

Our 2021

Diversity, Equity & Inclusion Report





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“eBay is, and has always been, a company that is centered around people — from various backgrounds, ethnicities, gender identities and a myriad of lived experiences and perspectives. We must continue to encourage and support diversity at every level and welcome participation from new communities while delivering an exciting and inclusive experience for all.”

— Jamie Iannone
President and CEO

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Our 2021 Diversity, Equity & Inclusion Report

eBay is more than just an ecommerce platform — we are unique. Our marketplace exemplifies diversity. We welcome those of different geographies, backgrounds, lived experiences and passions. We connect people. We help build communities. And we create economic opportunity for all. Today, our platform brings together millions of buyers and sellers, spanning 190 global markets with 1.6 billion listings. Every one of our customers is a distinct individual, each with their own desires, interests and dreams. Bringing this incredible platform to life requires a team that can understand and reflect the needs of these individuals.



We are pleased to share our sixth annual Diversity, Equity & Inclusion (DE&I) Report. For the past five years, we've remained committed, open, vulnerable and most importantly transparent — not just about our numbers but about our journey. We've recognized both the wins and areas of improvement. And while we will continue this tradition of transparency, I am especially proud of this report because it represents a turning point in how we approach this work. We have sharpened our focus to grow specific groups of underrepresented employees immediately; be more thoughtful of how and when we bring communities together, both inside eBay's walls and outside; and, in a way that we haven't before, hold ourselves accountable to delivering meaningful and sustainable change.

We will continue to nurture and grow grassroots efforts, led by passionate employees across the globe who demand and rally to organically deliver change that strengthens our sense of inclusion. Meaningful change occurs when these organic efforts are combined with leadership focus and support — and coupled with the right tools, education and enhanced process.

Furthermore, as I partner with our executive leadership team, it's exciting to experience not only their level of engagement but how they stepped up and are walking the walk — all in service of making real change based on how we have redefined DE&I at eBay.

I'm also thrilled to share that the Compensation Committee on eBay's Board has been recently expanded to be the Compensation and Human Capital Committee and will now have oversight of DE&I. This change accompanies a component of executive officer compensation being directly tied to DE&I goals and, together, these mark an important step toward senior-level accountability.

In the following pages, you'll read more about our path forward as we remain committed to openly sharing updates about our journey. I feel tremendously encouraged by all that we have achieved — and I am looking forward to all that we have set out to accomplish.

Sincerely,

A handwritten signature in white ink on a blue background. The signature is stylized, starting with a large 'B' and ending with a long horizontal stroke.

Beric Alleyne
Global Head, Diversity, Equity & Inclusion

“As a global company, and especially over the last two years during the pandemic, we’re finding new ways to drive connection and cultivate belonging among employees. And we’re leaning into leading with transparency and empathy.”

— Cornelius Boone
SVP, Chief People Officer



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Getting Specific

We owe it to ourselves and — most importantly — to our community to be clear about the outcomes we're driving toward when we talk about diversity, equity and inclusion at eBay. Our four strategic objectives will be in service of our commitment to being a richly diverse, truly equitable and fearlessly inclusive place to work, grow, sell and buy.

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Objectives

Increase Representation

We are focused on increasing representation across all minority groups at every level of the organization.

Cultivate a Sense of Belonging

We are fostering an environment of inclusion and are applying an equity-focused lens to all of our people processes.

Engage Our Communities and Allies

We are applying DE&I tenets as we engage our community of sellers and buyers, business partners as well as the broader communities that we serve.

Build Inclusive Technology

We are addressing biases that may exist in the AI that powers our platform and designing experiences that include diverse communities.



Increase Representation

We are focused on increasing representation across all minority groups at every level of the organization.



Increase Representation

At eBay, representation matters — at all levels. Our focus is on bringing our global platform to life in a way that serves the many and not just a few. This requires a team that operates in a safe, open and honest environment. It also requires that we welcome, celebrate and harness the innate power and perspectives brought by people from various walks of life and lived experiences.

Last year, we shared ways we were changing our global recruiting practices. We are continuing this crucial work to ensure every employee at every level understands the critical role they play in attracting a diverse set of candidates to eBay — and have access to education and the right tools to support this effort. This work cannot happen in a silo and we are helping everyone within our organization to address systemic barriers that have historically excluded some communities from fair access to employment opportunities.

For early-career talent, our focus is for eBay to illustrate and foster opportunities for the next generation of talent. Globally, we continue to lean into existing partnerships and form new ones to broaden the pool of candidates we invite to join eBay.

In North America, partnerships with Historically Black Colleges and Universities (HBCUs) and Hispanic-Serving Institutions (HSIs) through the annual Battle of the Brains event help grow opportunity awareness and provide mentorship and scholarships.

