approach is global.

D&I doesn't reside just in our Silicon Valley headquarters. As a company with buyers and sellers in 190 markets, D&I touches every corner of the globe where we have employees or customers. Our aim is to empower our people to diversify and include in the ways that are most relevant to their local realities.

## Also, our approach is inclusive of both minority and majority voices.

We won't always agree on religious, political and broader worldviews, and that's ok. But just because we don't agree doesn't mean we shouldn't try to understand each other's viewpoints. So we're continuing to facilitate open, honest and often uncomfortable conversations to help us meet each other where we are. D&I at eBay includes *everyone*.

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## Finally, our approach is comprehensive.

We understand that annual figures about the makeup of our employees are important measures. But we also know that there are other measures of impact that are just as relevant, to where we are on our journey. Being comprehensive means that when we talk about D&I in our workforce, we can't ignore what that means for our workplace and our marketplace. This is the crux of D&I at eBay.

We're not suggesting that our approach is the answer to the world's D&I challenges. On the contrary, we know that each company must design an approach that is unique to its business, brand and culture. Should we find that what we are doing becomes stale or ineffective, we'll pivot and modify it—and we'll definitely share that with you.



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# What We've Learned

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Before we get into a few of our 2017 initiatives and partnerships, here are some of the lessons that we learned.

## “Showing up” makes a difference.

It's one thing to understand the importance of being intentional about D&I. It's another thing to put real resources behind that and yet another thing to actually “show up” and get personally involved. Last year, we saw some of the most significant impact when our people showed up when it mattered. Whether it was senior male leaders participating in the Grace Hopper Celebration in Orlando, our CEO talking with students at the United Negro College Fund's HBCU Innovation Summit, our male eBay Classifieds Group Chief Technology Officer speaking at the Women's Conference in Amsterdam or, closer to home, the countless people who simply showed up to engage in the events that our Communities of Inclusion led inside of eBay—these moments mattered. The conversations that take place during these moments and the learnings that come from those conversations can help each of us to get more “proximate” (shout out to social justice activist and leader, Bryan Stevenson, for that term) to each other's realities. Bottom line—there is no substitute for actually showing up.

## Including everyone's voice means *actually* giving people a chance to be heard.

In the world around us, a lot of 2017 felt like “us versus them.” While we don't judge anyone for how they react to or deal with the realities of D&I, our approach is meant to be “us *with* them,” where possible. But let's keep it real here—there were moments in 2017 where we saw bad actors just unwilling to be inclusive, and we don't support that. Those moments notwithstanding, we realized that now, more than ever, we all have to do a better job in assuming good intent with each other. A lot of times that means asking *ourselves* to “chill out” for a second to first ask questions of someone else before assuming the worst. By no means have we perfected this model, but we believe it's the right one to explore.



*“Us with them”  
rather than “us  
versus them”*

## Being global is easier said than done.

We've talked about the fact that D&I must be global. This is a cornerstone of being inclusive. In order to truly understand and support D&I needs in a localized way, we need to empower our people within their local communities. What became very clear is that not all geographies have the same level of latitude to take on D&I initiatives. For example, while our Istanbul office has been extremely courageous in their investment in D&I efforts, the evolving socio-political landscape in Turkey means that some of the initiatives that might work today in the US might not be appropriate for the local context in Istanbul.

It's critical to think about D&I broadly. It's also important to be honest and agile about the approach we're taking and the work we're doing to help drive change—being mindful that one size does *not* fit all. This is one of the many things that is top-of-mind for us this year.



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# What We Did in 2017

2017 was a busy year for D&I at eBay. Below is a snapshot of some of the initiatives, programs and partnerships led by many different eBay teams around the world.

## Workforce

Who and how we hire



### University Recruiting

In 2016, we made the strategic decision to move our University Recruiting Team under our D&I Team. As a result, we significantly diversified the schools from which we recruit top talent. Those efforts helped increase the racial, ethnic and gender diversity within our summer intern class by 12% year-over-year. Here's a [look](#) at what our interns were up to last summer.



### Our Board of Directors

eBay's Board of Directors is deeply supportive of our D&I strategy. Last year, we spent time with the Board to provide them with an update on our efforts. Two underrepresented minority women, Adriane Brown and Diana Farrell, were also appointed to our Board, bringing the percentage of women on the Board to almost 30%.



