



Our 2025 UK Gender Pay Gap Report



Leadership statement

eBay exists to connect people and build communities to create economic opportunity for all. We work to ensure our marketplace is a place where everyone can succeed — our buyers, our sellers, and our employees.



Eve Williams
VP & General Manager,
eBay UK

Eve Williams.

Diversity, Inclusion & Belonging (DIB) is meaningfully embedded into everything we do. It is central to who we are at eBay and at the heart of what we stand for. We invest in our culture and our policies, and we learn from the perspectives of our employee communities and external partners to help us recognise, support and celebrate differences — strengthening our teams and our business.

Publishing our UK Gender Pay Gap report remains an important opportunity to be transparent and accountable, in our goal of having a truly diverse and equitable workforce. In 2023, eBay split into two separate entities eBay (UK) and eBay Group Services (UK) Ltd. Due to this split, both entities fell below the threshold of 250 employees for the 2024 reporting year. This report focuses on eBay (UK) Limited, being 'Marketplace Operations' for the reporting year 2025.

The UK Government requires companies to disclose this information in a binary way. At eBay, we recognise there is fluidity in defining sex and gender identities that the terms "men" and "women" do not account for, and we acknowledge the language used in this report is limiting.

We are committed to sustained, long-term action — and to continuing to measure our progress with transparency.

We will continue to openly share our progress and strive to improve for our valued workforce and customers. DIB remain at the very forefront of who we are and what we stand for.

I can confirm that our data has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Our results

Gender Pay Gap

- Calculations are based on the hourly pay of all full pay relevant men and women employees during the month of April 2025. This takes into consideration pay elements such as salary, short & long-term incentives, allowances, and any other qualifying payments. It excludes non-cash items (e.g. benefits).
- The Mean reflects the difference in average hourly pay between men and women.
- The Median reflects the difference in the middle point of men's and women's pay when the hourly pay is sorted from highest to lowest by gender.

Bonus Pay Gap

- The Bonus Pay Gap is the difference in all incentive pay received by men and women in the 12-month period preceding the 'snapshot' date. This includes all bonuses, long-term incentives and sales commission payments.
- The Mean reflects the difference in average 'bonus' pay between men and women over the 12-month period.
- The Median reflects the difference in the middle point of men's and women's 'bonus' pay when the 'bonus' pay is sorted from highest to lowest by gender.

Percentage Receiving Bonus

- Bonus proportions show the percentage of men and women who received bonus payments in the 12 months up to the 'snapshot' date.

Hourly Gender Pay Gap:

Median:

1.5%

Mean:

-6.5%

Bonus Pay Gap:

Median:

8.9%

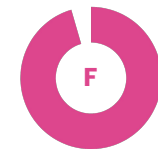
Mean:

0.9%

Percentage receiving bonus:



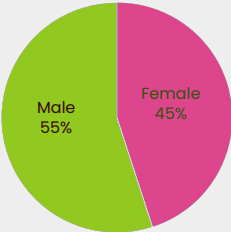
94.5%



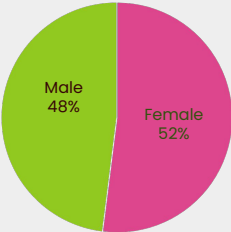
95.4%

Our results

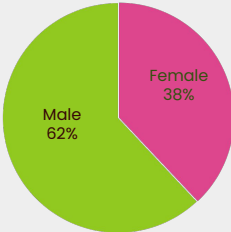
Lower:



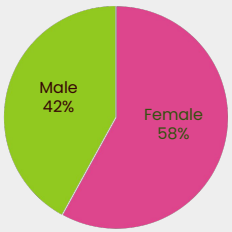
Lower Middle:



Upper Middle:



Upper:

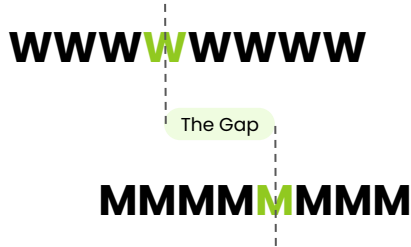


How our Quartiles are calculated

Calculations are based on the hourly pay of all full pay relevant men and women employees during the month of April 2025. This takes into consideration pay elements such as salary, short & long-term incentives, allowances, and any other qualifying payments. It excludes non-cash items (e.g. benefits).

The 'hourly' pay of both men and women are ranked from highest to lowest. This is then divided into four even groups to show the proportion of men and women in each of these four earnings groups.