Increase Representation

We are proud to be able to create moments for early-career talent to meet senior eBay women in technology at events like Grace Hopper. We partner with organizations like Rewriting the Code and Out in Tech that have a focus on the intersectionality of various female communities and LGBTQ+ tech talent, respectively. In EMEA we partner with similar organizations such as Colorintech that helps increase community and diversity within Europe's Tech economy. Partnerships and organizations like these help emerging technologists see themselves within our organization.

“We start by giving students exposure to people at eBay — building relationships even before we share positions or talk about careers.”

— Cindy Loggins
Director, Global University Recruitment



Additionally, over the last year, we launched an effort to diversify our leadership team at the director and above levels. Globally, we set our sights on growing the number of women leaders, and in the U.S., our focus is on increasing the number of racial/ethnic minority leaders. We started working with new search firms that are known for not only their commitment to diversity but also for their access to leadership candidates who represent various walks of life. For existing search partners, we sharpened our expectations to ensure they present a diverse slate of qualified candidates for leadership positions.

While there are several levers to increase representation, we recognize that there are systemic barriers to access that must be addressed more broadly. We continue to increase retention, provide meaningful employee development opportunities and ensure career growth opportunities — and we know that effective, lasting change happens together.

“Diversity has become a must for us, not a nice to have. We’re integrating inclusivity in everything we do — our processes, approach and strategies. And this is just the beginning; we have much more work to do.”

— Sachi Dawkins
Director of Executive Recruiting



“It’s our responsibility not just to invest in the next generation of leaders, but also to ensure that those leaders represent diverse walks of life.”

— Steve Priest
SVP, Chief Financial Officer

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Cultivate a Sense of Belonging

We are fostering an environment of inclusion and are applying an equity-focused lens to all of our people processes.



Inclusive leadership practices are not only for leaders — they are for everyone. As we build a stronger sense of belonging, fueled by inclusive leadership, we're centering around a three-pronged emotional, mental and practical approach — or what we call the heart, head and hands.

We start by focusing on the heart — how people feel. Last year, we held workshops to practice empathy building, to be open and to grow in new ways, to be vulnerable and to help create a safe and supportive workplace. Expanding mindsets and building skill sets are also critically important, which is why we're creating a multi-channel education suite for employees which covers topics such as DE&I Language 101, anti-isms and how to be an ally. Through this, we are also openly discussing history as well as factual events and educating leaders on how to leverage data to drive actionable insights — making certain that all voices are being heard and understood. Finally, we are taking action and putting our hands to work, designing accountability measures so everyone understands the role they play in fueling meaningful and sustainable change. Most importantly, we are ensuring that everyone is treated fairly and that equity exists across our entire talent ecosystem.

Belonging stems from a sense of full acceptance and support from others — especially in times of need. For example, faced with ongoing social injustices, members of the Asian American and Pacific Islander (AAPI) community needed a safe space to share their lived experiences and express the pain and fear they were enduring. With eBay’s executive leadership team in attendance, our Asian Employees at eBay (AE²) Community of Inclusion (COI) leader Kelly Anne Cheung hosted an open forum. The AAPI town hall encouraged employees to share their stories, thoughts, concerns and recommendations for steps eBay should take to demonstrate their support of the community — not only in the moment but on an ongoing basis.



“It felt like there was a true community. It brought us all closer together,” Cheung reflected.

Our Communities of Inclusion continue to be the cornerstone of our DE&I efforts, hosting in-person, hybrid and virtual events that bring together community members and allies — during these, we celebrate cultural moments important to our people. COIs also engage with thought leaders to educate team members about various cultural and social topics. Last summer, COI leaders across Europe hosted our first cross-European virtual event: eBay’s Festival of Communities. Employees found out more about what our communities do and how they could get involved. Each community had its own virtual tent, which employees could enter and engage with interactive, educational content, as well as join live Zoom meetings with community leads and current members to ask questions.

“ People want to find connections and to do something to channel their interests. As a result, we created a framework to help people harness that energy and ignite their shared passions. ”

— Chris Gardner
Trading Director, Home & Garden

Cultivate a Sense of Belonging

This year we also provided team members with opportunities to increase their ability to lead more inclusively. We developed and hosted training and educational programs for employees — leaders and individual contributors alike. These included customized on-demand education modules, facilitated discussions and learning pathways to drive awareness, understanding and action.

In our Core Product and Tech teams, we launched initiatives to provide career development, mentorship, sponsorship and reverse mentorship opportunities. eBay's talent accelerator and leadership program (eTap) helps develop employees from underrepresented communities. For a period of two months, the program brought over 20 women, nominated by their VPs, together with senior executives to openly discuss career goals and roadblocks as well as individual achievements and set paths to professional growth at eBay. We are currently working on a way to scale these programs across other organizations globally.

“ We are facilitating mindset and behavioral shifts that support inclusivity. ”

— Leticia Knowles
Senior Organization Development Partner



We pay close attention to those who have been traditionally overlooked and those whose voices are often unheard. eBay wins when we all win. And we all win when everyone feels able to use their voice. It is up to all of us to welcome and truly listen to the various voices and perspectives from around the table.

