Adobe Diversity & Inclusion

Year in Review 2020

"We all have a responsibility to ensure that our workplace and society are places where every individual feels a sense of belonging and inclusion. We're committed to harnessing the best of Adobe—our people, platform, creativity, and innovation—to make lasting change inside and outside of our company."

Shantanu Narayen, Chairman, President & CEO

"Our Adobe For All mission is centered on creating a workplace that reflects the diversity of the world we live in, where everyone feels included and respected and has an opportunity to contribute. Creating a more diverse, equal workplace is not the job of any one team or organization—it takes every Adobe employee around the globe to make an impact."

Gloria Chen, Chief People Officer & Executive Vice President, Employee Experience

A year of enormous challenges and meaningful growth.

There's no denying it—2020 was a tough year for our employees and our society at large. **Adobe For All**—our vision of making everyone feel included, respected, and valued—was tested and fueled in ways that we could not have imagined as the year began. Relative to the diverse makeup of our workforce, we encountered slower progress in 2020 than we did in 2019. Our diversity representation metrics remained relatively flat, which we attribute to a slower pace of hiring and low attrition during the COVID-19 outbreak.

In contrast, relative to our employees' day-to-day experiences, we encountered changes like never before. The pandemic and highly visible instances of racial injustice in the US affected our employees profoundly. And as they struggled with feelings of isolation, fear, and grief, we found new ways to support and empower them while continuing our efforts to make Adobe a more inclusive place to work.

Caring for employees during the COVID-19 outbreak

In March 2020, the pandemic led us to close our offices and make a quick pivot to remote work. As we transitioned our in-person workflows to the virtual world, we also created new benefits, programs, and events to help sustain employee wellbeing, maintain our connections, and foster empathy throughout our community.

Fighting for racial justice and economic equality

The death of George Floyd on May 25, 2020, became a galvanizing moment for advancing racial justice and economic equality. Adobe's Chief Executive Officer Shantanu Narayen and Chief People Officer and Executive Vice President Gloria Chen asked our employees to help drive change at our company and in our society, and committed to investing in programs to foster opportunity and advancement for Adobe's Black employees and other underrepresented groups.

Our community stepped up, began taking action, and made great progress in a matter of months. The work is ongoing, and it provides us with a foundation to address all forms of hate and intolerance.

Looking ahead

Adobe has always been known for our supportive environment, and that strength was critical as we navigated an incredibly challenging year for our employees. Crisis brought a new level of intention, collaboration, and focused investment that will carry us forward long after things get back to "normal."

We listened to one another. We re-thought old ways of doing things. And we reimagined our future by creating innovative programs and resources that will help make Adobe a more diverse, inclusive, and fulfilling place to work.

We look forward to continuing our momentum as we do our best to live the principles of Adobe For All in 2021.

Katie Juran
Senior Director, Diversity & Inclusion

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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.

Representation metrics

Adobe has experienced strong workforce growth, increasing 44% from the end of FY2016 to the end of FY2020.

In FY2020, our diversity metrics demonstrated incremental movement for employee representation for women and US underrepresented minorities (URM)—i.e., those who identify as Black/African-American, Hispanic/Latinx, Native American, Pacific Islander, and/or two or more races. We attribute the minimal movement to our lower pace of hiring during a pandemic year as well as low overall attrition, which resulted in less change in our employee base than in prior years. While shifting representation for a company of our size can be challenging, we're committed to making continued progress.

Global gender and new hires
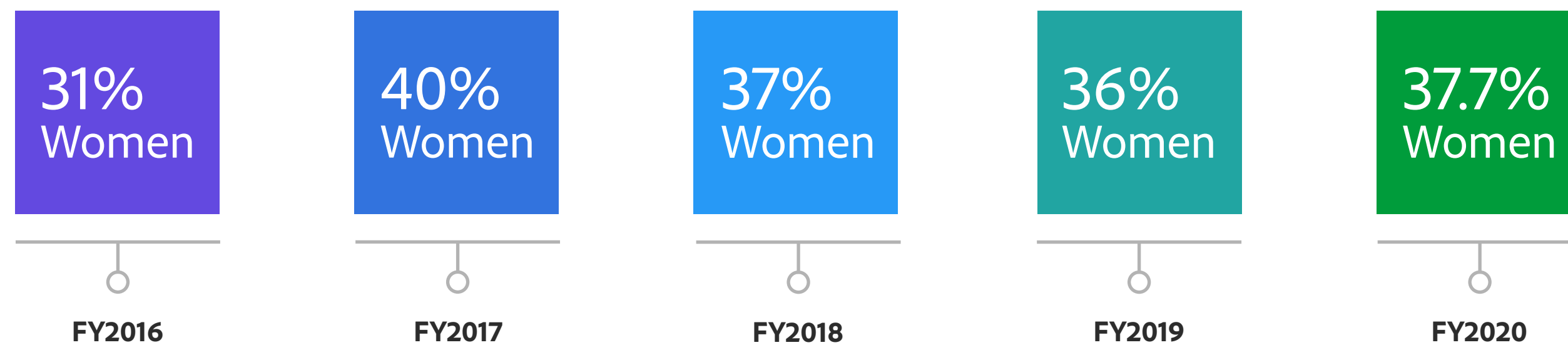
We continued to see steady progress in the percentage of women represented in
our global workforce. In FY2020, women represented 33.5% of our global employee
base. Additionally, in FY2020, women represented 37.7% of our new hires.

From the end of FY2016 to the end of FY2020, our number of employees
self-identifying as women increased from 4,463 to 7,484.

Global Employee Base
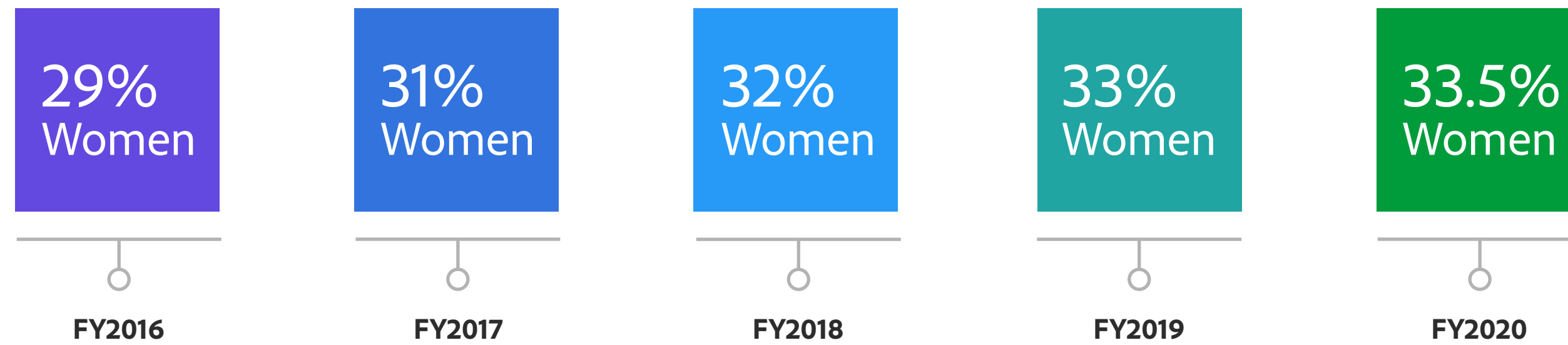
29% Women	31% Women	32% Women	33% Women	33.5% Women
FY2016	**FY2017**	**FY2018**	**FY2019**	**FY2020**

New Hires

31% Women	40% Women	37% Women	36% Women	37.7% Women
FY2016	**FY2017**	**FY2018**	**FY2019**	**FY2020**

Reporting data to one decimal point began with
FY2020 reporting. In prior years, we applied best-practice
data methodology to round to the nearest whole number.

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 FY2020
(November 27, 2020). Percentages may not add up to 100
due to rounding.

Global gender by region

To increase transparency around our global gender mix, we provide public reporting of employee gender representation for the regions where we do business. In FY2020, representation of women across Adobe's regions showed modest increases from FY2019 relative to men.

Region: FY2020 Data

36.9% Women	37.2% Women	29.6% Women	27.7% Women
+0.3% from 2019	+1.6% from 2019	+0.2% from 2019	+0.3% from 2019
Americas	**Asia Pacific and Japan**	**Europe, the Middle East, and Africa**	**India**

Reporting data to one decimal point began with FY2020 reporting. In prior years, we applied best-practice data methodology to round to the nearest whole number.
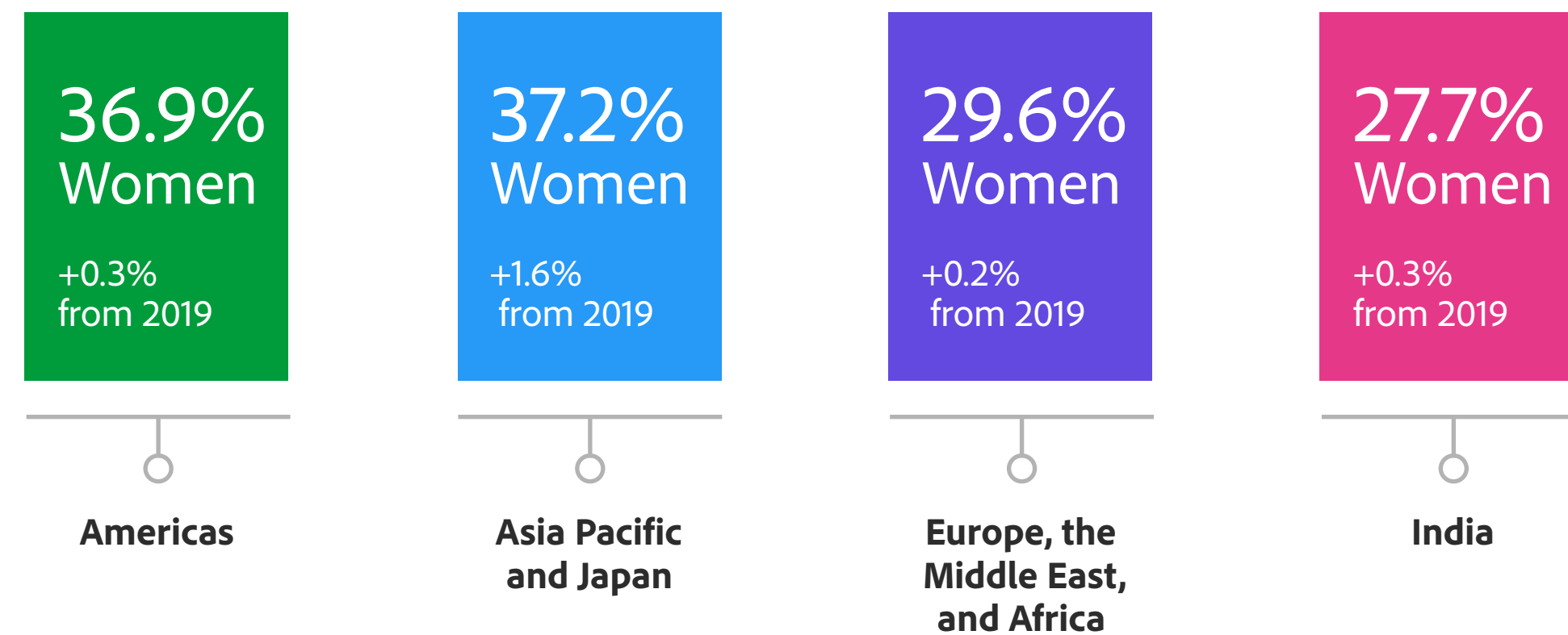
Data reflects Adobe employees who have voluntarily disclosed their gender. <1% of our global employee base has not disclosed gender data.

Data source: Adobe regular employee data ending FY2020 (November 27, 2020). Percentages may not add up to 100 due to rounding.

"**This experience taught me that I could accomplish far more than I could ever realize. I was resilient enough to bounce back after multiple disappointments and I was smart enough to find a treatment to save my son's sight. I'm just a mum who made the impossible, possible.**"

—Katherine Hartley, Executive Assistant, APAC Marketing

See Katherine's story

	Individual Contributors	People Managers	Leadership Roles
FY2020	34.5% Women	28.9% Women	26.1% Women
FY2019	34% Women	29% Women	25% Women
FY2018	33% Women	28% Women	24% Women
FY2017	32% Women	27% Women	23% Women
FY2016	30% Women	25% Women	24% Women

Individual Contributors

People Managers

Leadership Roles

Global gender by 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.

In FY2020, women represented 34.5% of our individual contributor roles and 28.9% of our people manager roles.

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 FY2020, women represented 26.1% of our leadership roles, an increase from FY2019 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.

Reporting data to one decimal point began with FY2020 reporting. In prior years, we applied best-practice data methodology to round to the nearest whole number.