### External Partnerships

Working with external partners focused on workforce diversity continues to be a top priority for us. Some of the partners with whom we worked last year include **Code2040**, **Lesbians Who Tech**, **AnitaB.org**, **UNCF**, **ML4T**, **Hirepurpose**, **Blavity** and **Year Up**.



### Our Hiring Practices

Last year, we made the Textio platform available to our global recruiters and hiring managers to help them design job descriptions in the best way possible. We also shared best practices with leaders on mitigating bias across our hiring processes. Lots more to do here in 2018!



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# Workplace

How it feels when you're here



## Business Unit D&I Plans

Recognizing that different teams have different D&I needs, we launched an initiative to create unique D&I plans for each of eBay's global business units. These plans are data-driven and multi-year, and they are created in direct partnership with each business unit's senior leadership team. Each outlines D&I actions owned by leaders based on the workforce, workplace and marketplace needs of their businesses. As an outcome of StubHub's D&I plan, the business hired its first global head of D&I in 2017.



## Second Annual Global D&I Survey

We recently asked our global employees to participate in our second annual D&I survey. We saw a 14 percentage point increase in employee participation year-over-year, with more than half of our employees completing the survey. The candid feedback we received on our people's experiences and the initiatives we've driven to date are critical to the evolution of our D&I strategy.



## Communities Of Inclusion

Our Communities of Inclusion (COIs) are at the heart of D&I in our workplace. The 4,000 (and growing) employees who make up our 76 COI chapters across the globe dedicate their time and energy to help implement eBay's D&I strategy. In 2017, we expanded the number of COIs by 13% and grew membership by almost 10%.



## Gender Pay Equity

For the second year in a row, we completed a global study of gender pay equity at eBay and found that, in the U.S., women earn 100% of what men earn in terms of total compensation. Globally, women earn 100.1% of what men earn in terms of total compensation.<sup>1</sup>

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<sup>1</sup>Total compensation includes salary, bonus and equity. Data are as of February 2018. Our global analysis covers the countries that account for more than 80% of eBay's employee population.

# Marketplace

How we include our buyers and sellers and the communities we're in



## JumpStart

With sponsorship from our CEO, we piloted our JumpStart Initiative in San Jose. JumpStart is focused on engaging underrepresented minority, female and immigrant populations within our local communities to provide education on gaining economic empowerment through eBay's platform. Take a look at this [video](#).



## Stonewall Partnership

Just one of the many marketplace D&I partnerships we created in 2017, our Rainbow Laces partnership with Stonewall, one of the UK's oldest and most prominent LGBTQ rights organizations, stood out for us. We ran a Rainbow Laces campaign on our platform and used it to surface other Pride-related merchandise on eBay's home page, with all the proceeds going to Stonewall.



## Cultural Moments

Our employee-led Merchandising D&I Committee pushed the envelope on how we celebrate cultural events and moments globally. For example, they extended this year's Diwali celebration beyond eBay's walls by creating a page on the external eBay site of curated listings 100% dedicated to Diwali.



## Our Accessibility Team

eBay's Accessibility Team ensures that the eBay platform is designed with all of our customers in mind. In 2017, the team kicked off an Accessibility Champions program to galvanize eBay employees to advocate for a more accessible site experience, and began conducting user research that, for the first time, included people with disabilities.



## New D&I Business Hires

We recently conducted a survey of our U.S. seller community, where we learned that 30% of our sellers in the U.S. are non-white and 28% of our sellers are women. Our goal is to make sure that our current buyers and sellers on our platforms are engaging with us in a way that's inclusive and that we're also attracting customers not currently reflected on our platform. That's one of the reasons why, in 2017, we hired a Seller Diversity Ambassador and a Multicultural Marketing Manager reporting into our Americas marketplace business.



*Just as we consider improving D&I within eBay, it's incumbent upon us to ensure that the buyers and sellers on our platforms feel equally included*

# What to Expect in 2018

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With 2018 well underway, we're moving full speed ahead with D&I. We're focused on continuing the D&I conversation and educating our people. Whether that's through honest, in-person dialogue or self-service online learning tools, we want to ensure that every person at eBay has the opportunity to deepen their D&I learning. We continue to evaluate our people processes to find opportunities to further mitigate bias. And we're busy executing on the commitments laid out in the business unit-specific D&I plans we mentioned earlier. Finally, we're putting increased energy towards D&I in our marketplace. You may have already seen some of the recent marketplace initiatives we led for **Black History Month** and **International Women's Day**. It's the collective of these actions that we believe will drive meaningful impact over time.