“Creating a network that empowers each other to grow — and that recognizes shared challenges — can be a really powerful element when building a sense of belonging.”

— Daniela Martinez
People Development Partner



Gender Pay Equity

For the sixth consecutive year, we completed a study of our gender pay equity, looking at compensation, salary, bonus and stock.

In the U.S., the gender pay ratio is at 99.9%, and 100% for all other regions. We will keep providing training sessions for recruiters and senior leaders. We'll also share data-driven insights to those recruiters and leaders to guide compensation decisions and reviews for new hires, transfers and promoted employees. These steps will make sure we continually pay our people fairly based on their roles, contribution and impact.

We are humbled to be recognized for our efforts and to know that the work we are doing is making a difference.

Awards & Recognition

2022 Best Places to Work by Glassdoor

Best Companies for Maternity and Adoptive Leave
by In Her Sight

Best Places to Work for Moms, Dads, and Remote Working Parents
by Fatherly

2021 Next Gen Workplaces by Ripplematch

America's Best Large Employers by Forbes

Workforce Mental Health Company of the Year by Lyra

World Changing Ideas — Pandemic Response by Fast Company

Top 100 Companies for Charitable Giving by Let's Roam

100% rating for equality and inclusion for the 14th year in a row
on the Human Rights Campaign Foundation's Corporate Equality Index



“I’m proud of the actions and accountability measures we are taking to create meaningful and sustainable progress in diversity, equity and inclusion at eBay. From the eBay leadership team and at every level of the organization, the commitment to create opportunity for all and an environment where everyone feels empowered to succeed has never been stronger.”

— Adriane Brown

eBay Board member, Chair of Compensation and Human Capital Committee

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Engage Our Communities and Allies

We are applying DE&I tenets as we engage our community of sellers and buyers, business partners as well as the broader communities that we serve.



It is important that we drive impact beyond our walls — through investment in advocacy efforts, education and partnerships for long-term, systemic social change. That's why we have evolved how we engage and advocate for our global community of sellers and buyers, in addition to our business partners, allies and the broader communities that we serve. We also continue to leverage the expertise of community leaders to ensure the policies that govern our platform are inclusive and create a safe space for our buyers and sellers.

We owe it to ourselves and our communities to deploy capital to drive systemic change. Over the past year, eBay Foundation has set a new strategy, one that has sharpened our focus and will significantly increase our level of investment to address and remove systemic barriers that limit entrepreneurship for historically excluded groups.

In 2021, the Foundation granted over \$14 million, including matching gifts. Over \$11 million of that total was directed to organizations supporting historically excluded entrepreneurs.

We listened to our nonprofit partners given the depth and richness of their knowledge on community needs. As a result, we've embarked on a new path to best support our partners by leveraging trust-based philanthropy — a movement that addresses the inherent power imbalances between foundations and nonprofits.

“The eBay Foundation is honored to work alongside community partners who are working to create impactful solutions for equity and inclusion. They are making a real difference, and supporting this work is at the heart of what we do.”

— Allie Ottoboni
President, eBay Foundation

Recent examples of our evolving strategy include the Foundation's \$300,000 grant to [Racial Equity Alliance](#) (REA), co-created by XPrize and Coalition for Black Excellence, aimed at creating more equitable solutions to dismantle institutional and systemic structures of racial inequities with an intentional focus on the Black community. The Foundation also granted \$1 million to [Inner City Advisors](#) (ICA) for their work in providing coaching, connections and capital to grow Bay Area businesses and close the gender and racial wealth gap.



And, through the employee-involved Global Give grantmaking program, \$50,000 was granted to Global Sisters which helps women who do not have jobs or access to sustainable work start and grow their own businesses and improve their long-term economic security.

In addition to the support we extend through our corporate foundation, we want to enable our customer community to give. Providing opportunities for our sellers and buyers to choose which charities receive the proceeds from a sale continues to be one of the greatest channels on our platform to support organizations at the forefront of issues that our communities care about.

In 2021, eBay for Charity raised \$145.5 million dollars, with a year-over-year growth of 18% — which is another record-breaking year for the program, and one that sets us up to meet our goal of raising another \$600 million by 2025.

Sellers are critical to eBay's platform and in some cases, they may need capital as well as education to ensure that they are set up for both immediate and long-term success.

Through [eBay Academy](#), we continue to offer all sellers access to free online training so they can explore and understand what it takes to build a successful e-commerce store, from product marketing to pricing. Sellers leave with practical tips and strategies they can apply to build a successful business. For sellers like Liz O'Kane, founder of Colorado Re*Worn, eBay Academy is a great resource with so much to offer: "I love that eBay Academy is a space for sellers of all levels to learn and grow, with all the resources we need in one spot."



“It’s up to us to create the environment where all employees feel like they can be themselves at work, that they can bring forth their best self, that they can speak up, and that their work and contributions will be recognized and valued.”

