Adobe Diversity & Inclusion

Year in Review 2021

"Adobe's unwavering focus on people, purpose, and community has guided our evolution and growth over the past four decades and inspires our over 26,000 employees to make an impact and invent the future. We are committed to using our resources and unique strengths to help build a more diverse and inclusive world that represents and celebrates different perspectives for our employees, customers, and communities."

Shantanu Narayen
Chairman & CEO

"Adobe For All is about celebrating what makes us unique as well as what connects us together, and it's centered on the fact that everyone should be able to be their authentic selves at work. If each of us takes one simple action every day to help others feel respected and included, it has the power to add up to real change for all of us across the company."

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

Drawing on our strengths to achieve our aspiration.

Adobe aspires to both foster a diverse and inclusive culture and attract and hire the best of the best—but it's more than that. We want to build a workforce that reflects the diversity of the world around us. We want to unleash the full potential of each employee. We want to make Adobe the number one place for employees to learn and grow their careers. And just as important, looking beyond our company, we want to be an anchor for meaningful change across our industry and society.

Looking back at 2021, we have a lot to be proud of. Our pace of hiring increased in FY2021, and we grew our populations of women employees globally and underrepresented minority (URM) employees in the US. We continue to focus on our aggressive aspirational goals to increase representation of women and URM employees in leadership positions and to double representation of Black employees by 2025.

While shifting representation for a large, high-growth company like ours can be challenging, we're investing in key areas and committed to making continued progress.

Integrating talent and D&I
Our efforts to create a diverse, nimble, and inclusive culture are deeply intertwined with how we hire, develop, and grow our talent, which is why our D&I and Global Talent teams have always worked in

close collaboration. In FY2021, we sought to integrate D&I across multiple employee experiences including talent management and talent development. In our new Talent, Diversity & Inclusion organization, we can increase our focus on cultivating diversity and inclusion across the employee journey—from career and leadership development to day-to-day experiences and engagement. The team has a shared passion for making Adobe the first breath of choice for diverse candidates to learn, grow, and succeed in their careers.

Making progress beyond hiring
Last year, we innovated together to make meaningful strides beyond hiring. For example, by investing in Historically Black Colleges and Universities (HBCUs) and Hispanic-serving Institutions (HSIs) to prepare university students for careers in tech, developing underrepresented employees through our Taking Action Initiative,

and launching our Equity & Advancement Initiative grantmaking program, we strengthened representation and development for our employees and made an impact in our broader external communities.

In addition, Adobe employees continued to be incredibly engaged despite the uncertainty of the pandemic and the geo-political landscape. We came together and built community through our employee networks, our new global employee allyship program, and our Adobe For All Week programming to support one another, gain empathy, and strengthen inclusion.

Maximizing employee potential
After joining Adobe last year, I began talking with employees at all levels about Adobe For All— our belief that when people feel appreciated and included, they can be more creative, innovative, and successful. Those conversations have inspired me to think about important areas to explore as we move forward.

To help make Adobe the best place for employees to learn and grow, we need to focus on the people who enable that development. It comes down to this: Every employee deserves a great manager. We want to ensure that managers have the tools they need to support and be accountable for their employees' career development and success.

We also want to create more unifying moments for our employees. Adobe has eight amazing employee network groups that work to build awareness

and drive progress around issues that affect underrepresented communities. This year, I want to challenge us to continue to create more unifying moments. For Adobe to really succeed over the next decade, we need to come together—without denying our differences—to be curious, creative, collaborative, and solve problems both inside and outside our company.

Maintaining our convictions and stamina
At Adobe, diversity and inclusion isn't just a call to action. It's the way we show up for work every day, and it impacts our performance across the business. We'll need to have stamina as we reach for our aspiration while strengthening our commitments to diversity and inclusion, racial justice, economic fairness, and unifying moments—even when these issues aren't making headlines.

This past year, I've been inspired by the nimbleness and resilience of our employees. We'll all keep striving to be better every day, to use and develop our unique gifts, and to continue living the principles of Adobe For All to drive us forward.

Brian J. Miller (Ed.M)
Chief Talent & Diversity Officer

Table of Contents

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.
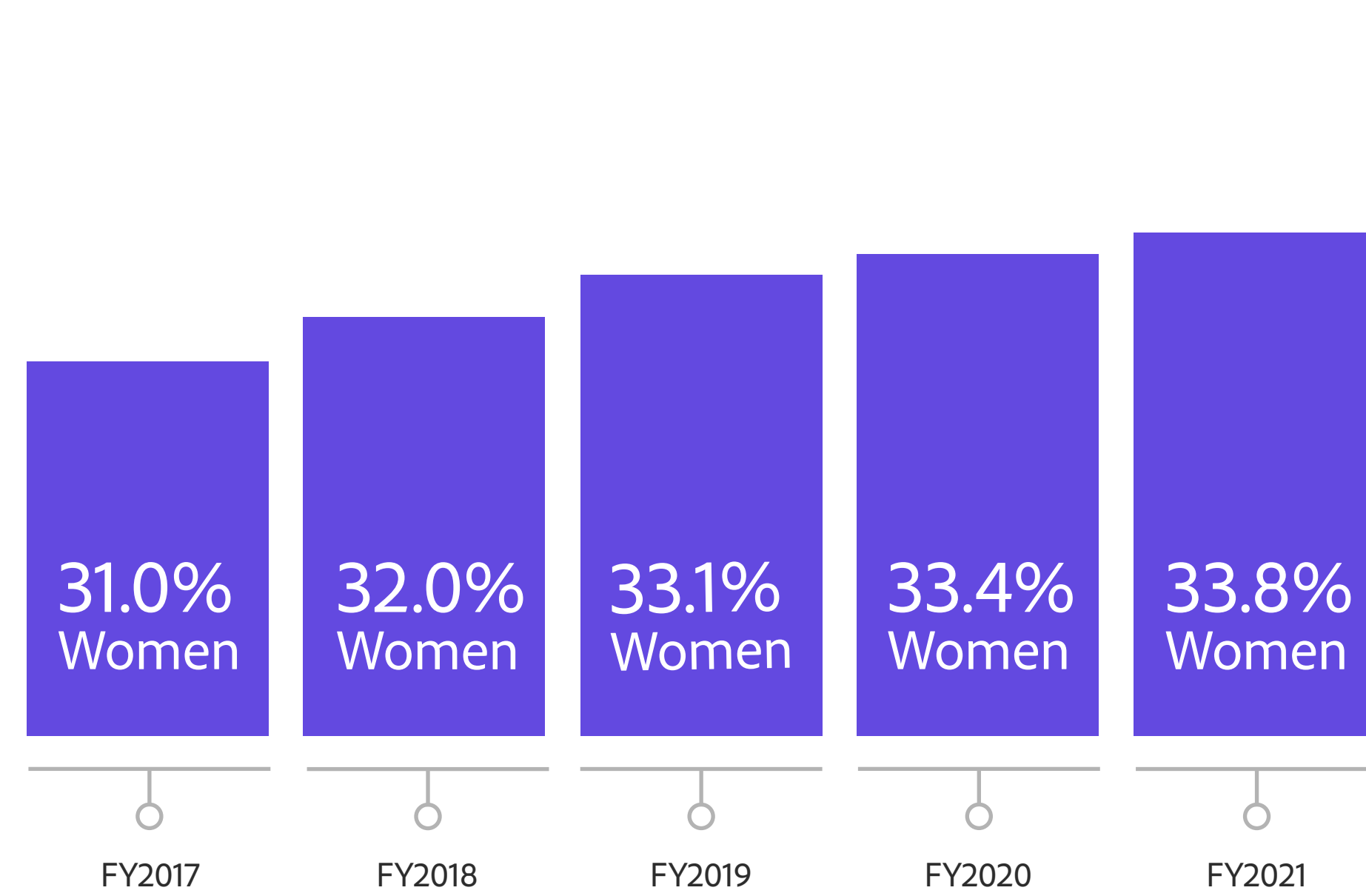
Representation metrics

In FY2021, 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. Overall, we've seen positive movement with diverse representation over the last five years that we've reported.

As our company workforce continues to grow, our rate of diverse representation will also shift from year to year. We believe that positive movement over a longer time frame demonstrates that we're making strides, and we're pleased with our progress from FY2017 to FY2021. While increasing representation for a large, high-growth company like Adobe can be challenging, we're committed to making continued progress.

Global gender

We continued to see steady progress in the percentage of women represented in our global workforce. In FY2021, women represented 33.8% of our global employee base. From the end of FY2017 to the end of FY2021, the number of Adobe employees self-identifying as women increased from 5,527 to 8,743—a 58.2% increase.

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 FY2021, representation of women across Adobe's regions showed increases from FY2020 relative to men.

Global Gender

31.0% Women	32.0% Women	33.1% Women	33.4% Women	33.8% Women
FY2017	FY2018	FY2019	FY2020	FY2021

Region: FY2021 Data

37.0% Women +0.3% from 2020	39.4% Women +2.2% from 2020	30.8% Women +1.2% from 2020	27.8% Women +0.1% from 2020
Americas	Asia Pacific and Japan	Europe, the Middle East, and Africa	India

Review updated methodology

See footnote details

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 FY2021, women represented 34.5% of our individual contributor roles and 30.7% 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 FY2021, women represented 27.2%of our leadership roles relative to men, an increase from FY2020.

This positive movement came through a combination of hiring, talent development, and internal promotions. Development of our female talent continues to be one of our largest areas of investment.

Review updated methodology

See footnote details

Global Gender by Job Categories

	Individual Contributors	People Managers	Leadership Roles*
FY2021	34.5% Women	30.7% Women	27.2% Women
FY2020	34.4% Women	28.9% Women	26.1% Women
FY2019	33.9% Women	29.1% Women	24.9% Women
FY2018	32.9% Women	27.9% Women	23.9% Women
FY2017	31.9% Women	26.7% Women	23.1% Women

"I tell my kids that people are like flowers. I love a bright orange poppy, but if it was the only flower that existed, what a boring world that would be. People are no different. How incredibly lucky are we that we are not the same? Because what a drab bouquet of humanity that would be."

