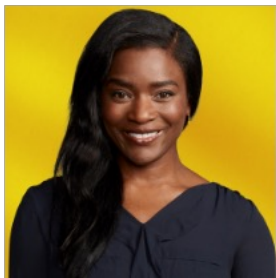


# Gender Pay Report

Adobe UK 2023

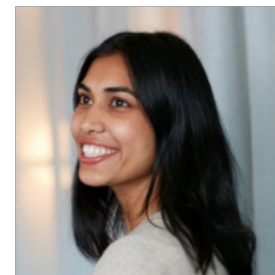
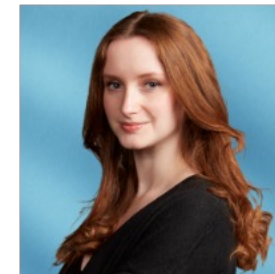
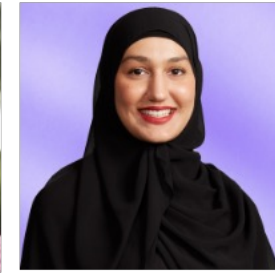
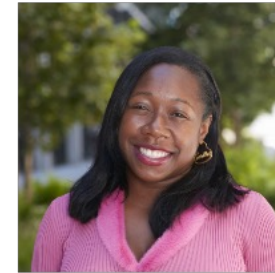
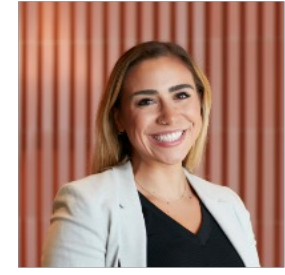
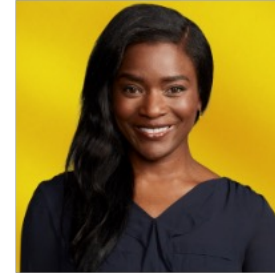
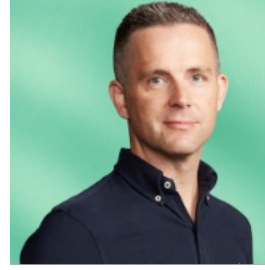


# Introduction

John Warnock and Chuck Geschke founded Adobe on three 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 40 years later, Adobe continues to invest in building a diverse, equitable, and inclusive environment for our employees, customers, partners, and the technology industry as a whole. We call our vision Adobe for All, and we work toward these core beliefs every day. Adobe believes that everyone deserves respect and equal treatment regardless of their gender, race, ethnicity, age, disability, sexual orientation, gender identity, cultural background, religious beliefs, or anything else that makes us who we are. We believe that when people feel appreciated and included, they can be more creative, innovative, and successful.

At Adobe we remain committed to improving our gender diversity. We publicly share our global diversity demographics annually in our Adobe Corporate Social Responsibility Report to provide awareness, highlight progress, and inspire action to achieve greater diversity, equity, and inclusion within Adobe and across the industry. Our fair pay principles are central to who we are and how we value our employees, and we invest in analysis and transparency to demonstrate that commitment.



# Adobe UK Gender Pay Report 2023

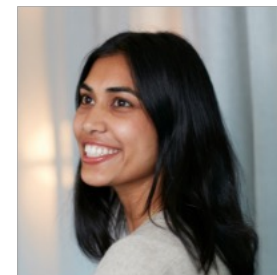
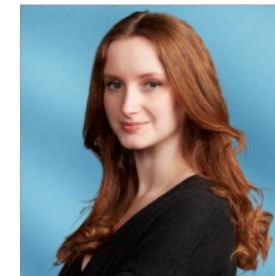
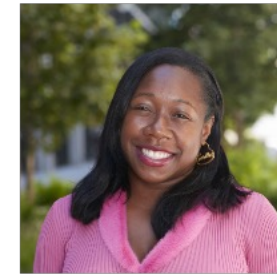
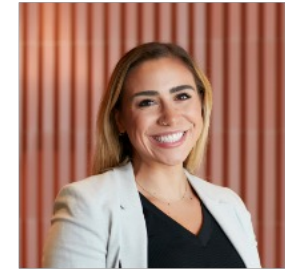
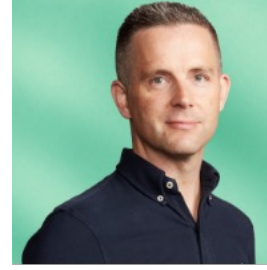
The UK Gender Pay Gap legislative requirements are binary in regard to gender (comparing female and male employees).