— Marie Oh Huber
SVP, Chief Legal Officer,
General Counsel and Secretary

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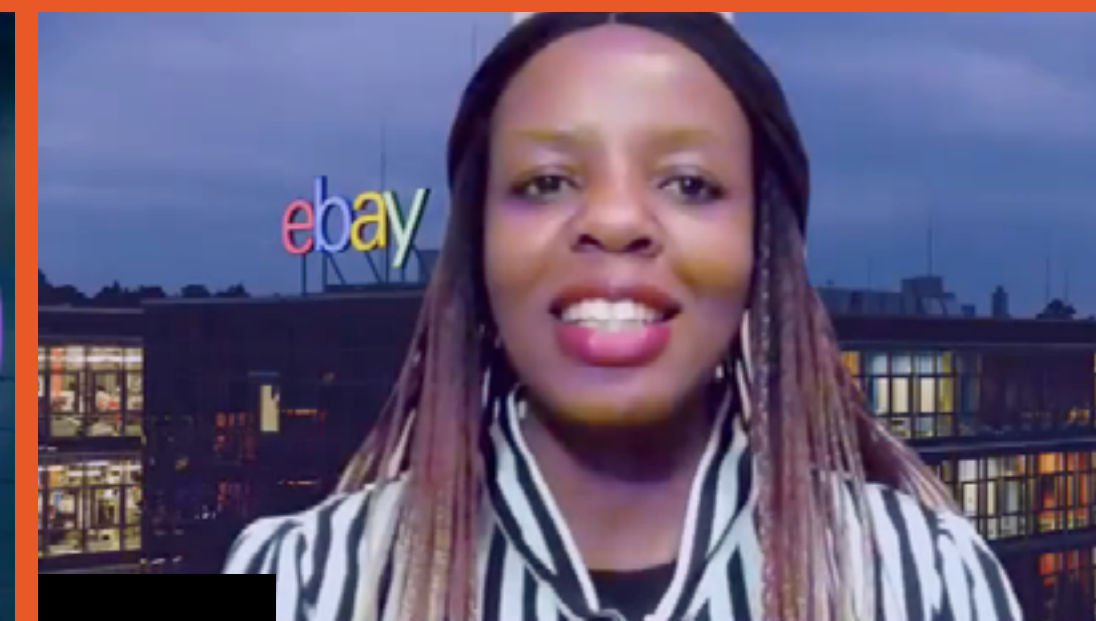
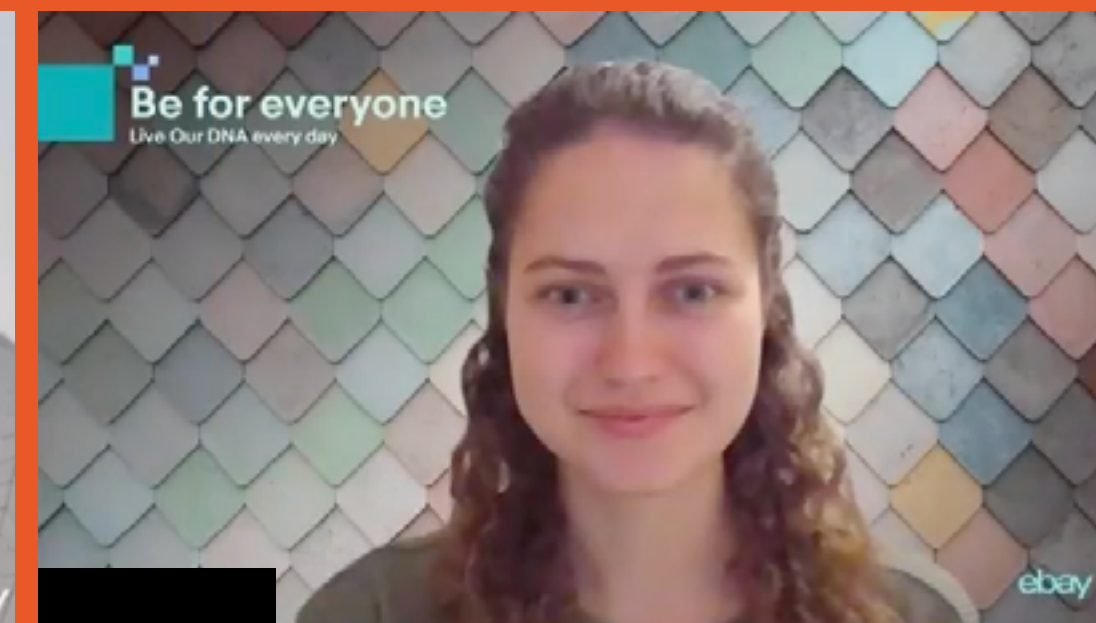
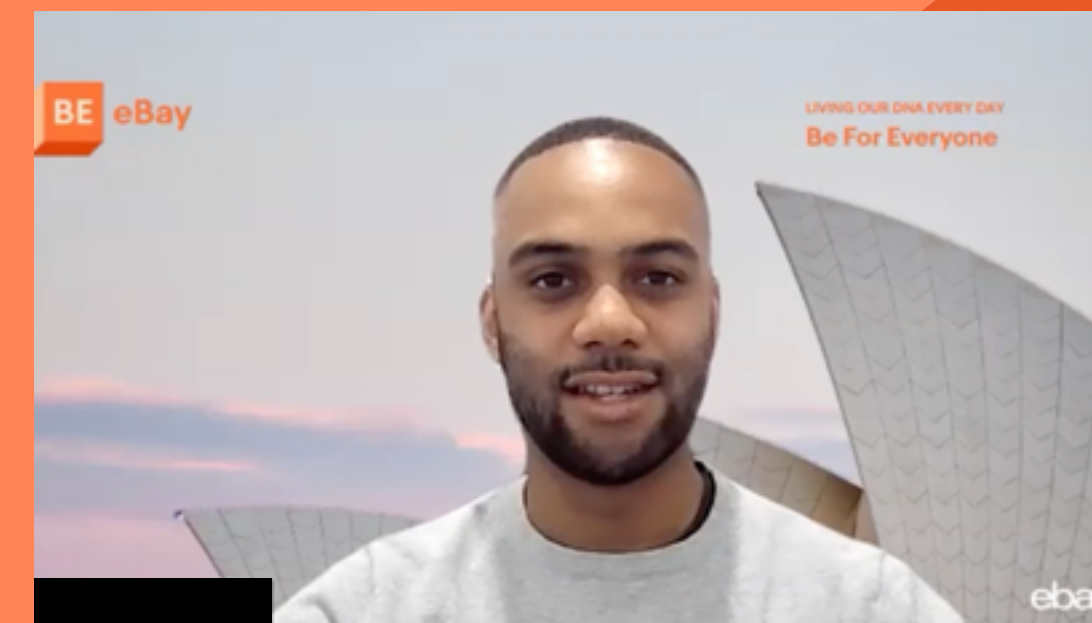


