



Adobe Diversity & Inclusion Year in Review

FISCAL YEAR 2019

Adobe For All.

We believe that when people feel appreciated and included, they can be more creative, innovative, and successful.

John Warnock and Chuck Geschke founded Adobe based on fundamental principles: Our people are our most important asset. Good ideas come from everywhere. Build a company where you would want to work yourself. More than three decades later, these principles continue to be our north star and serve as the basis for our diversity and inclusion commitments.

At Adobe, we believe that everyone deserves respect and equal treatment regardless of gender, race, ethnicity, age, disability, sexual orientation, gender identity, cultural background, religious beliefs, or anything else that makes us who we are. When people feel appreciated and included, they can be more creative, innovative, and successful. We call this Adobe For All.

We have a four-pronged strategy to grow our diversity over time by building the pipeline of future technical talent, sourcing and hiring candidates from a variety of backgrounds, creating an inclusive workplace for our employees, and joining forces with industry partners to drive progress.

In our fiscal year 2019 (FY2019), we made positive progress toward more diverse employee representation. As of the end of FY2019:

- Globally, women represented 33% of our employees, up 1% from the end of FY2018 and up 5% from the end of FY2015. Additionally, representation of women increased by 1% across leadership, people manager, and technical roles.
- In the U.S., underrepresented minorities made up 10.2% of our employee base, up 0.6% from FY2018.

Given the scale of our 23,000+ global employee base, we're encouraged by this progress.

Beyond representation, we want every Adobe employee to feel they have fair compensation and opportunity. We achieved global gender pay parity in October 2018 and we reaffirmed that parity in September 2019. We're proud of this achievement and continue to monitor our progress to ensure that employees in the same job and location are paid fairly relative to one another, regardless of their gender or ethnicity.

In February 2019, we announced a new initiative we call opportunity parity — examining fairness in promotions and horizontal movement across demographic groups. We believe this is the next challenge relative to employee parity, and we're

investing in ongoing analysis and transparency. At the end of FY2019, our promotion rates for men and women globally and race/ethnicity (white vs. non-white) in the U.S. showed less than 1% difference. We consider that a positive indicator that we're starting our opportunity parity work from a solid foundation. In FY2020 we have extended our promotions analysis to our organizations and major geographic regions, and we're developing our first findings on horizontal movement.

While we've made strong progress, we still have more work to do to foster an environment that is more diverse and supportive for everyone. We're proud to share this year-in-review with our employees, shareholders, vendors, partners, and community to demonstrate our progress toward Adobe For All.



**KATIE JURAN, SENIOR DIRECTOR,
DIVERSITY & INCLUSION**





“Adobe’s values — genuine, innovative, involved, and exceptional — are built on the foundation that our people and how we treat one another are what make us a great company. Diversity is about valuing the unique life experience that every employee brings to work every day. Our success is dependent upon it.”

— **SHANTANU NARAYEN, CHAIRMAN,
PRESIDENT & CEO**



“Adobe is a place where everyone can bring their most authentic selves to work every day. When unique perspectives are not only respected but also valued as an essential driver of innovation and creativity, employees are able to stretch professionally and take on new challenges. This is the fundamental spirit of Adobe For All, and one of the many reasons why Adobe is consistently recognized as a great place to work.”

— **GLORIA CHEN, CHIEF HUMAN RESOURCES
OFFICER & EXECUTIVE VICE PRESIDENT,
EMPLOYEE EXPERIENCE**



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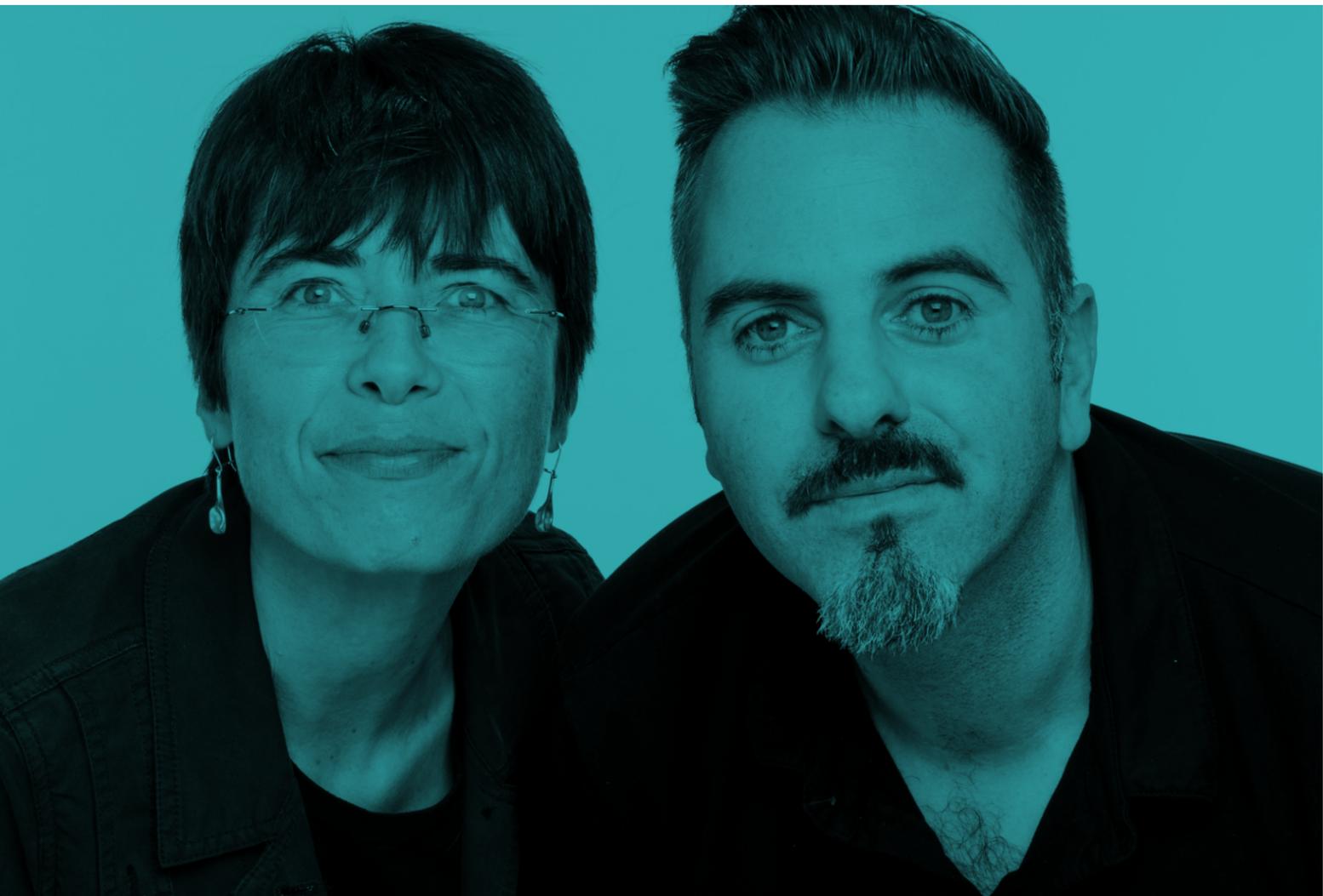
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Adobe diversity by the numbers

We measure our progress on diversity and inclusion in many ways, from regularly surveying employees about their workplace experiences to monitoring the fairness of our hiring and compensation practices. One important dimension of this effort is tracking the makeup of our employee base over time.



