





OUR 2018 Diversity & Inclusion Report







INTRODUCTION

Our 2018 Diversity & Inclusion Report

2018 was filled with defining moments for the technology industry and for eBay. We had moments of challenge, joy and courage; moments where we were inspired and where we learned important lessons. Above all, we had moments where we saw the heart of eBay–our culture–shine through, reaffirming that eBay is a special place defined by a purpose bigger than any one moment: to create opportunity for all.

Our 2018 Diversity & Inclusion Report lets us share some of these moments with you and continue to bring you along on our journey. As always, we aim to be authentic and transparent about our progress while being clear that our progress is defined by numbers *and* experiences. We will also pause and reflect, discussing the lessons we learned in 2018 with the hopes that it will be insightful to some of you on your journey.

We continue to ground our efforts around D&I in three strategic pillars: our workforce, workplace and marketplace. As you explore our report, you'll see how we doubled down on particular focus areas—like our workplace—in 2018 in response to the broader landscape and what we were hearing from the wide group of people we serve. Finally, we'll share some of our measures of impact, which you can find **here**— data but other proof points we think are important. We have set our long-term aspirations high for what we hope to achieve in D&I at eBay. But we know that even a few years in, we are still in the foundation-building phase—the changes we are making are incremental and we are iterating and improving constantly in a dynamic environment. New challenges in the social, political and cultural landscapes have brought even more complexity to how we live, work and interact. Our goal isn't to make you feel like we've solved all D&I challenges we haven't. Instead, we simply hope that this report will leave you with a better view of where we landed in 2018 and where we're headed in our ongoing D&I journey.

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giving you a glimpse at not only our demographic data but other proof points we think are important.

66 The more diverse and inclusive we are in our own company, the more we reflect our customers. This enables us to make better decisions as a business and to more positively impact our society.

-DEVIN WENIG, PRESIDENT & 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** and **2017** reports or by watching **this video** on our philosophy). At eBay, D&I boils down to making sure that our current and prospective employees and our millions of buyers and sellers around the world experience eBay as a place that is welcoming and inclusive. With this in mind, we continue to focus our energy and resources on three strategic areas: our workforce, workplace and marketplace.

We work to weave D&I into the fabric of eBay-bringing all people along on our journey no matter how their experiences and views differ or where they are in the world.

WHAT'S NEXT

Check out the case study on the following pages. It highlights an all-encompassing example of our workforce, workplace and marketplace efforts coming together to create more inclusive opportunities for all people.

CASE STUDY: HEADGAZE

How one team built a hands-free app to make online shopping easier for people with motor impairments





And with 39.5 million Americans currently considered physically disabled...there was an opportunity to create a tool that would promote independence. Inspired by the experience of one of their own team members with motor impairments and no control of his limbs, one team set out to create an accessible shopping solution. Now, *Fast Company* recognized the group's app as one of the 2019 World Changing Ideas Awards in the AI + Data category, reaffirming the team's realization that their innovation had the potential to impact an even wider audience.

eBay's core AI team developed HeadGaze, a reusable technology library that tracks head movement on the iPhone X, and then made the technology available via open source to the broader community. The team built this first-of-its-kind technology using Apple ARKit and the iPhone X camera to track head motion so people can navigate their phone easily without using their hands.

This was built knowing that there isn't any type of Assistive Technology or tool that considers the needs of motor-impaired individuals when shopping online. And with 39.5 million Americans currently considered physically disabled, according to The Centers for Disease Control and Prevention, there was an opportunity to create a tool that would promote independence.

The development of HeadGaze is an example of all three focus areas of our D&I initiative

coming together—our workforce, workplace and marketplace. It's a story of a team with diverse backgrounds identifying a coworker's need, using their experiences to build cutting-edge technology to fill that gap, and reaching different kinds of customers in the global marketplace—as a team.

The team built a model that creates a virtual stylus to follow the motion of the head (up, down, side to side), taking the head's 3D information from ARKit and applying 3D geometry mapping to get the location of the "cursor" on the screen. In addition to that, they designed and implemented new user interface widgets that sense and respond to the "cursor" interaction. Similar to how a mouse navigates the cursor on a desktop, this design lets someone point to any location on the screen with their head and activate designated "buttons." The new user interface components were also designed to register head gestures and navigate the technology accordingly. For example, they sense the cursor movement and how long the cursor has been in one spot to trigger a clicking action. Once activated, the buttons unlock different functions like scrolling the screen, moving between pages and selecting the product to purchase—without touching the screen at all. The fuse of the head-based control and the new UI widgets empowers the existing iOS app with hands-free interactions. The modular code design allows developers to easily integrate our features into their existing or future apps with minimum code change.

