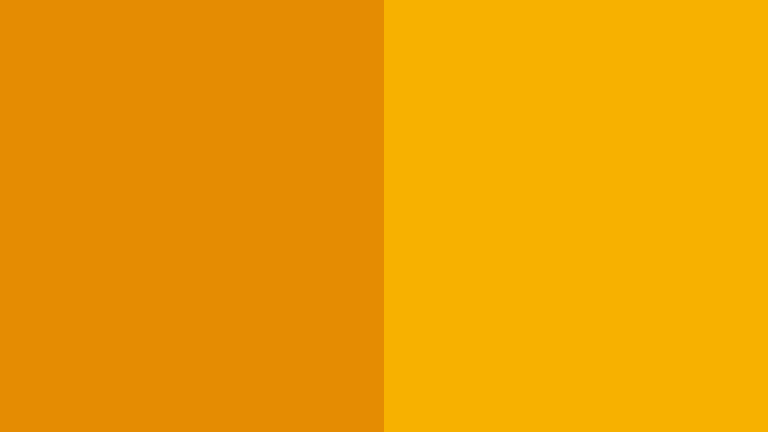


OUR 2019

Diversity & Inclusion Report



ebay



INTRODUCTION

Our 2019 Diversity & Inclusion Report

First and foremost, we hope you are well in this moment. As this report is being composed, we find ourselves—across the world—in unprecedented times. With this in mind, we appreciate you taking the time to learn more about what we are up to. Please know that wherever you are and whatever you are going through—we will get through this.

With regards to this report, our aim is to give you a look at how we invested in D&I in 2019 and to continue to bring you along on our journey. As always, we strive to be authentic and transparent about our progress with the context that our progress is defined by numbers and experiences.

For us, D&I is about making sure that our current and potential employees and our millions of buyers and sellers around the world experience eBay as a place that is welcoming and inclusive. We continue to ground our efforts around D&I in three strategic pillars: our workforce (who and how we hire), our workplace (how it feels when you are here) and our marketplace (how we intentionally include our buyers and sellers and the communities we're in).

While today's climate understandably can provoke fear and ambiguity, it has also forced the eBay community to grow closer than ever. The evident need for human connection fuels our mission to bring the world closer together. By uniting our neighbors, local businesses and global community, we continue to focus on what matters most—our people.

In this report, we won't tell you that we've discovered "the" solution to the D&I challenges facing our sector. We will give you an honest glimpse into where we are in our journey and highlight our internal and external partners who are helping us do the work each and every day. This report includes quantitative and qualitative content because both are critical to give you a comprehensive view of D&I at eBay. Read on for an overview of where we've been, where we are and where we are committed to going when it comes to D&I at eBay.

“

There is a magic across our global platform that is born out of the connections we create—for people from all backgrounds, geographies and beliefs. Using technology to power economic inclusion for all is how we started 25 years ago and it is what will fuel our next 25 years and beyond.

-JAMIE IANNONE, CEO

APPROACH

We weave D&I into the fabric of eBay

Our approach to D&I at eBay hasn't changed (you'll see that in our **2016**, **2017**, and **2018** reports). We continue to put our energy and resources toward three strategic areas: our workforce, workplace and marketplace.

We drive impact in these areas by pulling on two distinct levers: structure and culture. On the structure side, we evaluate our processes and systems and work to make them equitable for all. On the culture side, we aim to engage people on a more personal level to broaden their worldviews, understanding of others and attitudes. While each of these levers are powerful on its own, our approach is based on the belief that both are necessary to see real change in the long term.