In FY2019, we saw positive movement across genders and U.S. underrepresented minorities (i.e., those who identify as Black/African American, Hispanic/Latinx, Native American, Pacific Islander, and/or two or more races).

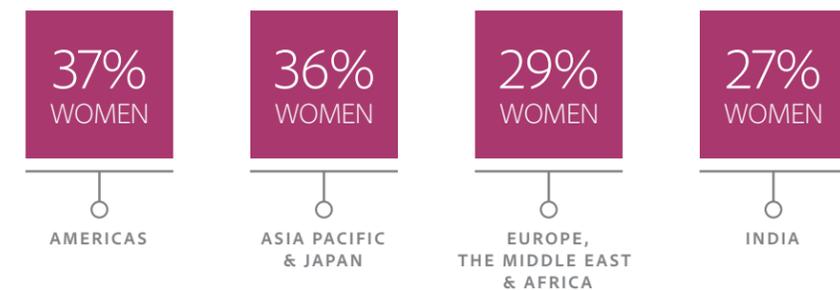
GLOBAL GENDER AND NEW HIRES

We continue to see steady year-over-year progress with the percentage of women represented in our global workforce. In FY2019, women represented 33% of our global employee base, a 1% increase from FY2018 relative to men. From the end of FY2015 to the end of FY2019, female representation globally increased by 5%. Additionally, in FY2019 women represented 36% of our new hires.



GLOBAL GENDER: REGION

To increase transparency of our global gender mix, in this FY2019 report we're providing a view of gender representation for the regions where we do business.



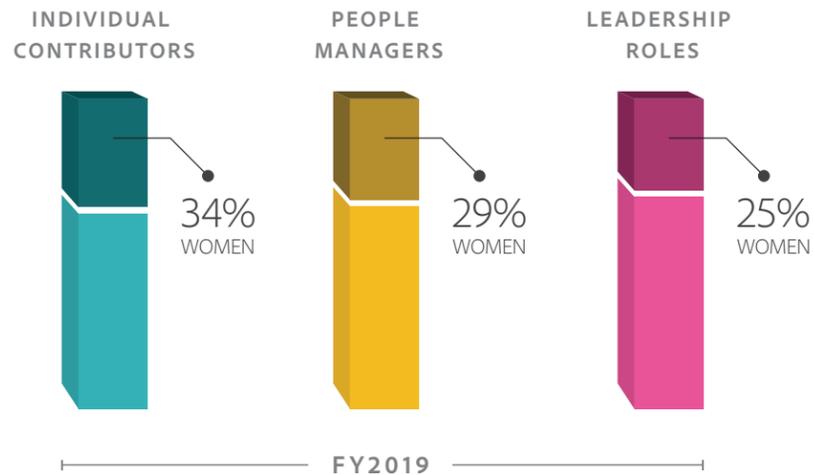
Data reflects Adobe employees who have voluntarily disclosed their gender. <1% of our global employee base has not disclosed gender data. Data source: Adobe regular employee data ending FY2019 (November 29, 2019). Percentages may not add up to 100 due to rounding.

GLOBAL GENDER: INDIVIDUAL CONTRIBUTORS, PEOPLE MANAGERS, AND LEADERSHIP

We monitor and evaluate gender diversity metrics for several key categories to understand where we should enhance our retention and hiring practices.

For FY2019, women represented 34% of our individual contributor roles and 29% of our people manager roles. Both metrics demonstrated a 1% increase from FY2018 relative to men.

We also examine a subset of our people managers that we call “leadership,” defined as employees who are director-level and above with at least one full-time employee direct report. In FY2019, women represented 25% of our leadership roles, a 1% increase from FY2018 relative to men. This positive movement came through a combination of hiring and internal promotions. Development of our female talent continues to be one of our largest areas of investment.

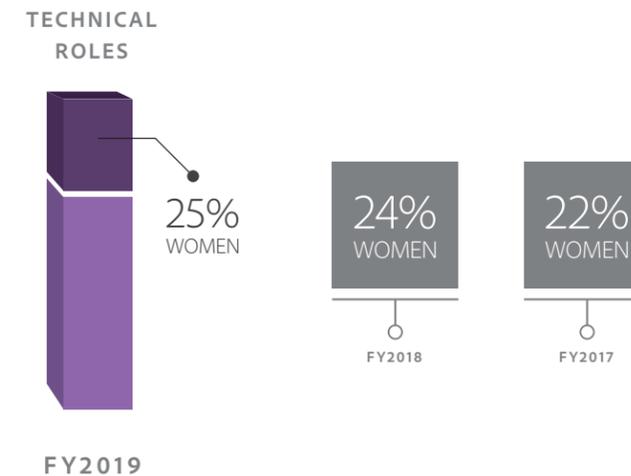


Category	FY2018	FY2017
Individual Contributors	33%	32%
People Managers	28%	27%
Leadership Roles	24%	23%



GLOBAL GENDER: TECHNICAL ROLES

In FY2019, women represented 25% of our technical* roles, a 1% increase from FY2018 relative to men. Our investment in recruiting diverse candidates from colleges/universities with strong technical programs, as well as our women-in-technology scholarship programs, have contributed to this positive shift.



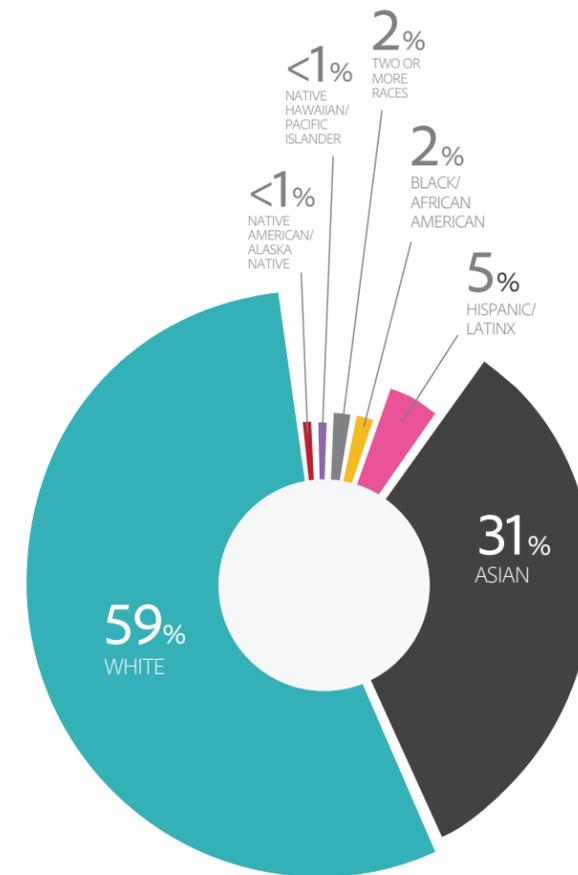
*Technical: Roles that research, design, develop, document, analyze, test, modify, prototype, maintain, administer, customize, install, implement, and support—computer software, programs, applications, databases, and/or computer hardware, networks, storage, security, and infrastructure. Reference: AnitaB.org.

U.S. RACE AND ETHNICITY AT ADOBE

At the end of FY2019, underrepresented minorities (URM) (i.e., those who identify as Black/African American, Hispanic/Latinx, Native American, Pacific Islander, and/or two or more races) comprised 10.2% of our U.S. employee base, an increase of 0.6% from FY2018. From the end of FY2015 to the end of FY2019, U.S. URM representation increased by 2.7%.