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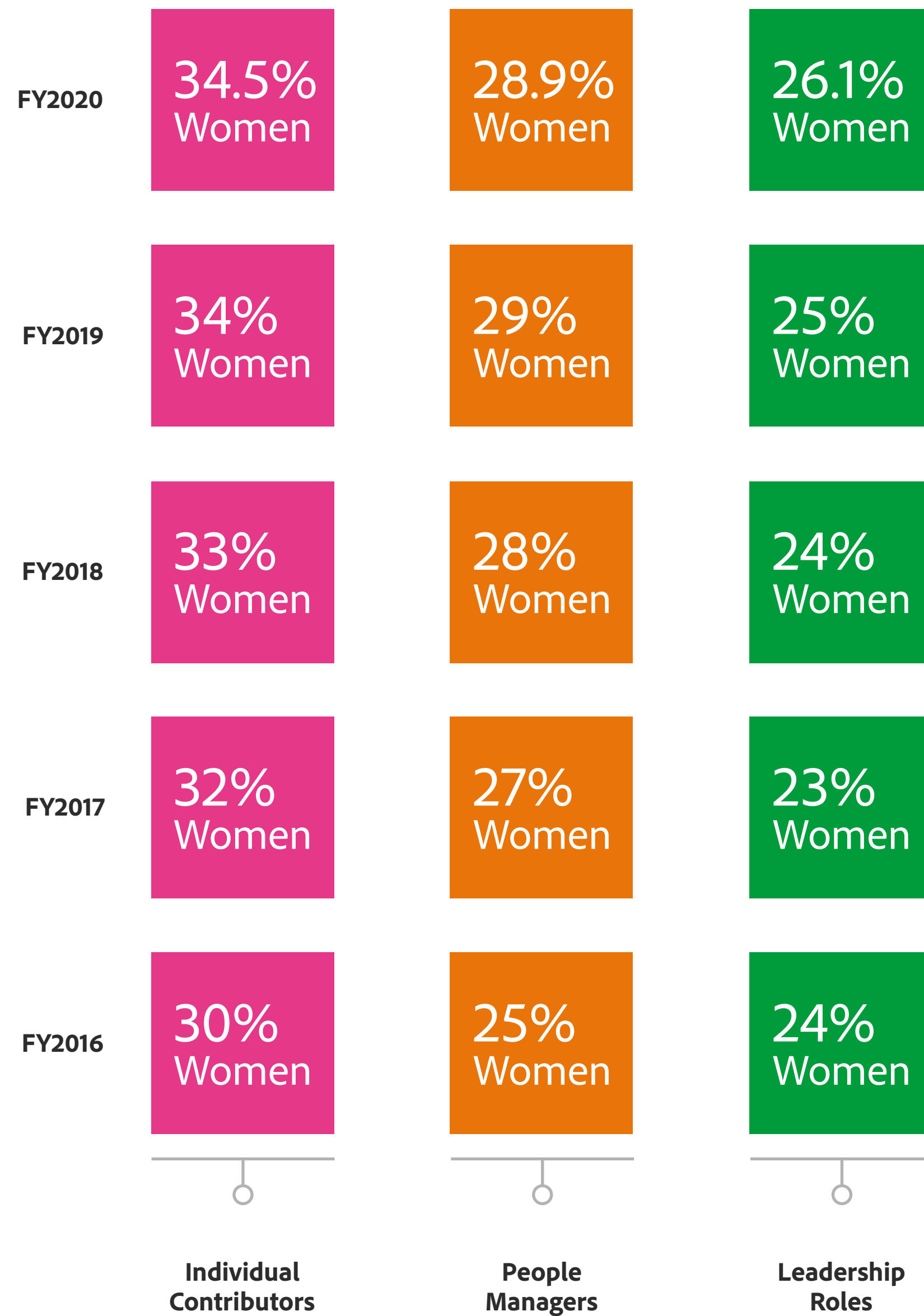
Data source: Adobe regular employee data ending FY2020 (November 27, 2020). Percentages may not add up to 100 due to rounding.

"**Your genuine, authentic self is your superpower—it is who you were made to become before this world told you who to be. And when we fully embrace our whole selves, we can do the same thing for others. And in this life, that is what matters.**"

—Heather Combs, Senior Director Brand Marketing

See Heather's story

Global gender by technical roles

In FY2020, women represented 25.8% of our technical roles*. Adobe continues to invest in recruitment programs to attract diverse candidates from colleges and universities with strong technical programs and technical conferences, and we also provide women-in-technology scholarship programs.
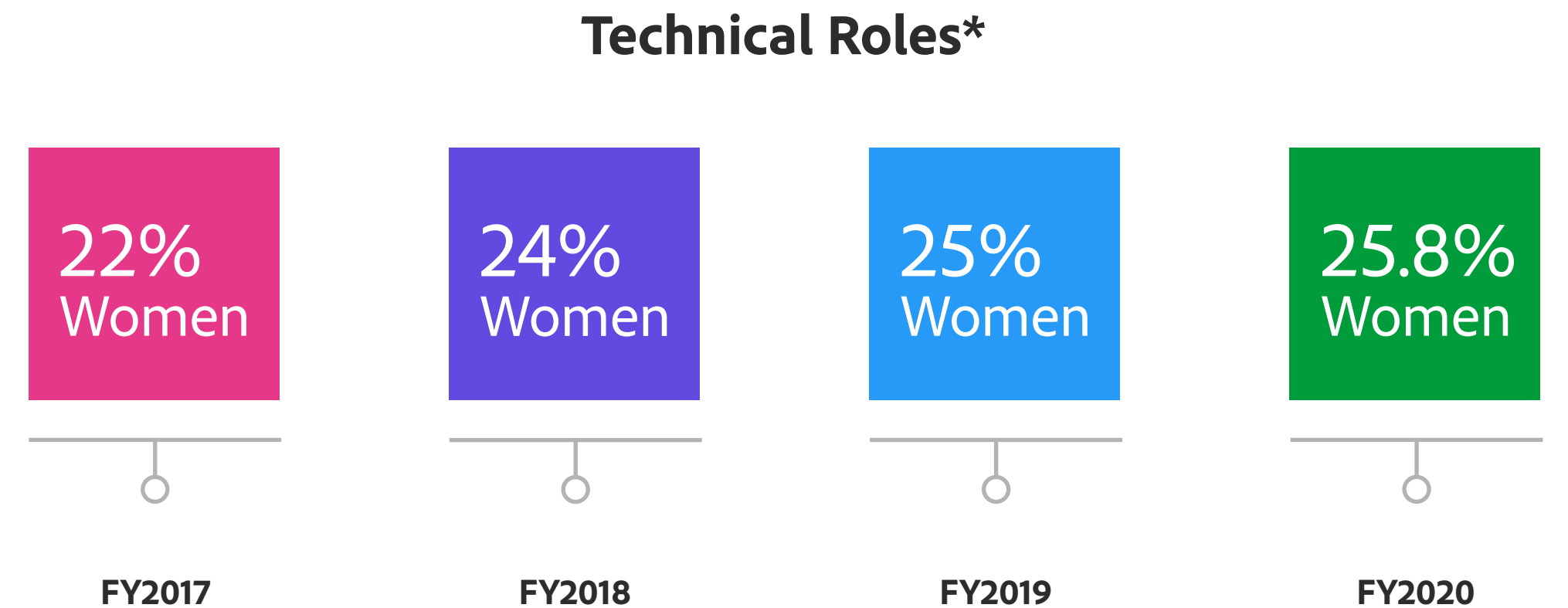
Technical Roles*

22% Women	24% Women	25% Women	25.8% Women
FY2017	**FY2018**	**FY2019**	**FY2020**

*Technical occupations in computing and information technology that require deep technical specialization and knowledge, as well as managers, directors, and executives who oversee technical employees and the development and delivery of technical products. Reference: AnitaB.org

Current methodology for measuring technical workforce was implemented in 2017.

Reporting data to one decimal point began with FY2020 reporting. In prior years, we applied a best-practice data methodology by rounding to the nearest whole number.

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 FY2020 (November 27, 2020). Percentages may not add up to 100 due to rounding.

US race and ethnicity at Adobe

At the end of FY2020, underrepresented minority (URM) employees (i.e., those who identify as Black/African-American, Hispanic/Latinx, Native American, Pacific Islander, and/or two or more races) comprised 10.8% of our US employee base, an increase of 0.6% from the end of FY2019. From the end of FY2016 to the end of FY2020, US URM employee representation increased by 2.3%. The total number of US employees self-identifying as URM increased during that timeframe, from 598 to 1,215.
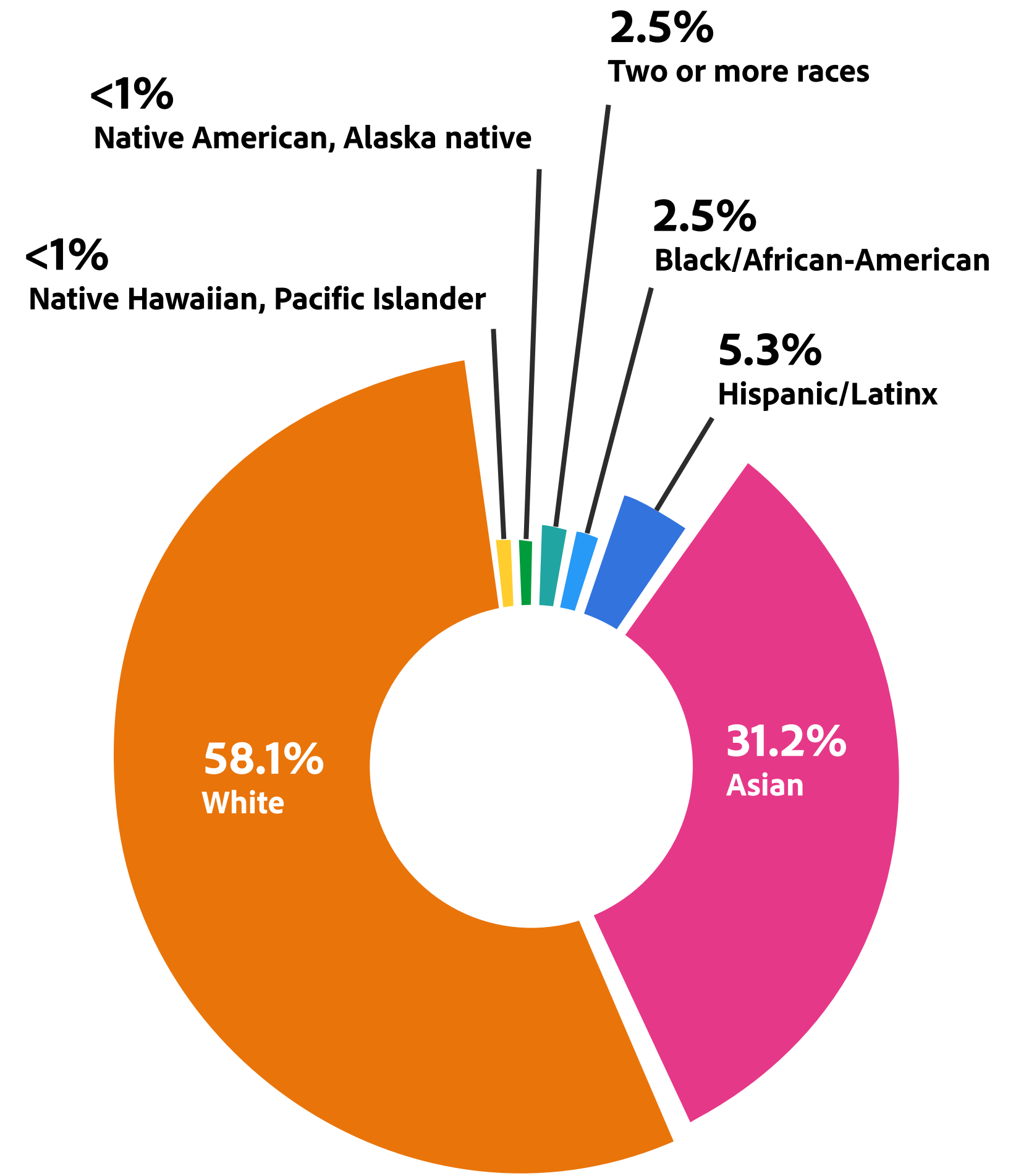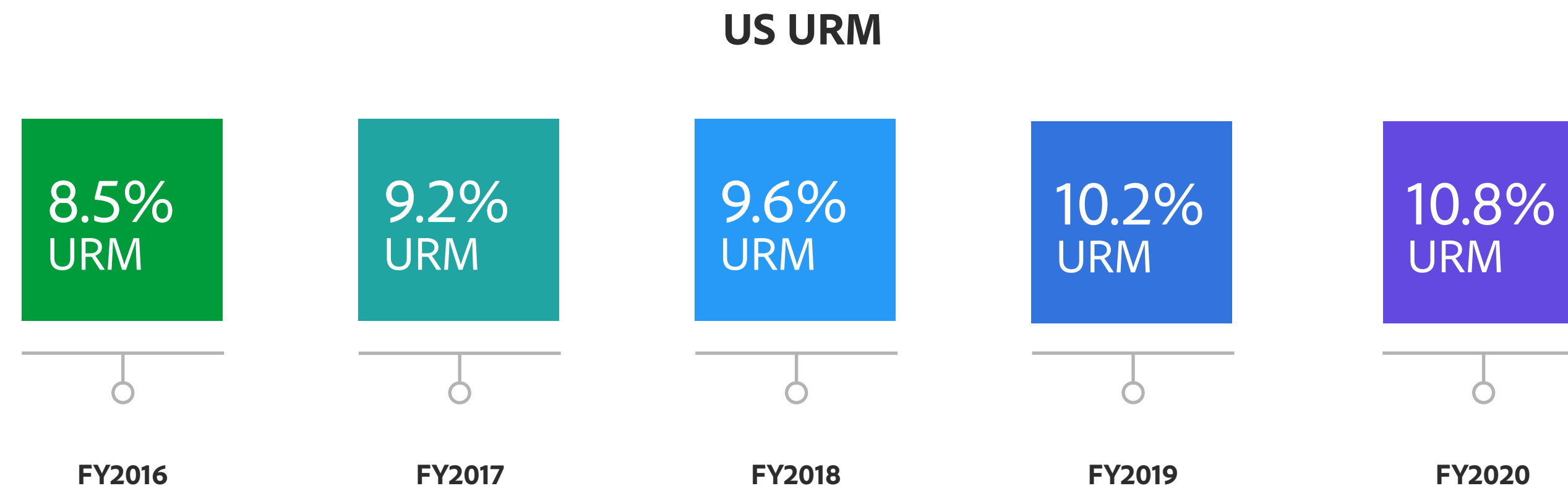
US URM