Now, more than ever, our commitment to D&I is unwavering. We look forward to keeping the conversation going with you as we progress on our D&I journey.

Again, thank you for joining us.



**Damien Hooper-Campbell**

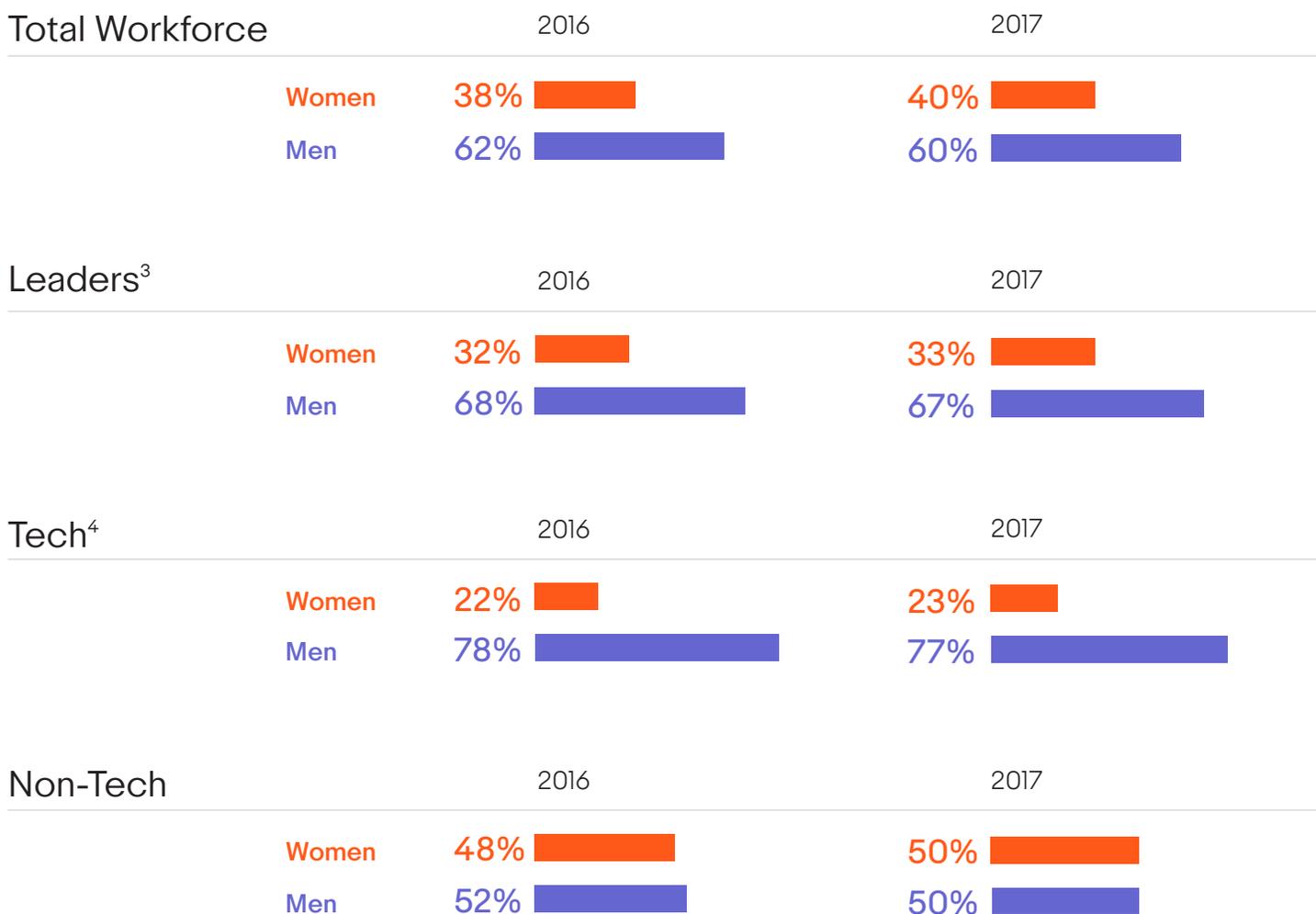
Chief Diversity Officer at eBay



# Our People

To provide a more transparent reporting of the gender, racial and ethnic makeup of eBay's employees, we are presenting our 2017 data<sup>1</sup> alongside our 2016 data<sup>2</sup>. We will continue to share a year-over-year snapshot in subsequent reports. We had 14,100 employees in 2017 as compared to 12,600 employees in 2016.