U.S. RACE/ETHNICITY FY2019



Data source: Adobe regular employee data ending FY2019 (November 29, 2019). Percentages may not add up to 100 due to rounding.

Data reflects Adobe U.S. employees who have voluntarily disclosed their race and ethnicity data. <3% of our U.S. employee base has not disclosed race and/or ethnicity data.

Historical URM numbers may appear higher than in previous publicly reported metrics due to a reduction in Adobe's unknown population, which we accomplished through an internal employee self-disclosure campaign conducted in November 2019.

FY2019 increase in URM representation was 0.6% when applying best practice data rounding methodology; source numbers were added using two decimal places then rounded to one decimal place for reporting purposes.

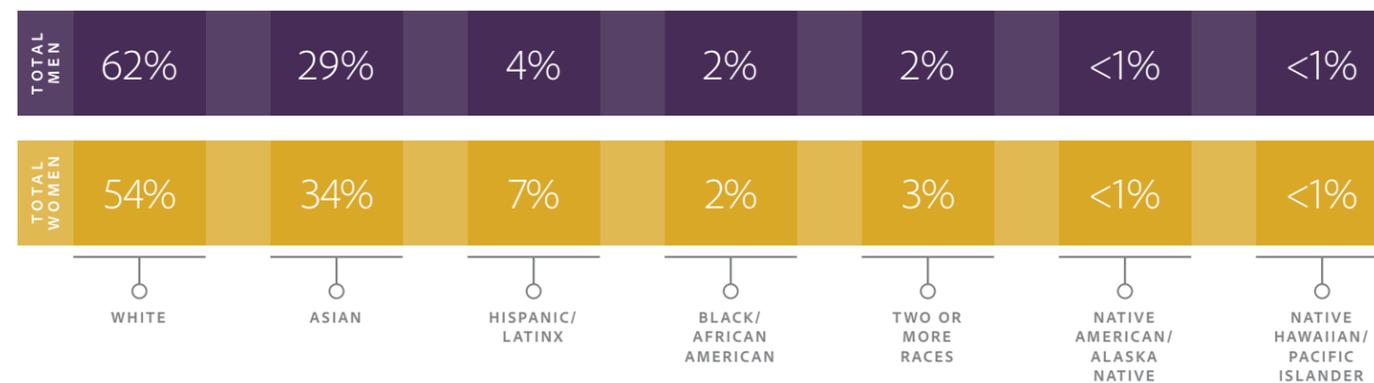
U.S. INTERSECTIONAL DATA BY RACE/ETHNICITY AND GENDER

To increase transparency of U.S. racial/ethnic representation, we're providing two views of our FY2019 intersectional gender and ethnicity data. Across the majority of U.S. racial/ethnic groups, representation of women in FY2019 stayed flat or increased from FY2018 relative to men.

U.S. RACE/ETHNICITY BY GENDER FY2019



GENDER BY U.S. RACE/ETHNICITY FY2019



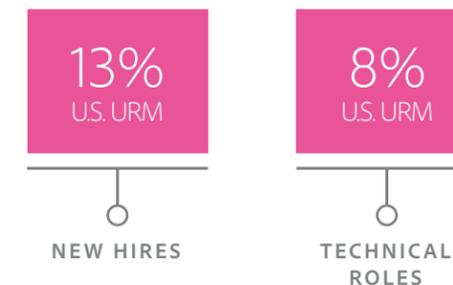
U.S. URM: INDIVIDUAL CONTRIBUTORS, PEOPLE MANAGERS, AND LEADERSHIP

Within job categories, U.S. URM represented 11% of individual contributors, 8% of people managers, and 6% of leadership roles (defined as employees who are director-level and above with at least one full-time employee direct report).



U.S. URM: NEW HIRES AND TECHNICAL ROLES

U.S. URM employees represented 13% of new hires and 8% of technical roles. 51% of total U.S. URM employees were in technical roles.



Data source: Adobe regular employee data ending FY2019 (November 29, 2019). Percentages may not add up to 100 due to rounding.

Data reflects Adobe employees who have voluntarily disclosed their gender and U.S. race and ethnicity data. <1% of our global employee base has not disclosed gender data and <3% of our U.S. employee base has not disclosed race and/or ethnicity data.

View Adobe's 2018 EEO-I report, which reflects U.S. government reporting requirements, [here](#).

Vision and strategy

We frame our vision for advancing diversity and inclusion as “Adobe For All.” We believe that everyone deserves respect and equal treatment, regardless of gender, race, ethnicity, age, disability, sexual orientation, gender identity, cultural background, or religious beliefs. When people feel appreciated and included, they can be more creative, innovative, and successful.



Hear our employees describe Adobe For All. [Hear our employees.](#)

TO DRIVE CHANGE, OUR STRATEGY FOCUSES ON FOUR KEY AREAS:

- **Pipeline:** Building the pipeline of future technical talent by helping young people of all backgrounds learn and get excited about software coding and careers in tech.
- **Candidates:** Sourcing candidates from a variety of backgrounds and ensuring fairness in our interview and hiring processes.
- **Employees:** Creating an inclusive workplace through community-building, training, and internal awareness, and offering family-friendly benefit policies such as paid parental leave.
- **Industry:** Joining forces with our customers, partners, vendors, and peers to drive broad progress.

Building the pipeline for diverse talent in tech

In order to create meaningful innovations for our customers, Adobe needs employees who bring diverse perspectives and life experiences. That's why we're committed to growing the talent pipeline by bringing more women and underrepresented groups into tech careers.



In FY2019, Adobe's Diversity & Inclusion and Corporate Social Responsibility teams partnered to invest in nonprofit organizations to increase the pipeline for diverse talent in technology. These organizations include:

BRAVEN

Braven is a national nonprofit that empowers promising college students from underrepresented backgrounds on their path to strong first jobs and economic freedom. Braven partners with employers and universities to offer a two-part experience that begins with a credit-bearing college course followed by a post-course experience that lasts through graduation. Since initiating the partnership in FY2019, Adobe has provided US\$100,000 in funding for Braven to deliver coursework that's helping 1,000 students secure jobs within 6 months of graduation, and Adobe employees have volunteered hundreds of hours in leadership coaching and mentorship.

GIRLS WHO CODE

Dedicated to closing the gender gap in technology, Girls Who Code is a U.S. nonprofit that equips girls with the computing skills they need to succeed in tech careers. In FY2019, Adobe provided financial support and hosted Girls Who Code summer immersion programs at 3 U.S. locations and engaged 60 girls in the program. From FY2013 through FY2019, Adobe hosted 20 summer sessions across our U.S. sites and worked with more than 400 girls through Girls Who Code summer immersion programs. Our employees have devoted more than 8,000 hours to teaching and mentoring for the organization, and Adobe and the Adobe Foundation have invested nearly US\$2.7 million in Girls Who Code since FY2013.

REBOOT REPRESENTATION TECH COALITION

The Reboot Representation Tech Coalition is a multi-million dollar effort led by Melinda Gates's Pivotal Ventures and supported by tech companies to double the number of Black, Latina, and Native American women graduating with computing degrees by 2025. Adobe joined in 2018 as one of nine founding members. Since FY2018, Adobe has invested US\$500,000 in Reboot Representation to help fund scholarships for underrepresented women.