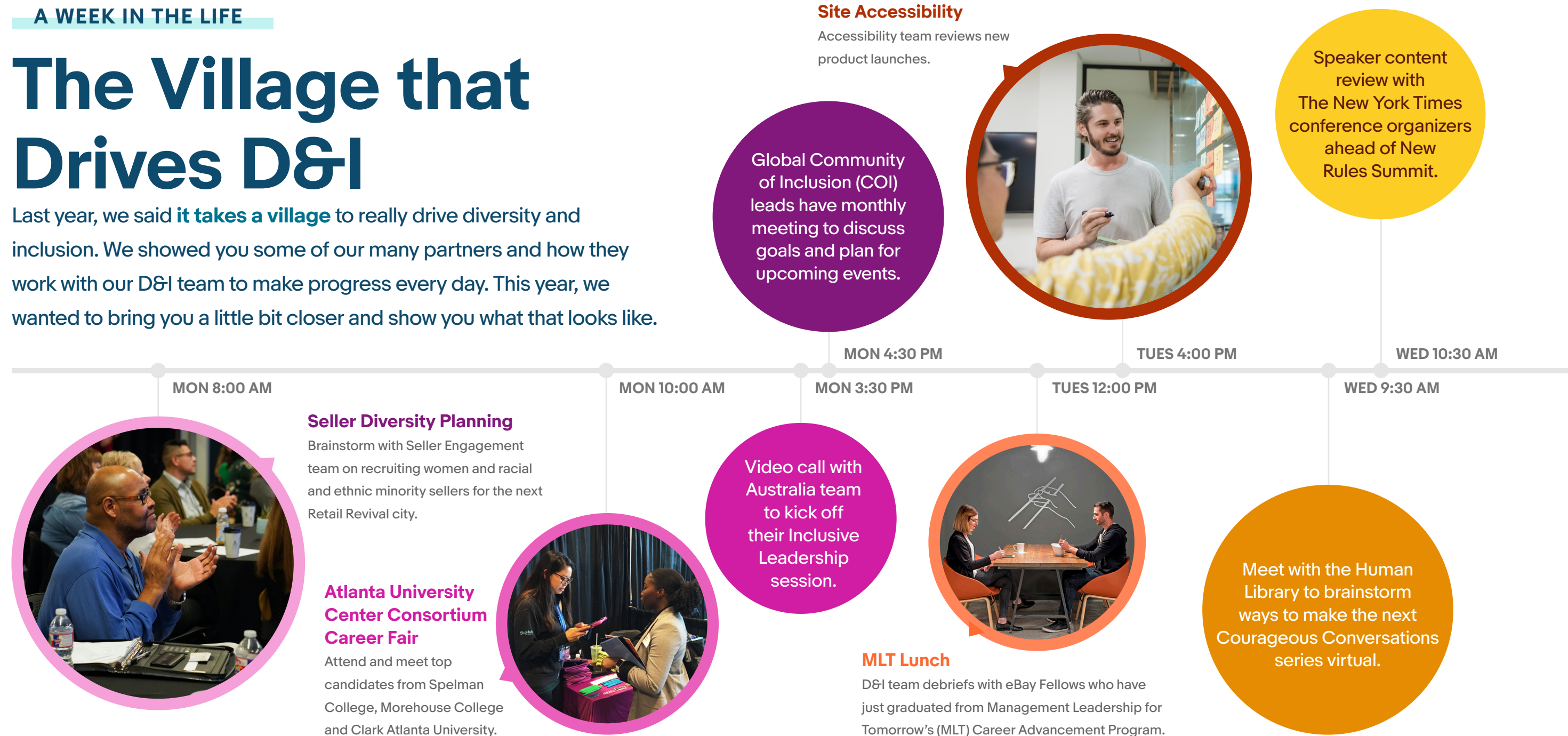
But what does this actually mean? If we are really getting down to it, the ultimate driver behind all of this is us as human beings—and now more than ever, human connection is the key to our success.

WHAT'S NEXT

On the upcoming pages, we'll give you a glimpse into the various people and teams—across functions, levels, geographies and identities—who partner to drive D&I at eBay every day.

The Village that Drives D&I

Last year, we said **it takes a village** to really drive diversity and inclusion. We showed you some of our many partners and how they work with our D&I team to make progress every day. This year, we wanted to bring you a little bit closer and show you what that looks like.





Brainstorm US Sneaker Drop

Chat with Americas team to brainstorm marketplace sneaker drop activation at AfroTech.

WED 2:00 PM

Join Investor Relations team to share D&I strategy on investor call.

WED 3:30 PM

THUR 9:00 AM



New York Office Visit

D&I team holds All Hands at NYC office.

THUR 2:00 PM

Welcome Kristen Downing, Owner of KAWD Art Gallery and an eBay seller, to campus for a tour and meetings.

THUR 3:30 PM



2019 D&I Report Sync

D&I and Communications teams meet to brainstorm on this report!