The gender pay gap and bonus pay gap are indicators of the difference between the mean and median earnings and bonuses of all women and all men across Adobe UK. The mean (average) is calculated by adding up the gross hourly earnings of employees and dividing that figure by the number of employees in that group. The median is the number in the midpoint of a ranking of pay from lowest to highest.

It is important to note that the gender pay gap and bonus pay gap reflect the mean and median values across Adobe UK and is different to equal pay, which is the right for women and men to be paid the same for performing the same work or work of equal value. At Adobe, we regularly monitor equal pay and have strict processes in place for reviewing and monitoring pay and promotions. This is an integral part of our annual global compensation process.

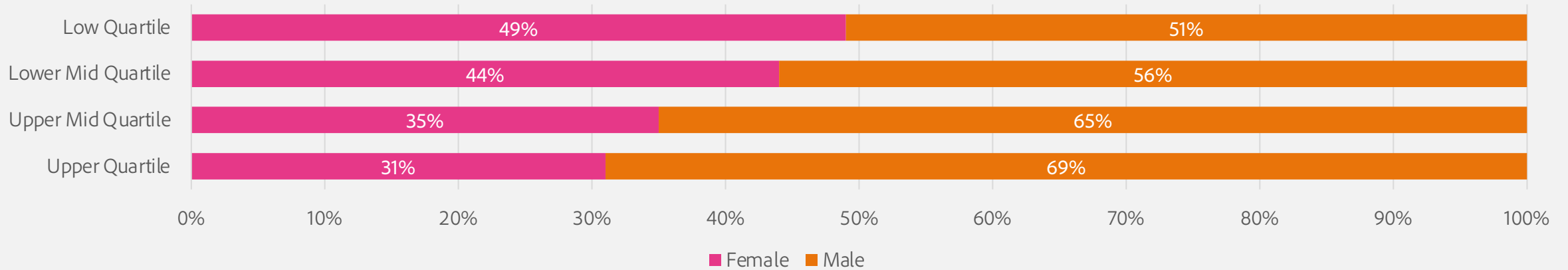
For the reporting period in 2023, Adobe's mean pay gap in the UK improved from 27.5% in 2022 to 12.3% in 2023, and our median pay gap improved from 20.9% to 11.7%.

As a result of building our talent pipeline, Adobe has seen an improvement in the proportion of women in senior roles within our UK business. We have increased representation in our upper middle quartile, improving representation from 30.9% in 2022 to 34.9% in 2023, and for our upper quartile, increasing representation from 27% in 2022 to 31% in 2023. Since we started reporting in 2017, we have increased representation in our upper quartile from 19% to 31%.