TECHNOVATION

Technovation teaches girls in 100 countries to engineer solutions to problems in their local communities. In FY2019, Adobe supported more than 8,000 young women through Technovation's mobile app development program, and our employees provided coaching and mentorship to participating girls. As of the end of FY2019, Adobe and the Adobe Foundation had provided annual grants to Technovation totaling more than US\$3.3 million.

Adobe partnered with many other organizations at local and regional levels throughout the year.



FUTURE FOCUS: UNIVERSITY UNDERSERVED POPULATION

As we continue to build the pipeline of future technical talent, we plan to increase our focus and investment on the university underserved population, including low-income, U.S. underrepresented minorities, and first-generation college students. We believe this is a high-impact pathway for careers in computing. This includes investing in scholarships with Reboot Representation, Braven, and ScholarMatch, among other initiatives.

Attracting diverse candidates

At Adobe, we appreciate the unique qualities that each person brings to work. We invest in attracting a diverse pool of talent through our recruiting practices and partnerships.



INCLUSIVE RECRUITMENT PRACTICES

Our Adobe Diversity & Inclusion team has developed training programs to help our recruiters, hiring managers, and interviewers source diverse candidates and mitigate potential bias. In FY2019, we launched a global diversity and inclusion training program designed to educate our global recruitment team on best practices for attracting and engaging diverse talent. We also trained our recruitment team on how to source candidates from a wide variety of backgrounds and communities. For our hiring managers we hosted interactive online training sessions to provide guidance on strong interview skills and how to mitigate potential bias when hiring. Additionally, we ran our job descriptions through software to identify potentially biased language.

EVENTS AND PARTNERSHIPS

Beyond empowering our own talent team, we establish partnerships, sponsor events, and recruit at conferences to broaden our connections to diverse talent communities.

In FY2019, we invested in partnerships and events to engage candidates across underrepresented communities including Black/African American (AfroTech, Black is Tech); Disability (Enable India, Project Hired); LGBTQ+ (Lesbians Who Tech Summit); Women (Grace Hopper Celebration of Women U.S. and India, Women Hack, Women in Product); and Veterans (BreakLine, VetsinTech). We partnered with organizations to increase leadership opportunities among diverse talent (Management for Leadership Tomorrow (MLT)) and to promote diversity in computing and engineering undergraduate and graduate programs (The National GEM Consortium, Tapia). We also activated diversity recruiting at our own Adobe events by

hosting networking breakfasts and dinners, holding discussions on industry topics, connecting diverse candidates with our leaders, and more.

UNIVERSITY AND COLLEGE ENGAGEMENT

At the university level, in the U.S. we engage with historically black colleges and universities (HBCUs), Hispanic-serving institutions, and women's colleges — and we reach out to organizations that support students, including the National Society for Black Engineers, Society of Latinx Engineers and Scientists, and Women in Computer Science.

In FY2019, we strengthened our partnership with HBCUs by working closely with the HBCU Braintrust, committing to the Bipartisan HBCU Caucus Partnership Challenge to incorporate HBCUs into our diversity and inclusion efforts, and working with Atlanta University Center (Clark Atlanta University, Spelman College, and Morehouse College) and North Carolina A & T University to recruit talent from their established engineering programs. We hosted the United Negro College Fund (UNCF) for the fourth year in a row with students representing over 30 HBCUs. And to scale our engagement, we implemented a virtual model with content-focused webinars aiming to reach more university and college students.

Our university technology scholarship programs encouraged female students globally to pursue careers in computer science and engineering. Through the [Adobe Research Women in Technology Scholarship](#), female computer science students from around the world received a US\$10,000 financial award, an Adobe Creative Cloud subscription, an Adobe mentor, and the

opportunity to intern at Adobe. Additionally, our [Adobe India Women in Tech Scholarship](#) program provided female students across India-based engineering schools a financial scholarship, an internship, mentorship from senior leaders, the opportunity to secure a full-time position, and sponsorship to attend Grace Hopper Celebration India. In total, we awarded 14 scholarships through the women in technology scholarship programs in FY2019. Through our partnership with AnitaB.org, we awarded eight scholarships to students around the world to attend the 2019 U.S. Grace Hopper Celebration.



“Nothing has changed my life quite like the Adobe Digital Academy. It opened a door to a career in tech, financial stability, and the groundwork for intergenerational wealth. Now, as part of the alumni network, I get to support, mentor, and inspire the next wave of underrepresented individuals in tech.”

— MELISA IM, SOFTWARE ENGINEER

ADOBE DIGITAL ACADEMY

Going beyond universities, we want to give individuals from nontraditional backgrounds new paths to enter technology careers. Established in March 2016, the Adobe Digital Academy offers bright, motivated people an alternative and accelerated pathway to switch careers. In partnership with General Assembly, we provide candidates with scholarships and living stipends to help them gain an education for a career in user experience (UX) design, data science, or web development, and then we bring them on board as apprentices with the goal of helping them gain full-time employment at Adobe or another company. From March 2016 through FY2019, Adobe Digital Academy offered more than 70 Adobe technical apprenticeships and hired approximately 50% of those apprentices full-time. Our Digital Academy hires have a 96% retention rate and 50% are promoted within their first year on staff. The program has been hosted in Austin, Lehi, San Francisco, and San Jose. The program will continue in FY2020.

To help other companies build their own modern apprenticeship programs, we released [an open-source playbook](#) in September 2019 that explains our process and offers tips and best practices.

CAREER RE-ENTRY

At our India sites, we initiated an innovative She Sparks internship program in FY2019 for women who've taken a career break and are interested in returning to the workforce. It entailed a six-month internship where participants had the opportunity to build new technical skills and refresh existing skills. In FY2019, we onboarded 17 women into tech roles across teams in India through this program.

Enhancing the employee experience

From fair-pay practices to employee communities and programs designed to make everyone feel included, we work hard every day to achieve the ideal of Adobe For All.



Our key programs include:

- Employee networks
- Support for work and life
- Putting Adobe For All into action

EMPLOYEE NETWORKS

We have seven employee resource groups (ERGs), which we call employee networks. They build community for employees from underrepresented groups and drive progress within the company on issues their members care about.

At the end of FY2019, 22% of employees were members of an employee network, up from 18% of employees in FY2018 and representing a 32% increase in the number of members year-over-year. More than 170 site leads and 7 executive sponsors drove local efforts such as mentoring programs, recruiting events, cultural celebrations, and volunteer opportunities.

ASIAN COMMUNITY

The Asian Employee Network (AEN) is committed to driving leadership and professional development opportunities for Asians and Asian Americans, building relationships through networking, and raising the overall awareness of Asian culture and community. In FY2019, AEN hosted a leadership summit with keynote speakers, hands-on workshops, and roundtable discussions. Additionally, AEN hosted a guest speaker discussing the Bamboo Ceiling, a Lunar New Year celebration, an Asian Community Fair, a Diwali bash, local high school shadow days, and more.