8.5% URM	9.2% URM	9.6% URM	10.2% URM	10.8% URM
FY2016	FY2017	FY2018	FY2019	FY2020

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

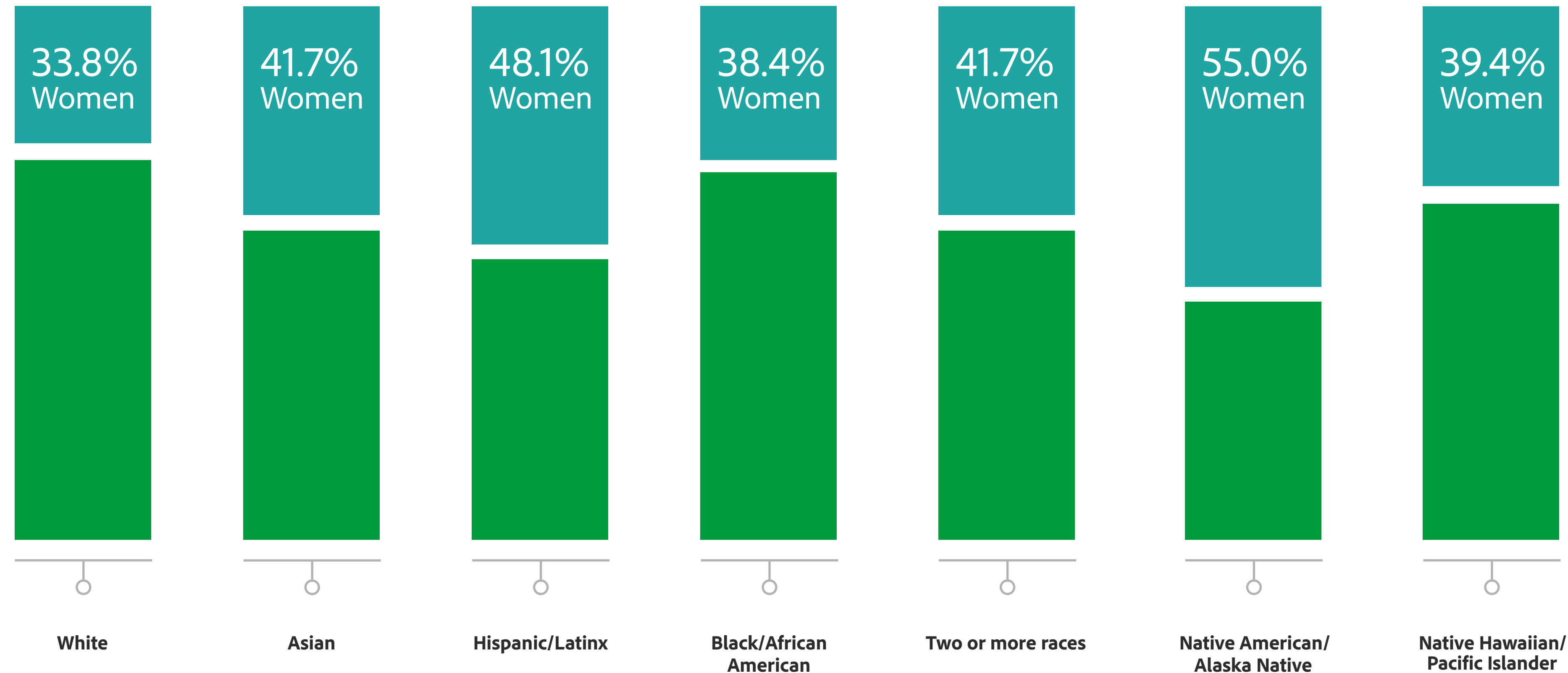FY2016-2019 metrics have been updated to reflect our ongoing methodology.

Data source: Adobe regular employee data ending FY2020 (November 27, 2020). Percentages may not add up to 100 due to rounding.

2.5%
Two or more races

<1%
Native American, Alaska native

<1%
Native Hawaiian, Pacific Islander

2.5%
Black/African-American

5.3%
Hispanic/Latinx

58.1%
White

31.2%
Asian

US intersectional data by race/ethnicity and gender

To increase transparency of US racial/ethnic representation, we provide two views of our intersectional and ethnicity data. We're tracking intersectional data shifts and increasing our investments in retention, growth, and development programs for women and US URM employees.

US Race/Ethnicity by Gender FY2020

33.8% Women	41.7% Women	48.1% Women	38.4% Women	41.7% Women	55.0% Women	39.4% Women
White	**Asian**	**Hispanic/Latinx**	**Black/African American**	**Two or more races**	**Native American/ Alaska Native**	**Native Hawaiian/ Pacific Islander**

Data reflects Adobe employees who have voluntarily disclosed their gender and US race and ethnicity data.

<1% of our global employee base has not disclosed gender data and <3% of our US employee base has not disclosed race and/or ethnicity data.
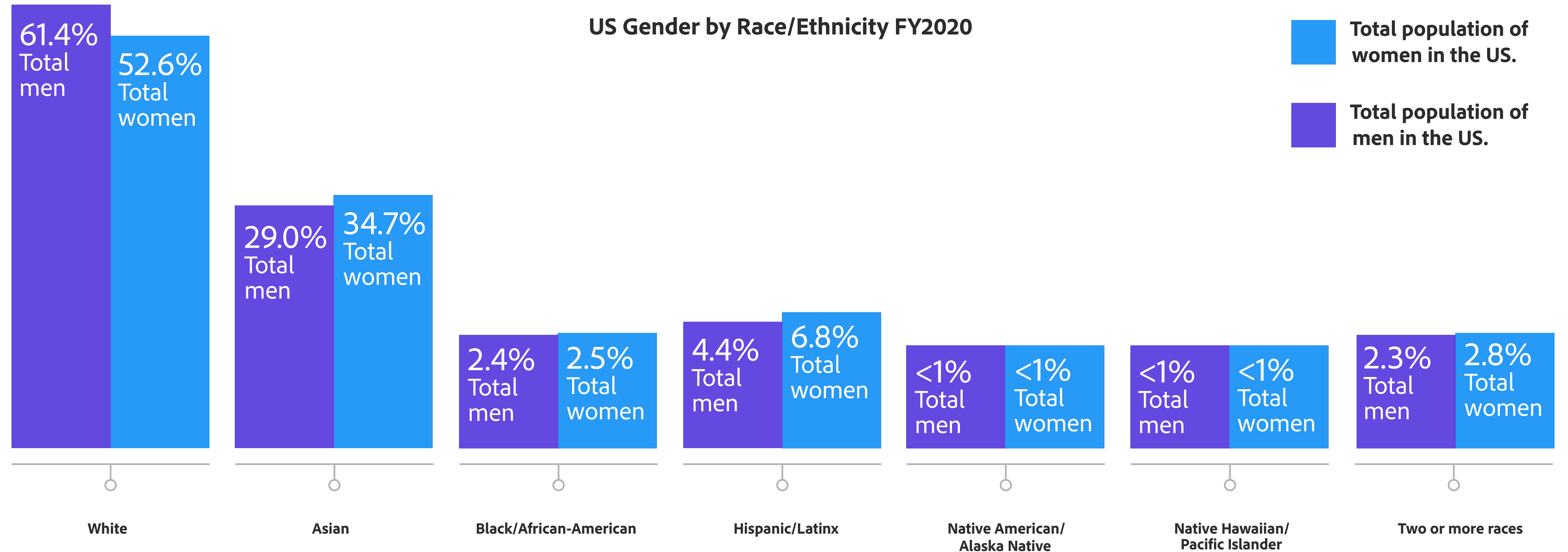
Data source: Adobe regular employee data ending FY2020 (November 27, 2020). Percentages may not add up to 100 due to rounding.

Data reflects Adobe employees who have voluntarily disclosed their gender and US race and ethnicity data.

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Percentages may not add up to 100 due to rounding. Data source: Adobe regular employee data ending FY2020 (November 27, 2020).

Data source: Adobe regular employee data ending FY2020 (November 27, 2020).

US Gender by Race/Ethnicity FY2020

Total population of women in the US.

Total population of men in the US.

61.4% Total men	52.6% Total women	

29.0% Total men	34.7% Total women	

2.4% Total men	2.5% Total women

4.4% Total men	6.8% Total women

<1% Total men	<1% Total women

<1% Total men	<1% Total women

2.3% Total men	2.8% Total women

White

Asian

Black/African-American

Hispanic/Latinx

Native American/ Alaska Native

Native Hawaiian/ Pacific Islander

Two or more races

US URM: Individual contributors, people managers, and leadership

Within job categories, US URM employees represented 11.5% of individual contributors, 7.8% of people managers, and 6.6% of leadership roles (defined as employees who are director-level and above with at least one full-time employee direct report).

	Individual Contributors		People Managers		Leadership Roles	
	US URM	US Non-URM	US URM	US Non-URM	US URM	US Non-URM
FY2020	11.5%	88.5%	7.8%	92.2%	6.6%	93.4%
FY2019	11%	89%	8%	92%	6%	94%

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

FY2016-2019 metrics have been updated to reflect our ongoing methodology.

Reporting data to one decimal point began as of the end of FY2020. In prior years we applied best-practice data methodology to round to the nearest whole number.

Data source: Adobe regular employee data ending FY2020 (November 27, 2020). Percentages may not add up to 100 due to rounding.

US URM: New hires and technical roles

URM employees represented 17.6% of US new hires. Across technical roles, URM employees represented 8.9% of total US employees in technical roles at Adobe, and 53.1% of URM employees were in technical roles. Adobe's increased investment in recruitment events for underrepresented communities and engagement with university partners and student associations contributed to the positive shifts.

Aspirational goals

To help improve employee representation, in September 2020 we articulated aspirational goals for overall representation and representation at leadership levels. We're committed to continuing to increase global diversity and inclusion to reflect the diversity around us. Because we believe that leadership role models can create a virtuous cycle of growth, development, and advancement, we want to increase representation of women in leadership positions to 30% globally by 2025, and double representation of US URM in leadership positions by 2025. In alignment with our FY2020 launch of the Taking Action Initiative to accelerate the representation, development and success of Adobe's Black employees, we also want to double Black representation as a percentage of US employees by 2025.

Overall, our diverse representation has been moving in a positive direction year over year, so we're making progress. But we still have work ahead of us to increase diverse representation at Adobe and reach our aspirational goals for 2025.

	New Hires		Respresentation in Technical Roles*	
	US URM	**US Non-URM**	**US URM**	**US Non-URM**
FY2020	17.6%	82.4%	8.9%	91.1%
FY2019	13%	87%	8%	92%

*Technical occupations in computing and information technology that require deep technical specialization and knowledge, as well as managers, directors, and executives who oversee technical employees and the development and delivery of technical products. Reference: AnitaB.org

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

Data source: Adobe regular employee data ending FY2020 (November 27, 2020). Percentages may not add up to 100 due to rounding.

View Adobe's 2020 EEO-I report, which reflects US government reporting requirements.

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** at _www.adobe.com/diversity_

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.

Adobe's vision and strategy is also outlined at: *adobe.com/diversity*

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

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 other underrepresented groups into tech careers.

In FY2020, Adobe's Diversity & Inclusion and Corporate Social Responsibility teams partnered to invest in nonprofit organizations working 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 credit-bearing college course followed by a post-course experience that lasts through graduation. Since initiating the partnership in FY2019, Adobe has provided US$200,000 in funding for Braven to deliver coursework that's helping 2,000 students secure jobs within 6 months of graduation, and Adobe employees have volunteered hundreds of hours in leadership coaching and mentorship.

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$750,000 in Reboot Representation to help fund scholarships for underrepresented women.

ScholarMatch

Founded by author Dave Eggers, ScholarMatch works to help first-generation college students earn a bachelor's degree within five years. The organization provides individualized advising, targeted financial support, and career mentoring all the way to graduation. In 2020, Adobe expanded its partnership with ScholarMatch and funded 10 scholarships for students in the California Bay Area who are focused on STEAM-related degrees.

Global partnerships

Across Europe, we're partnering with organizations that engage with youth and college students. Partners include Your Future Your Ambition (YFYA), which helps cultivate the next generation of creatives and coders; Java DevCamp for Girls, which encourages the development of women's careers in the software industry; Bright Network, which gives university students career advice so they can succeed in technology fields; and RateMyPlacement, which helps undergraduates find job opportunities in technology. Additionally, in India we partner with CoCubes, a technical assessment platform for women university students, and FirstNaukri, a service to prepare university students for job placements.

Future focus: university and college engagement

We plan to build upon our efforts to support the university underserved population, including low-income students, US underrepresented minorities, and first-generation college students. In FY2021, we're deepening our partnerships with Historically Black Colleges and Universities (HBCUs) through enhanced recruitment programs and increased investment that will equip students with digital literacy skills and empower the next generation of Black leaders.

"I work with incredible, creative, and inspiring people at Adobe and get to combine my theater skills with teaching and mentoring on a daily basis. I get to be a role model for other people of color, who might need to see someone like me at events like this."

—Alex Rodriguez, Talent Development Partner

See Alex's story

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 inclusive recruiting practices and our partnerships.