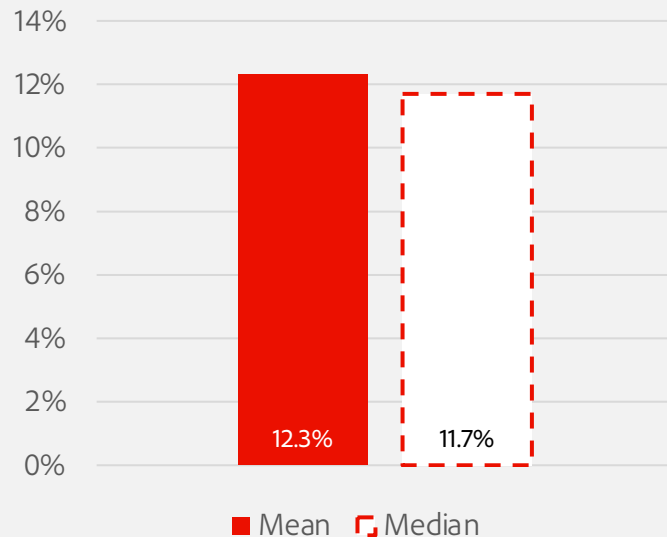


# Adobe UK Gender Pay Report 2023

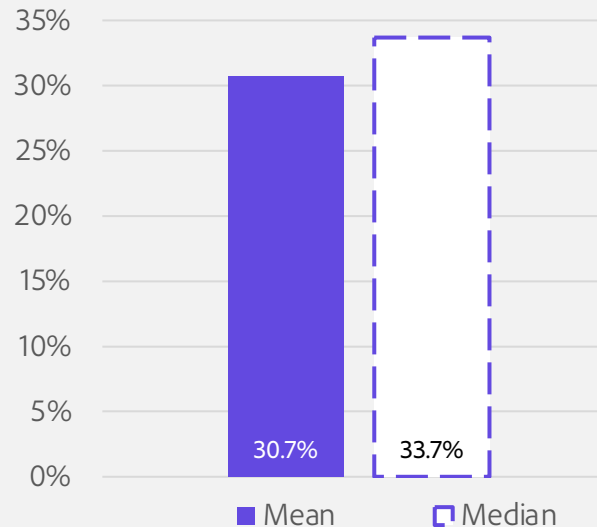
### Proportion of males and females in each pay quartile



### 2023 Gender Pay Gap



### 2023 Bonus Pay Gap



The bonus pay gap calculation is based on the number of Adobe rewards offered to employees, with most of our bonus pay covered under three plans:

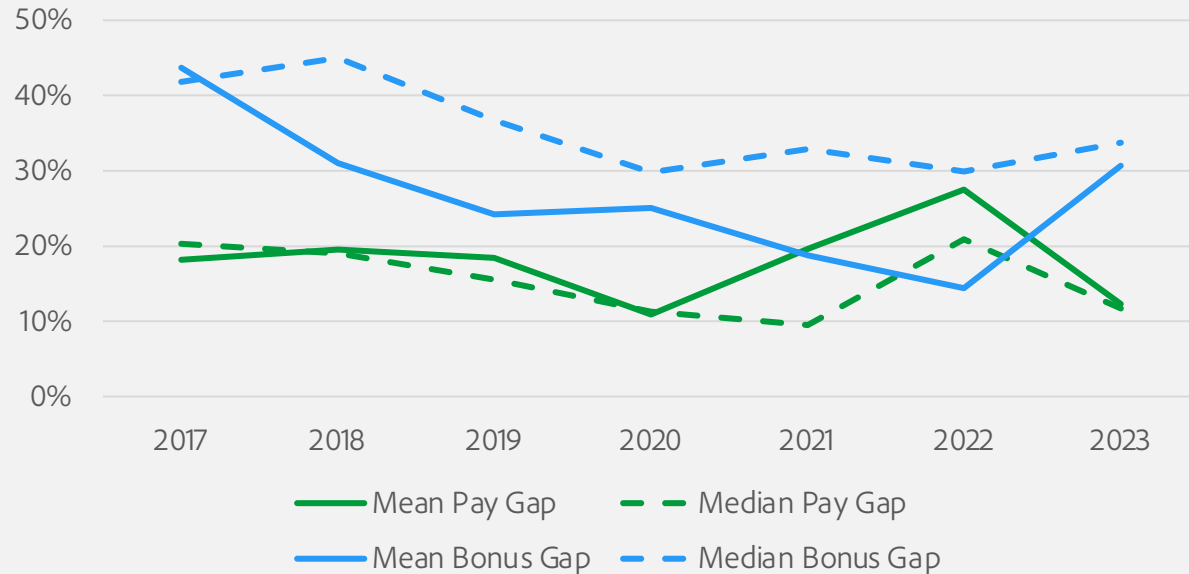
- Annual Incentive Plan (AIP): based on a combination of company achievement and individual performance;
- Commission-based plan for sales employees: offers compensation based on individual performance;
- Equity (Restricted Stock Unit) grant programme

Employees who are eligible to receive a bonus are permanent employees who have joined prior to October 1 in the period reported and have met the performance criteria associated with their bonus programme.