BLACK COMMUNITY

The Black Employee Network (BEN) is committed to recruiting, retaining, developing, and connecting Black/African American talent at Adobe. In FY2019, BEN worked closely with Our Collective to participate in a tech-industry march in San Francisco for Martin Luther King Jr. Day. The network sponsored Black History Month in February and organized activities across Adobe's sites, including movie screenings and a [Black People Create. Diversity in Creativity.](#) event. Throughout the year, BEN hosted career development days with nonprofit organizations Hack the Hood and Girls Inc., and participated in a mentoring program with Braven. BEN members also participated in recruitment activities at the AfroTech conference and helped host a cohort of students from UNCF. In recognition of their passion, Adobe's U.K. Black Employee Network was honored by the Inclusive Tech Alliance (ITA) with the [Best D&I Activity – Ethnicity 2019](#) award.

DISABILITY COMMUNITY

The AccessAdobe employee network supports those who experience illness, injury, disability, or recovery, and it promotes mental and physical wellbeing in the workplace. In FY2019, AccessAdobe brought together employees to celebrate Disability Awareness Month in October and hosted monthly lunch discussions on current events and coping strategies for common challenges. Additionally, AccessAdobe employees helped host Project Hired for an event at our San Jose headquarters and initiated recruitment efforts with Disability:IN.

Since 2017, Adobe has partnered with Exceptional Minds to provide tools and training to people with autism to pursue careers in filmmaking. Participants in the program have contributed to blockbuster movies including Ant-Man, Avengers: Age of Ultron, Hunger Games, and others.



In India, Adobe has partnered with Enable India since FY2018 to improve the skilling and employment of people with disabilities. In FY2019, we initiated a 6-month internship program with 10 participants, each of whom had the potential to receive a full-time position.

In January 2020, Adobe joined [The Valuable 500](#), a movement that calls for 500 influential business leaders to put disability inclusion on their business leadership agendas. We also made [commitments](#) to advance the recruitment, employee, and product experiences for people with disabilities.

HISPANIC & LATINX COMMUNITY

The Hispanic and/or Latinx employee network at Adobe (HOLA) focuses on recruiting, developing, and retaining Hispanic and Latinx employees within Adobe while increasing social awareness and support outreach efforts in our local communities. Throughout the year, HOLA hosted and participated in a number of activities, including Hispanic Heritage Month celebrations throughout September and October; an event with Jorge Titingier and Pedro Espinoza, the co-authors of "Differences that Make a Difference"; and activities with Movimiento de Arte y Cultura Latinx Americana (MACLA), Consortium of Latinx Employee Organizations (CLEO), and Digital Nest. HOLA hosted USF students from a Latinx student organization and San Jose State University's Latinx Business Student Association. Additionally, HOLA ran a mentoring program to build the leadership capabilities of Adobe's Hispanic and Latinx employees in a way that leverages the richness of experience within the community.

LGBTQ+ COMMUNITY

The AdobeProud Employee Network is for lesbian, gay, bisexual, transgender, and queer colleagues and allies. Founded on unity, love, and strength, the group works to protect LGBTQ+ rights in the workplace, support each other, and engage in community events. In FY2019, AdobeProud participated in worldwide Pride events throughout the summer, including Pride marches, panel discussions, networking events, and fundraising activities. For the first time, AdobeProud participated in Pride marches in Munich, Tokyo, and Toronto. The network raised over US\$20,000 for LGBTQ+ charities and advocacy groups, including Encircle, The Trevor Project, and San Francisco AIDS Foundation. Additionally, Adobe donated US\$25,000 to the Human Rights Campaign (HRC) organization. AdobeProud also participated in recruitment activities at the Lesbians Who Tech Conference in San Francisco. In recognition of their commitment, the U.K. AdobeProud network received the 2019 LGBTQ+ Network Group 2019 award at the [Rainbow Honours](#) awards.

VETERANS COMMUNITY

The Veterans Employee Network (VEN) provides a community forum for all employees who have served, currently serve, or support family members in the military. VEN is dedicated to helping Adobe veterans leverage their unique skill sets within the company as well as helping improve veterans' lives inside and outside Adobe via hiring and educational events. In FY2019, the network celebrated Veterans Day in November by showcasing VEN employees' inspirations and career journeys on the [Adobe Life blog](#). VEN also participated in recruitment activities with BreakLine, a career preparation organization for transitioning veterans; VetsinTech at The Invasion in Silicon Valley conference; and other events throughout the year.

“The Women’s Executive Shadow Program (WESP) has been an integral part of my entire career at Adobe. As a member of Adobe & Women, I have met so many incredible women that pushed me to think deeply about my career and to become a better leader.”

— **ERICA CARR, SAN JOSE, CALIFORNIA**

“Helping lead AdobeProud’s global Pride campaign in 2019 year was one of the highlights of my career. It’s been a pleasure to work at an organization that not only encourages D&I but drives it through a plethora of cutting-edge programs and resources.”

— **JORDAN GONSALVES, NEW YORK, NEW YORK**

WOMEN COMMUNITY

The Adobe & Women Employee Network was created for employees identifying as female to share experiences, spark dialogue, and develop our community of women. Adobe & Women drives numerous networking and career development programs for female employees. Adobe & Women celebrated Women’s History Month and International Women’s Day in March 2019 by hosting 60+ events across Adobe’s global sites. To help foster women in leadership roles, in FY2019 Adobe continued its successful Leadership

Circles development program. Since its inception in 2013, Leadership Circles has helped more than 470 women globally prepare for leadership roles. Additionally, the Women’s Executive Shadow Program (WESP) gave female employees access to senior leaders via a “day in the life” shadow experience. In total, 750 women across Europe, the Middle East and Africa (EMEA), India, and North America have participated in WESP, with close to 200 women participating in the program in FY2019.

SUPPORT FOR WORK AND LIFE

It's important for us to support our employees in their lives outside of work through benefits they can use to enhance their health, education, family lives, and the causes they care about.

In FY2019, we made the following enhancements to our benefits to further strengthen our personal support and family planning offerings:

- We expanded U.S. parental leave for non-birth parents from 4 to 16 weeks of fully paid leave. This is in addition to our 26 weeks of paid leave for birth mothers, comprised of 10 weeks of paid medical leave and 16 weeks of paid parental leave.
- We tripled our U.S. fertility prescription lifetime maximum from US\$20,000 to \$60,000 to cover egg-freezing and storage, as well as IVF cycles and infertility drugs for fertility preservation.
- Globally, we expanded same-sex dependent partner healthcare coverage to India, Taiwan, and Singapore, in addition to the U.S. We also enhanced our parental leave policies in Denmark, Belgium, Australia, and New Zealand.



Adobe's employee benefits offerings now include:
 (U.S. benefits listed, may vary by region.)