FRI 1:30 PM

Monthly Extended D&I Meeting

Meet with cross-functional partners to discuss ongoing activations, updates and initiatives.



Product & Technology Inclusive Leadership Session

Design experiential curriculum with eBay business leaders, People Business Partners and Performance Paradigm.

THUR 1:00 PM

FRI 9:00 AM



Check-in with eBay Foundation

Meet with eBay Foundation President to discuss D&I in local communities.

Meet with the Toronto team to discuss resume blinding technology they are building.

FRI 10:30 AM



YEAR IN REVIEW

What We Did in 2019

From new initiatives launched to past programs with new successes; from new external partnerships to employees who led courageously to help drive our D&I aspirations forward, here are some meaningful examples of what we did in D&I across the globe in 2019.



Workforce

Who and how we hire

New Partnerships

We continue to build new relationships and strengthen existing collaborations with external partners as a way to expand our footprint. Last year, one of the new partners we locked arms with was AnitaB.org's newly-formed Corporate Diversity Equity & Inclusion Services (CDEIS) to audit and strengthen our people processes to identify and disrupt biases. We started collaborations with organizations like Praxis Labs and the Hidden Genius Project. We also showed up at First Advantage's Collaborate Conference to discuss how we are incorporating social media into background checks while still being mindful of inclusion and we offered thought leadership on women and gender biases at The New York Times New Rules Summit. We continued to partner with Management Leadership for Tomorrow (MLT), #movethedial, Rolling Out, Rainbow PUSH Coalition, Better Man Conference, the Congressional Black Caucus and the Hispanic Association on Corporate Responsibility (HACR).

University Recruiting Program

In our University Recruiting Program, we implemented technology aimed at mitigating biases in the recruitment process, piloting it in our technical roles for early in career talent. To find top talent with a variety of backgrounds and ethnicities, we also focused our recruitment efforts for technical and non-technical roles at a broad array of events at universities. We continued to engage with candidates at Grace Hopper and AfroTech. In 2019, we also made a return to Out for Undergrad and kicked off partnerships with the Atlanta University Center Consortium, the Society of Women Engineers at the University California at Los Angeles and WISH at Cal Poly San Luis Obispo. We also met talented students through San Jose State's Black STEM career initiative in partnership with U.S. Congressman Ro Khanna.

Furthermore, our Technology team worked with Braven to provide recruitment opportunities for

underrepresented students in a program where they worked on a capstone technology project and presented their ideas to and got feedback from the eBay Tech Leadership Team.

Structuring Evaluation Processes

In our Toronto office, the team piloted an overhaul of its intern candidate evaluation process by adding structure to three key stages: job description creation, resume review and interviews. As a means to minimize the concept of unconscious bias, the team redesigned its hiring process among its incoming pool of interns.

To ensure that language is inclusive for all, the team reviews the verbiage of the job description with external tools like Textio to minimize accidental “self-selection” of a candidate.

At the resume selection stage, the team has continued to use blinding technology to help scale bias mitigation in resume reviews. The team also uses evaluation rubrics to grade each of the submitted resumes, summing scores across multiple candidates to ensure they are averaging out potential outlier evaluations. The rubrics drive consistency in evaluation and allow for a higher focus on the applicants’ objective skills.

For the interview stage, the interviewing panel comprises a diverse group of employees, ranging in job title, seniority and demographics. Each of the

interviewers is given a list of questions from the hiring manager to focus on so that each candidate is being evaluated fairly across different focus areas.

Empowering Women Developers

In Israel, our eBay Research & Development Center expanded its program She Codes to help women thrive and advance in roles inside the technology space. A community created for women developers, She Codes hosts weekly courses in Java, Python and web for dozens of women who are eager to learn code and succeed in tech.

Led by our employees and volunteers from the local community, the three-month courses have helped participating students to advance in their roles both inside and outside of eBay.





Workplace

How it feels when you're here

Communities of Inclusion

Our Communities of Inclusion (COIs) are at the heart of D&I at eBay, driving the grassroots efforts around the world and providing opportunities for employees from all backgrounds to connect and learn more about each other. We also continued to design programming, advise, consolidate chapters and build infrastructure to strengthen our COIs across the world. In 2019, we had about 60 COI chapters that spearheaded initiatives centered around cultural moments like Lunar New Year, Black History Month, International Women's Day, Pride, Hispanic Heritage Month, Remembrance Day and Diwali.