Inclusive recruitment practices

We employ inclusive recruitment practices to help us source and hire candidates from diverse backgrounds. We introduced a program called Hiring at Adobe that strengthens and further standardizes our hiring processes as part of our commitment to fair, inclusive hiring practices. All hiring managers are required to complete training on enhancing their teams—ensuring diverse candidates for open roles and including diverse employees in the interview and screening process. Additionally, our Adobe Diversity & Inclusion team delivered training programs to help our recruiters, hiring managers, and interviewers source diverse candidates and mitigate potential bias. We formed a new, dedicated Diversity Talent Acquisition team to accelerate our goals of recruiting Black, Hispanic/Latinx, and other candidates from underrepresented groups. We also continued to run 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 FY2020, we invested in partnerships and virtual events to engage candidates across underrepresented communities, including:

Black/African-American
AfroTech, /dev/color, Black Virtual Career Fair, United Negro College Fund, and Black Tech Fest in the UK

Hispanic/Latinx
Techqueria, The Hispanic Alliance for Career Enhancement (HACE), and Hispanic IT Executive Council (HITEC)

Veterans
BreakLine

Disability
IN's NextGen Leaders Initiatives and Pursuing Independent Path (PiP) in the UK

LGBTQ+
Lesbians Who Tech & Allies Debug Summit

Women
Grace Hopper Celebration of Women, US and India

We partnered with Management for Leadership Tomorrow (MLT), NFL Life Beyond, and Silicon Slopes to increase leadership opportunities among diverse talent.

University and college engagement

At the university level, in the US we engage with Historically Black Colleges and Universities (HBCUs), Hispanic-serving Institutions (HSIs), and women's colleges. We also reach out to organizations that promote diversity in computing and engineering undergraduate and graduate programs, including The National GEM Consortium, The National Society for Black Engineers, Society of Latino Engineers and Scientists, and Women in Computer Science.

In FY2020, we continued our partnerships 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 engineering programs. We continued our five-year partnership with the United Negro College Fund (UNCF), and we participated in their virtual innovation summit with students representing over 30

HBCUs. And to scale our engagement, we hosted content-focused virtual webinars 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 who are studying at North American universities 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 with a financial scholarship, an opportunity for an internship, mentorship from senior leaders, and the opportunity to secure a full-time position. In total, Adobe awarded 16 scholarships through our women-in-technology scholarship programs in FY2020.

We support the National GEM Consortium's mission to help students from underrepresented groups pursue graduate degrees in STEM fields. In FY2020, we granted 12 fellowships to cover part of the students' tuition and fees, and we also offered summer internships.

Virtual summer intern program

Adobe was one of a few companies that pivoted to a virtual summer internship program in 2020. Teams across 14 countries welcomed more than 700 interns from a diverse slate of colleges and universities. Globally, 40% of our interns were female. In the US, 17% were underrepresented minorities. The program entailed career development sessions, executive engagement, group projects, partnership with mentors, and virtual get-togethers. We succeeded in converting more than 60% of our interns into full-time employees who will begin their Adobe career journeys in 2021.

Adobe Digital Academy

Going beyond universities, we want to give individuals from nontraditional backgrounds new opportunities to enter technology and design careers. Established in March 2016, the Adobe Digital Academy offers bright, motivated people an alternative and accelerated path to switching 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 FY2020, Adobe Digital Academy offered more than 84 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. After a successful virtual program in FY2020, the program will continue to be virtual in FY2021, expanding to 50 scholarships and apprenticeships across the US.

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.

SheCodes assessment

Since 2019, Adobe has worked with CoCubes, a hiring partner in India, on the SheCodes technical assessment. The goal is to encourage women university students to pursue technical roles and internships at Adobe. In FY2020, 46 students demonstrated their skills through this program and joined the company full-time.

The pivots we made to run our robust recruitment and hiring programs in FY2020 will strengthen how we attract diverse candidates moving forward.

Enhancing the employee experience

We work hard every day to achieve the ideal of Adobe For All through a safe and inclusive workplace, a commitment to racial justice, progressive benefits, employee communities, and programs designed to make everyone feel appreciated.

Caring for employees during the COVID-19 outbreak

When stay-at-home orders took effect in March 2020, we implemented programs to keep employees safe and well, maintain our close connections across distances, and continue to build empathy for one another.

We put new safety measures in place for employees needing to do essential on-site work, and we provided every employee an expense fund of US$500 to optimize their at-home work areas. We allowed for flexible work hours and up to 20 days per calendar year of paid time off for employees who couldn't work due to circumstances related to COVID-19. And we added five company-wide global days off plus caregiving support to help employees find balance.

We also offered benefits like enhanced emotional wellbeing services through our Employee Assistance Program, a wellness reimbursement of up to US$600 per year, a global wellbeing speaker series, ergonomic programs, and more.

To maintain connections and camaraderie among our employees worldwide, we hosted virtual cultural events in partnership with our employee networks. We brought together D&I champions from around the world during our Adobe For All Week event. And we strengthened empathy throughout the year with the power of employee storytelling.

"Adobe has always been known for our supportive environment, and that strength was critical as we navigated an incredibly challenging year for our employees."

—Katie Juran, Senior Director, Diversity & Inclusion

Fighting for racial justice and economic equality

The death of George Floyd on May 25, 2020, shook Adobe leaders and employees deeply, as did the waves of protest and commentary around racial and social injustice that followed. While understanding that there are no easy solutions to problems like racism and inequality, Adobe Chief Executive Officer Shantanu Narayen and Chief People Officer and Executive Vice President Gloria Chen nevertheless responded to support our employees. They held listening sessions with members of Adobe's Black Employee Network, and they highlighted Adobe's commitment to change at an all-company meeting. Across company-wide events and team-level meetings, Adobe's Black employees shared their personal experiences and priorities for Adobe action.

Calling the current situation unacceptable, Shantanu and Gloria asked everyone in our community to take action against racial inequality and injustice.

Recognizing Juneteenth and contributing to social justice causes

Following George Floyd's death, Adobe observed a global day off for reflection and advocacy on Juneteenth (June 19). We established Juneteenth as an annual day of learning at the company, with educational and cultural programs and resources available to all employees.

We also donated to key social justice organizations. Adobe contributed US$1 million to the Equal Justice Initiative (EJI) and US$25,000 to the NAACP Legal Defense Fund. Through Adobe's employee matching grants campaign, employees helped raise US$2.2 million for organizations supporting the Black community in June 2020 and over US$5 million for social justice causes in FY2020.

Taking action inside and outside Adobe

We established the Taking Action Initiative (TAI) to accelerate the representation, development, and success of Adobe's Black employees while working to change the broader landscape of social injustice and economic inequality.

Led by members of the Black Employee Network and subject matter owners from across the company, TAI's five task forces cover community, hiring and recruiting, growth and advancement, responsibility and advocacy, and transparency and governance. This structure has been invaluable in helping us move faster on key initiatives and set aspirational goals for employee representation. The task forces have made great progress, establishing a dedicated Diversity Talent Acquisition team, increasing our investment in partnerships with Historically Black Colleges and Universities and Hispanic-serving Institutions. TAI has helped to advance the growth and development of Adobe's Black community, with employees participating in the McKinsey Black Leadership Academy Program and the BLACK MAKERS@ leadership group in 2021. TAI has also created Adobe For All In Action Circles, a global six-month program to help employees become active and effective allies.

We established a TAI intranet page to educate employees on the goals and focus areas of TAI as well as to share progress on a quarterly basis. We equipped managers with resources to help them support their team members, including guidelines for facilitating discussions and an engagement playbook for organizations that provides actions to support TAI's mission.

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.

As we shifted to a virtual environment in 2020, our employee networks played an instrumental role in connecting our employees globally. Where they'd previously hosted in-person, site-based events, they realized they could now engage employees in every location to join virtual gatherings, strengthen our global community, and increase employee network membership.

At the end of FY2020, 31% of employees were members of one or more employee networks, up from 22% in FY2019 and representing a 46% increase in the total number of members year over year. Seven executive sponsors and more than 170 site leads drove efforts such as mentoring programs, virtual recruiting events, cultural celebrations, and volunteer opportunities.

In FY2020, we invested in programs to help increase awareness of our employee networks and strengthen recognition and career development of employee network members. Adobe's brand and creative teams applied their design expertise to create underline imagery that reflects the cultural identity of each network. Our employee networks sponsored the Adobe For All Peer Mentoring program, which offered the opportunity for employees at all levels to both give and receive mentoring for personal and professional growth.

Additionally, we provided funding for our global employee network leaders to participate in the Pluma 360 career coaching program starting in 2021. To increase recognition for the roles our employee network leaders play in strengthening Adobe's culture and community, we guided managers to consider leadership in community involvement groups (such as employee networks, site councils, and volunteer action teams) when making annual compensation decisions.

Asian and Pacific Islander community

The Asian/Pacific Islander at Adobe (APIA) employee network is committed to driving leadership and professional development opportunities, amplifying awareness of diversity and the many Asian/Pacific Islander cultures, and strengthening ties with all communities.

In FY2020, APIA gave voice and visibility to the Adobe's Asian/Pacific Islander employees and allies. The network hosted a virtual celebration of Asian Pacific American Heritage Month with a leadership summit, cooking events, support for Asian/Pacific Islander businesses, and a donation to the Asian Americans Advancing

Justice—Asian Law Caucus. Throughout the year, APIA brought the global community together to honor Lunar New Year, Autumn Moon Festival, Filipinx American History Month, and Diwali. Additionally, the network launched new sites in Dublin, Munich, and Paris.

In FY2020, Adobe joined the Action Agenda coalition led by Ascend, a Pan-Asian leadership nonprofit, to address the adverse impacts of the COVID-19 outbreak on the Pan-Asian community and other marginalized groups.

Black community

The Black Employee Network (BEN) is committed to the success of Black talent at Adobe. Throughout the year, BEN drives programs to recruit, retain, develop, and connect the Black community and allies at Adobe.

In FY2020, BEN organized participation in marches and volunteer opportunities for Martin Luther King Jr. Day. In February, BEN sponsored Black History Month with cultural food and dance celebrations, a film screening, a Black-owned business marketplace, philanthropic activities, a BEN overview video, and a donation to the United Negro College Fund (UNCF). For Black History Month in the UK in October, BEN hosted an event with employee networks from four companies to celebrate history and culture. In France, BEN hosted a session with the authors of *The Last Kamit*, which celebrates African and Caribbean heritage.

Throughout the year, BEN members participated in recruitment activities at AfroTech, Black Tech Fest in the UK, Black Women Talk Tech, Black Virtual Career Fair, dev/color, and UNCF's innovation summit. In recognition of their commitment, Adobe's UK Black Employee Network was awarded the Best D&I Initiative for Ethnicity in 2020 by the Inclusive Tech Alliance.

Following the 2020 incidents of racial injustice in the US, the BEN community came together to support one another through listening sessions, wellness counseling sessions, uplifting Slack engagements, and community events. BEN members played integral roles in advising Adobe leadership on steps to support the Black community, and they provided resources for employees around the world to understand the Black experience.

BEN members play instrumental roles in the Taking Action Initiative, which was designed to accelerate progress for Adobe's Black employees. The network executive sponsor co-leads the initiative, senior leaders influence focus areas and strategies, and network members are active participants across the five task forces.

Disability community

The Access at Adobe employee network supports employees who experience illness, injury, disability, or recovery, as well as those who support others with mental and physical needs.

The network aims to make Adobe a safe and accessible workplace for all employees by promoting mental and physical wellbeing. In 2020, Access at Adobe brought employees together worldwide to celebrate National Disability Employment Awareness Month (NDEAM) in October and International Day of Persons with Disabilities (IDPD) in December with employee panel discussions, guest speakers and advocates from the disability community, employee spotlight stories, a film-viewing party, participation at Disability United's community mixer, and thought leadership content advocating that employers proactively address disability inclusion.

Additionally, the employee network supported regional activities, hosting guest speaker Phyl Meyer with Inclusion Scotland in the UK, supporting the Wings for Life World Run and the Hope & Possibility Run in Germany and Southeast Asia, and organizing an information session with Mohit Ahuja, founder of Know Disability, in India.

Access at Adobe donated funds to Inclusion Scotland, GiftAbled Foundation, and National Organization for Rare Disorders —and the network supported many other nonprofit organizations as well. And Adobe participated in recruitment activities with Disability:IN's NextGen Leaders Initiatives.

To advance disability inclusion, Adobe joined The Valuable 500, a movement that calls for 500 influential business leaders to put disability inclusion on their business leadership agenda. And Adobe was recognized as a Best Place to Work for Disability Inclusion in Disability:IN's 2020 Disability Inclusion Index.

"My parents strongly believed that people given challenges were particularly gifted and were considered special in the eyes of God. And my saint of a father went as far as saying that the reason I was given a disability was because I was so perfect that I was given something to ground me and make me equal to those around me."

—Rani Mani, Head of Employee Advocacy

See Rani's story

Hispanic and 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 also increasing social awareness and support for outreach efforts in our local communities.

HOLA led Adobe's celebration of Hispanic Heritage Month throughout September and October 2020 with a virtual concert showcasing Latinx artists, a DJ dance party, an online mercado supporting Latinx businesses, a Lotería bingo game night, and guest speakers including Richard Montañez, inventor of Hot Cheetos, and Gustavo Arellano, author of *Taco USA: How Mexican Food Conquered America*. Throughout the year, HOLA brought the community together through professional development sessions, fun Slack engagements, a virtual art show, cooking session, and a paint night. Employee network members across EMEA hosted an employee panel focused on Latinx values and cultures as well as a paella holiday cook-along.

For the past two years, HOLA has partnered with organizations to support first-generation students from underrepresented communities.

Students have received mentoring, interview guidance, networking opportunities, and Adobe product demos through partnerships with Advancement Via Individual Determination (AVID), Digital Nest, Management Leadership for Tomorrow (MLT), San Jose State University Latino Business Student Association (LBSA), and Year Up. Additionally, HOLA has provided financial donations to support youth education programs in partnership with the Hispanic Heritage Foundation (HHF) and Movimiento de Arte y Cultura Latino Americana (MACLA).