FAMILY PLANNING AND PERSONAL SUPPORT

 <p>SAME-SEX DEPENDENT PARTNER HEALTHCARE COVERAGE</p>	 <p>ADOPTION ASSISTANCE UP TO US \$50,000</p>	 <p>SURROGACY ASSISTANCE UP TO US \$50,000</p>
 <p>ENHANCED BIRTH PARENT LEAVE WITH 26 WEEKS FULLY PAID</p>	 <p>NON-BIRTH PARENT LEAVE WITH 16 WEEKS FULLY PAID</p>	 <p>FERTILITY BENEFITS UP TO US \$60,000</p>
 <p>CHILDCARE ASSISTANCE</p>	 <p>FAMILY CAREGIVER LEAVE</p>	 <p>GENDER REASSIGNMENT BENEFITS</p>

In addition to the Family Planning and Personal Support benefits outlined to the left, we provide:

WORK AND LIFE INTEGRATION

- Bereavement leave with four weeks fully paid per year
- Company shutdowns — winter and summer break
- Flexible time off — generous policy to take personal time off, in addition to paid holidays, sick time, leaves of absence
- Sabbaticals with four to six weeks off starting after five years of employment
- Welcome Back program for employees returning from leave, offering part-time and flexible schedule options
- Wellness reimbursement of US\$360 per year for gym memberships, nutritional counseling, and more

LEARNING AND DEVELOPMENT

- Educational reimbursement up to US\$10,000 a year
- Professional development Learning Fund up to US\$1,000 a year
- Leading at Adobe training for people managers and directors
- Managing at Adobe training for newly promoted people managers
- Career Management training for individual contributors
- Machine Learning training for engineers, developers, and data scientists
- Adobe For All learning session for new employees
- Leadership Circles program for women preparing for leadership roles
- Women's Executive Shadow Program

IMPACT

- Pro bono consulting opportunities to apply employees' talent and skills to address social and environmental issues
- Matching grants program for individual charitable donations and volunteer hours (matched up to US\$10,000 per year)
- Group volunteer grants of US\$1,000 to \$10,000 for teams of 10 to 100
- Grants of US\$5,000 to \$10,000 for nonprofit board service
- Employee-driven grantmaking program providing US\$4 million to community-based nonprofits
- Employee-driven Action Teams to organize volunteer and fundraising activities

PUTTING ADOBE FOR ALL INTO ACTION

Building inclusion at Adobe involves making every employee more aware of their own behaviors and ways they can support others. To drive positive change at the individual and team level, we developed what we call Adobe For All In Action to help build a fair and supportive environment for everyone. It involves five actions:

APPRECIATE THE UNIQUE

Value the differences in others' stories and ideas.

AMPLIFY OTHERS

Help everyone's voice be heard.

ENHANCE THE TEAM

Consider what a new addition will bring that's different.

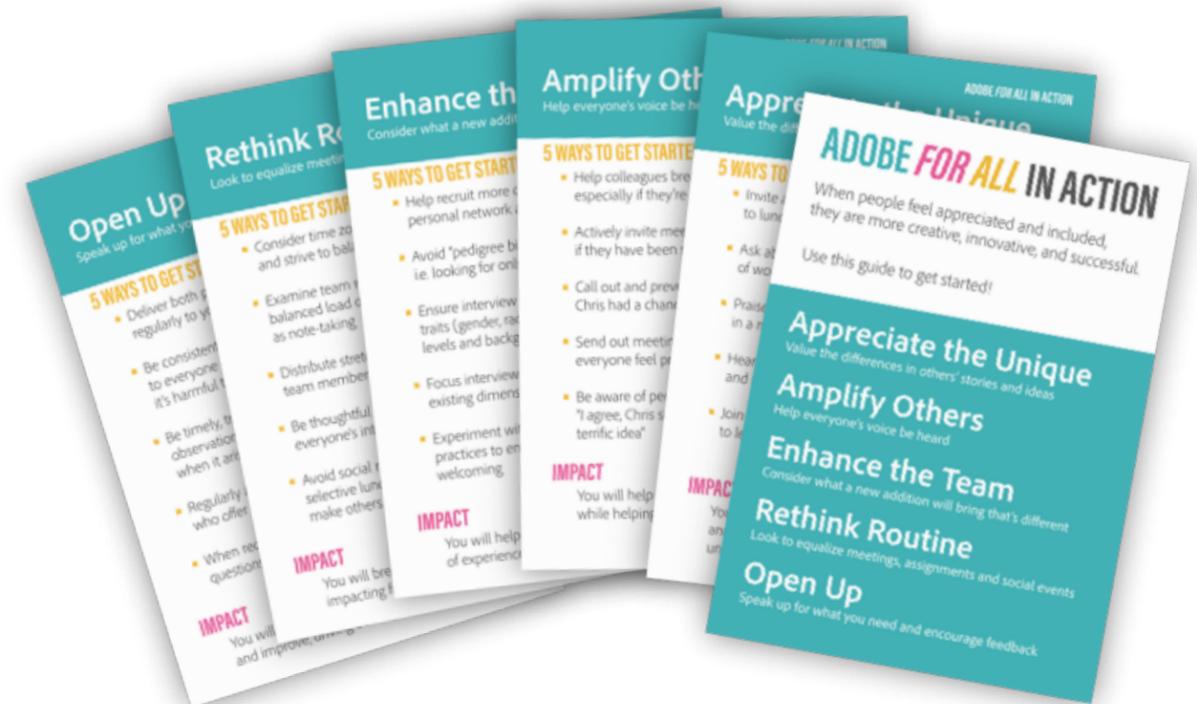
RETHINK ROUTINE

Look to equalize meetings, assignments, and social events.

OPEN UP

Speak up for what you need and encourage feedback.

We introduced these actions to employees in 2018. In 2019, we took it a step further and created simple, transportable reference cards that outline each action and five ways to get started. The actions were also highlighted in our Adobe For All virtual learning sessions for all new employees. In 2020, we'll deliver guidelines for people managers to put these actions into practice as they build inclusive teams.



“The Adobe For All Summit was a reminder that there is always more to someone than what they present externally. The whole experience—from being a speaker to listening to others’ stories—has prompted me to always ask myself ‘What’s their story?’ when I meet someone new. By truly embracing diversity, we build a strong community that helps us show up even stronger for our colleagues and customers.”

— **MARIA YAP, VICE PRESIDENT, DIGITAL IMAGING**

Our largest employee activations of 2019 were our two global Adobe For All Summits — one in San Jose, California for global employees and one in New Delhi, India to reach additional employees in India, Japan, and Asia-Pacific. Our theme was “Empower Every Voice,” and we brought this message to more than 3,000 employees (live and streaming) as we shared updates on our diversity and inclusion progress, hosted inspiring guest speakers, held focused breakout sessions, and featured moving employee storytellers who shared their life experiences with the audience.

After the global event, 99% of survey respondents said they’d recommend a future summit to a colleague. Additionally, 99% said they felt proud of the efforts Adobe is making in diversity and inclusion, and 89% said they felt equipped to help team members and coworkers succeed, especially those who are part of an underrepresented group. Following the events, more Adobe employees have reported feeling empowered to open up and share their own stories in small or large groups, helping create an environment where everyone feels valued. The employee storytellers have become diversity and inclusion champions, mentoring and guiding others across the organization.

“Outstanding, inspiring, moving! So privileged to work for a company with real heart, that places people at the core, and celebrates uniqueness.”

— **ADOBE EMPLOYEE VIA POST-EVENT SURVEY**

Demonstrating fairness through parity initiatives

As part of our commitment to Adobe For All, we want every employee to feel they have fair compensation and opportunity. We've invested in analysis and transparency to demonstrate that commitment.



At pay parity between men and women globally.

DATA UPDATED SEPTEMBER 12, 2019

“We were thrilled when Adobe first pledged to achieve global pay parity at MAKERS in February 2018, and then they crushed that goal within eight months! They’re a true inspiration to other companies that want to accelerate equality for women and ignite real change.”

— DYLLAN MCGEE, FOUNDER AND EXECUTIVE PRODUCER, MAKERS

PAY PARITY

One of the most important ways to show our employees we value them is by paying them fairly. We define pay parity as ensuring that employees in the same job and location are paid fairly relative to one another, regardless of their gender or ethnicity.