Engage Our Communities and Allies

Businesses, both big and small, need capital. Our Up & Running Grants Program awards 50 U.S. small business sellers with grants totalling \$500,000 that goes toward the cost of growing their businesses — which may include buying new equipment, hiring employees and investing in inventory. Of this year’s winners, 60% identified as belonging to a community of color and almost 32% had a military affiliation, 12% identified as LGBTQ+ and 14% reported having a disability. “My credit cards were all maxed and I couldn’t buy inventory,” said Sarah Drobnick, founder of All is Well Healing.

“My mother, sisters and I have had many hardships over the years, and our work has gotten us through it together. eBay has not only allowed us the ability to financially recover from some difficult challenges, but has empowered each of us to pursue the lives we want and to thrive.”

— Katelyn Huffine
eBay Seller, Beauty On Point





Engage Our Communities and Allies

We continue to launch new programs that create more opportunities for women sellers and sellers from underrepresented racial and ethnic minority communities. One such example is our partnership with [Black Girl Fest](#) (BGF), to create more equitable opportunities for Black women sellers and to better understand the needs of Black entrepreneurs in the U.K. We ran our pilot program in 2021 and are proud to be launching our partnership with BGF in 2022 through our eBay Academy. And in Italy, we launched the eWomen Lab, in which external partners are involved in training and mentoring women sellers.

We know that advocacy — with both lawmakers and government officials — is a key component to building economic empowerment for all. Our Government Relations team continues to connect a diverse group of sellers with U.S. legislators, to make sure their voices and concerns are heard. In 2021, eBay had a virtual “fly-in,” bringing 13 sellers — eight from underserved communities — together with their local representatives from Congress to help sellers overcome pandemic-related challenges.

Engage Our Communities and Allies

We continue to enhance our policies to ensure that we remove items that promote or glorify hatred, violence, racial, religious or gender intolerance or promote organizations that hold such views. And last year, [GLAAD](#), the world's largest LGBTQ+ media advocacy group, partnered with us to expand the protected groups in our [Offensive Materials policy](#) and [Threats policy](#) — to include disabilities, national origin and to separate gender from gender identity.

As a company that builds community, our reach takes us far beyond the limits of our workplace. The opportunities to better serve our customers are as diverse as they are themselves. So our strategies and actions aim to fulfill what matters most to them.

“I am a prime example that people with disabilities can have independence and be successful using eBay as a platform to better their lives.”