In FY2020, HOLA supported donations to strategic partners The League of United Latin American Citizens (LULAC) and the Hispanic Heritage Foundation. HOLA also launched new Adobe sites in Barcelona, Dublin, London, Madrid, and Milan.

LGBTQ+ community

The Pride at Adobe employee network brings together lesbian, gay, bisexual, transgender, and queer+ colleagues and allies to actively make Adobe a more inclusive and supportive workspace, amplify diverse voices, and advocate for equality.

In June 2020, Pride at Adobe collaborated globally to host virtual Pride Month events focused on empowering communities, practicing resilience, and demonstrating solidarity. This included a celebratory Sounds of Pride concert with LGBTQ+ performers; an Unleash Your Pride dance party; and a Look Back, March Forward panel discussion with LGBTQ+ elders from SAGE.

Pride at Adobe also hosted global events throughout the year. In October 2020, the network kicked off a storytelling initiative for Coming Out Week with a fireside chat featuring Adobe Chief Financial Officer John Murphy. In the UK, Pride at Adobe hosted a session with an LBGTQ+ youth NGO, Diversity München, on how employees can support queer youth, and the network hosted another session with Munroe Bergdorf, the first transgender model in the UK. In India, employees honored International Day Against Homophobia, Biphobia, and Transphobia with an allyship workshop on building conversations.

Pride at Adobe participated in virtual recruitment at the Lesbians Who Tech Debug Summit and a volunteer project with Out In Tech. Adobe also added new

optional fields to our HR records system in the US to allow employees to specify their gender identity and/or sexual orientation and share their pronouns. Throughout the year, Pride at Adobe supported nonprofit organizations including Mermaids, Humsafar Trust, and SAGE. And Adobe was once again recognized as a Best Place to Work for LGBTQ+ equality, with a perfect score on the Human Rights Campaign Foundation's 2020 Corporate Equality Index.

Veteran community

The Veterans at Adobe employee network (VEN) aims to recognize, appreciate, and support veterans, military service members, and their families through belonging, awareness, service, and education.

The network is dedicated to helping Adobe veterans leverage their unique skillsets within the company and helping improve veterans' lives inside and outside Adobe.

For Memorial Day, VEN supported military veterans by participating in the annual Wear blue: run to remember virtual event. To honor Veterans Day, the network partnered with San Jose State University (SJSU) to host a resume

"Odds are, prison or poverty were in my future. The military literally saved my life, and what's more, it launched me into a bigger and even more beautiful world by enabling me to set aside my personal fears and bias, and step forward to serve others."

—Michael Isom, Engineering Program Manager

See Michael's story

workshop and organize a panel discussion with SJSU veterans, Redeploying Battlefield Skills, to address how to transfer military experience into high tech careers. Network members in the UK commemorated Remembrance Day and raised awareness of the holiday with employees.

Throughout the year, network members shared their personal stories at Adobe events and on Adobe's corporate blog. VEN led a fundraising effort that raised over US$10,000 for Fisher House, which supports the families of veterans undergoing medical treatment, and made contributions to Blue Star Families and The Royal British Legion.

Women community

The mission of the Women at Adobe employee network is to attract, develop, and engage women and allies; foster connection and growth and create an environment that empowers every woman to define and achieve her own success. In FY2020, the network developed and launched Adobe:WE, the women's executive leadership video series, featuring leaders' insights about navigating their careers, building influence, and exercising their seats at the table. Women at Adobe sponsored over 50 virtual events throughout the year on topics ranging from managing through change to the challenges women faced during the pandemic. The network donated funds to Kiva Microfunds and supported many other nonprofit organizations.

To recognize International Women's Day and Women's History Month 2020, we shared our progress on advancing the representation and experience of Adobe women globally; celebrated leaders who create, focus, and lead, and outlined commitments for gender parity on US Equal Pay Day.

To help foster women in leadership roles, Women at Adobe sponsored a 6-month mentorship program in FY2020 matching senior leaders with 88 director-level women at the company. Adobe also continued the successful Leadership Circles development program in a virtual format with 120 participants. Since its inception in 2013, Leadership Circles has helped 590 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, 890 women across Europe, India, and North America have

participated in WESP, with 183 women participating in the program in FY2020. Learnings from these programs continue to fuel efforts to increase the representation of women in leadership positions. In FY2020, Adobe was recognized for supporting women's success. We were included in Bloomberg's Gender-Equality Index (GEI), the Best Workplaces for Women by Fortune and the Great Place to Work Institute, the Great Place to Work for Women in the UK list, and the Working Mother's Best Companies list from *Working Mother* magazine.

Employee storytelling

When people share their life experiences in honest and vulnerable ways, everyone gains a greater appreciation and understanding of people different from them. Adobe relies on employee storytelling to help build empathy and strengthen inclusion—and storytelling played an integral role in helping us foster connections and camaraderie when everyone was working from home in. In FY2020, we introduced a new weekly Adobe For All Coffee Break series with senior leaders across the company sharing their fascinating life stories. The unscripted 30-minute discussions with Adobe's Senior Director of D&I, Katie Juran, gave employees insight into our leaders' life journeys and helped everyone relate to them on a personal level. We also invited guest speakers to share their experiences and wisdom, including Angela Glover Blackwell, Founder in Residence at PolicyLink; Willie Jackson, Consultant at ReadySet; and Josh Mantz, CEO of Phaedrus

Factory. Throughout the year, guests shared a wide variety of personal stories, including the experience of growing up LGBTQ+ or as a member of a racial or ethnic minority, being homeless or facing other socioeconomic challenges, serving in the military, dealing with health challenges or disability, being an immigrant or struggling with language barriers, and many more. From March to December 2020, the program had nearly 23,500 employee engagements.

Additionally, we spotlighted employees' unique experiences and backgrounds at Adobe For All events, employee meetings, and team all-hands meetings as well as during cultural moments including Hispanic Heritage Month, Veterans Day and Remembrance Day, International Day of Persons with Disabilities, and Black History Month.

We introduced a new weekly Adobe For All Coffee Break series with senior leaders across the company sharing their fascinating life stories.

Putting Adobe For All into action

Building inclusion at Adobe involves making every employee more aware of their own behaviors and the ways they can support others. To help drive inclusion at the individual and team level, we continued to advance Adobe For All In Action, which encompasses the following five simple actions to create a fair and supportive environment for everyone:

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 created simple, transportable reference cards that outline each action and five ways to get started. And in 2020, we took it a step further by creating the Adobe For All Action Assessment. This five-minute self-assessment helps build inclusion at Adobe and offers guidance and areas to focus on for people managers and individual contributors. The actions served as a foundation for a new mandatory learning series we introduced in FY2020, Building Inclusion on Your Team, which is designed to guide managers and individual contributors on the actions they can take to eliminate bias and strengthen empathy and inclusion.

We also incorporated Adobe For All In Action into people manager guidelines, which included the Leading For All Toolkit for creating inclusive practices within teams, guidance for building team inclusion given the COVID-19 pandemic and racial injustices, and advice for handling team discussions in a sensitive manner.

Allyship

In FY2020, Adobe initiated a global employee allyship program called Adobe For All In Action Circles. The goal of the program is to help employees become active and effective allies in supporting marginalized and underrepresented groups. Nearly 900 employees around the world signed up to participate in the program, and in FY2021, the Action Circles cohorts are meeting once a month for six months to share challenges, explore ideas, and discover actions to take to become advocates for others.

Adobe For All Week

In FY2020, we evolved our annual diversity and inclusion event from a single day into a weeklong virtual experience called Adobe For All Week. The event brought together more than 8,400 unique employee attendees worldwide (nearly 40% of Adobe's employee base) in more than 17,000 engagements to build inclusion, empathy, and connections through executive presentations, employee storytelling, and talks from dynamic guest speakers. In addition to hosting corporate sessions, we hosted regional sessions for employees in Europe, India, and Asia Pacific/Japan. We were honored to have notable guest speakers representing a broad spectrum of perspectives, including *Uncomfortable*

Conversations with a Black Man creator Emmanuel Acho; 12-year-old professional skateboarder Sky Brown; disability and design advocate Sinéad Burke; internationally recognized education pioneer Jane Elliott; disability advocate, lawyer, and author Haben Girma; Australian political journalist Stan Grant; GenderCool founder Jennifer Grosshandler; India's Paralympic athletes Deepa and Devika Malik; and Teach for America CEO Elisa Villanueva. Throughout the event, employees expressed their commitments to empowering every voice using the **#AdobeForAll** hashtag on social media.

After the global event, 99.6% of survey respondents said they'd recommend a future Adobe For All Week event to a colleague. Additionally, employees gave a 4.83 (out of 5.0) positive response rating to the statement "I feel proud of the efforts Adobe is making in diversity and inclusion" and a 4.8 positive response rating to the statement "Adobe is committed to diversity."
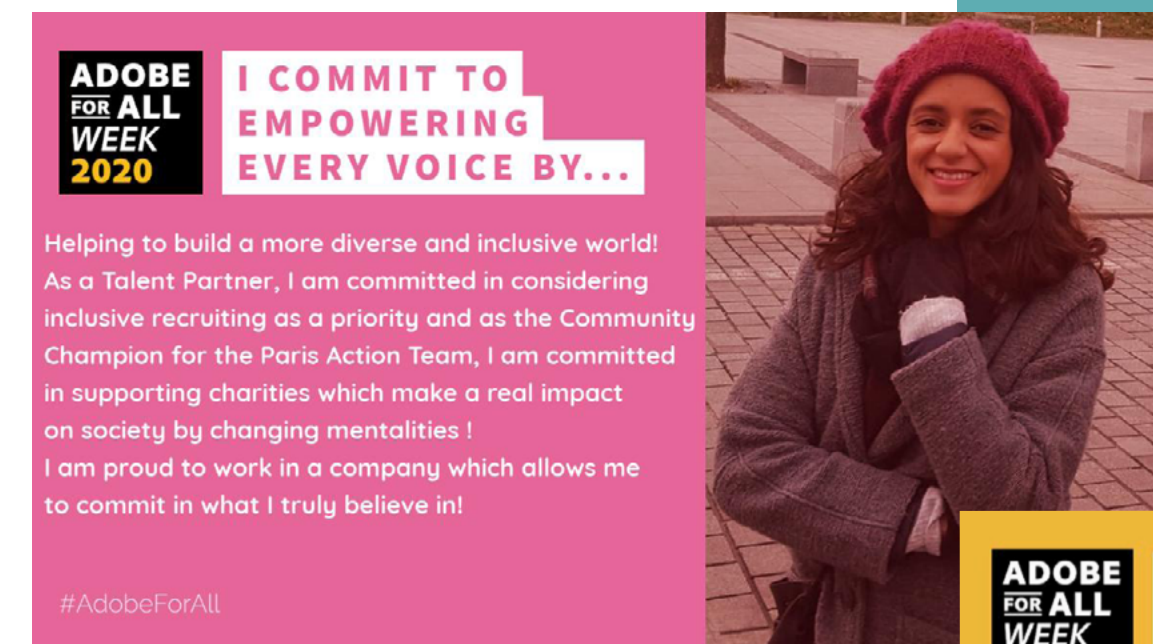
"I really like the diverse people that were brought on for the session. I haven't experienced this at any of my previous companies. So just being aware and listening to the stories was very empowering."

I COMMIT TO EMPOWERING EVERY VOICE BY…

Listening with all my senses. When we listen with all our senses, conversations can be amazing and transformative.
My name is Anthony and I'm a Filipino living/working in Singapore. At Adobe we believe everyone has a story to tell and, with Adobe for All, we continue to focus on ways to empower every single voice to stand out and make their contribution.

I COMMIT TO EMPOWERING EVERY VOICE BY…

Helping to build a more diverse and inclusive world!
As a Talent Partner, I am committed in considering inclusive recruiting as a priority and as the Community Champion for the Paris Action Team, I am committed in supporting charities which make a real impact on society by changing mentalities !
I am proud to work in a company which allows me to commit in what I truly believe in!

#AdobeForAll

"This is a wonderful reminder that it's ok to bring your whole self to life."

"The executive presence and virtual face time made it seem important and increased my admiration for the C-suite."

I COMMIT TO EMPOWERING EVERY VOICE BY…

Creating safe spaces for others to be genuine. Initiating productive conversations. Reaching back while climbing.
I am a Black Woman born and raised in Orlando, Florida.
I focus on being embraced by others versus standing alone because of my uniqueness.

#AdobeForAll

Support for work and life

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

Given the challenges our employees faced during the pandemic, we made the following enhancements to our benefits to further strengthen our support in FY2020 and beyond:

20 additional days per year of paid time off for COVID-19 related issues

5 additional company-wide global days off in calendar 2020 to balance work and life

US$1,200 in caregiving benefits for elderly family members and children*

200 hours of backup childcare support*

US$500 expense fund for remote workspaces

US$600 wellness reimbursement fund*

*Enhanced benefit is part of ongoing employee benefits offering.

In addition to the enhanced benefits for FY2020 described above, we provide*:

Family planning and personal support

Same-sex dependent partner healthcare coverage

Adoption assistance globally up to US$25,000 per child

Fertility benefits up to US$60,000

Surrogacy assistance up to US$50,000

Enhanced parental leave with 26 weeks fully paid

Non-birth parental leave with 16 weeks fully paid

Childcare assistance

Family caregiver leave

Gender reassignment benefits

Work and life integration

Bereavement leave with 4 weeks fully paid per year

Company shutdowns—winter and summer break

Flexible time off—generous policy to take personal time off and time for caregiving support, in addition to paid holidays, sick time, and leaves of absence

Additional company-wide paid days off to help balance work and life responsibilities

Sabbaticals with 4–6 weeks off starting after 5 years of employment

Welcome Back program for employees returning from leave, offering part-time and flexible schedule options

Wellness reimbursement of US$600 per year for gym memberships, nutritional counseling, activities for kids, and more

*US benefits listed; may vary by region.