In September FY2019 we reaffirmed global gender pay parity, after initially achieving global gender pay parity in October 2018. As of February FY2020 pay data, we have maintained global gender pay parity and also achieved pay parity in the US between URM and non-URM employees.

We’re proud that we’ve achieved pay parity across the globe, and we continue to monitor our progress to ensure that we’re creating a culture that fairly rewards and recognizes the contributions of all employees.

While achieving global pay parity was a journey, we learned a lot along the way and established best practices to help ensure that we maintain it. For example, globally we eliminated the practice of asking job candidates to provide their salary histories to prevent carrying over prior inequities. We also review annual salary increases to ensure fairness, incorporating new acquisitions into our pay review cycles. In the spirit of helping other companies advance their own pay parity initiatives, we shared our process and lessons learned on our diversity website.

We’re committed to maintaining pay parity and we plan to continue to invest in ongoing salary analysis across hiring, acquisition integrations, and annual pay review processes.

OPPORTUNITY PARITY

After achieving global pay parity, we turned our sights to another important initiative: ensuring that every Adobe employee feels they have the chance to grow and develop in their careers. In February 2019, we coined the term “opportunity parity” to refer to fairness in the following outcomes across demographic groups:

- **Promotions** — Defined as an employee moving up one or more job levels, moving from an individual contributor role to a manager role, or moving to a salaried position.
- **Horizontal movement** — Defined as employees making lateral or learning moves across the organization.

To the best of our knowledge, there isn’t a clear industry standard for how to measure or address opportunity parity. So, as part of our commitment, we decided to take on this challenge.

We achieved our first milestone in September 2019 with a public disclosure of our initial opportunity parity findings relative to promotion rate, and we’ve since updated the data for the full fiscal year. Our FY2019 global promotion rates were 16.8% for women and 16.3% for men. In the U.S., the promotion rate was 15.0% for non-white employees and 14.7% for white employees. Both of these dimensions showed less than 1% difference, which demonstrates that we’re starting from a solid foundation with our opportunity parity efforts.

In early FY2020, we outlined the next phase of our opportunity parity initiative and shared our initial opportunity parity analysis across major geographic regions and job segments. While transparency in data is valuable, ultimately our opportunity parity initiative is designed to drive positive change across our entire organization. As we continue to examine other dimensions, including horizontal movement, we may find additional areas for focus.



Our fiscal 2019 promotion rate was 16.8% for women and 16.3% for men.



Our fiscal 2019 promotion rate was 15.0% for non-white employees and 14.7% for white employees.

“Opportunity parity is the next chapter in employee equity and sense of fairness. We hope that by sharing our approach and commitment, we’ll inspire more companies to invest in examining their own data and practices.”

— KATIE JURAN, ADOBE SR. DIRECTOR, DIVERSITY & INCLUSION

OUR JOURNEY TO PAY AND OPPORTUNITY PARITY



PAY DISTRIBUTION

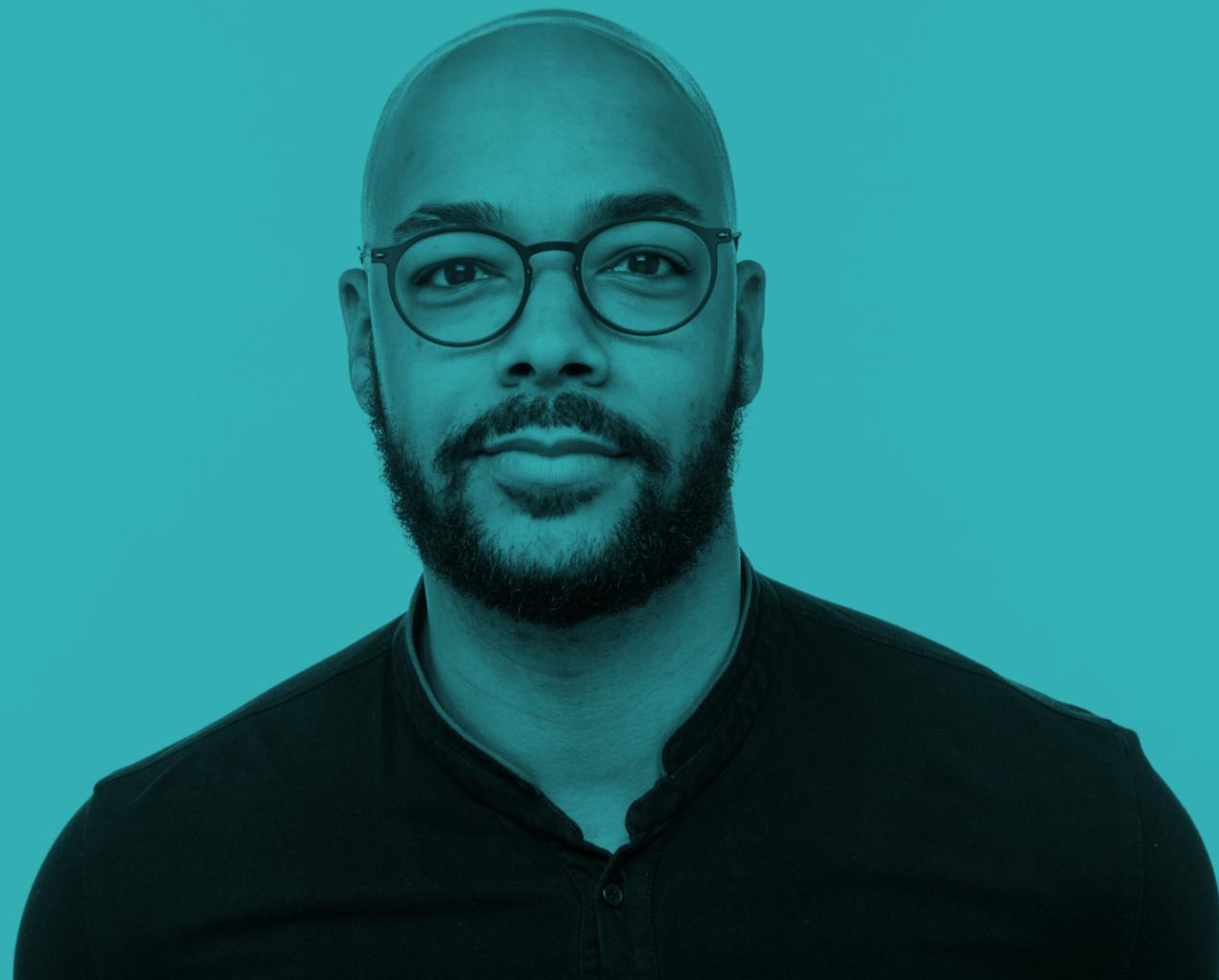
We are focused on pay parity and opportunity parity as our strategic metrics relative to equity across our workforce. These metrics are where we believe businesses should focus relative to paying fairly given the employee's job and location, as well as how employees are moving and progressing in the organization.

Median pay gap, a metric frequently used by the U.S. Bureau of Labor Statistics and other governmental organizations, is a different measurement that looks at pay distribution across an organization relative to different groups. It measures where the middle person of a group would be, if salaries were sorted from low to high, and then compares that person to the middle person in another group. A median-based approach is often driven by macroeconomic trends that aren't immediately actionable.