The team piloted this capability by developing the HeadSwipe app (also open-sourced via HeadGaze) as a test experience that allows users to swipe deals on eBay. Specifically, this technology empowered testers to browse and buy their perfect items with simple head motions. For example, when users pointed their heads toward the up and down buttons, the technology scrolled to different daily deals in different categories (e.g. a vertical swipe). When users pointed their heads toward the left and right buttons, the technology swiped items one after another horizontally (e.g. a horizontal swipe) like a carousel.

Because of HeadGaze's potential to make a tremendous impact on the lives of many people, we decided to share it more broadly with the developer community so they could harness our technology for their own applications. By open-sourcing this tool, the team hopes developers build more apps that don't require screen touch.

The source code for HeadGaze, is available on **GitHub.com**.

WHAT'S NEXT

2018 was busy for D&I at eBay. Along the way, we learned some new insights and reaffirmed others. Coming up, read more about some of our takeaways from last year. Because of HeadGaze's potential to make a tremendous impact on the lives of many people, we decided to share it more broadly with the developer community so they could harness our technology for their own applications.





LESSONS LEARNED

D&I "boundaries" continue to evolve

Before we get into our 2018 initiatives and partnerships, here are some lessons we've learned over the year.

The Gray Area is Getting Grayer

There was a time when the role of D&I inside of a company seemed a bit more straightforward. 2018 made it very clear that not only is the scope of D&I growing, but also the challenges fueled by polarizing and global socio-political-economic issues make finding solutions to these challenges, well, challenging.

There were countless societal issues that reached breaking points in 2018. Some of them we addressed internally only, others we addressed internally and externally, and some we didn't address at all. The dilemma? If we address one, shouldn't we address them all? But if we address them all, won't that create fatigue for our employees and our customers? What is the real role of a publicly-traded corporation? And by the way, who should be saying something?

In an effort to be more intentional about answering these questions, we established a core, crossfunctional team to help "make the call" when these types of situations arise-this committee meets regularly, engaging in a dialogue around various issues that come up in the media, at our peer companies and within our own workplace.

But the truth is that even with a clear idea of our mission to create economic opportunity for all, the answer to when to get involved isn't always clear. There is no barometer for when a corporation or even a D&I team should get involved—it depends on so many factors-and ultimately, we will continue to learn from our ongoing experiences.

People Want to "Go There"

"Don't discuss politics, religion, race and ethnicity, gender, sexual orientation, etc., at work." For many, this is the kind of advice that has been given for years when it comes to what's off-limits at work. But today, we know that we can't run from discussing the realities from outside of the workplace that undoubtedly affect how we interact inside of the workplace. With the onslaught of news feeds that hit our mobile devices and desktops, there is just no way to avoid talking about the issues.

But...how? How do we go about addressing the tough conversations that need to be tackled in a way that is safe and open to all opinions inside of a corporate environment? And even if we figure that part out, will our employees really want to have the conversation? These were some of the questions that rose to the top of the priority list for us in 2018.

With this in mind, we tried something new last year, kicking off our **Courageous Conversation Series** in partnership with **The Human Library**. The initiative has created opportunities for our employees to have a real dialogue in a safe, intimate (and sometimes still uncomfortable) space with numerous individuals from outside of eBay who represent communities that are often misunderstood or misrepresented.

Regardless of how many times we told our people it would be safe, we weren't sure if people would actually talk to each other openly about things like politics, race, religion and gender identity. However, we saw promising engagement from our employees and a desire to continue these conversations. Our employees, including our CEO and other senior leaders, from a multitude of backgrounds with unique perspectives, literally came to the table with the goal of learning, sharing and leaving with a better understanding of one another as human beings.

Recently, we have continued the roll-out of this initiative across many of our offices in Europe. 2018 helped us to understand that now, more than ever, the realities of the world don't stop being real just because people are at work. We're excited and encouraged that our people are yearning for ways to engage in the tough discussions that will help all of us to grow.