Learning and development

Undergraduate and graduate educational reimbursement up to US$10,000 per year

Professional development learning fund up to US$1,000 per year

Building Inclusion on Your Team training for managers and individual contributors, plus Career Management training for individual contributors

Learning series for managers and individual contributors

On-demand courses and resources covering technical, leadership, and business topics

Machine learning training for engineers, developers, and data scientists

Leadership Circles program for women preparing for leadership roles

Women's Executive Shadow Program

*US benefits listed; may vary by region.

Impact

Our Corporate Social Responsibility programs contributed nearly US$87 million to community partners and programs in 2020.

Our employee nonprofit donation matching grants program matches up to US$10,000 in individual charitable donations per year. Through the program, Adobe matched over US$15 million in employee donations in 2020.

We offer individual volunteer grants of US$25 for every hour employees volunteer, along with group volunteer grants of US$1,000 to $10,000 for teams of 10 to 100.

We offer grants of US$5,000 to $10,000 for nonprofit board service.

Our pro bono consulting opportunities empower employees to apply their talent and skills to address social and environmental issues.

Our Employee Community Fund allows employees to influence US$4 million of grantmaking to community-based nonprofits.

Employee-driven Action Teams organize volunteer and fundraising activities and bring together employees and community partners for maximum impact.

See additional details in Adobe's Corporate Responsibility Report 2020.

Adobe Employee Survey insights

We regularly survey our employees to understand their experiences at Adobe so that we can make improvements at all levels (individual, team, and company) and across all locations. In FY2020, 78% of our employees completed the Adobe Employee Survey. Results showed strong engagement and sense of belonging across the workforce

Engagement*

Women
86%

Men
86%

US URM
88%

US Non-URM
87%
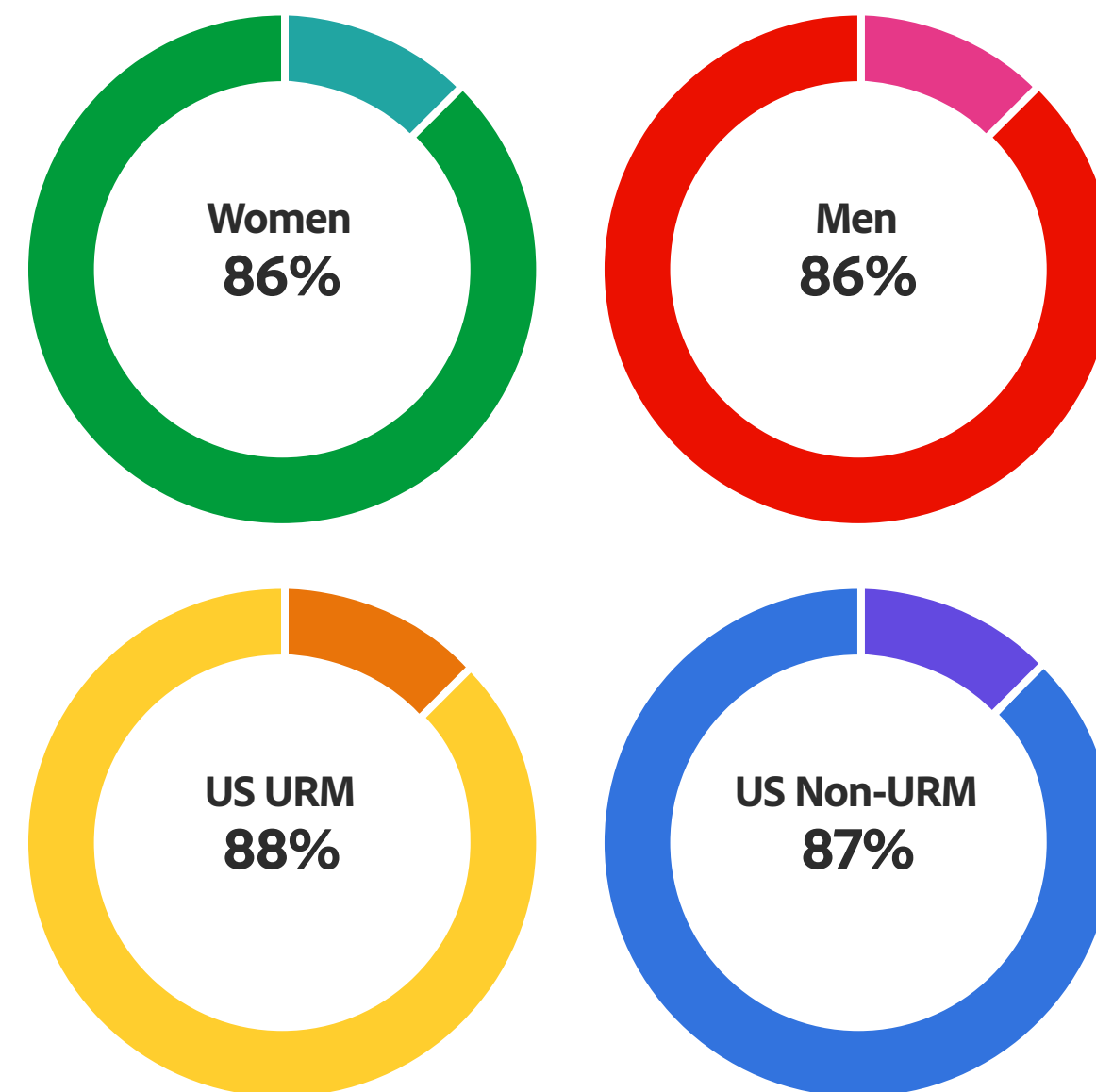
"I feel like I belong at Adobe"

Women
85%

Men
85%

US URM
85%

US Non-URM
86%
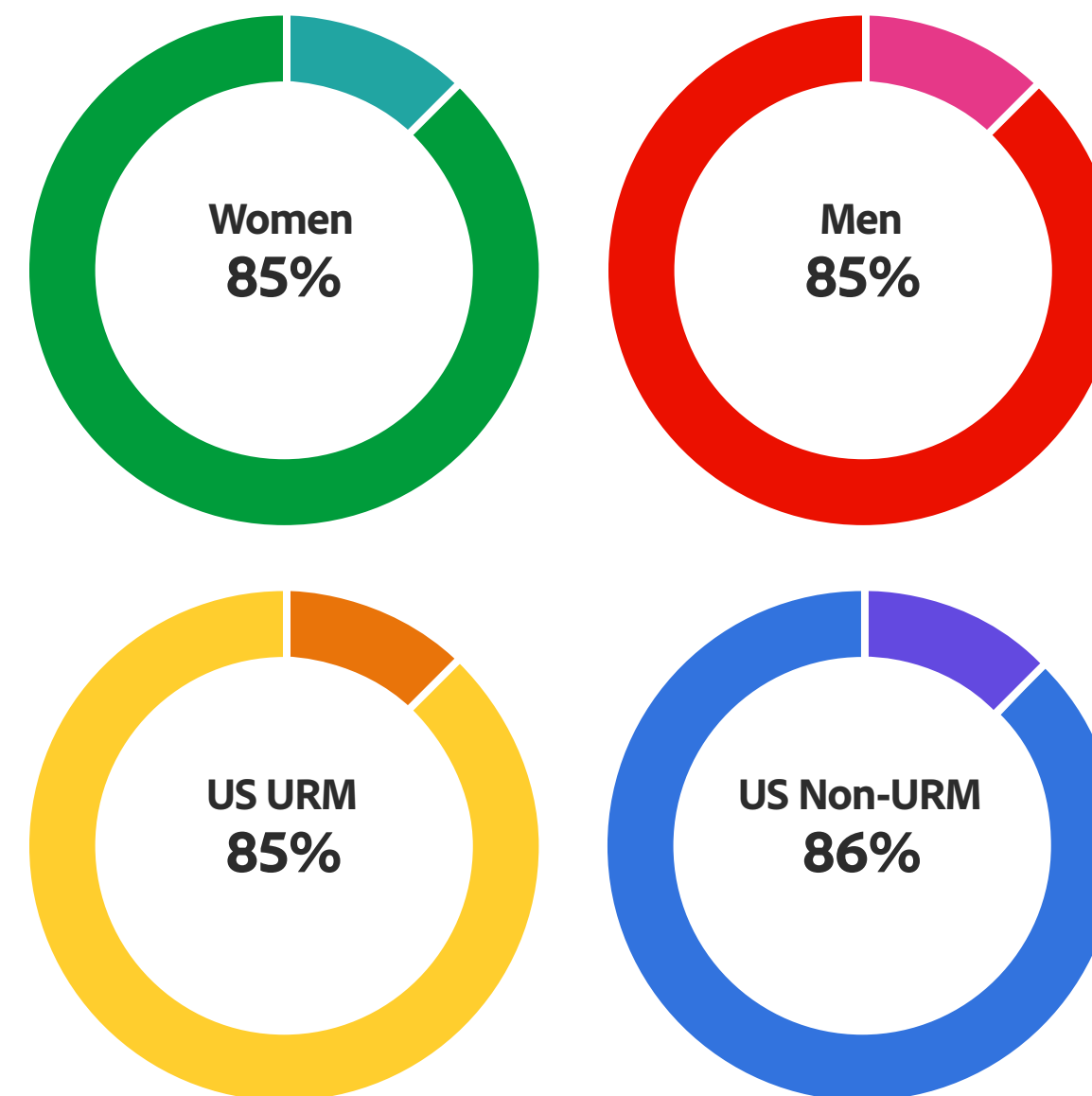
Employee survey data captured November 2020.

Underrepresented minorities (URM) are US employees who identify as Black/African-American, Hispanic/Latinx, Native American, Pacific Islander, and/or two or more races.

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

*Employee engagement is calculated as the average score across the four items in the engagement dimension (i.e., overall satisfaction, pride in Adobe, willingness to recommend Adobe, and retention).
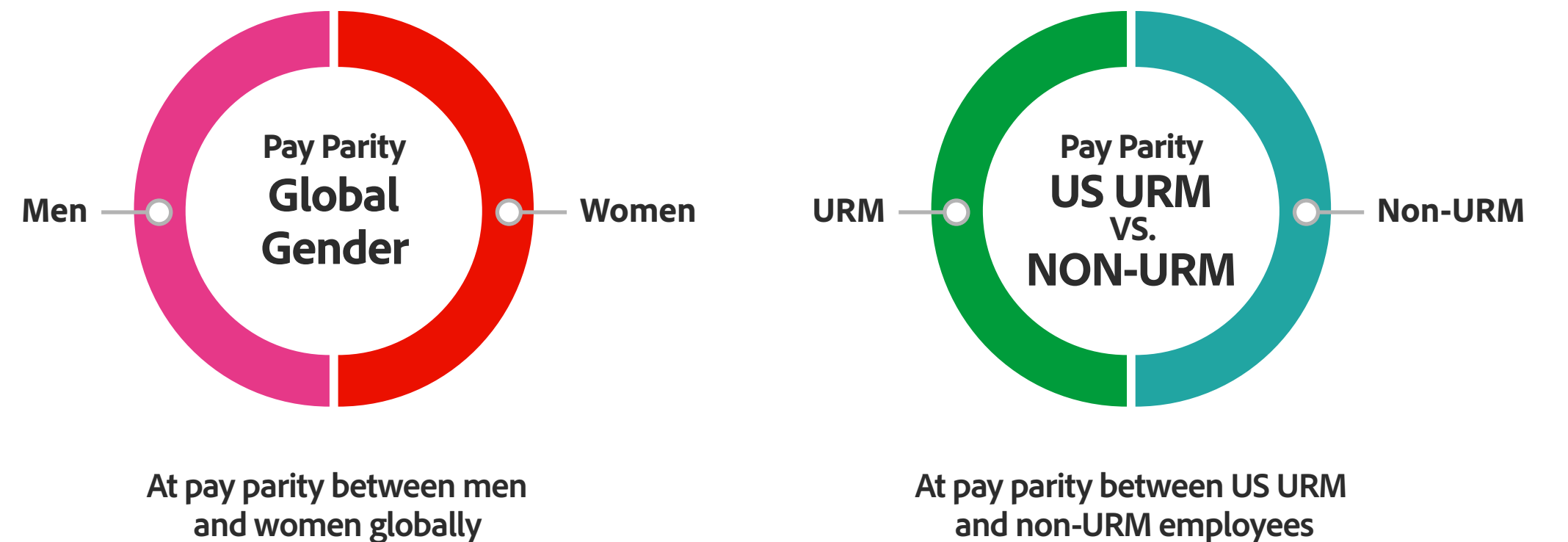
Demonstrating fairness through parity initiatives

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.

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 FY2020 we reaffirmed global gender pay parity, marking three consecutive years that we have attained gender pay parity. And in September 2020 we achieved pay parity between underrepresented minority (URM*) employees and non-URM employees in the US. We had previously disclosed that non-white employees were paid as much as white employees.

Men —⚬ Pay Parity **Global Gender** ⚬— Women

URM —⚬ Pay Parity **US URM** VS. **NON-URM** ⚬— Non-URM

At pay parity between men and women globally

At pay parity between US URM and non-URM employees

*Underrepresented minorities (URM) are US employees who identify as Black/African-American, Hispanic/Latinx, Native American, Pacific Islander, and/or two or more races.

We're proud that we've achieved gender 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 gender 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, and we incorporate 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 investing in ongoing salary analysis across hiring, acquisition integrations, and annual pay review processes.