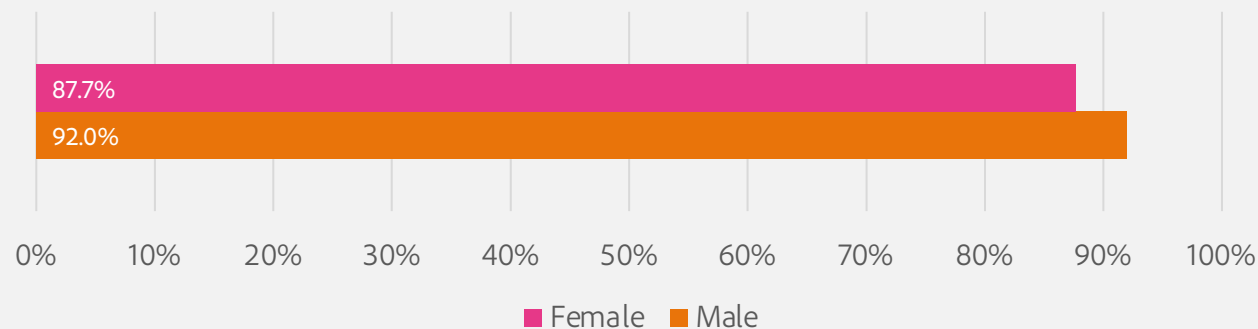
# Adobe UK Gender Pay Report 2023

## Gender Pay & Bonus Gap Trend Since 2017



For the reporting period in 2023, Adobe's mean bonus gap in the UK increased from 14.4% in 2022 to 30.7% in 2023, and our median bonus gap increased slightly from 32.9% to 33.7%. The mean gender bonus gap has been improving since 2017 to 2022, and the median bonus gap has remained steady since 2020. This measure can vary year-on-year but viewed over six years, it shows Adobe's mean and median bonus gap has improved since 2017, and we will continue to focus on this trend.

## Employees Receiving a Bonus



- **Pink:** Percentage of females receiving a bonus: 87.7%
- **Orange:** Percentage of males receiving a bonus: 92%

“We’re committed to creating a more inclusive workplace that embraces and respects diversity and promotes inclusion. It’s the core of our Adobe for All vision, creating a culture where everyone has the opportunity to be more creative, innovative, and successful. The UK Gender Pay Report is a valuable reminder that this important work takes time. We are pleased to see that where our actions are deliberate, we’re seeing a positive impact in our results. We want to continue this and strengthen our commitment to progress in diversity, equity and inclusion, for our people, customers, partners and industry.”

— **Suzanne Steele, Vice President and Managing Director,  
Adobe UK**



# Commitments

At Adobe, we use a holistic approach and regularly evaluate our processes and programmes to ensure continued fairness across hiring, talent development, compensation, supporting an inclusive culture, and building gender-diverse teams. Examples include the introduction of family-friendly benefits, the move to a bi-annual promotion cycle to increase fairness and transparency, and annual review of our companywide pay practices. Adobe also remains committed to fostering a culture of pay transparency by providing resources around our compensation philosophy and pay practices.

## Committing to Progress

Continuously reviewing our UK gender pay gap is one step we take to ensure our workplace is diverse, inclusive, and full of opportunity for everyone. We realise that achieving significant change is a long-term commitment and to advance our vision of Adobe for All, we're investing in three key pillars to drive greater diversity and inclusion at Adobe and beyond.





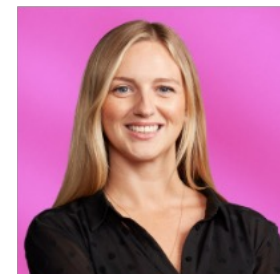
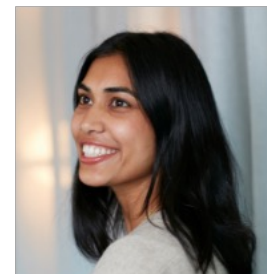
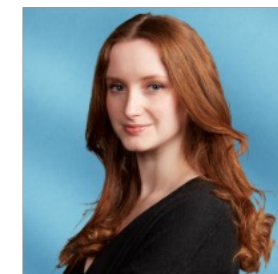
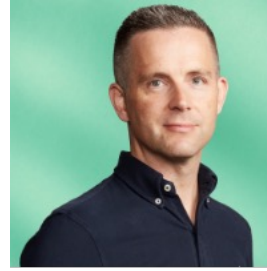
# Commitments: Workforce

Continuing to improve the hiring, retention, and promotion of a more diverse workforce. Appreciating the unique experience each person brings and their diversity of thought enhances both our workplace and team here at Adobe. It also helps us be more creative and innovative so we can continue to raise the bar with great products and services for our customers and communities around the world. We work to ensure inclusivity and fairness in our branding, sourcing, interview, and hiring processes in order to attract, hire, and develop candidates in all areas of underrepresented groups. We are proud to partner with a number of organisations and institutions to broaden our reach, and have introduced programmes to help our recruiters and hiring managers broaden their approach to sourcing candidates and mitigate potential bias throughout the recruitment and selection process.