We know that we can't run from discussing the realities from outside of the workplace that undoubtedly affect how we interact inside of the workplace.



We believe that real progress in D&I will come only when everyone is a part of it—when both the minority and majority groups believe they have a role in this work; when all departments inside of a company understand and run toward their responsibility to make this happen.

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YEAR IN REVIEW

What we did in 2018

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 2018.



New Partnerships

We continue to build new relationships and strengthen existing collaborations with external partners as a way to broaden our engagement with top talent. Last year, some of the partners we worked with included /dev/color, The Better Man Conference, Council on Foreign Relations, Slush, Hispanic Association on Corporate Responsibility (HACR) and Women of Silicon Roundabout.

StubHub National Football League (NFL) Externship & Fellowship Programs

As an outcome of their D&I strategic planning process, our StubHub team launched an externship program in partnership with the NFL Players Association to empower current players to explore potential career opportunities for life after the field. In addition to this immersive, three-week business program, StubHub also piloted a year-long paid fellowship program for former NFL players. In this program, each player is assigned a mentor and is exposed to various aspects of StubHub's business.

Based on the success eBay's Legal team saw with its diversity-focused internship program over the last two years, we shared our playbook with six peers in the technology industry and built a new program, the Law in Technology Diversity Collaborative. The Collaborative provides opportunities at the intersection of technology and law for interns from law schools including, but not limited to Howard University and Columbia University.

Law in Technology Diversity Collaborative



Gender Pay Equity

For the third year in a row, we completed a global study of gender pay equity at eBay. We remain committed to maintaining the 100% pay equity achieved last year. This year, total compensation, including salary, bonus and annual stock award value, for women was 99.8% of men's in the U.S. and 99.7% globally. To return to and maintain 100% equity, we're enhancing our use of predictive analytics to guide compensation decisions and conducting rigorous review of the compensation of new hires, transfers and promoted employees. We embrace the expectation we have of ourselves to meet our equal pay pledge for our valued team members and are working to consistently achieve parity.

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. Last year, we experimented with new offerings with startup partners and launched new resources for employees, including guidance for new parents through Cleo, and support for employees with cancer and their families through Robin Care. We also continue to support employees who are transgender or in the process of transitioning, helping them navigate the landscape and removing some of the financial barriers and stigmas that can hamper their experiences.

Courageous Conversation Series

We live in an ever-changing world where we have "real" conversations outside of work every dayonline and face-to-face-on religion, politics, race, gender and other real, and often uncomfortable. topics. With this in mind, last year we launched a bold series called Courageous Conversations to give employees a safe space to have real conversations with each other to build mutual understanding and respect for the characteristics, viewpoints and experiences that make us all unique.

Inclusive Facilities

In 2018, we worked with our Workplace & Real Estate team to build more inclusive and accessible campuses for our employees. This includes establishing and updating mother's rooms, prayer and quiet rooms, and gender-neutral bathrooms with clear, inclusive signage.

Communities of Inclusion

Our Communities of Inclusion (COI) continued to be a vital part of our workplace in 2018, providing opportunities for employees from all backgrounds to connect, learn more about each other and help drive the broader eBay D&I strategy. We also continued to design programming, consolidate chapters and build infrastructure to strengthen our COIs across the world.



Our employees led the creation of two new groups, Develop, **Empower & Support the Indian** Subcontinent (DESI) and the Young Employee Society (YES!).



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AfroTech is the premier epicenter of black innovation, news, products, services-and ultimately dreams-all enabled by technology. I always walk away empowered and inspired.

-AMANTHA LOTT, GLOBAL PRODUCT OWNER & AFROTECH 2018 PARTICIPANT



Marketplace

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

AfroTech

For the third year, we partnered with Blavity at their AfroTech Conference, where we aimed to inspire more than 3,000 Millennial entrepreneurs, technology industry professionals, artists and students during the multi-day exchange on entrepreneurship, design and engineering, and leadership in technology. We engaged AfroTech attendees by amplifying the work of two black entrepreneurs: MyComicShop, in partnership with renowned comic artist Sanford Greene, and "Black Panther" movie jewelry designer, Douriean Fletcher. Attendees met the entrepreneurs and purchased and obtained their products in real-time using the eBay app.