— Donovan Mitchell
eBay Seller, BikeNow Motorsports



**“As we embrace change and drive transformation,
it’s so important for us to create safe and
comfortable places for people to bring their
ideas and their different points of view.”**

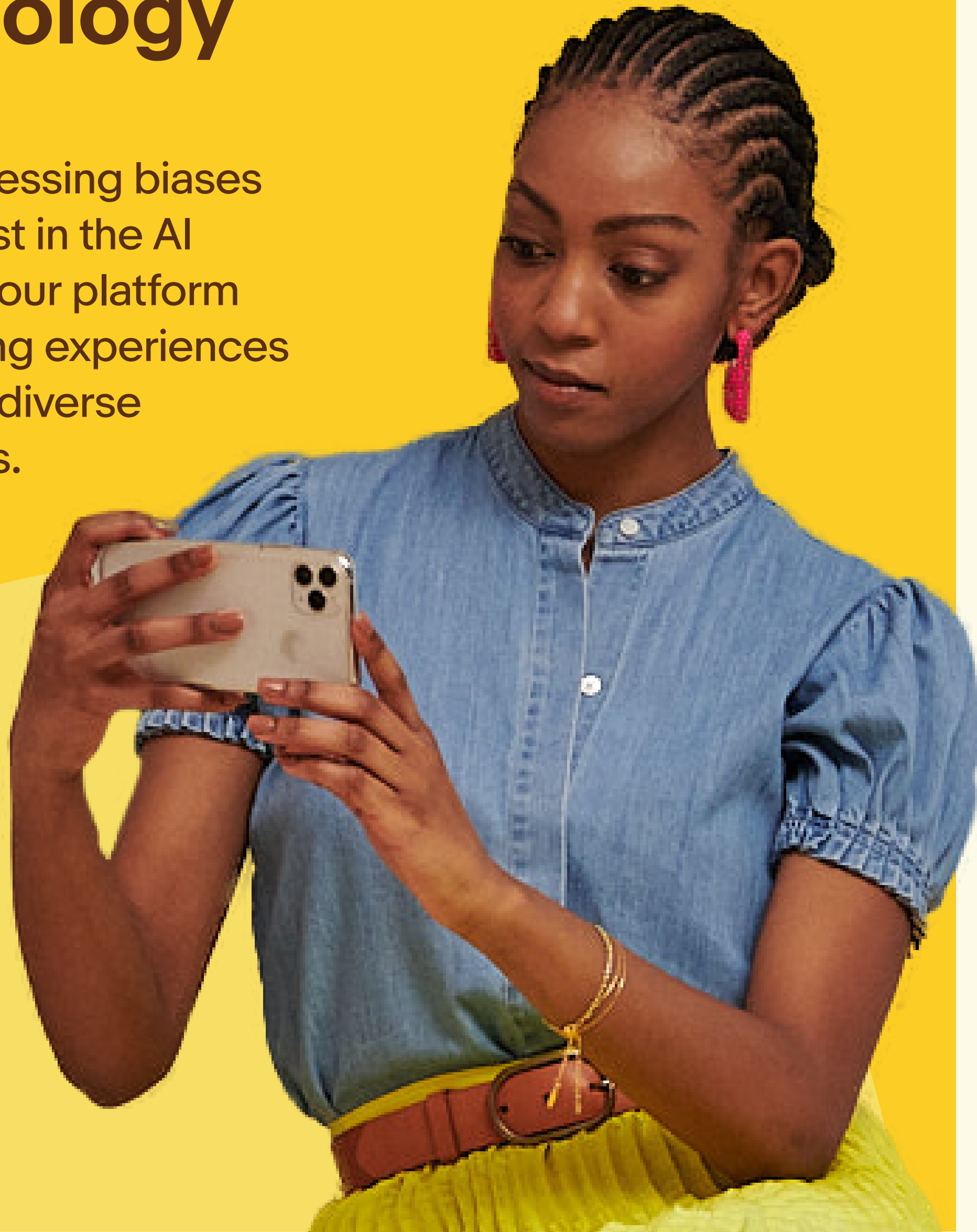
— Stefanie Jay
SVP, Chief Business and Strategy Officer



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Build Inclusive Technology

We are addressing biases that may exist in the AI that powers our platform and designing experiences that include diverse communities.



Build Inclusive Technology

eBay is powered by technology, enabled by people and open to everyone.

We are using technology in innovative, compelling ways that directly help our customers. Our teams of AI technologists develop solutions that simplify and streamline complex problems for sellers and buyers. Everything from how our call centers utilize voice technologies to computer vision models that recognize images for search functions — our solutions leverage world-class AI technologies that are modernizing the overall customer experience. And now we are ensuring inclusive tenets are central to our tech innovation strategy.

“We’re reimagining how we empower our customers through advanced technologies, designing experiences to be more broadly inclusive.”

— Nitzan Mekel-Bobrov
Chief AI Officer

We know we have work to do — and we're on the path to get that work done. We're in the discovery phase of our responsible AI journey, launching the largest and most comprehensive survey done to date at eBay of all our current responsible AI processes and the main gaps we need to tackle in the future. We're paying particular attention to the experiences which industry research on responsible AI over the past several years has found the biggest risk of bias, such as search results, rankings, recommendations and campaign marketing.

Our customer community invests in the values and interests that matter most to them. We want to strengthen how people find each other and items that are aligned with their interests on our marketplace.

“We want to further enable our customers to build communities that speak to their own interests, ideals and identities — and connect over areas of shared meaning.”

