John Warnock and Chuck Geschke founded Adobe based on three fundamental principles: Our people are our most important asset. Good ideas come from everywhere. And build a company where you would want to work yourself.

More than 35 years later, Adobe continues to invest in building a diverse and inclusive environment for our employees. Our goal is to treat all employees with respect and integrity while valuing their differences. We believe that when our people feel appreciated and included, they can be more creative, innovative and successful.

At Adobe we have made steady progress improving our gender diversity mix over the last few years, but we still have work to do. We are committed to a more diverse workforce over time. We believe that it’s not just the right thing to do; it also leads to higher performance and better results. In technology, innovation is a must and diversity is a competitive advantage.

We publicly share our diversity demographics annually to provide awareness, spur conversation, and inspire action on diversity and inclusion within Adobe and across the industry. We have also invested in pay parity, which is our commitment to ensure that employees in similar jobs are paid fairly relative to one another, regardless of gender. We have committed to pay parity globally by the end of Adobe’s fiscal 2018.

Adobe welcomes the UK government’s introduction of gender pay gap reporting legislation, which provides an additional indication of gender diversity within organizations. While it is a different method of reporting than we have used in other channels, it provides important and valuable transparency for our UK workforce, future candidates and stakeholders.
Adobe UK GENDER PAY REPORT 2017

The gender pay gap shows the difference between the average pay of all male and female employees irrespective of what role they may have, and reflects the gender balance within an organization. Looking at our data as of April 2017, Adobe’s pay gap for UK employees was largely driven by the fact that there is a smaller number of women in higher-paid senior management and sales roles within the business. This can be seen in our pay quartiles, which show Adobe’s gender distribution in the UK for each of four equally-sized pay quartiles.

Gender diversity is a well-recognized challenge for the IT industry, and one we are focused on addressing. In fiscal 2017, Adobe increased female representation in the company by two percent year on year globally from 29% to 31%. Our gender distribution in the UK was 69% male/31% female as of April 2017, compared to an IT industry distribution of 82% male/18% female. While we’re pleased with this progress, we need to continue to do more to improve our diversity mix.

Overall, our gender pay gap in April 2017 was comparable to the UK gender pay gap of 18.1%—significantly lower than the technology industry’s average gender pay gap of 25%.

It is important to distinguish the gender pay gap from pay parity, which is about reviewing the difference in pay between men and women, taking into consideration the job. Adobe began regular pay parity analysis in 2016. In the US and India, which are Adobe’s largest operating markets—comprising 80% of our employee population—we have achieved pay parity when analyzed on this basis, and we are now working towards pay parity globally.

Adobe UK Pay Gap: Shows the difference between the average pay of all male and female employees. Does not take into account employees’ specific roles or seniority, or how these impact pay.

Mean pay gap 18.2%
Median pay gap 20.3%

Pay Quartiles: Proportion of males and females in each of four equally-sized pay quartiles, with each quartile containing 158 employees

19% 29% 30% 46%
81% 71% 70% 54%

Upper Upper Middle Lower Middle Lower

2. Gender Pay in the UK High-Tech Industry, Mercer-Comptryx, March 2016
The bonus pay gap calculation is based on a number of Adobe rewards programs offered to employees, with most of our bonus pay covered under three plans: Our annual incentive plan (AIP), which is based on a combination of company achievement and individual performance; a commission-based plan for sales employees, which offers compensation based on individual performance; and our equity (RSU) grant program. The cash bonuses are paid in the February following the year worked, so April 2017 data reflects bonuses from 2016 performance.

Our bonus pay gap reflects the fact that during the period reported (2016) we had a greater number of men in sales positions, which offer commission-based bonus plans with significantly higher compensation than our general incentive plan (AIP) for non-sales employees. These commission-based payments accounted for most of Adobe’s bonus disbursement in 2016. As of fiscal 2017, Adobe extended coverage of its AIP to all employees, which should reduce the gap in proportion of females receiving a bonus reported next year.
Taking ACTION

Closing the gender pay gap is an important step in our commitment to ensure our workforce is diverse, inclusive, and full of opportunity for everyone. We realize it takes a long-term commitment to significantly change the make-up of our workforce. We are continuing investment in three main strategic areas.

1. Committing to the Next Generation

While opportunities in technology are on the rise globally, fewer women are seeking or taking advantage of them. In the UK, less than 16% of IT graduates in 2016 were women. At Adobe we are committed to contributing to initiatives that make technology more accessible to women and underserved communities. In 2017 we gave $3.5 million to youth coding initiatives, reaching more than 15,000 youth including through organizations such as Girls Who Code. Through our Girls in Technology Summit series in the UK, we are working with London and regional secondary schools to introduce young women to our work and inspire them into careers in technology. Our goal with these programs is to connect with those who never thought of themselves as working in technology and open their minds to the possibilities of technology as a career choice.

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In 2017, 40 percent of Adobe’s new hires globally were women, up 9 percent from the prior year.

2. Hiring diverse candidates

In 2017, 40 percent of Adobe’s new hires globally were women, up 9 percent from the prior year. But we are still not where we want to be. We’re focusing on evolving our hiring practices – from how we source candidates, to how we assemble interview panels and train managers and how we make offers. We work with a number of industry and non-profit partners to identify, recruit, and hire exceptional and diverse talent. We also partnered with the NeuroLeadership Institute to develop a course for employees aimed at mitigating unconscious bias in decision-making. And we are in the process of adopting a tool to help ensure our job descriptions are gender-neutral and written to appeal to diverse candidates.

3. Creating an inclusive environment for our employees

At Adobe we’re committed to creating a workplace where all employees can grow their careers in an inclusive environment that embraces differences, under the theme of “Adobe For All.” Within this, we are actively committed to initiatives that recognize, develop and promote female talent, including enabling more women into senior management levels. In the last two years we’ve seen significant growth in many of our development programs for female employees including our Women’s Executive Shadow Program, Leadership Circles, and the Voice & Influence Circles program.

As an employer, we also acknowledge the demands of work and life, and are creating programs that give employees more flexibility, including flexible schedules and part-time options. This includes continuing to expand our paid family leave programs around the world; we now provide six months of fully paid time off for all new mothers globally.

Adobe strives to create an environment where employees can do their best work and drive their career growth – ultimately contributing to making our workforce happier, more productive and more diverse. While we still have a long way to go, we are excited to continue to learn from other industry leaders as we all continue this journey.
We confirm that our data has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The calculation methodology has been checked and approved by our lawyers. We confirm that these figures have been verified and are accurate.

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