Empowering Small, Minority-Owned Businesses

We focused on how we could empower and grow small businesses with owners from diverse backgrounds on our platform.

We sent out our first-ever Seller Diversity Survey, reaching over 77,000 sellers, to measure the diversity of our Business-to-Consumer (B2C) seller population. And we built and launched our Seller Diversity Advocates (SDA) program to be intentional about expanding our seller-base in underrepresented communities and to elevate and empower existing sellers.

Government Relations

Our Government Relations team amplified and informed our D&I efforts through important engagements with legislators and industry stakeholders. We partnered with the Congressional Black Caucus during their annual legislative conference to have meaningful conversations about increasing access to capital and entrepreneurship for minorities, and driving minority representation in technology. We also partnered with the Internet Association and Information Technology Industry Council to share our diversity approach, and collaborate with other companies on best practices to increase not only diversity, but inclusion across the industry.

Recently, we partnered with the Government Relations team in an effort to increase the number of minority and women-owned businesses in our **Retail Revival Program**, including presentations hosted by local organizations who serve women and minority businesses. Now, our latest launch of Retail Revival in Greensboro, North Carolina, comprises the most diverse group of entrepreneurs to date. Out of the 75 businesses accepted into the program, 28% are black-owned and 54% are women-owned. We also launched our Retail Revival program in cities around the world to breathe life back into traditional retail by bringing small business owners onto our platform and connecting them with our millions of buyers across the globe.



| eBay is a special place | defined by a purpose bigger | than any one moment: to | create opportunity for all.





THE D&I VILLAGE

A D&I "team": What does it actually mean?

A D&I team has the best opportunity to maximize its impact when it serves as a partner or advisor to many different stakeholders inside and outside of a company. D&I goes well beyond recruiting.

In our experience, a D&I team has the best opportunity to maximize its impact when it can meaningfully partner with a broad group of stakeholders inside and outside of a company. D&I has to go well beyond recruiting.

We believe that *real* progress in D&I will come only when everyone is a part of it-when both the minority and majority groups believe they have a role in this work; when all departments inside of a company

WHAT'S NEXT

None of the work you're reading about in this report would be possible without the support of so many colleagues, collaborators, friends and champions across the globe. The infographic on the next page is intended to give you a clearer picture of exactly who we partner with and what we partner on.

understand and run toward their responsibility to make this happen; when corporations can truly lock arms with external organizations towards shared goals of advancement. We've learned that D&I requires more than just a small, but mighty D&I team.

The village that drives D&I

D&I sits at the heart of eBay. We couldn't do all that we do without the village of passionate and dedicated partners inside and outside of our walls.

D&I Team

Set global D&I strategy for the company and leads on driving its implementation across our workforce, workplace and marketplace.

Finance & Investor Relations

Engage with various shareholders to communicate D&I agenda and progress and obtain meaningful recommendations for future efforts.

Technology

Support the infusion of tech-enabled capabilities into the products we launch.

Academic Institutions

Provide us with insights on the latest D&I research, hold us accountable for our commitment to being an inclusive employer to their students and amplify the power of eBay's platform as a channel for economic empowerment for their students.

Communications

Both internally and externally, amplify an honest and people-focused narrative around what D&I means at eBay, our progress and what is still in front of us.

Global Impact

With eBay for Charity and eBay Foundation, amplify charitable moments that intersect with cultural moments and pay it forward.

Legal

Influence internal and external policies to create more inclusive workplace and marketplace environments.

Workplace & Real Estate

Design facilities and policies that support the full spectrum of our people's needs.

Merchandising Verticals

Partner with consumer-facing and businessfacing verticals to showcase, attract, onboard and support a wide array of buyers and sellers to the platform.

People Team

Cast a wide net to attract diverse talent and work to mitigate bias in our people processes to ensure that all eBay employees feel comfortable bringing their best selves to the workplace.

Executive Leadership Team

Starting from the very top with our CEO, Devin Wenig, provide time and financial investment to drive global D&I strategy and cascade commitment and accountability through their global business functions.

Other Companies

Exchange best practices in the D&I space and collaborate toward shared goal of progress.

Marketing & Brand

Make intentional decisions to ensure that eBay shows up in an authentic and relevant manner as it pertains our brand and the ways in which we reach buyers and sellers.