Charlotte Malan
Analyst Field Tech BI, Global Sales Operations

See Charlotte's story

Global gender: Technical roles

In FY2021, women represented 26.2% 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, provide women-in-technology scholarship programs, and offer computer science fellowships.
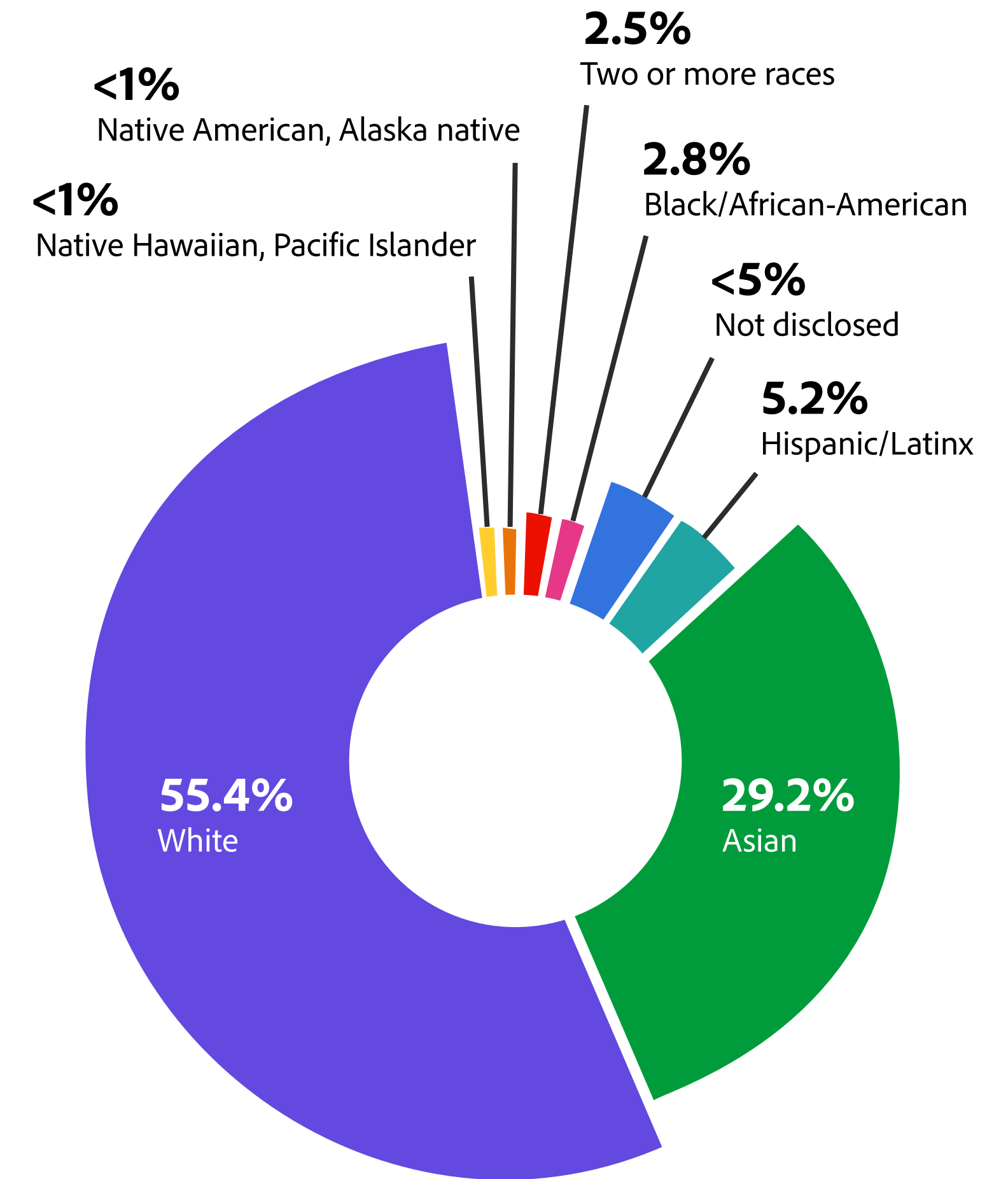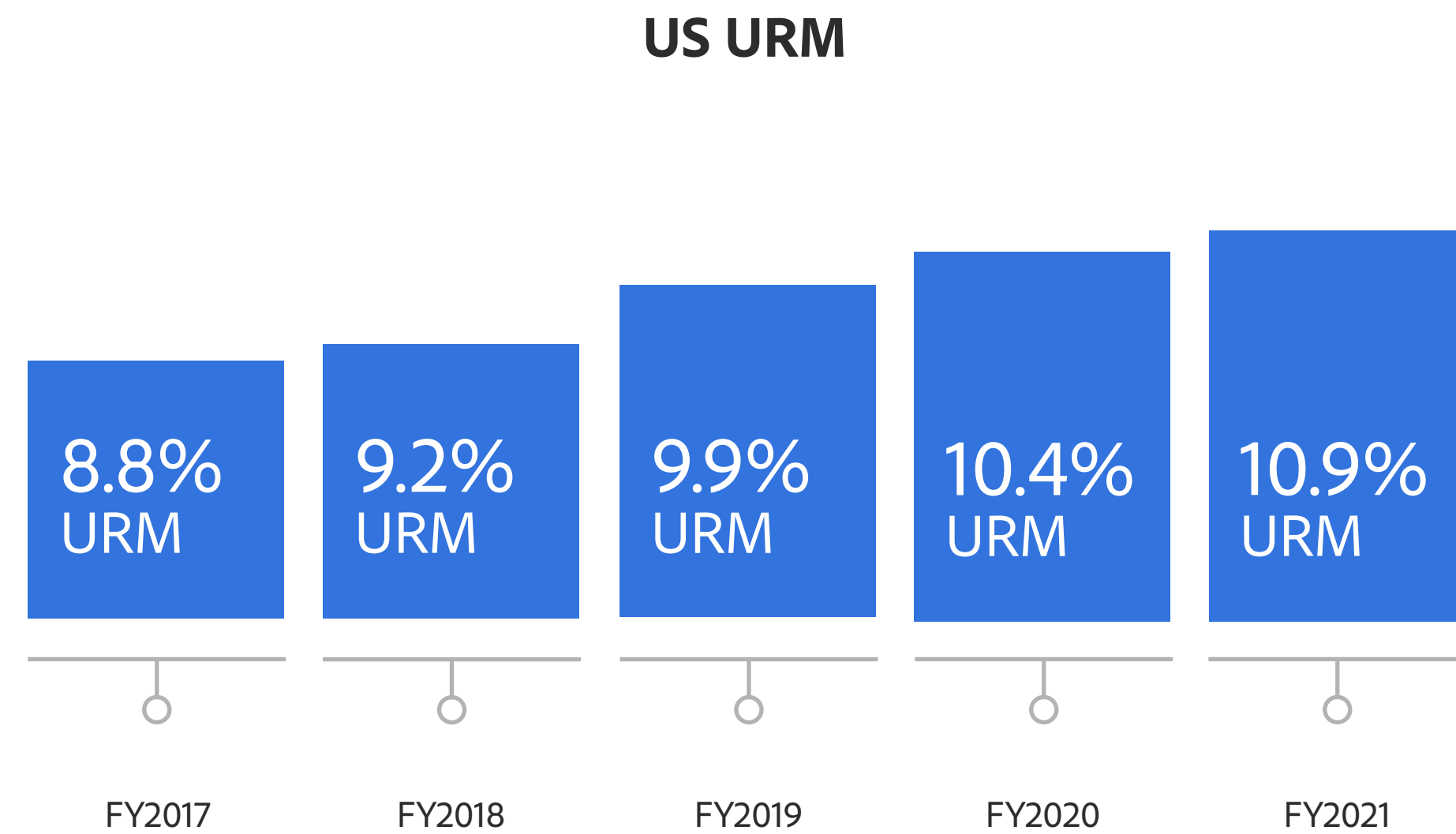
Technical Roles[†]

24.4% Women	25.4% Women	25.8% Women	26.2% Women
FY2018	FY2019	FY2020	FY2021
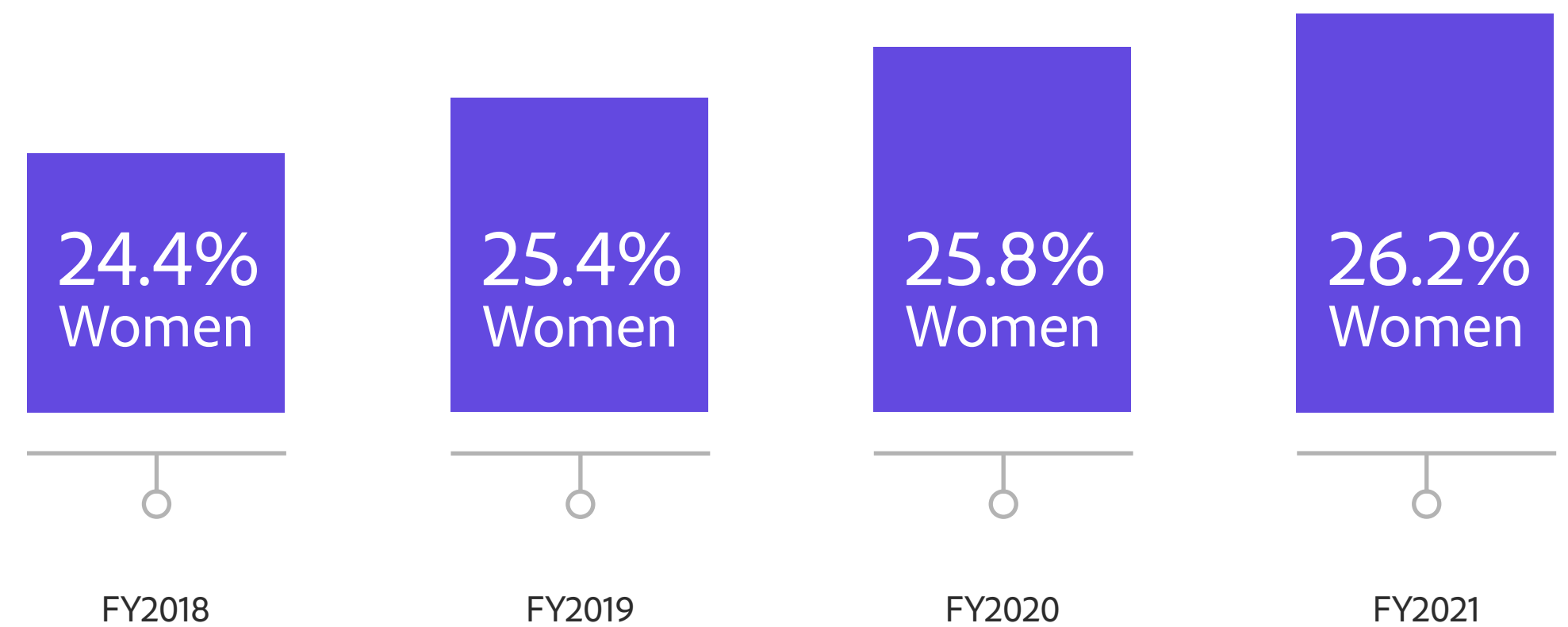
Review updated methodology

See footnote details

US race and ethnicity at Adobe

At the end of FY2021, URM employees comprised 10.9% of our US employee base. From the end of FY2017 to the end of FY2021, the total population of US employees self-identifying as URM increased from 746 to 1,461—a 95.8% increase.