Opportunity parity

After achieving global gender pay parity, we turned our sights to another important parity initiative. In February 2019, we coined the term "opportunity parity" to examine fairness in internal promotions and movement across demographic groups. Unlike pay parity, opportunity parity doesn't currently have industry benchmarks or best practices, so we designed our own metrics to understand movement across Adobe, including strong data governance practices to

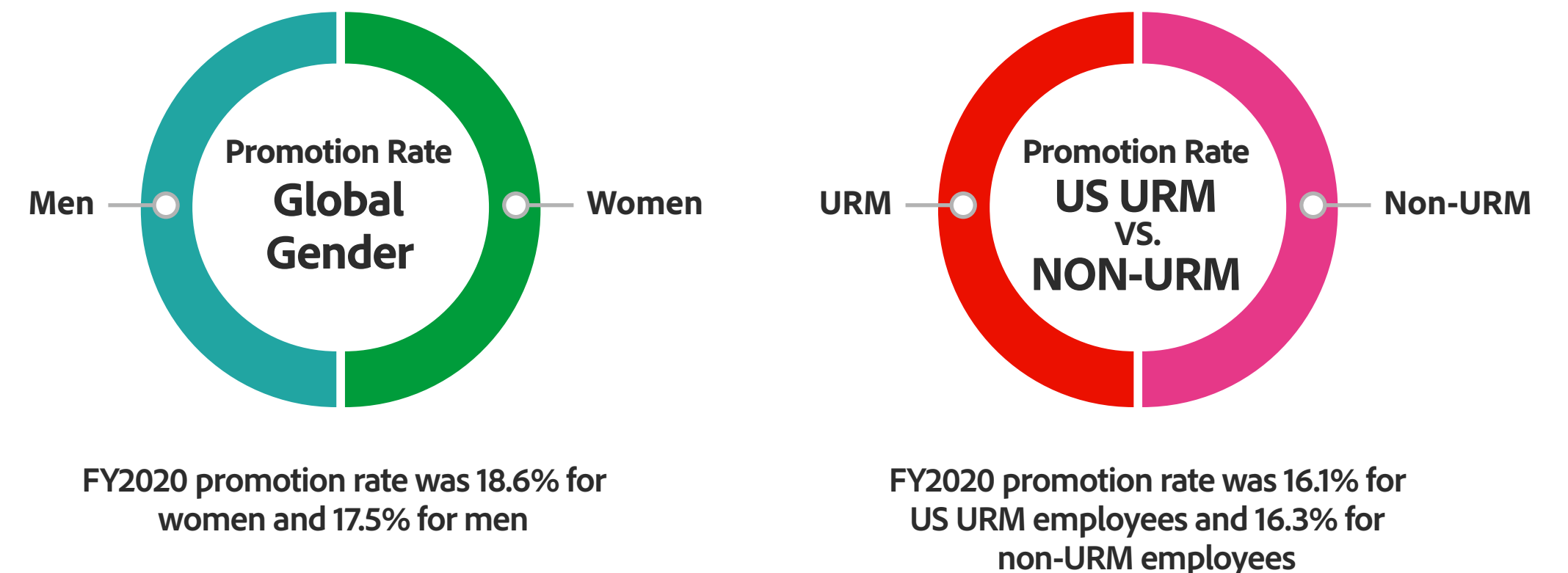ensure accuracy. The metrics include:

Promotions: Rates are calculated by counting the number of employees who moved up one or more job levels during the year, divided by the average headcount for the year.

Horizontal movement: Rates are calculated by counting the number of employees who took a different job at the same or lower level, demonstrating an internal learning opportunity, divided by the average headcount for the year.

Total internal movement: Notes the combined percentage of employees within the population who experienced either a promotion or horizontal movement. (Promotions + horizontal movement = total internal movement.) Each employee is counted only once during the year, even if they experienced more than one move.

Global gender and US URM/non-URM

We began sharing global gender and US race/ethnicity promotion rates in FY2019 and we updated the metrics in FY2020. Our FY2020 global promotion rates were 18.6% for women and 17.5% for men. In the US, the promotion rates were 16.1% for URM and 16.3% for non-URM employees. As with our approach to pay parity, in FY2020 we began using a US URM/non-URM

Men ——○—— **Promotion Rate** **Global Gender** ——○—— Women

FY2020 promotion rate was 18.6% for women and 17.5% for men

URM ——○—— **Promotion Rate** **US URM** VS. **NON-URM** ——○—— Non-URM

FY2020 promotion rate was 16.1% for US URM employees and 16.3% for non-URM employees
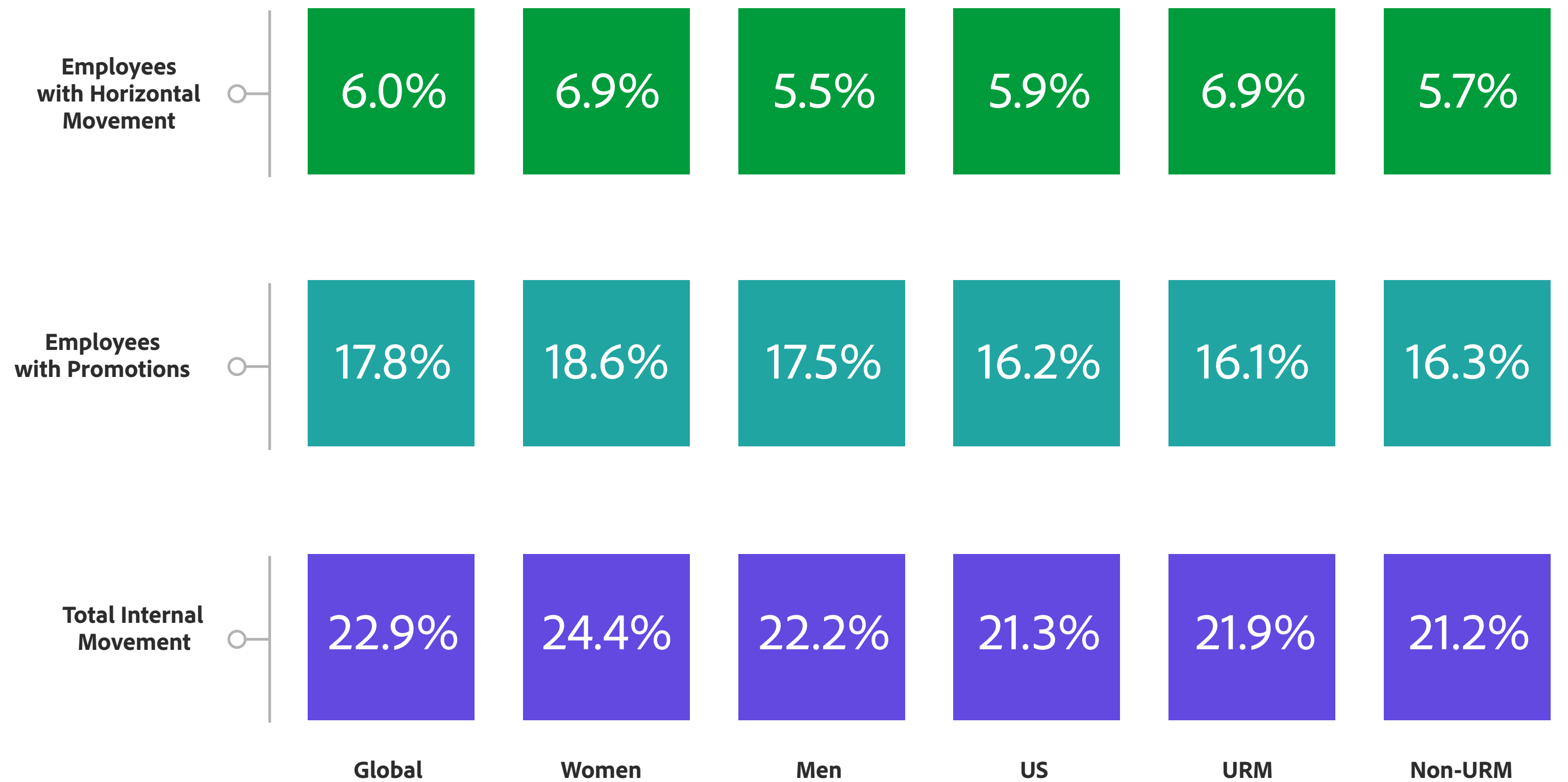
distinction (vs. white/non-white) for the race/ethnicity insights.
In FY2020, we continued our data and transparency journey and shared for the first time our horizontal movement metrics and our total internal movement metrics.

Because this was the first year we've looked at horizontal movement, we can't say for sure whether this volume of moves is typical in a normal year—or how the advent of COVID-19 might have affected our internal talent dynamics. However, we feel it provides an important baseline for future review.

Global Gender and US Race/Ethnicity

	Global	Women	Men	US	URM	Non-URM
Employees with Horizontal Movement	6.0%	6.9%	5.5%	5.9%	6.9%	5.7%
Employees with Promotions	17.8%	18.6%	17.5%	16.2%	16.1%	16.3%
Total Internal Movement	22.9%	24.4%	22.2%	21.3%	21.9%	21.2%

Geographic regions

In early FY2020, we began the next phase of our opportunity parity initiative and shared opportunity parity analysis across major geographic regions. We currently only track race/ethnicity in the US, so it's not applicable to regional reporting.

Promotion rates by gender for employees based in Adobe's major regions in FY2020 were as follows:

Regions

	Employees with Horizontal Movement				Employees with Promotions				Total Internal Movement			
	Americas	India	EMEA	APAC+ Japan	Americas	India	EMEA	APAC+ Japan	Americas	India	EMEA	APAC+ Japan
Overall	5.9%	6.1%	6.1%	6.4%	16.2%	24.6%	13.9%	13.4%	21.3%	29.5%	19.2%	19.1%
Women	6.8%	6.2%	8.4%	6.6%	17.7%	23.9%	16.0%	14.2%	23.4%	29.2%	23.2%	19.5%
Men	5.3%	6.0%	5.1%	6.2%	15.4%	24.8%	13.0%	13.0%	20.1%	29.7%	17.5%	18.8%

Job segments

To examine the dynamic of employees who do different types of roles at Adobe, we grouped employees into three segments based on their individual job codes:

Technical

Roles that build, document, or support computer software, hardware, or technology infrastructure (aligned with the definition of a technical workforce from AnitaB.org).

Sales

Roles that are on a sales commission plan and don't qualify as "technical."

All other

Roles that don't qualify as "technical" or "sales."

We believe this segment approach is the more accurate way to depict our organizational promotion dynamic, because it focuses on similar types of jobs versus internal reporting hierarchies, which shift over time.

Promotion rates by gender and US race or ethnicity for employees by job segment for FY2020 were as follows:

Job Segments

	Employees with Horizontal Movement			Employees with Promotions			Total Internal Movement		
	Technical	**Sales**	**All Others**	**Technical**	**Sales**	**All Others**	**Technical**	**Sales**	**All Others**
Overall	4.1%	9.0%	9.9%	18.8%	16.1%	16.3%	22.4%	24.2%	24.8%
Women	4.4%	12.0%	8.2%	20.1%	18.3%	16.5%	24.0%	29.0%	23.5%
Men	4.0%	7.4%	12.1%	18.3%	14.9%	16.0%	21.9%	21.6%	26.6%
US	4.6%	9.5%	6.8%	16.0%	17.5%	16.2%	20.1%	26.1%	22.1%
URM	5.5%	13.7%	5.6%	15.8%	17.9%	15.8%	20.4%	29.8%	21.2%
Non-URM	4.5%	8.9%	7.0%	16.1%	17.4%	16.3%	20.1%	25.6%	22.2%

Opportunity parity journey

We're still early in the opportunity parity journey, and it's a complex challenge, with many elements working together. These data points are not the sum total of what each individual's career experience is at Adobe—talent management practices, internal hiring, talent development programs, promotion standard transparency, and many other factors contribute to our employees' experiences and our vision of fair opportunity for all.

Opportunity parity methodology

The opportunity parity data graphs apply the following definitions and methodology:

Opportunity parity data reflects employee promotions and horizontal movement taking place in FY2020. An employee is counted as having a promotion if they move up to a higher job level (most common); move from a job where they track their work hours to one where they do not track their work hours; or move from an individual contributor job to a people-manager job. An employee is counted as having a horizontal movement if they take a different role at the same job level (lateral move) or a lower job level (learning move).

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

Underrepresented minorities (URM) are US employees who identify as Black/African-American, Hispanic/Latinx, Native American, Pacific Islander, and/or two or more races.

"To anyone who is in the same position I was, I would say to take opportunities as they come and don't be afraid to ask questions and believe in yourself. For everyone else, create those opportunities wherever you can. Pay it forward. You'll be doing so much for so many that you don't even know yet and—you never know—you might change someone's life."

—Markeia Brox-Chester, Business Operations Program Manager
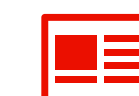
See Markeia's story

JUL
2016

Disclosed US pay data for the
first time

JAN
2018

Announced gender pay parity
in India

FEB
2019

Announced new opportunity
parity initiative

JAN
2020

Published global opportunity
parity promotion metrics for
FY2019 on adobe.com/diversity

SEPT
2020

Reaffirmed global gender
pay parity and announced pay
parity for US URM and non-URM
employees

Announced first opportunity
parity horizontal movement
metrics

DEC
2017

Announced gender pay parity
in the US

OCT
2018

Announced global gender
pay parity

SEPT
2019

Reaffirmed global gender
pay parity

Announced first global
opportunity parity findings

MAR
2020

Announced initial
opportunity parity findings
across major geographic regions
and job segments

MAR
2021

Announced full FY2020 opportu-
nity parity data for promotions
and horizontal movement

Our Journey to Pay and Opportunity Parity

Pay distribution

We're 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 employees' jobs and locations, as well as how employees are moving and progressing in the organization.