Government Relations

Educate, listen to and influence lawmakers to ensure that we continue to support the growth of *all* small businesses.

Sellers

Educate, attract and advocate on behalf of diverse sellers and lift up their voices to ensure their voices are heard.

Buyers

Showcase the breadth of the inventory available on eBay's platform and the relevance to a breadth of communities across the globe.

External Community

Provide key partnerships that allow us to amplify our narrative and reach a wider pool of top talent and invest in the larger D&I ecosystem.

Communities of Inclusion

The true lifeline of D&I at eBay. Critical in helping to raise awareness, educate, create sense of belonging and drive innovative business ideas.





66 No matter who or where you are in the world, there exists a legacy of driven, courageous and inventive trailblazers who kept pushing so that each of us could be where we are today. Don't give up. Keep pushing.

-DAMIEN HOOPER-CAMPBELL, CHIEF DIVERSITY OFFICER

OUR PEOPLE

Gender: Global

		Women	Men
Total Workforce	2018	40%	
	2017	40%	
Leaders ²	2018	32%	
	2017	33%	
Tech ³	2018	23%	
	2017	23%	
Non-tech	2018	50%	
	2017	50%	



OUR PEOPLE

Race & Ethnicity: US

		2018			2017
Total Workforce	Asian Black Hispanic/Latino	3% 7%	40%		3%
	White		48%		
	Other ¹	0%			1%
	Two or more	2%			1%
Leaders	Asian		30%		
	Black	2%			2%
	Hispanic/Latino	3%			49
	White		61	2%	
	Other	1%			0%
	Two or more	2%			2%
Tech	Asian			71%	
	Black	1%			1%
	Hispanic/Latino	2%			2%
	White	2	25%		
	Other	0%			0%
	Two or more	1%			1%
Non-tech	Asian	13%			
	Black	5%			59
	Hispanic/Latino	10%		_	
	White			68%	
	Other	2%			1%
	Two or more	1%			2%

17

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14% %					
9%				68	3%
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OUR PEOPLE

Other measures of impact

Here are some additional data points we use to evaluate D&I impact across our global programs and initiatives.

7,288

employee volunteer hours invested in D&I activities globally

13%

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

new COIs (focused on younger employees & employees from the Indian subcontinent)

68 Communities of Inclusion (COI) chapters across the globe

28% of employees are currently part of a COI





of D&I activities were funded by senior leaders across the globe

141 Marketplace initiatives dedicated to D&I

200,000+ external participants who engaged in our D&I activities

CONCLUSION

From Us to You



By this point, we hope you feel that we've given you a pretty straightforward overview of D&I at eBay along with some examples of how we do it. We also hope that we've made our imperfections, learnings and ambitions clear. We enjoy this work and see it as undeniably key to our ability to thrive as a purpose-driven technology company. Thank you for your time and attention in reading this report.

But there is something else we want to say before you go...

The reality is that no matter how purpose-driven the work is; no matter how morally-sound the intent of the work is; no matter how important to the business the work is; the work is not always easy. No, this isn't a complaint. Our people at eBay choose to stand together on this. This work can be both rewarding and emotionally taxing. It can be both fruitful and frustrating. That is the balance and the reality. So, from us to you, we say: keep pushing.

For everyone out there experiencing the realities of this work, keep pushing. For those who are just starting and for those who have been at it longer than most, keep pushing. For those who feel they have been carrying the work alone, know that it will get better. Keep pushing. For those who may not think that they are "qualified" to be a part of this work, know that we absolutely can't do it without you. Keep pushing. And please-make sure you are taking care of yourself along the way.

No matter who or where you are in the world, there exists a legacy of driven, courageous and inventive trailblazers who kept pushing so that each of us could be where we are today. We are all standing on the shoulders of their work. They didn't give up. They sat when they were told they had to stand. They spoke up when they were told to quiet down. They learned when no one was willing to teach. So, we *must* pick up that baton, that torch, and continue their journey.





Today, more than many times in our world's history. we are regularly presented with a choice. A choice to allow the voices and experiences of exclusion to drive us further apart or to stand strong in the face of these realities and amplify the messages, actions and spirit of love that is inclusive. We can do this.

Keep pushing,

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Damien Hooper-Campbell Chief Diversity Officer at eBay