US URM

FY2017	FY2018	FY2019	FY2020	FY2021
8.8% URM	9.2% URM	9.9% URM	10.4% URM	10.9% URM

Review updated methodology

See footnote details

<1%
Native American, Alaska native

<1%
Native Hawaiian, Pacific Islander

2.5%
Two or more races

2.8%
Black/African-American

<5%
Not disclosed

5.2%
Hispanic/Latinx

55.4%
White

29.2%
Asian

US race/ethnicity

"There are more than 500 unique tribes in North America, and each has played a part in the history of our cities, states, and country. I honor my ancestors by working to keep the Shawnee culture alive."
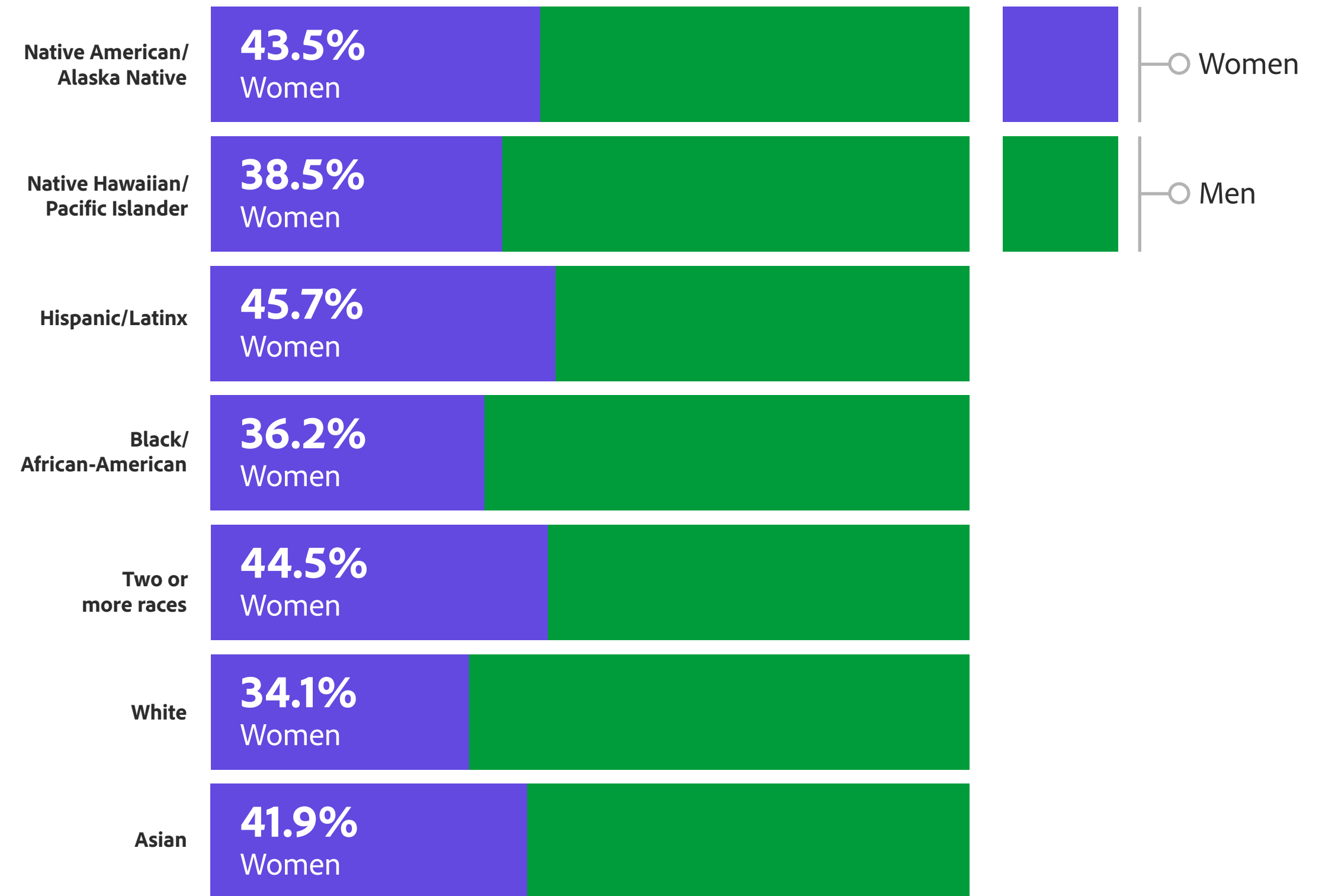
Heather Devine
Director, Acrobat Engineering

See Heather's story

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.
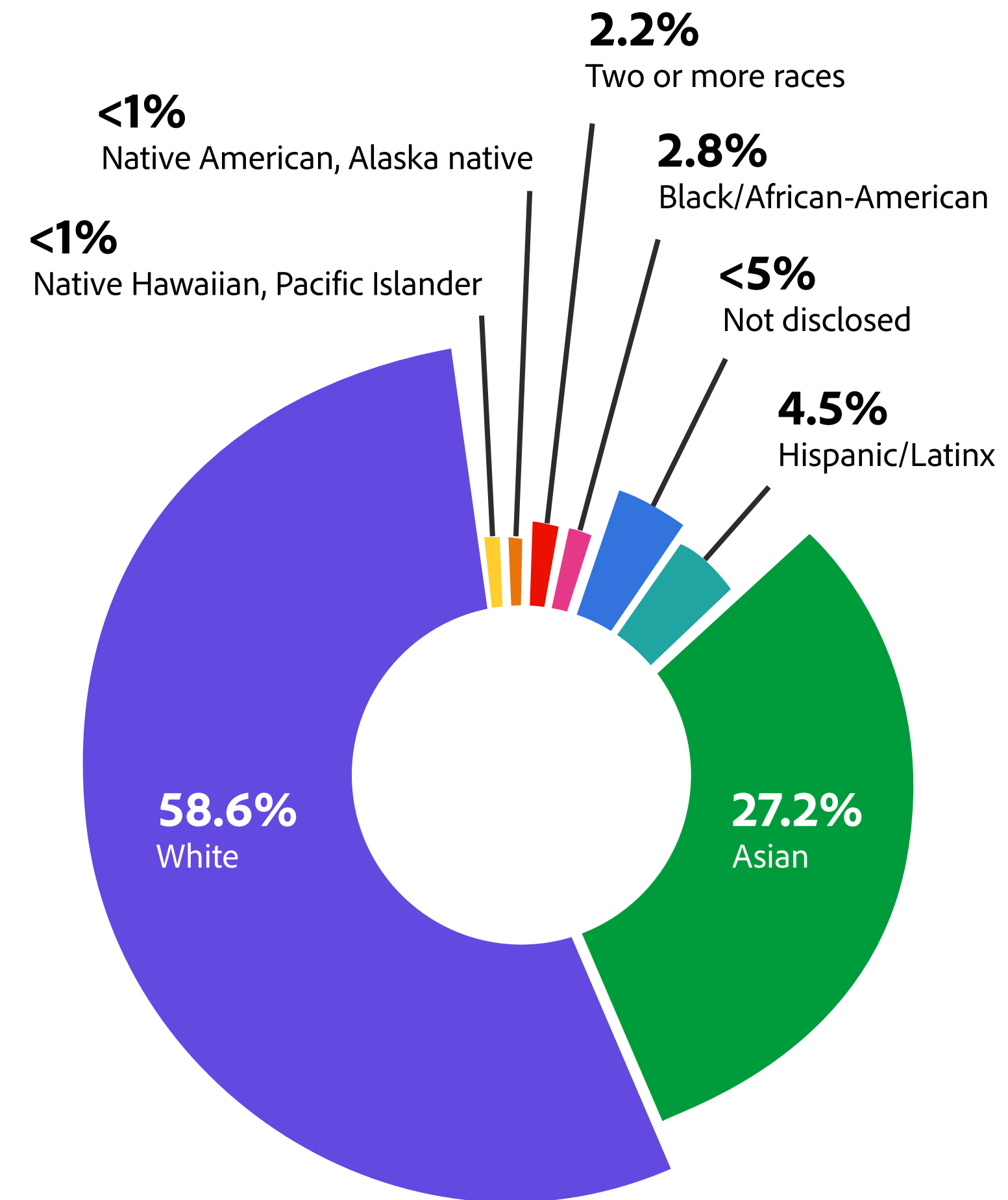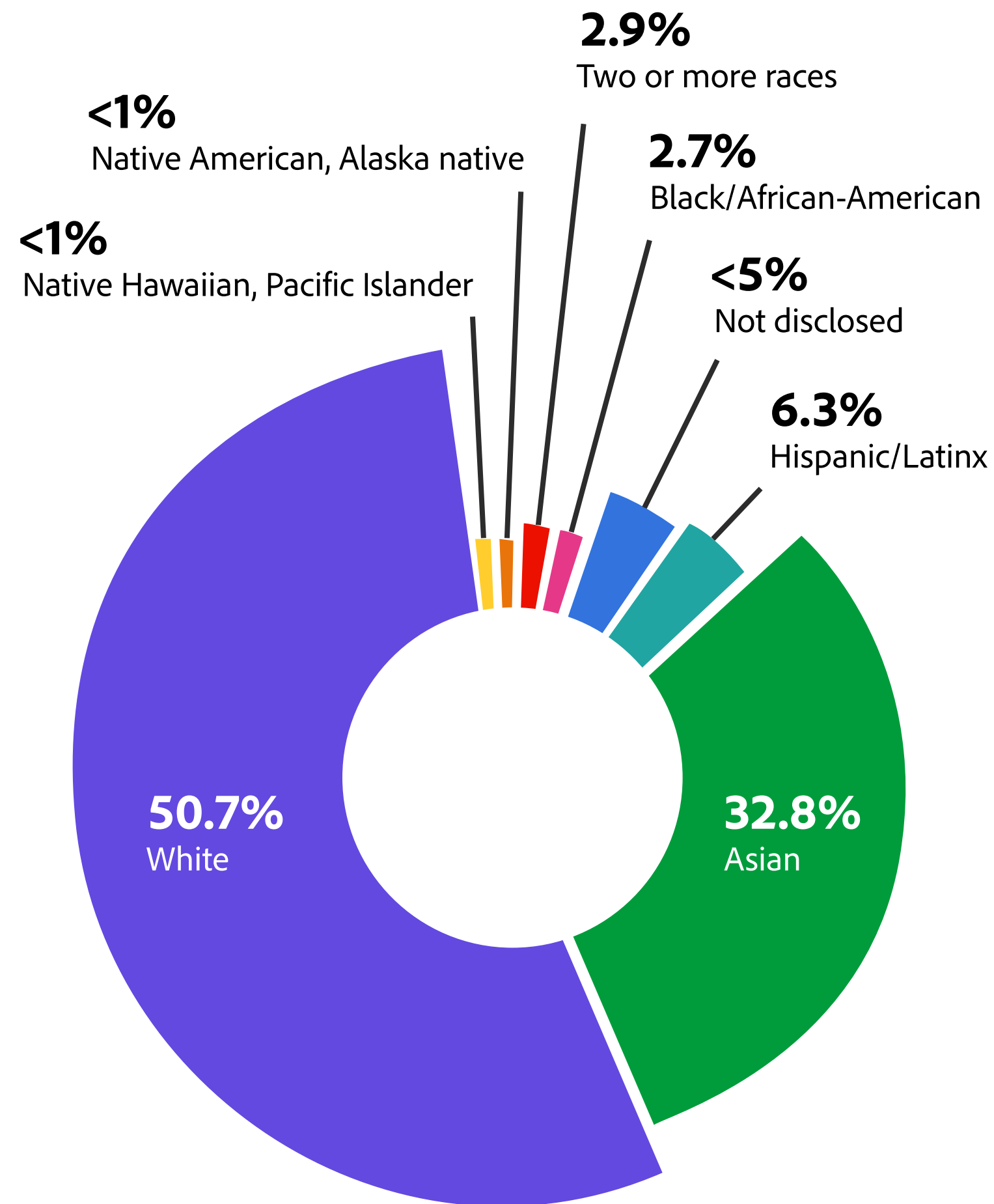
US Race/Ethnicity by Gender FY2021