In 2023, our hiring of women in the UK was 50%, which included 47% women graduates and 47% of women hired as interns. By focusing on these groups, we committed to nurturing a strong pipeline of talent and future leaders by helping people early in their careers learn and get excited about careers in the tech industry.

In 2023, 47.25% of our internal hires in the UK were women. To support a diverse pipeline of talent and ensure equal opportunities for internal talent at Adobe, we standardised our promotion process globally in 2021. By aligning promotion timings to twice a year, we increased the transparency of promotion timeframes and employee growth opportunities.

Additionally, we have a focus on making sure that women get the chance to gain visibility and grow in their careers. This includes our year-long Adobe Leadership Circles programme that helps women build their skills, and the Adobe Women's Executive Shadow programme that creates opportunities for women within the organisation to connect with each other and with senior leaders across the company. Helping our employees grow their careers within Adobe is another key focus of ours, which we drive through encouraging internal mobility (roles are advertised to employees internally before we go to the external market), which means employees can explore new roles across the business.





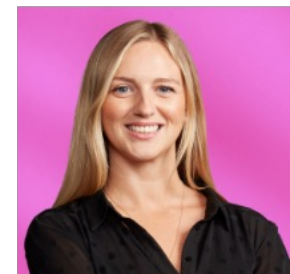
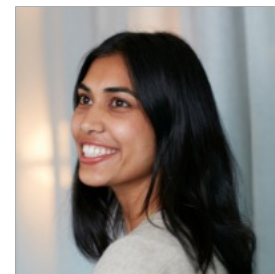
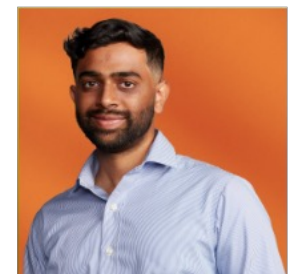
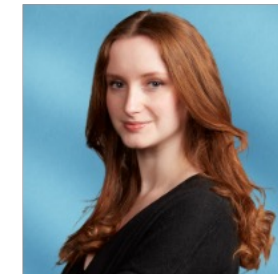
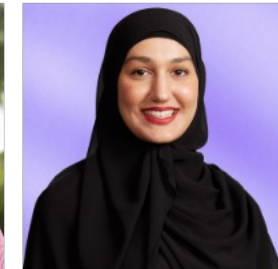
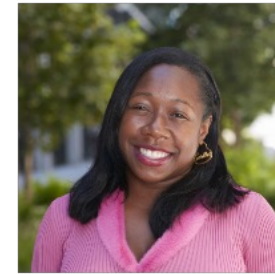
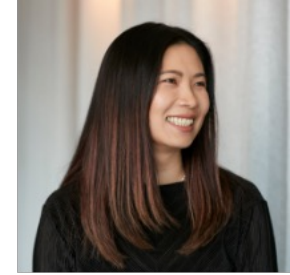
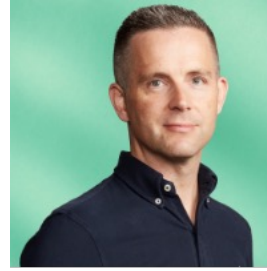
# Commitments: Workplace

We believe that an inclusive workplace positions employees to do their best work. It's vitally important that every Adobe employee feels valued and included. We nurture this by creating an inclusive workplace where community-building and awareness programmes are encouraged, training provided, family-friendly benefit policies shared broadly, and parity commitments upheld.

We work hard every day to achieve the ideal of Adobe for All through a workplace that inspires a sense of belonging, family-friendly benefits, support for regional and global employee communities, parity initiatives, and more. Our annual Adobe for All event provides a unifying moment for employees to celebrate progress, be inspired by employee and guest speakers' stories, and commit to making meaningful change.

In addition, Adobe's eight employee networks are instrumental in building community, strengthening inclusion, and driving progress for underrepresented groups. Employee networks create opportunities to learn and grow, help with recruiting efforts, sponsor peer mentoring programs, and provide support for nonprofit organizations.