Inclusive Leadership Education

We continued rolling out global inclusive leadership education for nearly half of our global business units, including bringing in D&I consulting firm Performance Paradigm to drive education amongst more than 200 of our senior Product & Technology leaders. Many of these leaders then worked to cascade these learnings to their teams. We also partnered with YSC Consulting to further this education within our leadership teams.

Ongoing, Self-Service Learning Tools

We recognize that D&I is a journey and how people best learn about the topic can vary by person. In that spirit, we developed and launched microlearning module offerings for our employees in partnership with Blue Ocean Brain. The modules provide learning pathways for our people through ongoing education around various D&I topics, including cultural competency, understanding identities and inclusive leadership.

Gender Pay Equity

For the fourth year in a row, we completed a global study of gender pay equity at eBay. This year, we returned to pay parity in the U.S., with total compensation, including salary, bonus and annual stock award value, for women at 100% of men's in the U.S. Globally, total compensation for women was 99.5% of men's. We remain committed to returning to 100% equity. We provide targeted training sessions globally for our recruiters and senior leaders, continue to enhance our use of predictive analytics to guide compensation decisions, and conduct rigorous reviews of the compensation of new hires, transfers and promoted employees. We embrace our equal pay pledge for our valued team members and are working to consistently achieve parity globally.

Benefits

Through our Global Benefits Program, we aim to support and empower our people with the resources they need to bring their best selves to work and collaborate on innovations for our customers. Last year, we continued to look at ways of expanding support for our employees and their families.

We expanded birth parent and non-birth parent leave to a global minimum standard of 20 weeks and 12 weeks, respectively, for non-U.S. locations. We modified the transgender care benefits to be covered as in-network for employees or family members transitioning even if the medical provider or facility is out of network. In the U.S., we added coverage for a new Autism Spectrum Disorder program and HIV prevention drugs at no cost to employees and family members as preventive care.

Also, for the 13th year in a row, we scored 100% on the Human Rights Campaign Corporate Equality Index.

Local D&I Councils

Around the world our local D&I councils and leaders within our markets have helped to implement strategies built in partnership with the D&I Team. In many cases, these councils were started by a cross-section of passionate employees who united to realize shared visions for inclusion in their local offices and organizations. While these groups leverage eBay's strategic D&I pillars as their foundation, they define their engagement locally to ensure that it is relevant to what they experience and need.

Councils often crowdsource suggestions from the broader employee population in their office. Last year, a somewhat non-traditional celebration emerged with International Men's Day in our Dublin office. Also, in our Toronto office, the local team launched plans for gender inclusive signage on the bathrooms in their historic building. And in the U.K. office, it's become a standing tradition for the team to celebrate the lives and backgrounds of everyone in the office by gathering to learn more about each person in a series called My Story.





To me, D&I goes beyond company culture. It creates an environment where I can express myself as who I am and ensures equal footing for everyone.

**—MURAT DOKUMACI, BRAND RISK SENIOR SPECIALIST FOR GITTIGIDIYOR
EBAY MARKETPLACES, ISTANBUL, TURKEY**



Becoming a part of eBay's seller community has both helped to put my artwork in front of a global audience and made me a stronger entrepreneur.

-KRISTEN DOWNING, OWNER OF KAWD ART GALLERY



Marketplace

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

Meeting Our Customers Where They Are

We continued efforts to meet our customers where they are, showing up at events like NBA All-Star Weekend to tap key collectors in the sneaker community and influential tastemakers to highlight the most sought-after styles for sale on our marketplace. This year, we partnered with NBA player P.J. Tucker, sneakerhead Jacques Slade, artist Kickstradomis and stylist Aleali May to sell their own curated collections at eBay's Sneaker Drop for charity. A portion of the proceeds benefited Project Fit, an organization that empowers children to be active, fit and live a healthy lifestyle.

We also surfaced our brand to a more diverse set of audiences, partnering with Freeform's "Grown-ish", a coming-of-age series that shows the trials and tribulations of a Black woman navigating early adulthood. The episode, titled "Good For What", features financially troubled Zoey (played by Yara Shahidi) who turns to eBay looking for supplemental income to pay her way through college. Zoey embodies the many young entrepreneurs who start their own businesses on eBay to fund their interests, hobbies and education.