Native American/ Alaska Native	**43.5%** Women	Women
Native Hawaiian/ Pacific Islander	**38.5%** Women	Men
Hispanic/Latinx	**45.7%** Women	
Black/ African-American	**36.2%** Women	
Two or more races	**44.5%** Women	
White	**34.1%** Women	
Asian	**41.9%** Women	

Review updated methodology

See footnote details

Total US Women Population

Total US Men Population

2.9%
Two or more races

<1%
Native American, Alaska native

2.7%
Black/African-American

<1%
Native Hawaiian, Pacific Islander

<5%
Not disclosed

6.3%
Hispanic/Latinx

50.7%
White

32.8%
Asian

2.2%
Two or more races

<1%
Native American, Alaska native

2.8%
Black/African-American

<1%
Native Hawaiian, Pacific Islander

<5%
Not disclosed

4.5%
Hispanic/Latinx

58.6%
White

27.2%
Asian

US Gender by Race/Ethnicity FY2021

Review updated methodology

See footnote details

US URM: Individual contributors, people managers, and leadership

Within job categories, US URM employees represented 11.6% of individual contributors, 8.3% of people managers, and 7.0% of leadership roles—defined as employees who are director-level and above with at least one full-time employee direct report.
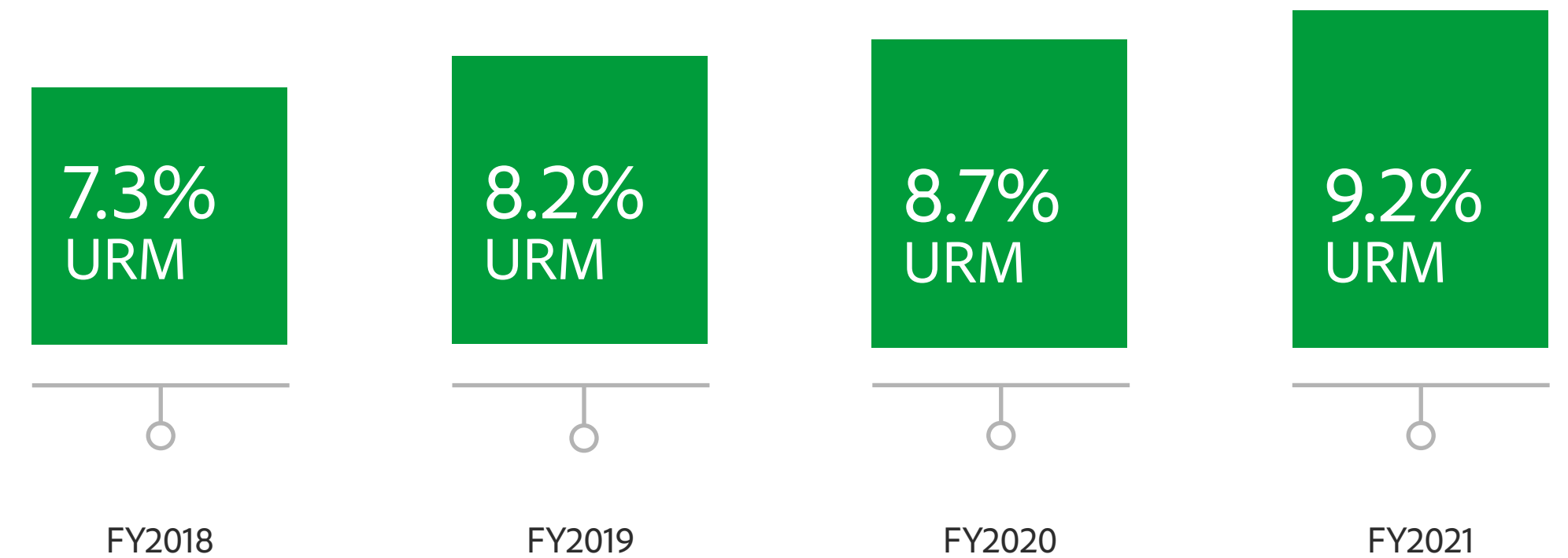
US URM: Technical roles

US URM employees represented 9.2% of total US employees in technical roles at Adobe, and 54.3% of US URM employees were in technical roles. Adobe continues to invest in recruitment events for underrepresented communities, engage with university partners and student associations, offer computer science fellowships, and host the Adobe Digital Academy for people from nontraditional backgrounds to help increase diverse representation in these areas.

US URM Job Categories

	Individual Contributors	People Managers	Leadership Roles*
FY2021	11.6%	8.3%	7.0%
FY2020	11.1%	7.6%	6.5%
FY2019	10.5%	7.5%	5.8%
FY2018	9.8%	7.2%	5.4%
FY2017	9.4%	6.7%	4.2%

Technical Roles[†]

FY2018	FY2019	FY2020	FY2021
7.3% URM	8.2% URM	8.7% URM	9.2% URM

Review updated methodology

See footnote details

Diversity metrics methodology

Starting in FY2021, an updated methodology was applied to calculate diversity metrics. Our metrics now represent the total global workforce, inclusive of those who choose not to self-identify their gender and/or race and ethnicity data. In prior years, Adobe reported representation as a percentage of the workforce who self-identified their gender and/or race and ethnicity data. With this shift, we're using a larger data set in our calculation.

The updated methodology has been applied to calculate metrics outlined in this report from FY2017–FY2021.

In FY2021, <1% of our global employee base hadn't disclosed gender data and <5% of our US employee base hadn't disclosed race and ethnicity data. Throughout this report, percentages may not add up to 100 due to employees who have not self-identified their gender and/or race and ethnicity data, and also due to rounding.

Footnote details
Data source: Adobe regular employee data ending FY2021 (December 3, 2021).

FY2017–2021 metrics have been updated to reflect our ongoing methodology.

Percentages may not add up to 100 due to employees who have not self-identified their gender and/or race and ethnicity data, and also due to rounding.

In FY2021, <1% of our global employee base hadn't disclosed gender data and <5% of our US employee base hadn't disclosed race and ethnicity data.

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

*Leadership is defined as employees who are director-level and above with at least one full-time employee direct report.

†Technical occupations in computing and information technology are those 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 2018.

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

Vision, goals, and strategy

Adobe For All represents our vision for advancing diversity and inclusion. Everyone deserves respect and equal treatment, regardless of gender, race, ethnicity, age, disability, sexual orientation, gender identity, cultural background, or religious beliefs. We believe that 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*

Creating a roadmap for progress

To help realize our vision and improve employee representation, in September 2020 we established aspirational goals for overall representation and representation at leadership levels. 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. 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. Our diverse representation has been moving in a positive direction over the last five years, and we're pleased with the movement given that Adobe is a high-growth company. These goals are stretch and aspirational for a company of our size, but it's important for us to establish goals and drive forward progress.

At the end of FY2021, progress against these goals included:

- Women represented 27.2% of leadership globally.
- URM employees represented 7.0% of leadership in the US.
- Black employees represented 2.8% of our US employee base.

To drive progress, our strategy in FY2021 focused on four key areas:

Pipeline
Building the pipeline of future talent by inspiring youth of all backgrounds to learn and get excited about careers in tech

Employees
Creating an inclusive workplace for employees through community-building, talent development, and internal awareness

Candidates
Attracting top talent from a variety of backgrounds and maintaining fairness in our interview and hiring processes

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_

"Every time you give people the freedom to be who they really are, our creativity is unleashed and strengthened, and our world gets much more joyful."

Damon Guidry
Event Strategist, Global Workplace Experience

See Damon's story

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 inspiring youth to pursue technology careers.

In FY2021, we partnered with and invested 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.

BRIDGEGOOD
BRIDGEGOOD is a nonprofit organization based in Oakland, California, that gives designers and creatives the professional resources to discover and explore meaningful tech and design careers. BRIDGEGOOD's mission is to cultivate the next generation of design leaders through programs including a three-month UX design apprenticeship. Adobe employees also support BRIDGEGOOD students with mentoring and guidance.

ONE School
ONE School is an intensive portfolio program designed to teach Black creatives the skills required to work at the world's top ad agencies. Students learn from some of the industry's most-awarded creatives and work on briefs that will stretch their imaginations and help them create world-class portfolios.