— Bradford Shellhammer
VP of Buyer Experience and General Manager of eBay New York



Build Inclusive Technology

We'll partner with sellers to self-identify areas that matter to them — and enable them to share those identities with buyers. Perhaps buyers want to shop with Black-owned businesses. Or to find a gift at a woman-owned store. Or to buy from an eBay seller who values sustainability. Through our new shop-by-values experiences, we're creating ways to further enable these connections to happen, leveraging our AI capabilities to empower and uplift our diverse eBay community.

In addition, we are making it easier for our customers to communicate with each other. Our customers span 190 marketplaces around the world, speaking a range of languages. We are using machine learning tools to translate language used in listings — so that a seller in Poland, for example, will be able to share their listings with buyers in Germany. And this technology will also work in our new messaging experience, where sellers and buyers will be able to directly talk to each other, asking questions about condition, price and shipping — wherever they live or what language they speak.

Our technology must make it simpler and easier for each member of our employee and customer community to grow and to succeed. We're focused on using technology for good and to create economic opportunities for people everywhere.



“I’m incredibly proud of how we bring people together to learn more about one another in safe, open and honest spaces.”

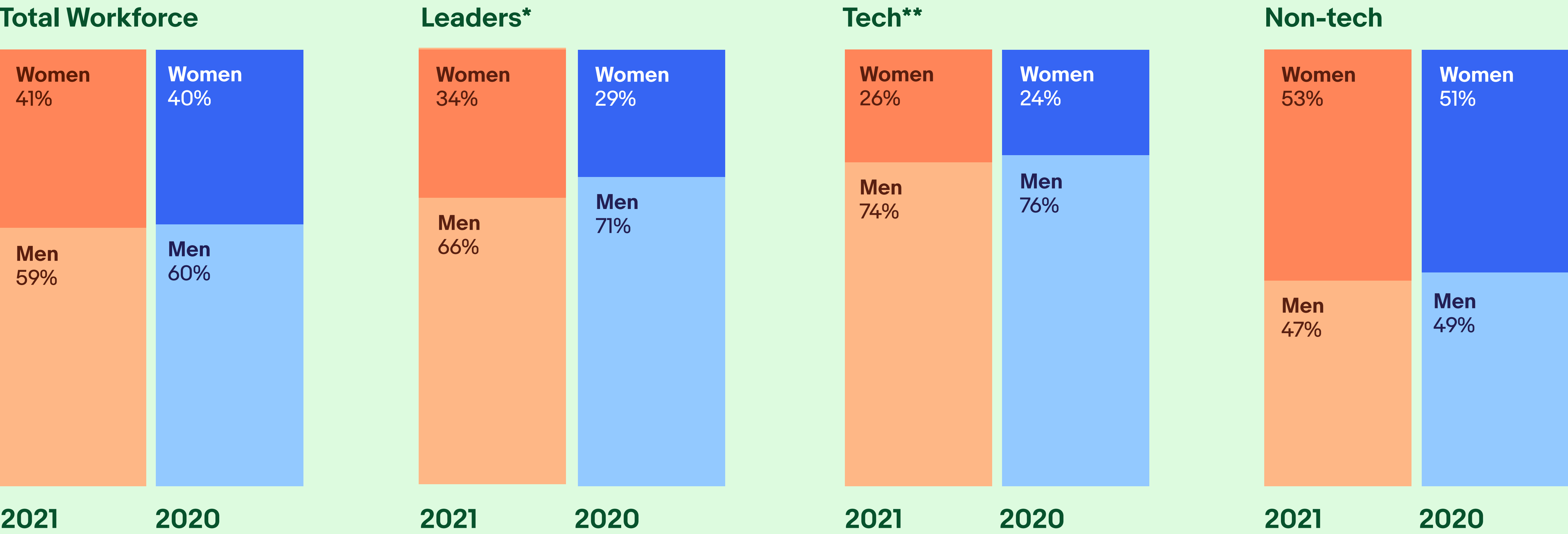
— Jordan Sweetnam
SVP & General Manager, North America