In the UK, our Women at Adobe network organise learning and networking events for employees which feature professional development and leadership sessions such as the Driving Your Career Panel, which provided transformative insights and recommendations for women focused on career advancement and navigating career conversations. Their work has also involved supporting our local community, like the charity Smart Works by volunteering and providing free training of Adobe Creative Cloud.



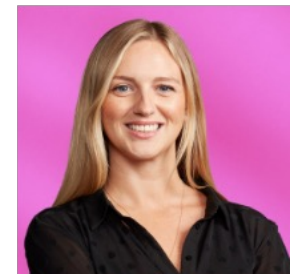
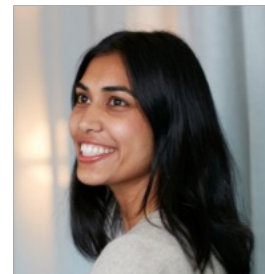
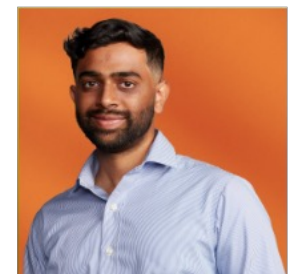
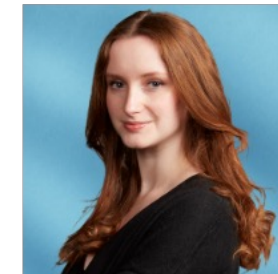
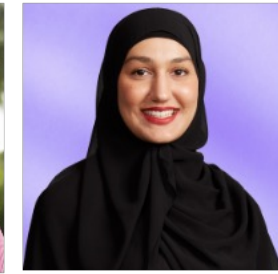
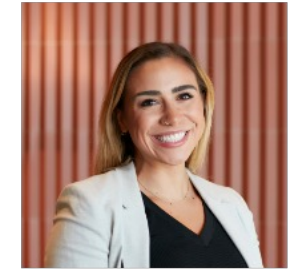
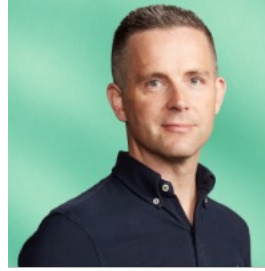
# Commitments: Ecosystem

Linking our DEI commitment to our brand, products, partnerships, community engagement, and suppliers we use. A single company can't foster DEI in a silo — it is a cross-industry effort. We're joining forces globally with our customers, partners, vendors, and peers to drive progress. We support these efforts by working with organisations dedicated to driving equal rights, inclusion for underrepresented groups, and better access to career opportunities.

We're investing in making our products more inclusive and accessible and we've established a Supplier Diversity programme to ensure that we support businesses owned by underrepresented groups. We continue to participate in organisations dedicated to driving change and we're proud to be a platinum sponsor of Women in Tech Forum (WIT), a global membership and coaching platform to help women build a successful career in the technology industry. Our engagement includes individual WIT memberships for Women at Adobe members, as well as male allies, job postings with WIT to reach a wider female audience, contributing to monthly webinars with talks and involvement from our Adobe female leaders, and running ally programs and sessions to drive awareness amongst our Adobe leadership for being an ally for women in tech.

In 2022, we teamed up with IBM to launch the Women Rising Programme, which has now matched over 270 mentees and mentors across the organisation in EMEA. This year, we've built on this success, continuing the Women Community Rising Forum, providing learning opportunities and discussion on subjects such as what it takes to be a good male ally and making the most of personal and career development. And we're nurturing our own community across tech and sales. In February 2023, we hosted an event with workshops, guest speakers, and panels designed to empower and celebrate women in sales. Globally, we have corporate-wide industry coalitions including CEO Action for Diversity & Inclusion, Bloomberg Gender Equality Index, and Parity Pledge.

Beyond the tech industry, we have programmes within the creative and sports worlds to inspire the next generation of talent. This includes our partnership with the Football Association, in sponsoring the Adobe Women's FA Cup, to create opportunities for clubs to reach more people to support them and play the game. Through the Adobe Foundation, we are collaborating with four international museums, including the V&A in London, for the Creative Residency. This collaboration provides greater community access to the arts and creative programming at each museum. Additionally, select museums amplify diverse voices by hosting Creative Residents.



# Disclaimer

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.

FIONA GRACE Director, Associate General Counsel, Head of Northern EMEA

ABDUL JALEEL VP, Employee Experience EMEA