ScholarMatch
Founded by author Dave Eggers, ScholarMatch works to help first-generation college students earn their bachelor's degrees within five years. The organization provides individualized advising, targeted financial support, and career mentoring all the way to graduation.

Attracting diverse candidates

At Adobe, we appreciate the unique qualities that each person brings to work. We invest in attracting diverse talent and maintaining fair hiring practices.

Inclusive recruitment practices

We employ inclusive recruitment practices to help us source and hire candidates from diverse backgrounds. We continued our Hiring at Adobe program, which 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. We also continued to run our job descriptions through software to identify and address potentially biased language.

Our dedicated Diversity Talent Acquisition team stayed focus on engaging and recruiting Black/African-American candidates, Hispanic/Latinx candidates, veterans, women, and other candidates from underrepresented groups. We continue to invest in this team, which nearly doubled in 2021, helping to increase our recruitment efforts and acquire 2,252 new hire women and 406 new hire US underrepresented minorities in FY2021.

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 FY2021, we invested in partnerships and virtual events to engage candidates across underrepresented communities, including:

Women
Grace Hopper Celebration of Women in the US and India

Black/African-American
AfroTech, /dev/color, Black Virtual Career Fair, Information Technology Senior Management Forum, and United Negro College Fund

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

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

LGBTQ+
Lesbians Who Tech & Allies Pride Summit

Veterans
BreakLine and Vets in Tech

We also partnered with Management for Leadership Tomorrow (MLT), NFL Life Beyond, and The Consortium 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), Tribal Colleges and Universities, 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 FY2021, as part of our Taking Action Initiative, we launched a pilot program that includes partnerships with HBCUs and HSIs to help prepare students for jobs in tech and creative industries. In addition to making US$1 million donations to each of our inaugural members—Bowie State University, Winston-Salem State University, and San Jose State University—we will work with members to provide training and learning programs, access to creative and digital tools, mentoring and career development, and more. Additionally, we're extending efforts to embrace institutions that continue to develop and promote Black/African-American and Hispanic/Latinx leadership. We've also advocated for public policy initiatives that support Minority Serving Institutions (MSIs) and their students, such as the IGNITE HBCU Act to bolster investments in HBCUs, as well as legislative efforts to increase the maximum value of federal Pell Grants.

In India, in addition to continuing to focus on women in technology, our university intern summer program welcomed people with disabilities to join the Adobe Customer Solutions team and bring new perspectives and approaches to solving challenges.

Adobe's Design Circle scholarships were offered globally to college students focused on careers in design. We also continued our successful university technology scholarship programs, including the Adobe Research Women in Technology Scholarship and the Adobe India Women in Tech Scholarship.

Mid-career pathways

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 the education for careers 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. We were excited to offer 50 scholarships in FY2021 and, to date, 103 participants have secured internships and 50 have secured full-time jobs at Adobe.

At our India sites, we continued our innovative She Sparks internship program for women who've taken a career break and are interested in returning to the workforce. The program offers a six-month internship where participants have the opportunity to build new technical skills and refresh existing skills.

# Ensuring everyone feels valued, included, and successful

We work hard every day to achieve the ideal of Adobe For All through a safe and inclusive workplace, family-friendly benefits, support for regional and global employee communities, parity initiatives, and more.

Integrating talent development and D&I

Beyond fostering an inclusive environment, we've increased our focus on how we attract, retain, and develop employee talent. Because our D&I efforts are closely connected to how we support the success of employees, we strengthened our inclusive hiring practices, career and development programs, and investments in key diverse talent. To drive continued success, in FY2021 we sought to integrate D&I across multiple employee experiences including talent management and talent development. In our new Talent, Diversity & Inclusion organization, we can increase our focus on cultivating diversity and inclusion across the employee journey—from career and leadership development to day-to-day experiences and engagement.

Support for work and life

We support our employees in their lives outside work through benefits that enhance their health, education, and family lives. These include caregiving benefits for elderly family members and employees, same-sex dependent partner healthcare coverage, fertility benefits, enhanced parental leave, gender reassignment benefits, bereavement leave, learning and development reimbursements, and more.
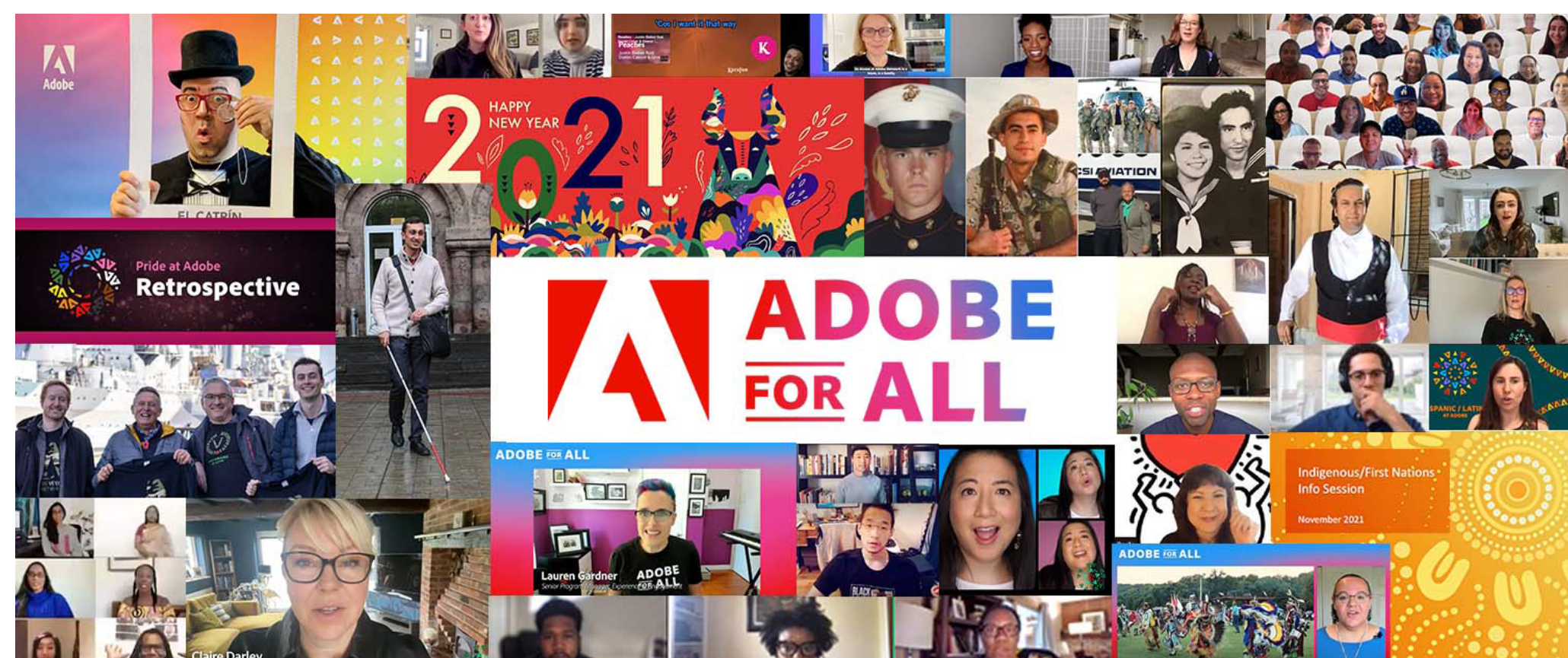
Employee communities

Adobe's eight employee resource groups (ERGs), which we call employee networks, were instrumental in building community and driving progress for underrepresented communities in FY2021. Our employee networks hosted cultural moment celebrations, created opportunities to learn and grow, helped with recruiting efforts, and provided support for nonprofit organizations.

Due to the dedication of Adobe's employee network executive sponsors and nearly 200 executive chairs and site leaders, more than one-third of our employees participated in one or more of our employee networks in FY2021.

Also in 2021, Adobe employees donated more than US$470,000 in personal donations and Adobe matching grants during cultural moments in support of 71 nonprofit organizations. And employee networks helped drive more than 10,000 employee engagements during cultural moment events.

Our employee networks continued to sponsor 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, and we hosted healing sessions to support marginalized groups facing challenges throughout the year.

Asian and Pacific Islander community*
The Asian/Pacific Islander at Adobe (APIA) employee network is committed to driving professional development opportunities, amplifying awareness of diverse API cultures, and strengthening ties with all communities.

For Asian Pacific Islander Heritage Month, the APIA network held activities around the theme *Rising Together* to support, equip, and empower employees. This included an event with perspectives shared from employees Bilin Su Costello and Melisa Im, and a fireside chat with Phil Wang, co-founder of Wong Fu Productions. In EMEA, the network hosted a fireside chat with the writers of *The Good Immigrant*, Nikesh Shukla and Chimene Suleyman; a stand-up performance by Swedish-Chinese comedian and writer Evelyn Mok; and a talk with French actor and filmmaker Steve Tran.

With the rise in anti-Asian sentiment and violence, APIA helped support employees and the community by holding bystander intervention training sessions for allies, organizing healing sessions for members, supporting and influencing Adobe's corporate donation to the Asian Law Caucus, and helping drive Adobe's partnership with The Asian

American Foundation. Throughout the year, the network also supported nonprofit organizations including the Asian American Legal Defense and Education Fund, Stop AAPI Hate, and Southeast Asian Resource Action Center.

Adobe continues to participate in the 5-Point Action Agenda consortium, which is committed to addressing the impact of COVID-19 on Pan-Asian and marginalized communities.

Black community*
The Black Employee Network (BEN) has a mission to recruit, retain, and advance diversity at Adobe and across the tech industry by building awareness of diversity issues, facilitating leadership opportunities, and participating in activities that uplift local communities.

To honor Dr. Martin Luther King Jr., BEN hosted a virtual performance with the Oakland Interfaith Gospel Ensemble, organized activities with the Museum of African Diaspora, and encouraged employees to volunteer. For Black History Month, BEN celebrated the theme *Black Life, Love, and Legacy* by showcasing artists and musicians; highlighting employee perspectives from Bria Alexander, Markeia Brox-Chester, Earnest Mack, and TJ Rhodes; and exploring the

*See footnote details

lives of Black figures throughout Europe's history. In recognition of Juneteenth, BEN members participated on a panel to share their insights and hosted a viewing party for the docuseries *Amend: The Fight for America*.

In EMEA, BEN hosted a keynote address from the author of *exit RACISM*, Tupoka Ogette, and held professional development sessions to strengthen members' public speaking skills and help them establish career paths.