AfroTech

For the fourth year, we partnered with Blavity at their AfroTech Conference, where we aimed to inspire thousands of Millennial entrepreneurs, tech industry professionals, artists and students during the multi-day exchange on entrepreneurship, design and engineering, and leadership in Tech. We engaged AfroTech attendees by amplifying the work of Black entrepreneur and eBay Retail Revival seller Kristen Downing of KAWD Art Gallery. At the event, we launched a sweepstakes for custom sneakers that benefited Bay Area nonprofit The Hidden Genius Project.

Empowering Small, Minority-Owned Businesses

We continued empowering and growing small businesses with owners from diverse backgrounds on our platform. In 2019, we focused on educating and empowering the sellers in our marketplace, spurring sellers to help each other more broadly across cultural and regional lines. Our Seller Diversity Advocates Program kicked off the first-ever Youth Entrepreneurship Program. We also embedded important cultural and community moments into the roadmap of our marketplace strategy, starting with a Veterans Day launch.

Our [Retail Revival](#) program expanded in cities around the world to support local retail communities, bringing small businesses onto our platform and connecting them with our millions of buyers across the globe. Since the program's launch in 2018, over 500 participating small businesses have sold nearly a million items to 550,000 buyers in all 50 states and 173 countries around the world.

Government Relations & Legal

Our Government Relations team engaged legislators and policymakers to propel D&I, participating in the Congressional Black Caucus Annual Legislative Conference and sponsoring the Historically Black Colleges and Universities Braintrust. We also filed an amicus brief in support of LGBTQ workers to support the Equality Act and participated in the California Assembly's Select Committee on the Status of Boys and Men of Color Corporate Advisory Board. To further understand and empower the female entrepreneurs on our platform, we created and launched a [Women-Owned Small Online Business Trade Report](#).

In a continued effort to diversify our external partners and hold them accountable for driving D&I in their own organizations, our Legal team completed its second-annual D&I law firm survey for our top-30 law firms. The survey showed marked improvement, including 80% of our law firms meeting or exceeding our target of 35% of time billed by diverse timekeepers (up from 60% in 2018); it also showed

billing by diverse timekeepers across all surveyed firms was at about 50%. The team also used D&I data, along with other market data, to develop a list of preferred providers.

Engaging Buyers with Disabilities and the Elderly

In the U.K., we focused on independent living, partnering with a core group of sellers who are leaders in the market to source inventory relevant to these communities and make products accessible through discounts and incentives. To deliver the highest quality of selections for our buyers, we identified the most in-demand subcategories and secured relationships with sellers in all of these categories. We improved the buyer experience by optimizing our Independent Living hub to reflect these top subcategories.

In Korea, we continued to cater online resources to the elderly and those with disabilities. Careplus, a specialty shop within Korea's Auction site, makes it easier for people to find products tailored to their needs, and serves as a place where customers can meet others with similar needs.

eBay Korea also teamed up with apparel maker Better Basic to address diverse fashion needs this year. The designs aim to make getting dressed an easier experience for those living with cerebral palsy.



OUR SELLERS

Hector Kriete and Morgan Gray, co-owners of Krietestoneware, recently joined our Retail Revival program in Austin, Texas.



CASE STUDY: PRAXIS LABS

Using Virtual Reality to Cultivate Empathy and Drive Inclusion

How we partnered with Praxis Labs to create a simulation that helped our employees to walk in someone else's shoes.



It's all about proving the efficacy of the art for empathy and perspective taking—and fostering a stronger sense of belonging within the eBay culture and team.

-ELISE SMITH, CEO AND CO-FOUNDER OF PRAXIS LABS

Our eBay team piloted a virtual reality (VR) simulation focused on bias and inequity to help our employees strengthen their empathetic “muscles” and drive a more inclusive workplace. For members of some communities, this experience invited participants to walk in someone else's shoes, and for others, it was an experience that helped build courage, as well as provided tips to face these scenarios.

As a strong proponent of experiential learning, our D&I team partnered with enterprise SaaS education and learning company **Praxis Labs**, which uses VR-based learning experiences to advance diversity and inclusion. Founded and led by minority women, Praxis Labs is a Stanford-based company that leverages the school's research and academic experts to support its mission.