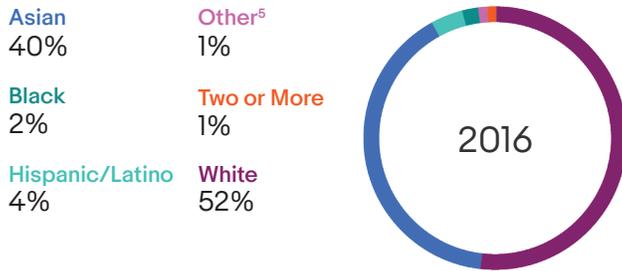
## Gender at eBay - Global



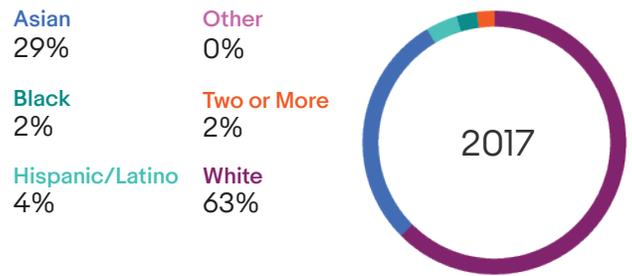
<sup>1</sup> Data are as of December 2017, <sup>2</sup> Data are as of December 2016, <sup>3</sup> Leader is defined as director or above, <sup>4</sup> Tech is defined as engineering, tech operations and information technology

# Race and Ethnicity at eBay - US

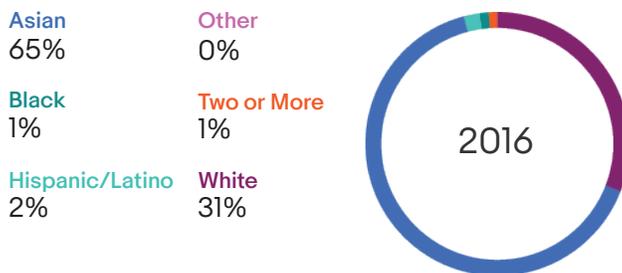
## Total Workforce



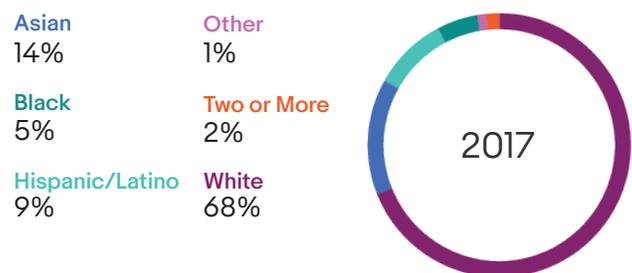
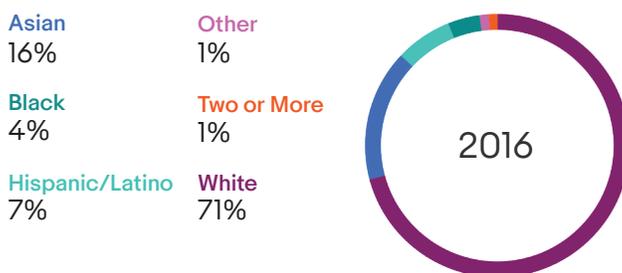
## Leaders



## Tech



## Non-Tech



<sup>5</sup> Other includes Native Hawaiian or other Pacific Islander, American Indian and Alaska Native

# Other Measures of Impact

While demographic representation is an important measure of impact, we believe there are other measures that are often underreported or not considered. D&I impact should be considered holistically, by evaluating changes in our people data *together with* momentum in our programs, initiatives and partnerships. It means that we're recruiting a more diverse slate of candidates; that more employees are finding ways to bring their best selves to eBay; and that we're creating opportunities in our marketplace that are relevant to our buyers and sellers. Below are some additional data points we use to evaluate D&I impact.

**12%**

Increase year-over-year in racial, ethnic and gender diversity in our intern class

**7,000**

Employee hours invested in D&I activities globally

**76**

Communities of Inclusion (COI) chapters across the globe—13% increase year-over-year in COIs

**28%**

Of employees are currently part of a COI

**~10%**

Increase year-over-year in COI membership

**50+**

Marketplace initiatives dedicated to D&I

**50,000+**

External participants who engaged in our D&I activities