Throughout the year, BEN members participated in recruitment events and supported nonprofit organizations such as 100 Black Men, Educational Video Center, Equal Justice Initiative, and Greene Scholars.

BEN members also led and participated in the Taking Action Initiative (TAI) to accelerate the representation, development, and success of Adobe's Black employees and other marginalized groups while working to change the broader landscape of social injustice and economic inequality. The TAI's five task forces cover community, hiring and recruiting, growth and advancement, responsibility and advocacy, and transparency and governance. This structure helped us

*See footnote details

move quickly on key initiatives in FY2021, including launching the Adobe Sponsorship Program for Black managers and directors, expanding the McKinsey Leadership Academy to include Asian/Pacific Islander and Hispanic/Latinx employees in addition to Black/African-American employees, growing Adobe's Diversity Talent Acquisition team, and hosting a Juneteenth global day of learning that featured civil rights icon Ruby Bridges as a guest speaker.

Over the last year, Adobe supported a number of public policies that advance the goals of the TAI, including the George Floyd Justice in Policing Act, increased funding for HBCUs and MSIs, and expansion of broadband access to improve digital equity.

Disability community*

The Access at Adobe employee network is focused on supporting and advocating for Adobe employees and family members with disabilities. The network strives to advance disability inclusion while raising awareness of the realities employees with disabilities, injuries, and illnesses face at work.

For Disability Employment Awareness Month, the employee network hosted a talk with

"I think many people currently have it backwards. I want them to understand that people with disabilities are not limited because of some physical attribute they have. They are limited because others assume there's not a way to include those who have different abilities."

Sipan Asatryan
Quality Engineer, Digital Experience
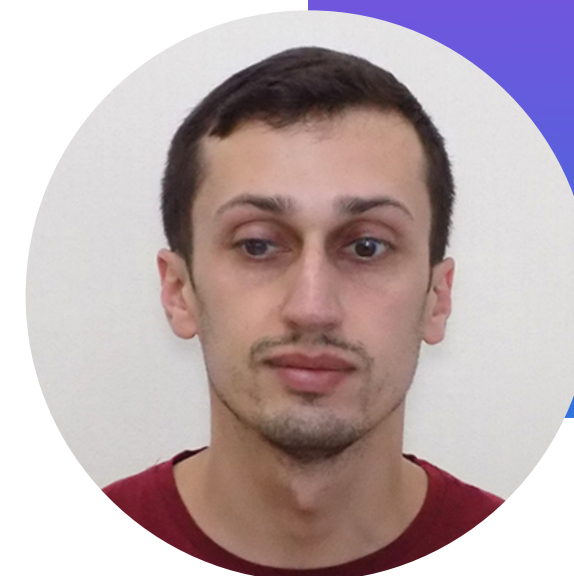
See Sipan's story

inclusion champion Andraéa LaVant, heard from Paralympian Theresa Goh, participated in a panel discussion on neurodiversity, and hosted a discussion with visually impaired software developer Alexandru Cucu. For International Day of Persons with Disabilities, the network raised awareness about strengthening accessibility across Adobe's workplace, products, and interactions.

Throughout the year, employees including Sipan Asatryan, Lauren Gardner, Jessica Michaels, and Shubham Garg shared their stories of living and thriving with disabilities; employees in Japan and Singapore participated in the Run for Inclusion 2021; and members partnered with Adobe's accessibility team on a survey to understand how the pandemic has impacted disability inclusion. In India, network members partnered closely with Adobe's Talent Acquisition team on a successful summer internship program to recruit people with disabilities. The employee network supports nonprofit organizations including the Disability Rights Fund, GiftAbled, and Inclusion Scotland, which partnered with Adobe on an educational video project to strengthen disability equality. To advance disability inclusion, Adobe continued its involvement with The Valuable 500 and was

*See footnote details

recognized as a Best Place to Work for Disability Inclusion in Disability:IN's 2021 Disability Inclusion Index.

Hispanic and Latinx community*

The Hispanic and/or Latinx employee network at Adobe (HOLA) focuses on recruiting, developing, and retaining Hispanic and Latinx employees while also increasing social awareness and community support.

For Hispanic Heritage Month, HOLA organized events and activities around the theme *Esperanza: A Celebration of Hispanic Heritage & Hope*. This included an Aztec performance, a cooking demonstration, guest speaker General Marc Sasseville from the US National Guard, and perspectives shared by employees Santiago Pombo and Nass Martino. HOLA also hosted a panel of nonprofit Hispanic/Latinx leaders from the Kapor Center, E4 Youth, and Sunday Friends Foundation to share key issues facing the community and what they're doing to address them. To conclude the month, the EMEA HOLA network hosted Despierta Europa, a celebratory event that raised money for a nonprofit, Chamos. Highlighting the network's global growth, HOLA also hosted events recognizing the unique backgrounds of its members and their countries

"I believe that if everybody does one thing to make a difference to someone else's life, that can change the world. If a million people each help just one person, that's a million people feeling like they belong. So I'm not asking anyone to do a million things—just one."

Nass Martino
Senior Group Manager, Adobe Customer Solutions

See Nass's story

> "I've learned that an Indigenous identity means being so much a part of the land that it no longer belongs to you—you are an essence of that land. We protect and we honor what we know is source and sustenance. It's not just for ourselves—it's for everyone."

Natalie Contreras
Program Manager, Digital Academy

See Natalie's story

of origin, including Brazil, Cuba, Mexico, and Uruguay. This included the Meet My Country series in EMEA where employees shared details of their home countries.

Throughout the year, HOLA supported nonprofits including the Hispanic Heritage Foundation and the Mexican American Legal Defense and Educational Fund, and HOLA also partnered with organizations to support first-generation students from underrepresented communities.

Indigenous and First Nations community*
In FY2021, we launched the Indigenous/First Nations at Adobe employee network, which focuses on enabling, empowering, and connecting Indigenous and First Nations people and allies around the world. Spanning three continents, the network supports issues that are important to the community, educates allies, amplifies voices, and spotlights the stories of employees like Natalie Contreras.

For the National Aborigines and Islanders Day Observance Committee (NAIDOC) Week in July, employees in Australia participated in activities to celebrate the rich cultures of Aboriginal and Torres Strait Islander communities, including

virtual yarning sessions, a practice of speaking and listening from the heart.

In FY2021, Adobe Australia established an Indigenous workforce strategy to support the Aboriginal and Torres Strait Islander peoples and to make positive impacts on the talent pipeline, employee experience, supplier diversity, and government policies. A working group has submitted a Reconciliation Action Plan that's being reviewed by Reconciliation Australia and is intended to launch in spring 2022. The employee network also supports nonprofit organizations including the First Nations Development Institute, which is committed to strengthening Native American communities and economies.

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. During Pride Month, network leaders spearheaded a series of events around the theme *Glow Up, Show Up, & Lift Up* to celebrate, build community, and put advocacy into action. Events included intersectional speakers, transgender veterans, and the spoken

*See footnote details

word poetry of Paul Tran. In Japan, members hosted a session with transgender Rainbow Pride Co-chairman Fumino Sugiyama. The employee network also partnered with Adobe's Corporate Social Responsibility team to put on a competition among Adobe leaders that raised over US$120,000 for organizations that are advancing LGBTQ+ rights around the world.

Across Adobe's regions, India recognized International Day of Transgender Visibility and hosted a film screening on gender sensitization. In EMEA, Dublin employees watched *Let Your Colours Run Free* to raise awareness of transgender and non-binary issues, and France hosted author Florent Manelli.

Throughout the year, Pride at Adobe supported nonprofit organizations including AsylumConnect, OutRight Action, TGEU, Transgender Law Center, and CSD München; came together on Transgender Day of Visibility and World AIDS Day; and expanded perspectives through thoughtful discussions about identity and employee stories with Charlotte Malan and Rod Alligood. In FY2021, Adobe continued to advocate in support of the Equality Act, a bill that would amend the Civil Rights Act to explicitly prohibit

discrimination on the basis of sexual orientation and gender identity. We also joined the Human Rights Campaign's Business Statement on Anti-LGBTQ State Legislation to take a stand against discriminatory bills that have been introduced in state legislatures.

Adobe was recognized as a Best Place to Work for LGBTQ+ equality on the Human Rights Campaign Foundation's 2021 Corporate Equality Index.

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

In 2021, VEN participated in a LinkedIn event to highlight the experiences and skills veterans bring to the workplace; provided career counseling to veterans transitioning to corporate careers; and hosted a panel discussion reflecting on the impact 9/11 had on their personal and professional lives. The network brought in guest speakers to expand employees' perspectives on military leadership and service, including US National Guard General Marc Sasseville and US

Army Green Beret Colby Jenkins. On Memorial Day, network members raised awareness about the significance of this holiday and participated in the Wear Blue: Run to Remember event. And the network sponsored the United Service Organizations (USO) Northern California Fleet Week celebration in San Francisco.

To recognize Veterans Day and Remembrance Day, members raised awareness about the importance of honoring those who've served in the military. VEN members Paul Peterson and Suzanne Wagstaff shared their personal stories to help expand perspectives around military service and sacrifice. Additionally, EMEA members organized a sponsor walk to raise funds for the British Legion.

Throughout the year, VEN supported community organizations including the Armed Forces Covenant, Blue Star Families, the British Legion, Fisher House, the USO, and Vets in Tech. VEN members also collaborated with the nonprofit Honoring Our Veterans to showcase veterans' creativity through photography made with Adobe apps.

Women community*
The Women at Adobe employee network seeks to attract and develop women and allies and to create an environment that empowers every woman to define and achieve her own success. In FY2021, the network implemented a new leadership structure that enabled greater scale and global impact, and it created leadership opportunities across the organization.

In recognition of Women's History Month and International Women's Day, the network hosted a global celebration featuring the talent and creativity of women from around the world. United around the theme *Raise Her Voice*, network members and allies created an inspirational video and employee storytellers including Katherine Hartley, Renae Fisher, and Monika Salzbrunn shared their personal journeys.

In India, members launched activities to help women with mentorship, upskilling, and community-building. In APAC, the network hosted events on career navigation and brand building. And in EMEA, the network hosted sessions on financial planning as well as career journeys and insights.

*See footnote details

"Allies can help by acknowledging our experiences and understanding that, just because they haven't seen or experienced what we have, it doesn't make it any less true. We are all looking for the same thing—to feel heard, included, and validated."