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Our Numbers

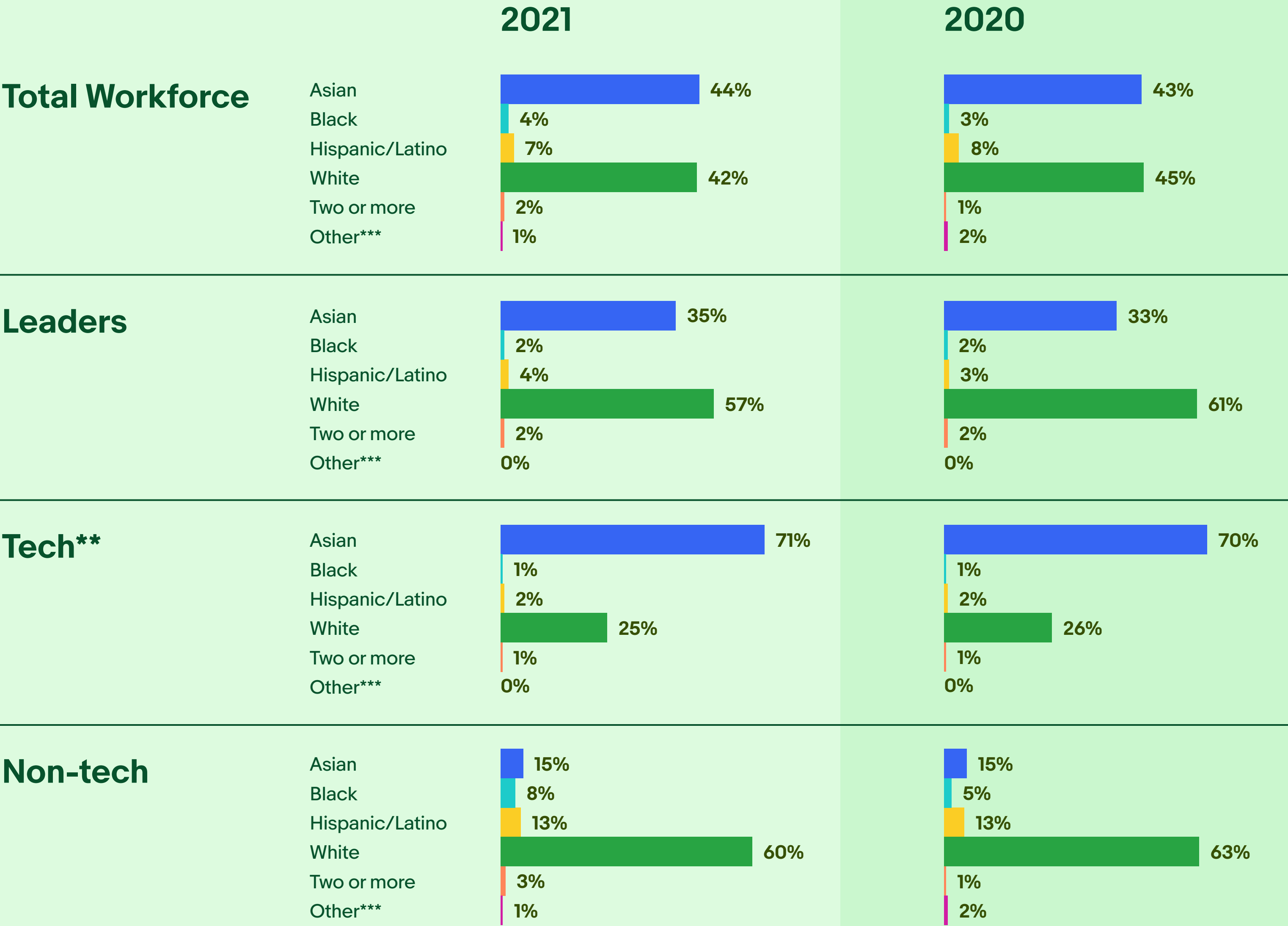
Gender: Global



*Leaders are defined as directors and above.
** Tech is defined as engineering, tech operations and information technology.
*** Other is less than 1% and includes Native Hawaiian or other Pacific Islander, American Indian and Alaska Native.

Note: Apex Companies, LLC performed its work in accordance with Apex’s standard procedures and guidelines for external Assurance of Sustainability Reports and International Standard on Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements Other than Audits or Reviews of Historical Financial Information (effective for assurance reports dated on or after Dec. 15, 2015), issued by the International Auditing and Assurance Standards Board. Apex’s Assurance Opinion for “Gender: Total Workforce; Leaders; Tech; and Non-tech”, “Race & Ethnicity U.S.: Total Workforce; Leaders; Tech; and Non-tech” and “Gender Pay Equity” is published in full [here](#).

Our Numbers Race & Ethnicity: US



*Leaders are defined as directors and above.
** Tech is defined as engineering, tech operations and information technology.
*** Other is less than 1% and includes Native Hawaiian or other Pacific Islander, American Indian and Alaska Native.

Note: Apex Companies, LLC performed its work in accordance with Apex’s standard procedures and guidelines for external Assurance of Sustainability Reports and International Standard on Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements Other than Audits or Reviews of Historical Financial Information (effective for assurance reports dated on or after Dec. 15, 2015), issued by the International Auditing and Assurance Standards Board. Apex’s Assurance Opinion for “Gender: Total Workforce; Leaders; Tech; and Non-tech”, “Race & Ethnicity U.S.: Total Workforce; Leaders; Tech; and Non-tech” and “Gender Pay Equity” is published in full [here](#).

Thank you

“To the incredible collection of individuals who drive this work forward every day, even when it is hard and frustrating — a genuinely heartfelt thank you. We cannot make progress without each and every one of you.”

— Beric Alleyne

Global Head, Diversity, Equity & Inclusion

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