We do not believe managing to the median pay metric will drive actions that would truly increase fairness in pay and opportunity. However, we are sharing this data point in the spirit of providing an additional element of transparency about the distribution of jobs within our employee population. As of February 1, 2020, Adobe's unadjusted global median pay for women was 98.8% of the median pay for men. As we have previously stated, median metrics are driven by large population centers and the distribution of employee demographics within the organization. We plan to update this median pay gap number annually, along with our pay parity and opportunity parity updates.

Driving diversity across our industry

Diversity and inclusion are essential to a thriving global workforce and the economy at large. Every company's progress helps the collective whole. That's why we actively support our customers, suppliers, partners, and peers as they work to improve their own workplaces, policies, and practices.



PARTICIPATING IN ORGANIZATIONS DEDICATED TO DRIVING CHANGE

In FY2019, we partnered with a number of organizations to drive progress and exchange best practices.

We continued our engagement with the CEO Action for Diversity & Inclusion; served as a founding member of Parity.org; shared best practices on the MAKERS advisory board; and made our [2019 pledge](#) at the MAKERS conference.

From the research and reporting side, we contributed to the McKinsey & Company and LeanIn.org report, Women in the Workplace 2019. We also participated in the [Bloomberg Gender Equality Index](#) and the Working Mother [Diversity Best Practices Inclusion Index](#).

We took an active role in increasing disabilities inclusion through our recruitment partnerships with Project Hired and Disability:IN, and in January 2020 we [pledged](#) our commitment to improve the experience of people with disabilities as a member of [The Valuable 500](#).

To continue to foster an inclusive and supportive environment for the LGBTQ+ community, we participated in the Human Rights Campaign Foundation [Corporate Equality Index](#).

To help other companies learn from our journey to advance their own initiatives, we shared our [global pay parity](#) and [Digital Academy](#) processes and strategies on our website.

PROMOTING DIVERSITY IN THE CREATIVE INDUSTRY

After conducting an industry [study](#) that revealed barriers to women and people of color in the creative field across the U.S., we began working to empower diverse voices in creativity through support, training, and tools. Since 2015, Adobe has supported the [Sundance Ignite](#) program to give new voices and talent from the next generation of filmmakers a year of mentorship and program opportunities. To date, 70 fellows from around the world have participated in the program. Building on our partnership with the Sundance Institute, in 2020 we announced the inaugural [Women at Sundance | Adobe Fellowship](#) to help female filmmakers launch successful and sustainable careers.

In 2017, we initiated the [Adobe Creative Residency](#) program to empower talented individuals to spend a year focused on a personal creative project while sharing their experiences with the creative community. That same year, Adobe initiated a partnership with [Exceptional Minds](#) to provide tools and training to people with autism so they can pursue careers in filmmaking. In FY2019, we announced the [Design Circle scholarship](#) for students across cultures, backgrounds, and races. Recipients will receive undergraduate college scholarships and mentorship from established design leaders, with a focus on bringing more diverse candidates into the design field.

At [The 3% Conference](#) in November 2019, Adobe was [honored](#) as the first [corporate brand certified](#) by The 3% Movement for making meaningful strides towards gender equality across our in-house creative team. Historically, The 3% Movement has examined entire creative agencies for their practices across female leadership, workplace culture, and equal creative opportunity. It was



a new approach for both of our organizations to look at one creative department within a larger company. We're committed to moving the industry forward, and we hope this collaboration will inspire other brands to examine the experience of their in-house creative teams.

ACCESSIBILITY AND INCLUSIVE DESIGN

Adobe is committed to improving the accessibility of our products and the work created with our products. We built accessibility into Adobe's [Common Controls Framework](#) (CCF), the framework and system for developing software and applications across product teams. We helped to lead industry progress in [inclusive design](#) through collaborative research with the Centre for Inclusive Design. We also advanced our efforts to implement inclusive design by delivering in-person workshops to all Adobe Design staff worldwide, [workshop materials](#) were released this summer so all companies can more effectively design with all forms of human difference in mind.

SUPPLIER DIVERSITY PROGRAM

We're using our purchasing power to promote the things we care about as a company. In 2018, we launched our [Supplier Diversity program](#) to ensure that we purchase more goods and services from businesses that are certified as majority owned and operated by women, minorities, veterans, members of the LGBTQ+ community, and people with disabilities. In 2019, we established new memberships with Western Regional Minority Supplier Development Council (WRMSDC), Women's Business Enterprise National Council (WBENC), Golden Gate Bridge Association (GGBA), National Veteran Business Development Council (NVDBC), and Disability Advocacy — all so we can source vendors and suppliers who represent



those communities. With this commitment, we can help underrepresented groups succeed while we benefit from the ideas and innovations that diverse perspectives bring.

PUBLIC POLICY AND GOVERNMENT RELATIONS

At Adobe, we've advocated for public policy outcomes that support our employees and reflect our values. In FY2019, we advocated for public policy outcomes to protect the LGBTQ+ community from discrimination. Our efforts included participating in the [Business Coalition for the Equality Act](#) to advocate for the U.S. Congress to codify civil rights protections; supporting a bill in the Utah State Legislature that would extend criminal penalties to those who commit crimes against people based on gender identity, race, religion, sex, national origin, or sexual orientation; and joining U.S. industry leaders in signing a Supreme Court [amicus brief](#) in support of the proposition that federal civil rights laws should protect LGBTQ+ employees from discrimination in the workplace.

Additionally, Adobe has advocated for Congress to pass legislation to permanently protect the Dreamers, or people in the Deferred Action for Childhood Arrivals (DACA) program who entered the U.S. as undocumented children. Adobe is a member of the [Coalition for the American Dream](#) and has signed a Supreme Court [amicus brief](#) in support of the DACA program.

Because we've seen first-hand the value and importance of paid leave policies and workplace protections, in FY2019 we supported bills in the U.S. Congress including the FAMILY Act and the Pregnant Workers Fairness Act.

To advance diversity in technology, we joined the Bipartisan HBCU Caucus Partnership Challenge to support Advancing Minorities in Engineering (AMIE); partnered with the Congressional Black Caucus (CBC); and participated in TECHWork 2020, a networking event for Black employees from leading technology companies.

Adobe leaders also regularly meet with U.S. policy makers and their staff to share diversity and inclusion strategies and best practices.

AWARDS AND RECOGNITION

In FY2019, Adobe was honored with 20 diversity and inclusion awards — a great testament to our commitments in this area. Highlights include the Best Employers for Diversity by Forbes, Best Workplaces for Diversity 2019 by Fortune and the Great Place to Work Institute, Best Places to Work for LGBTQ Equality by the Human Rights Campaign Foundation, 100 Best Companies by Working Mother Magazine, and Best Companies for Diversity by Comparably.

ADOBE'S GLOBAL DIVERSITY RECOGNITION



Driving continued progress



We're building on our momentum in FY2019 to continue to advance our Adobe For All vision. This includes increasing focus on the university underserved population to pursue careers in computing; evolving our interview and hiring processes to source diverse candidates and mitigate potential unconscious bias; coaching our employees and especially people managers to take action to build a supportive environment; expanding on our employee parity commitments with a focus on opportunity parity; and strengthening the ecosystem of partners and influencers we work with to collectively drive progress.

We're grateful to have an engaged, committed employee community that has embraced the spirit of Adobe For All, and we look forward to the journey ahead as we anticipate our next challenges.

#AdobeForAll

Special thanks to our many Adobe employees who contributed their voices and images to this report.