The VR simulation began with a survey for users to identify their baseline characteristics and inherent biases. Users were then guided through a virtual storyline in which they assumed a new identity, faced workplace discrimination and attempted to mitigate the incident. Once the simulation finished, employees were given the opportunity to reflect; read more on the data behind patterns of bias; and take a survey to measure the learning module's success.

For Elise Smith, CEO and Co-founder at Praxis Labs, this first iteration of the virtual reality-based learning

experience is meant to explore gender bias with an intersectionality lens. “It's all about proving the efficacy of the art for empathy and perspective taking—and fostering a stronger sense of belonging within the eBay culture and team,” she said.

To launch the Praxis engagement, over 200 eBay employees volunteered to test out the experience (you can watch the video of it [here](#)). For some, the VR simulation was an uncomfortable, yet worthwhile experience.

Calvin Men, a member of eBay's Communications team, relayed his experience. “It evoked a lot of memories and made me think about my actions,” he said.

For others, the simulation sparked a newfound motivation to advocate for themselves in these uncomfortable situations.

“It gives you the courage to stand up and speak,” said Simi Shalia, director of compensation. “It was a great experience.”

Beric Alleyne, director of D&I at eBay, also opted into the simulation and shared his thoughts. “If you put people into a vulnerable state, you expose them to something that is really meaningful and impactful, then you get to build empathy,” he said.

The same sentiment was echoed across each of the participants’ experiences—that implementing a VR D&I education module could have a monumental impact on the way employees perceive and interact with each other at work.

“It gives me something that I can bring back to my team, and talk about in a team meeting to keep encouraging this conversation to be brought up over and over again,” said Max Poole, site reliability engineer.

Praxis Labs’ goal to advance inclusion within organizations aligns with eBay’s mission to ensure that everyone who is part of the eBay community feels included, welcomed and valued. Our experimentation with VR is the latest in our immersive experiences journey, which joins a list that includes our ongoing global celebrations of cultural moments, as well as our global **Courageous Conversations** series. In our Courageous Conversations series that launched in 2018, the business invited representatives from underrepresented—and often marginalized—communities to start an open dialogue with employees on difficult topics. With the tremendous success seen after the initial launch, the series was expanded across four European offices.

We are proponents of the notion that experiential learning can drive empathy and we can’t wait to see the impact these kinds of educational opportunities will have on our employees across the globe. Moving forward, we plan to continue to use experiential learning to drive empathy and behavioral change—this year and beyond.

LEARN MORE

Learn more about what eBay is doing to create more access and opportunity in the workplace.

Praxis Labs’ goal to advance inclusion within organizations aligns with eBay’s mission to ensure that everyone who is part of the eBay community feels included, welcomed and valued.