Understanding our calculations



Median pay:

The **median** is the middle number in a ranking of pay from the lowest to the highest. This calculation is completed separately for men and women, with the difference expressed as a percentage of men's median. This number is more representative of GPG performance as it is less affected by outliers within the ranking.

It is important to understand that Equal Pay is not the same as the **Gender Pay Gap**, and the two concepts should not be confused.



Equal pay:

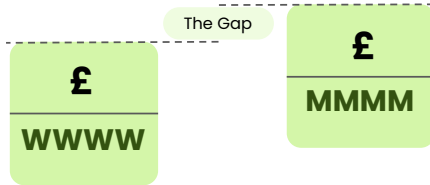
Equal pay is measured by comparing the pay for employees carrying out the same or similar work, or work of equal value, taking into account level and job type.

eBay takes a data-driven approach to pay equity, based on peer pay, during both the hiring and annual compensation cycle.



Gender Pay Gap:

Gender Pay Gap calculations are based on the pay differences between men and women across the whole organisation. As such, Gender Pay Gap calculations do not consider an employee's level or job type.



Mean pay:

The **mean** is calculated by adding up the total pay of employees and dividing by the total number of employees. This calculation is completed separately for men and women, with the difference expressed as a percentage of men's earnings.

Pay at eBay and key drivers behind our results

Pay at eBay

- Gender & Bonus Pay Gap apply more homogenous methodologies and are distinct from Pay Equity (PE) as PE compares pay for employees working in comparable roles/functions at the same grade (see Understanding our Calculations).
- We remain focused on maintaining equitable outcomes. We will continue to monitor representation across levels and functions and review our recruitment, development and reward practices to support a diverse and balanced talent pipeline.
- With this smaller employee population, mean and median results are more sensitive to changes in headcount, distribution of roles (including Tech and Non-Tech), tenure and seniority.

Gender & Bonus Pay Gap

- Our numbers for both Gender Pay Gap Mean (-6.5%) and Median (1.5%) are lower than the Sector Mean (11.3%) and Median (13.1%)
- Our 2025 results for both Gender Pay Gap and Bonus Pay Gap are materially impacted by three key drivers, being senior leadership and the distribution of employees across Grades and Functions:
- Leadership representation: Our most senior UK leader (VP/GM) is female, while director-level roles have a higher proportion of men.
- Grade mix: Women are well represented at Entry and Senior Manager levels, while Mid-Manager and Director grades have a higher proportion of men.
- Functional mix: Technical roles within scope are predominantly held by men, while entry-level corporate roles have higher female representation and warehouse operations roles have higher male representation.

Pay at eBay and key drivers behind our results

Quartiles

- **Quartile 1:** Contains our female VP, Leadership roles and a larger relative number of female Senior Managers compared to males, leading to a higher proportion of females in this quartile.
- **Quartile 2:** Women are represented by a smaller relative number of Mid-Managers than men and this quartile consists mostly of female Entry Manager levels, whilst males have a larger number of Mid-Managers & Tech roles, hence the 'lean' towards males in Q2.
- **Quartile 3:** Evenly balanced gender split as for both females and males Q3 contains Entry Managers and some lower grades.
- **Quartile 4:** Evenly balanced gender split as for both females and males Q4 contains a mix of warehouse and entry-level office roles.

Percentage Receiving Bonus

- All eligible employees received a bonus for the performance period 2025 (aligned with calendar year).
- Timing is a key driver behind the 'bonus received' result is driven by employees who joined too late in year to be bonus eligible.

Actions we are taking

- Enhanced focus on Emerging Talent to cultivate a diverse and socially mobile team at grass roots level
- Clear diverse hiring strategies embedded within our recruiting practices
- Commitment to building a workplace that represents our customers, retaining a diverse employee population that bring a wealth of ideas and diverse thinking from all walks of life
- Continuing to enhance our parental support packages. This year we have extended paid maternity leave from 20 to 26 weeks.
- Further Investment in our communities of inclusion and interests to foster connection, understanding and engagement



Closing statement

Our commitment to "Be for Everyone" has never been stronger and we look forward to sharing our continued progress.

At eBay, building communities and creating economic opportunity for all depends on a diverse team and a culture that is safe, open, and respectful. We aim to increase representation of underrepresented groups at all levels, strengthen employee belonging, engage our buyers, sellers, partners, and communities, and build inclusive technology that better reflects and serves the people who use our marketplace.