Bilin Su Costello
Customer Success Manager, Advertising Cloud

📰 **See Bilin's story**

Throughout the year, Women at Adobe sponsored a six-month director-level mentorship program, launched a leadership recognition program, and supported nonprofit organizations including Equality Now and Women for Women International.

Adobe also continued to host programs to increase representation of women in leadership positions, including the Leadership Circles development program and the Women's Executive Shadow Program (WESP).

Adobe supports the Pregnant Workers Fairness Act to clarify and strengthen protections for pregnant workers across the country.

In FY2021, Adobe was recognized for supporting the success of women in *Bloomberg's* Gender-Equality Index (GEI) and as one of Seramount's 100 Best Companies for working mothers.

Public policy advocacy
Adobe would not be the successful company it is today without the broad range of experiences and backgrounds that our employees bring to work every day. Adobe advocates for policies that support and protect immigrants, including a pathway to citizenship for Dreamers and increasing access to H1-B visas and H-4 employment authorization for the spouses of H1-B visa holders.

Note:
Adobe continues to evolve the use of inclusive terminology that honors differences across ethnicities, regions, and underrepresented groups.

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.

Using Adobe For All In Action as a foundation, in FY2021 we developed an interactive training session for building inclusion, facilitated it with over 50 teams, and launched it globally.

To help advance industry-wide inclusion, we also made our Adobe For All Action Assessment available to our customers, partners, and peers. This five-minute self-assessment helps build inclusion and offers guidance and areas to focus on for people managers and individual contributors alike.

Allyship

In FY2021, we supported our first global employee allyship program, called Adobe For All In Action Circles, with the goal of helping employees become active and effective allies in supporting marginalized and underrepresented groups. Nearly 800 employees around the world participated in the program, and we're continuing it in FY2022. Employees meet once a month for six months to share challenges, explore ideas, and take actions to become advocates for others.

Hear from Action Circles participants on the impact of the program and how they're helping to strengthen inclusion at Adobe:

Adobe For All Week

In FY2021, we continued our weeklong virtual experience called Adobe For All Week. The event brought together more than 7,000 unique employee attendees worldwide (30% of Adobe's employee base) in more than 15,500 engagements to build inclusion, empathy, and connections through executive presentations, employee storytelling, and talks from dynamic guest speakers. The theme of the event was _Do One Thing Today_, and we provided guidance throughout the week on how to take action to build inclusion every day. In addition to hosting corporate sessions, we hosted regional sessions for employees in Europe, India, Asia Pacific, and Japan. We also initiated the My Story campaign, encouraging employees to share their personal stories to help build empathy and expand perspectives.

I'm a proud 1.5 generation queer Chinese/Cambodian. I came to the US as a refugee from Cambodia during the Khmer Rouge genocide and I know all too well what it's like to live in the margins and to fight to be seen and heard. Voices like mine are far and few between, but are no less important. Through my journey, I've learned that silence serves no one and that we have to be fearless in the pursuit of what sets our soul on fire. For me, it's to build a more just and equitable world where we not only amplify the margins and intersections, but allow folks to thrive because of them. #AdobeForAll #MyStory

Ty Lim
Sr. Manager | Privacy, Trust & Safety
adobe.ly/mystory

"Voices like mine are far and few between, but are no less important."
#MyStory

The past couple of years has been a challenge for me health-wise. I found out nearly three years ago I had massive fibroids, a condition that is hardest hit by Black women affecting fertility. By 2021, I had two surgeries (one being a massive invasive procedure) to remove over 18 fibroids where I had to take medical leave from Adobe for a total of eight weeks. Late last year, I had the opportunity to successfully freeze my eggs all funded by my company. I am grateful for a company that values women's health initiatives, mental health, and wellbeing. This is my #AdobeForAll, #MyStory.
— **Carita Marrow, Sr Diversity & Inclusion PgM**
adobe.ly/mystory

"I am grateful for a company that values women's health initiatives, mental health, and wellbeing."
#MyStory

My life changed when my son was born last year- at two days old he received life-saving surgeries on his heart, esophagus, and windpipe. We ended up living in the hospital for 7 months and he would go on to have more than 15 surgeries and procedures. Adobe's generous paid parental leave and medical leave allowed me to focus on what matters most.

— **Amanda Lopez, Diversity Talent Acquisition**
adobe.ly/mystory

"Adobe's generous paid parental leave and medical leave allowed me to focus on what matters most."
#MyStory

Demonstrating fairness through parity initiatives

Pay parity

We invest in analysis and transparency to demonstrate our commitment to fair compensation and opportunity.

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 FY2021, we affirmed that we've maintained global gender pay parity for the fourth year in a row. Also, after having achieved pay parity between URM and non-URM employees in the US in FY2020, we affirmed that we maintained it in FY2021. We're committed to maintaining pay parity and we plan to continue investing in salary analysis across hiring, acquisition integrations, and annual pay review processes.

In accordance with French government requirements, Adobe published a 2021 Gender Equality Index Score for our French business. Adobe France scored a strong 94/100 on the Gender Equality Index when measured against the five key indicators: average earnings between male and female employees, gender equality in salary increases, gender equality in promotions, salary increases during maternity

leave, and the proportion of employees that are of the underrepresented gender.

In accordance with UK government requirements, Adobe published a 2021 Gender Pay Gap Report for our UK business showing the average pay and bonus distribution between male and female employees. The report reflects that Adobe continues to narrow the "pay gap" between men and women across our organization in the UK.

Adobe supports and has signed the California Equal Pay Pledge, which includes conducting an annual company-wide gender pay analysis and reviewing hiring, promotion, and other talent practices to advance equity among workers.

Internal mobility

In 2019, Adobe coined the term "opportunity parity" to examine fairness in internal promotions and horizontal movement across demographic groups, and we designed our own metrics to understand movement in these areas. We've gained valuable insights from our promotion metrics indicating the percentage of employees who moved up one or more levels. We also gained insights from our horizontal
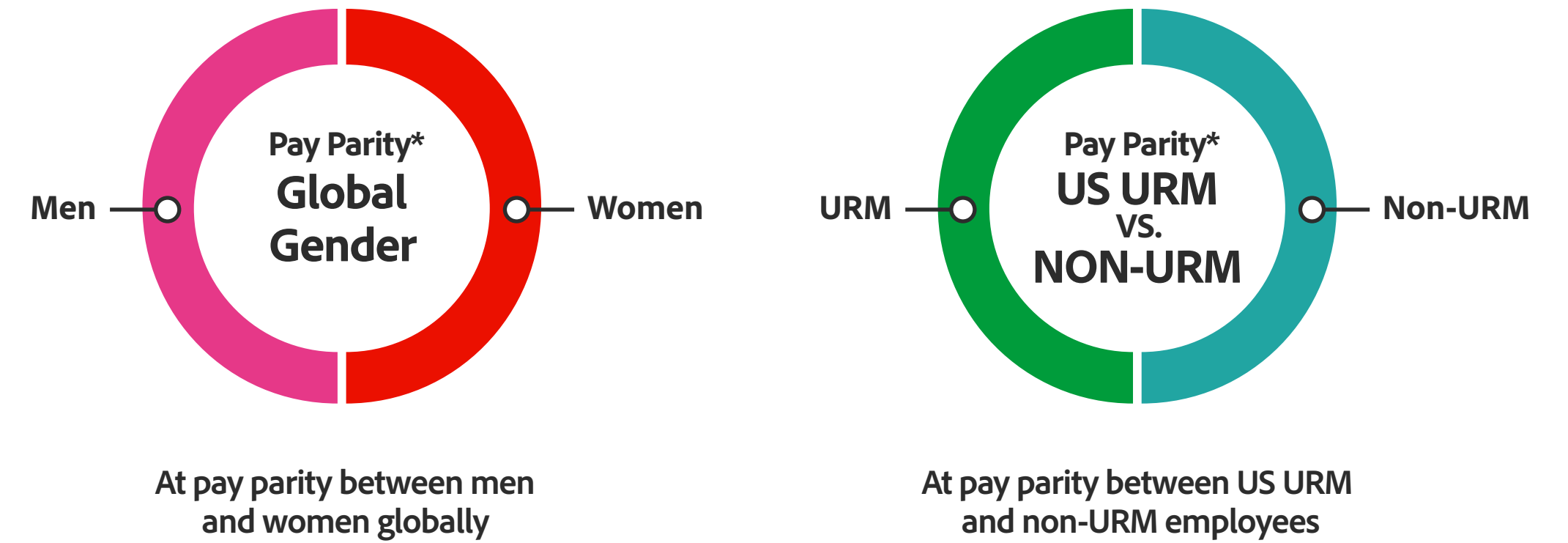
movement metrics indicating the percentage of employees who took a different job at the same or lower level, demonstrating an internal learning opportunity.

We're using these insights to take this initiative a step further to begin to examine "opportunity velocity" and understand how we can invest more to increase the speed with which our employees advance in their careers. As our global employee base continues to grow

and we strive to reach our aspirational goals for diverse representation by 2025, we're focusing on helping employees understand their career trajectories and accelerate their growth. Moving forward, we'll continue to capture and analyze our internal mobility metrics and develop new strategies to help strengthen "opportunity velocity" with the goal of making Adobe stronger.

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

At pay parity between men and women globally

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

At pay parity between US URM and non-URM employees

*In FY2021, Adobe maintained 1:1 pay parity ratio between women and men globally and between underrepresented minorities and non-underrepresented minorities in the US.

Pay distribution

Unadjusted median pay gap, a metric frequently used by the US Bureau of Labor Statistics and other governmental organizations, is a 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. However, a median-based approach doesn't account for differences in geographies, roles, or job levels, nor does it compare pay from role to role. It looks at the distribution of individuals across the spectrum of roles and their corresponding pay.

We consider unadjusted median pay gap to be an outcome metric that has limited ability to drive decision-making. We're sharing these data points, however, as an added level of transparency. At the end of FY2021, our unadjusted global median pay for women was 97.2% of the median pay for men, and our unadjusted median pay for URM employees was 86.3% of the median pay for non-URM employees in the US.

Our focus is on the aspirational goals we announced in FY2020 (see page 15) around increasing representation of women and underrepresented minorities in leadership roles and increasing 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.

As we continue to focus on and measure against our aspirational goals, we believe we'll naturally see the unadjusted median pay approach parity. Our focus on our aspirational goals includes monitoring the velocity of internal career movement and promotions.

See footnote details

"Can you raise your voice to point out injustice or unfairness wherever you see it? Can you make waves? Every time you do, it means the world to somebody like me."