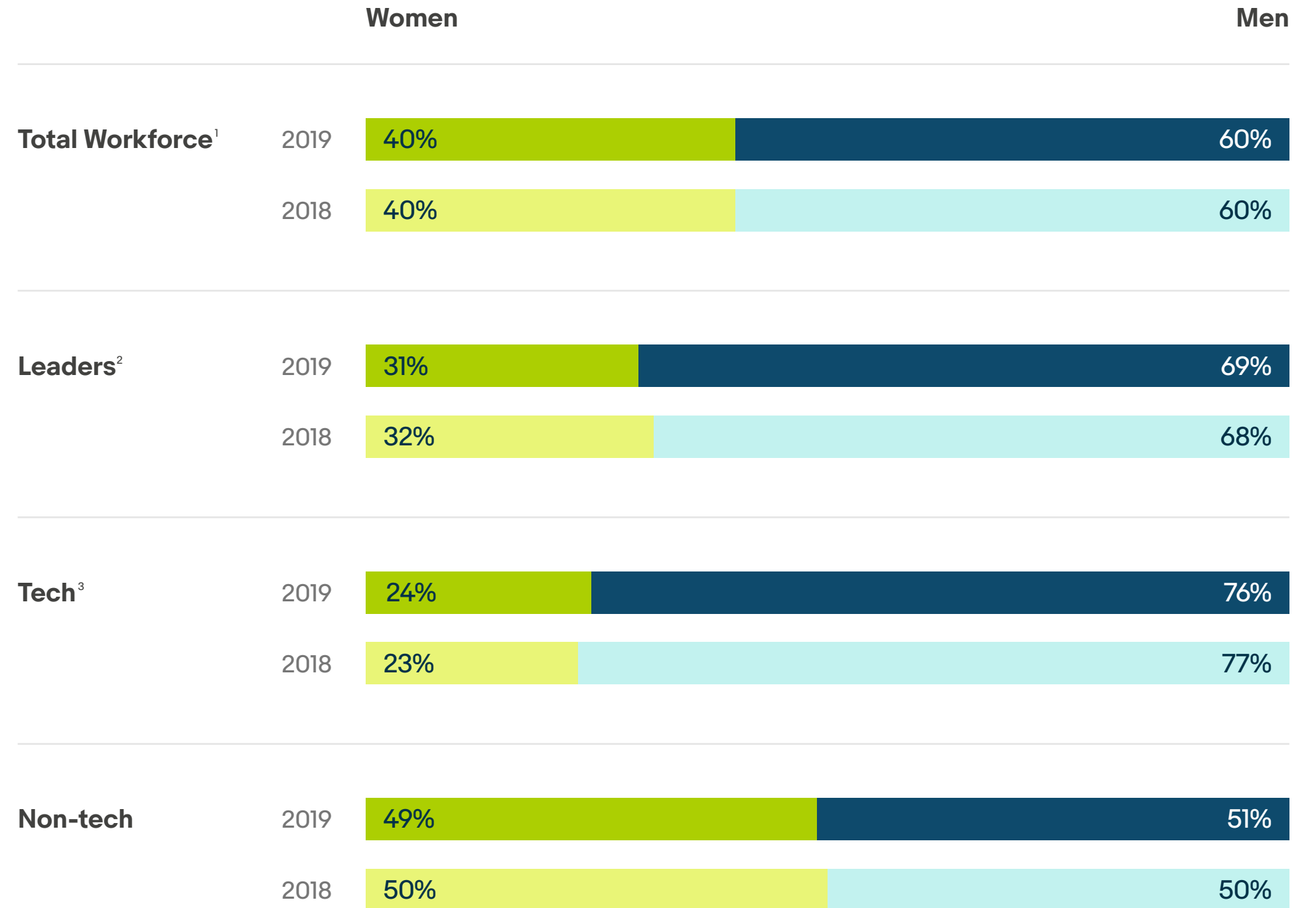


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eBay is a company built on empowering people. We want you to know that you are part of our collective community and, within that, opportunities to grow and thrive await you.