Median pay gap, a metric frequently used by the US 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 don't believe that managing to the median pay metric would drive actions that would truly increase fairness in pay and opportunity. However, we're 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 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.

Addendum: October 2021

In 2020 Adobe announced a set of aspirational goals around increasing representation for women and underrepresented minorities in leadership roles and representation of Black employees at all levels. These goals are designed to establish our north star, drive accountability, build a stronger diverse pipeline, and further invest in our employees' growth and development.

An important element of our 'Adobe For All' vision is to ensure that every employee has fair compensation and opportunity, and we are committed to being transparent about our continued progress.

We're pleased to affirm that in 2021, we have maintained global gender pay parity. We are also pleased to reaffirm that we have maintained pay parity between employees from underrepresented minority (URM) groups and non-URM employees in the U.S. (Adobe considers Black/African American, Hispanic/Latinx, Native American, Pacific Islander, and/or employees of two or more races as URM employees.)

We consider unadjusted median pay gap to be an outcome metric that has limited ability to drive decision-making. We are sharing these data points, however, as an added level of transparency. Unadjusted median pay is determined by sorting all employee compensation from highest paid to lowest paid and drawing a line in the middle. It does not account for differences in geography, role or job level. As of July 1, 2021, our unadjusted global median pay for women is 96.3% of the median pay for men and our unadjusted median pay for underrepresented minority employees is 86.4% of the median pay for non-underrepresented minority employees in the U.S. As we continue to focus on and measure our aspirational goals, we believe we will naturally see the unadjusted median pay approach parity. Our focus on our aspirational goals moving forward, includes monitoring the velocity of internal career movement and promotions.

Driving diversity across our industry

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

Participating in organizations dedicated to driving change

In FY2020, we partnered with a number of organizations to drive progress and exchange best practices.

We continued our engagement with CEO Action for Diversity & Inclusion and Parity.org, shared best practices on the MAKERS advisory board and made our 2020 pledge, and joined the Institute for Corporate Productivity (i4cp).

We collaborated with industry peers to advance diversity across multiple dimensions. We pledged our commitment to improving the experiences of people with disabilities as a member of The Valuable 500, we addressed the impacts of COVID-19 through the 5-Point Action Agenda consortium, and we committed to interviewing at least one qualified person of color for every open role, VP and above, through the ParityPledge.

Aligned with our commitment to fostering an inclusive and supportive environment, we continued to participate in the Bloomberg Gender Equality Index and Human Rights Campaign Foundation's Corporate Equality Index. And in FY2020, Adobe was included in Disability:IN's Disability Equality Index.

From the research side, we were featured in a case study in the McKinsey & Company and LeanIn.org report, *Women in the Workplace 2020*, which addressed how Adobe equipped managers to support their teams throughout the pandemic. And we contributed to Gartner Research studies addressing best practices for advancing underrepresented talent and the future of the D&I function given COVID-19 disruptions.

Continuing our efforts to bring diversity to the creative industry

Studies have long shown a lack of diversity in industries like film, advertising, and design, but Adobe is working to change that by focusing energy and resources on a number of key programs.

In 2020, we launched our Diverse Voices campaign to spotlight the work of creators from a wide variety of backgrounds and perspectives. Programs included a Women in Creativity showcase with the *New York Times*; the When I See Black film showcasing a spectrum of Black art through the stories of 12 unique creators; and the Create Change video series, which brought together diverse artists to discuss how they use creativity to feel empowered and make an impact. Through our partnership with Complex, we created a virtual festival highlight-ing five emerging Black creators, and we produced films that enabled each creator to share their thoughts on Black creative expression.

We also added new partnerships and strengthened existing ones to help propel the creative industry forward. We started working with Teach For America to bring more creativity and storytelling to educators and students in low-income communities through creative trainings, workshops, and tools. We funded 10 One School scholarships to help Black creatives in the adver-tising industry accelerate their careers. We became a Creativity Partner for the Easterseals Disabil-ity Film Challenge, which provides opportunities for inclusion and representation for the world's largest minority group. We partnered with the creators behind the award-winning film *Crip Camp* to set up the Crip Camp x Adobe Fellowship, which will empower creatives and commu-nity organizers with disabilities to share their stories. And we applied our multimedia experience through a partnership with the American Indian Higher Education Consortium, offering support for language preservation and archival projects and sponsoring the first Indigenous digital multimedia festival, THUNDER inDIGIfest.

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

"Adobe understands how critical it is to support the work-life needs of all employees, especially parents with school-age children. In 2020, the company empowered managers to make flexible schedules the norm for their team members—and subsequent employee surveys showed that the effort genuinely helped."

—*Women in the Workplace 2020 report*, courtesy of McKinsey & Company and LeanIn.org

"I had misjudged the world…I thought everything was quiet, so I tried to fit in by being quiet, too. But, turns out the world was loud— big, crazy, interesting—and so am I. My diagnosis and my amazing hearing aids have literally changed my life…I can't wait to put my hearing aids in each morning so I can fully embrace this loud, wonderful life we get to live."

—Anja Salinger-Carsley, Senior Manager, Customer Care

See Anja's story

careers. We selected 10 new Sundance Ignite x Adobe Fellows, bringing the total to 80 and furthering our mission to spotlight new voices in film. We awarded the first 10 Adobe Design Circle scholarships to support a diverse group of talented aspiring designers as they pursue higher education. And our Adobe Creativity Scholarship program concluded with 10 additional recipients.

Promoting inclusive engineering terminology

The Adobe Engineering Council established the Inclusive Terminology Standard to identify industry-established software language with racist or oppressive connotations and provide consistent alternatives. Non-inclusive software terms include "blacklist/whitelist," used to describe untrusted/trusted applications and websites, and "master/slave," used to describe the relationship between software components. New terms have been applied to all current and future code, documentation, and user experiences at Adobe.

Accessibility

Adobe has been a longtime champion of accessibility and disability inclusion in our products, our company culture, and our communities. In FY2020, we became a member of The Valuable 500, we were recognized as a Best Place to Work for Disability Inclusion in Disability:IN's 2020 Disability Inclusion Index, and we continued our longstanding involvement with the W3C's WCAG and ARIA guidelines for accessibility. Our Blue Belt accessibility training program educates our engineers and product testers, and it inspired the Adobe Inclusive Design Workshop to help others across the industry better understand software accessibility. We've open-sourced React Spectrum, a collection of libraries and tools to help designers build more adaptive, accessible, and cohesive user experiences. We've also continued to incorporate inclusive design principles across our products to make them more accessible, including enhancing PDFs for readability and offering Adobe Color to help people with visual color deficiencies.

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 in the US 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 2020, we continued our 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 FY2020, we advocated for public policies to protect the LGBTQ+ community from discrimination. Our efforts included continued participation in the Business Coalition for the Equality Act to advocate for the US Congress to codify civil rights protections. Having joined an amicus brief in the matter, Adobe celebrated the landmark Supreme Court decision in Bostock v. Clayton County, Georgia, recognizing that federal civil rights laws protect LGBTQ+ employees from discrimination in the workplace.

Additionally, Adobe has long advocated for Congress to pass legislation to permanently protect the Dreamers. We joined our partners in the Coalition for the American Dream in signing an amicus brief in support of the Deferred Action for Childhood Arrivals (DACA) program, and we celebrated the Supreme Court's decision in Department of Homeland Security v. Regents of the University of California. In 2020, we joined amici briefs supporting litigation challenging a Presidential Proclamation suspending non-immigrant visas, supporting litigation challenging the administration's rule changes to the H-1B visa program, and responding to a proposal to suspend various non-immigrant visa programs.

Because we've seen first-hand the value of paid leave policies and workplace protections, in FY2020 we reiterated our support for the Pregnant Workers Fairness Act and joined more than

"I'm a firm believer that people aren't born racist. It's a learned behavior. But just like people can be taught to hate and to be racist, they can also be taught not to hate and not to be racist. So, here's what I ask: Have the talk with your kids. Help them understand what my kids will likely face in their lives. Ask them to help build a more just and equal world."

—Earnest Mack, Managed Services Specialist, Partner Solutions

See Earnest's story
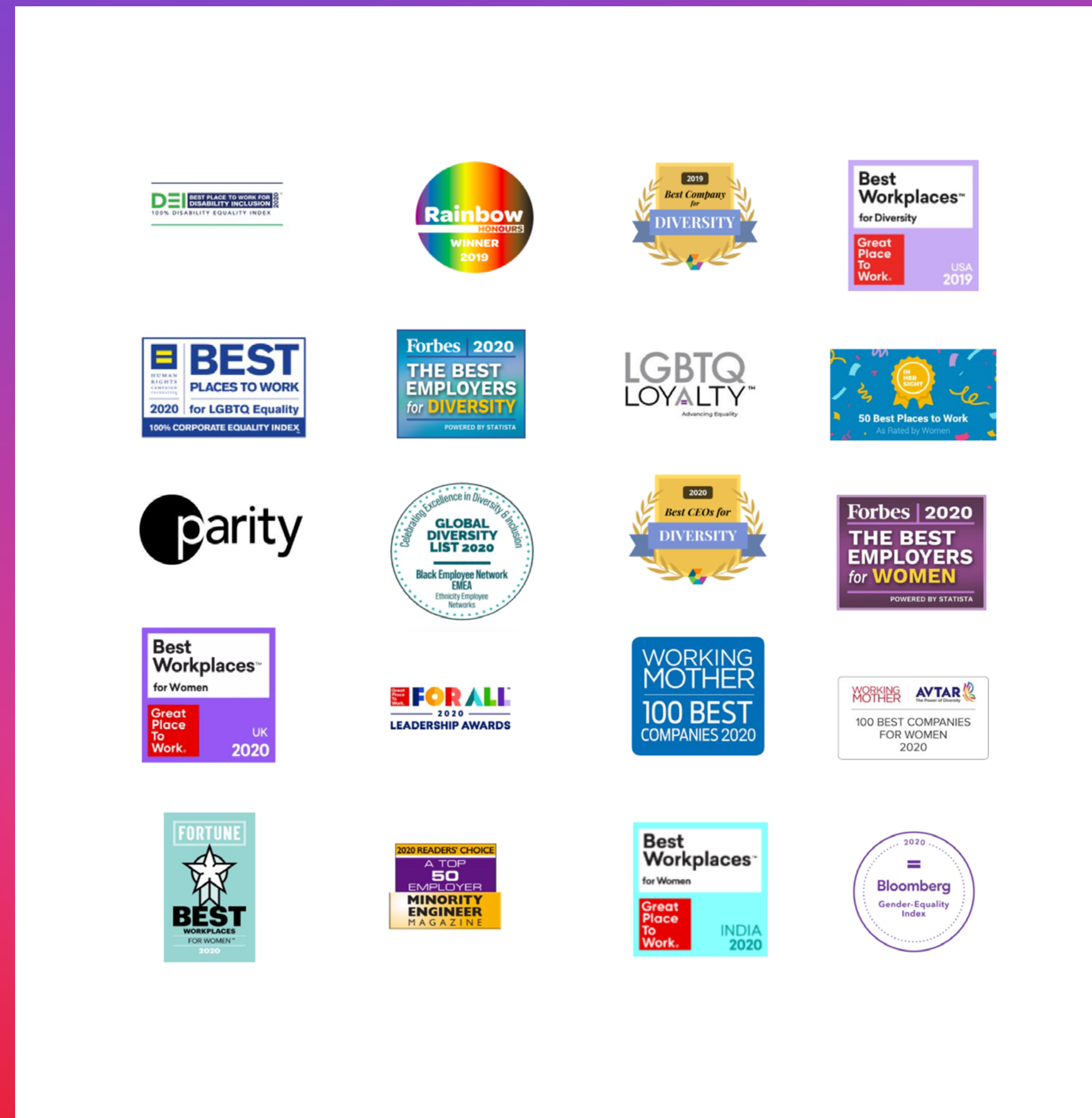
FY20 Diversity Recognition

50 leading companies in signing a letter urging Congressional leaders to include support for workforce development in any forthcoming COVID-19 relief legislation.

We also believe we have a responsibility to address structural inequality in our community and in society. After the death of George Floyd, we advocated for Congress to advance legislation on policing reform. We'll continue to advocate for policymakers to take action to advance meaningful change. Adobe leaders also regularly meet with US policy makers and their staff to share diversity and inclusion strategies and best practices.

Awards and recognition

In FY2020, 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 Women by Fortune and the Great Place to Work Institute, Best Places to Work for LGBTQ Equality by the Human Rights Campaign Foundation, *Working Mother's* 100 Best Companies, and Best Companies for Diversity by Comparably.

Reflections and moving forward

As we move forward, we're reflecting on <u>lessons learned in FY2020</u>—that we can build community while working from home, that goals and structure drive accountability, that storytelling is more important than ever, and more—and we're using those lessons to strengthen Adobe's inclusive culture and build upon our four-part strategy. We'll grow the pipeline to bring more diverse talent into tech careers. We'll attract diverse candidates through inclusive recruitment practices, university and college engagement, and expanded sourcing for leadership roles. We'll invest in the success of our employees, with an increased focus on the growth and development of those from underrepresented groups. And we'll promote diversity and inclusion across our industry through partnerships with peer companies, changemaking organizations, government bodies, creative leaders, and more.

2020 required our employees to be vulnerable and brave. They had to embrace discomfort and find resilience. We're proud of the way everyone worked through hard things together, and we look forward to building on our momentum in 2021.

Many thanks to the Adobe employees who contributed their voices and personal stories to this report.