Lauren Gardner
Senior Program Manager, Creative Cloud

See Lauren's story

Driving diversity across our industry

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

Partnering with organizations dedicated to driving change

In FY2021, we partnered with a number of organizations to drive progress and exchange best practices.

With financial support from the Adobe Foundation, we launched the Adobe Equity and Advancement Initiative (EAI), a multi-year, strategic grantmaking program supporting 11 leading international and domestic NGOs with over US$9.5 million in funding in FY2021. The three pillars of EAI are as follows: equal access to education and economic opportunity, equipping emerging leaders, and the protection and advancement of human rights.

EAI focuses on integrating grantmaking with corporate programs and employee involvement for larger impact. Participating NGOs include Asian Americans Advancing Justice: Asian Law Caucus, Disability Rights Fund, Equal Justice Initiative, Equality Now, First Nations Development Institute, Hispanic Heritage Foundation, Human Rights Watch, MALDEF, OutRight Action International, United Service Organizations, and Vets in Tech. See additional details on Adobe's social impact in our Corporate Social Responsibility Report.

We continued our engagements with CEO Action for Diversity & Inclusion, Parity.org, and the Institute for Corporate Productivity (i4cp). Additionally, we collaborated with industry peers to advance diversity across multiple dimensions by improving the experiences of people with disabilities as a member of The Valuable 500; addressing the impacts of COVID-19 through the 5-Point Action Agenda consortium; committing to interview at least one qualified woman and person of color for every open role, VP and above, through the ParityPledge; and reinforcing our commitment to pay parity though the California Equal Pay Pledge.

Aligned with our commitment to fostering an inclusive and supportive environment, we participated in the Bloomberg Gender Equality Index, Human Rights Campaign Foundation's Corporate Equality Index, and Disability:IN's Disability Equality Index.

"Even if you disagree with a conflict, the men and women who joined the military put their lives on the line. Each one of them has a story that you don't know, and—more often than not—their motivations for serving are to protect and lift others up."

Paul Peterson
Software Engineer, Digital Experience

See Paul's story

Accessibility

Adobe has been a longtime champion of accessibility and disability inclusion, and in FY2021 we raised awareness during National Disability Employment Awareness Month, International Day of Persons with Disabilities, and throughout the year. We also commissioned a survey to better understand how the pandemic impacted disability inclusion in the workplace. We introduced an internal Digital Accessibility Guide to help developers build accessibility into their products, supported our Blue Belt accessibility training program to educate our engineers and product testers, and incorporated inclusive design principles across our products to make them more accessible. We also continued our longstanding involvement with the W3C's WCAG and ARIA guidelines for accessibility.

Supplier Diversity program

We launched the Supplier Diversity program in 2018 to ensure that Adobe is purchasing substantial amounts of 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. From the end of FY2020 to the end of FY2021, our spend with diverse suppliers increased by 58%, but we still have more work ahead of us.

To further our program initiatives, we debuted a new technology-forward platform with graphiteConnect, which helps connect Adobe employees and their project needs with a pre-vetted, qualified diverse supplier bench. We're confident that the new platform will help amplify our impact while empowering fast-growing, diverse vendors to compete and win new business with Adobe.

In addition, we continued our memberships with Western Regional Minority Supplier Development Council (WRMSDC), National Minority Supplier Development Council (NMSDC), Women's Business Enterprise National Council (WBENC), National LGBT Chamber of Commerce (NGLCC), National Veteran Business Development Council (NVDBC), and Disability:IN.

Promoting diverse voices

At Adobe, we believe that everyone deserves the opportunity to share their creativity with the world, and we want to break down barriers that stand in the way—especially for emerging and underrepresented creators. Our Diverse Voices initiative highlights the stories of underrepresented creators, providing a single destination for inspiration, education, and connection. As part of this effort, we've used Adobe channels to elevate creators through the following programs:

Create Change

This conversational digital series brings together diverse creators from a spectrum of disciplines to share how they're using creativity to find inspiration and make an impact in the world. Special editions have celebrated Pride and Hispanic Heritage Months.

Women Create

We know that creativity from women inspires creativity in women. Through our Women Create Wednesday social program, each week we share the stories of inspiring women across industries, cultures, and geographies.

I Made a Film

This short film put the spotlight on three Sundance Ignite Fellows, part of a new wave of independent filmmakers who infuse their work with the vibrant textures of their communities and heritages.

Where I'm From

In this film, Asian and Pacific Islander (API) artists flip the script on the all-too-common question—"Where are you from?"—to lay claim to the myriad identities that inspire their creative work.

Sundance Ignite

The Sundance Ignite x Adobe Fellowship invites emerging filmmakers to participate in this program, which includes an unrestricted grant, bespoke mentorship and support, and a trip to the Sundance Film Festival. Additionally, the Women at Sundance | Adobe Fellowship supports women artists who are creating bold new work in diverse disciplines.

Creators in ComplexLand

Adobe joined Complex Networks' inaugural ComplexLand virtual festival to highlight five emerging Black creators, putting their work on full display throughout the five-day digital experience.

"Events like Adobe For All Week, that have invited transgender women to give keynote addresses and share their experiences, give parents like me hope that their child will have a place in this world."

Rod Alligood
Director, Sensei & Search Engineering

See Rod's story

We're also enhancing our creative services to provide a platform for underrepresented groups to share their creativity. In FY2021, we introduced the Adobe Stock Advocates Program to build a collection of authentic and inclusive visuals from diverse communities. As part of the program, the Artist Development Fund champions and supports creators from underrepresented groups, enabling them to create new work focused on their communities and their unique experiences.

Awards and recognition

In FY2021, Adobe was honored with 16 diversity and inclusion awards that recognize our commitment to driving gender equality, providing opportunities for all, and more. Highlights include the Best Employers for Diversity by *Forbes*, Best Places to Work for LGBTQ Equality by the Human Rights Campaign Foundation, 100 Best Companies for working mothers by Seramount, and Best Companies for Diversity and Women by Comparably.

FY2021 Diversity Recognition
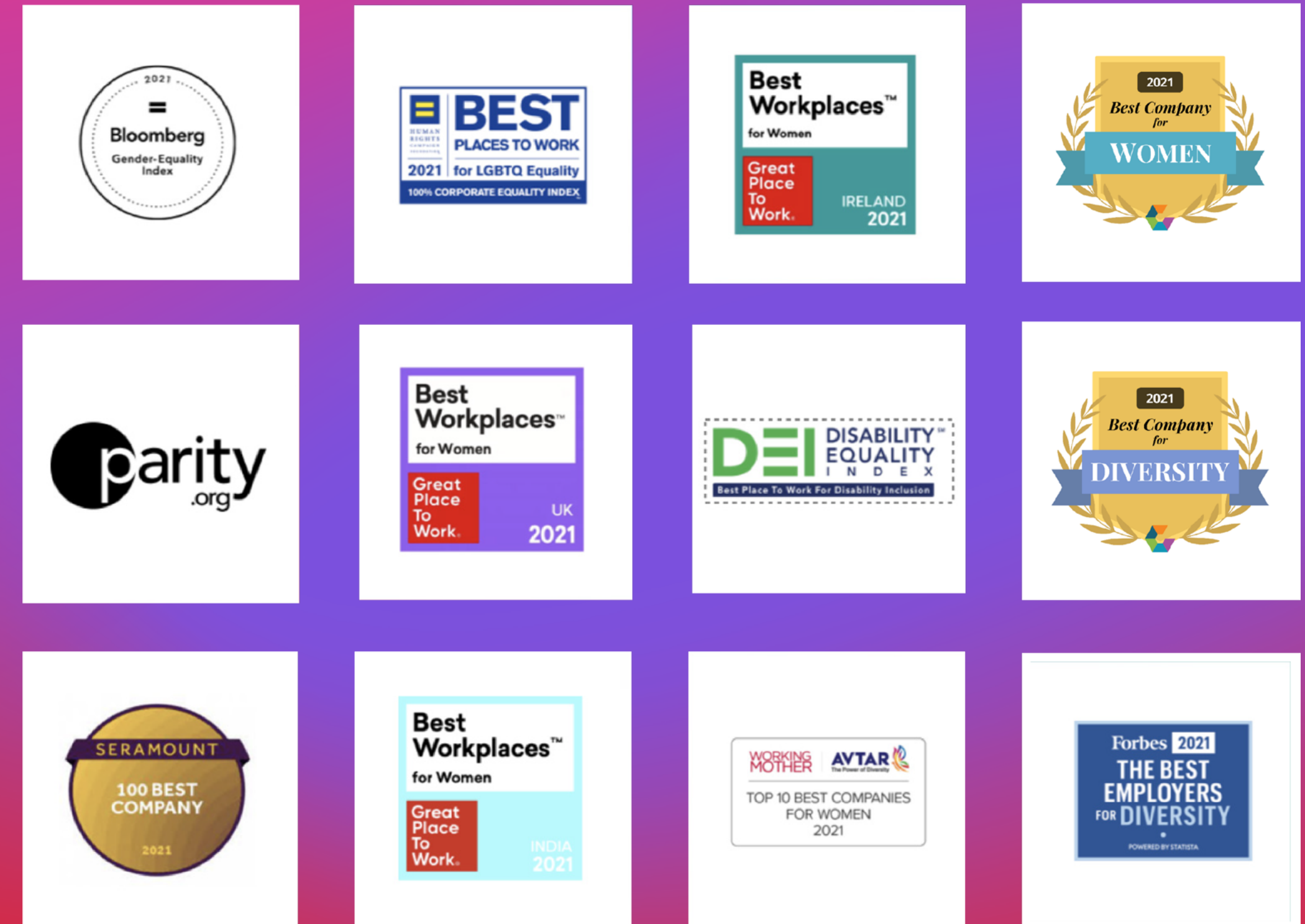
Reflections and moving forward

As 2022 progresses, we're continuing our efforts to grow the pipeline for diverse talent in tech. We're increasing our investments to recruit the best diverse talent, engage with university students from diverse backgrounds, and grow representation of women and underrepresented minorities at leadership levels. We're improving the employee experience with growth and development programs designed to advance careers and build unity. And we're promoting diversity and inclusion industry-wide through focused grantmaking and collaborative partnerships.

The year 2021 showed us that Adobe employees are agile, resilient, and uniquely capable of innovating to make an impact. While everyone faced challenges, the successful pivots we made and silver linings we experienced helped us reimagine how we can work together and accomplish great things well into the future.

Many thanks to the employees who shared their personal stories and words of wisdom in this report. You're the true embodiment of **Adobe For All**.