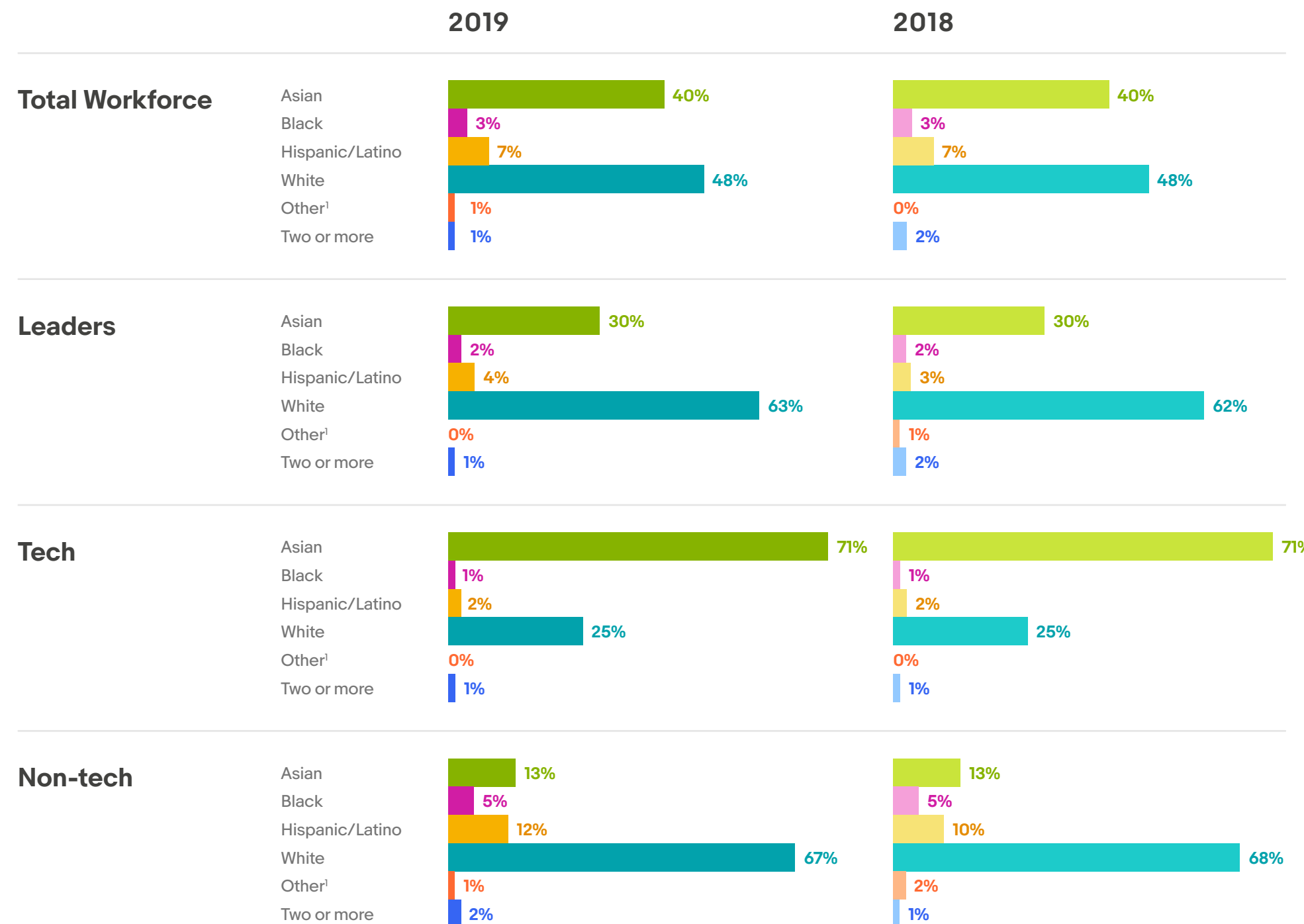
-KRISTIN YETTO , SVP & CHIEF PEOPLE OFFICER

Gender: Global



¹Data are as of December 2018 and 2019, ²Leader is defined as director or above, ³Tech is defined as engineering, tech operations and information technology

Race & Ethnicity: US



¹ Other is less than 1% and includes Native Hawaiian or other Pacific Islander, American Indian and Alaska Native



Thank you for taking the time to read this report, especially now, as the world sits in the grasp of a vast pandemic. In the pages above, we hope we’ve provided you with a clear and authentic picture of D&I at eBay. We also hope that you have some idea of our successes and where we’ve had a chance to shine—as well as a sense of where we strive to grow and learn as we move forward.

This year, we will celebrate our 25th anniversary. Now more than ever, it’s important for us to note that since the very beginning, and at our heart, we are a community. We are a community made up of diverse individuals, each of us enriched with different stories, backgrounds and perspectives. Here at eBay, we come together, as employees (past, present and future), sellers, and buyers. No matter our roles, we share the same purpose-driven desire to empower people and create economic opportunity for all, across the globe.

Our community is open to everyone. Our bonds become stronger as we connect with each other, building on shared values while appreciating views that might differ from each of our own.

We understand that tackling important areas of diversity and inclusion might sometimes make us uncomfortable—but we also know that temporary discomfort is key to permanently improving our company at every level and across our workforce, workplace and marketplace. Technology is the

tool that enables our platform and processes to run smoothly. But people are the foundation of everything we do.

We know that we aren’t perfect—and that there isn’t one easy fix. We are committed to exploring more ways to make progress. Difficult questions should be asked, and challenging situations should be viewed as opportunities rather than roadblocks. We are going to keep pushing and we will work as a community to realize all of our best selves.

During this global pandemic, we believe that inclusivity and connection are even more imperative as we seek threads to unite us and as we continue to find ways to support each other.

But it’s also equally important for us to recognize and celebrate our differences. We know the importance of a community that embraces diversity, that reaches out across the world and that enables everyone, everywhere to connect and thrive. We are encouraged by the progress we are making, but we aren’t done yet. Onward!



Damien Hooper-Campbell
Chief Diversity Officer at eBay