

adidas



**GENDER
PAY GAP
REPORT
2019**

**AT ADIDAS WE
BELIEVE THAT EVERYONE
SHOULD HAVE THE
OPPORTUNITY TO BUILD
A SUCCESSFUL CAREER,
REGARDLESS OF GENDER**

At a global level we have a diversity and inclusion strategy with a significant pillar of that designed to create a gender-balanced leadership structure across our business. Whilst this isn't new for the adidas group, for us in the UK we can see how effective our policies are with the annual gender pay gap reporting.

Since 2018, UK companies which employ 250+ people have been required to report their gender pay gap, and I'm proud that we have reduced the gap at adidas by 3.3% since last year. We have also paid into our global goal increasing the proportion of women in senior management positions to 32 per cent, 18 months earlier than our original target date. But there is more to do.

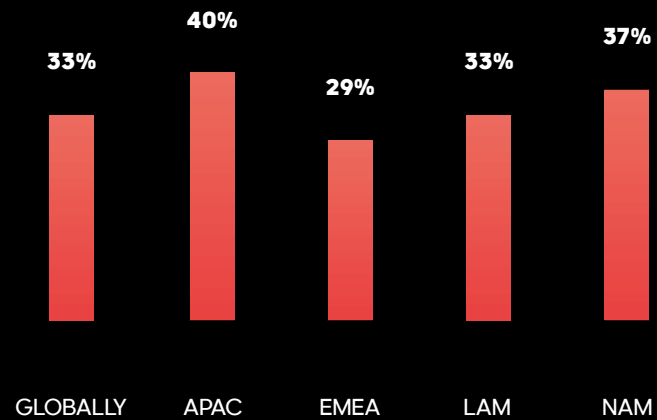
This is not simply about adhering to regulations which is why we have real time tracking and monitoring for diversity and inclusion metrics in place and why we go beyond just uploading our yearly figures. We recognise that meaningful change takes time, but this is something that at adidas, we truly believe in.

Across the world we employ equal numbers of men and women and that balance is fundamental to our continued success. Ensuring that there is equality of opportunity for everyone at adidas and putting in place specific goals and initiatives to achieve this is something that I and the whole leadership team will continue to champion.

Gavin Thomson
Managing Director, UK and Ireland

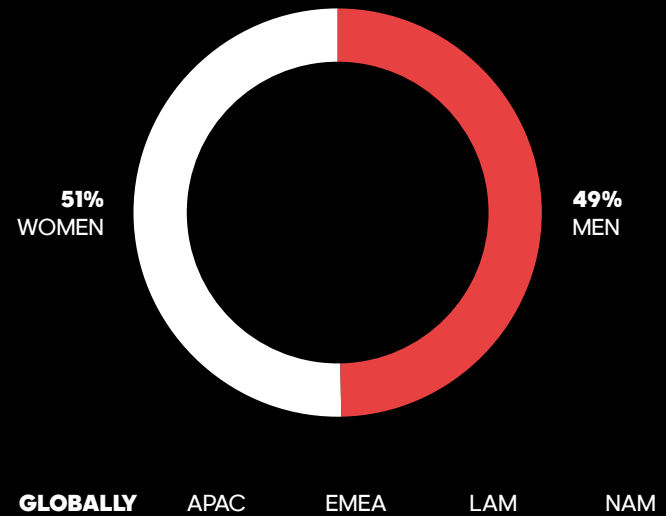
DIVERSITY & INCLUSION / DIVIDED BY REGIONS

WOMEN IN MANAGEMENT POSITIONS



DIVERSITY & INCLUSION / DIVIDED BY REGIONS

GENDER SPLIT



GENDER PAY GAP

MEAN

15%

2017/2018

18%

MEDIAN

8%

2017

2%

PERCENTAGE OF MEN AND WOMEN RECEIVING BONUSES

EACH

86%

2017

89%

BONUS PAY GAP

MEAN

54%

2017

63%

MEDIAN

-2%

2017

-5%

PROPORTION OF MALES AND FEMALES IN EACH QUARTILE SALARY BRACKET

UPPER QUARTILE



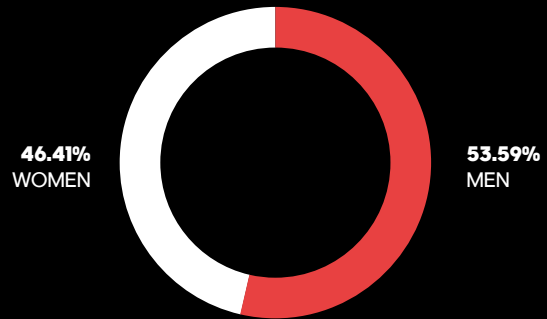
PROPORTION OF MALES AND FEMALES IN EACH QUARTILE SALARY BRACKET

UPPER MIDDLE QUARTILE



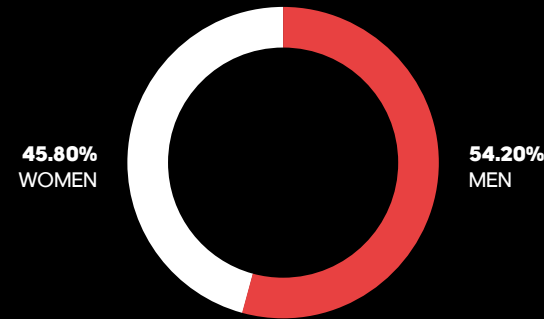
PROPORTION OF MALES AND FEMALES IN EACH QUARTILE SALARY BRACKET

LOWER MIDDLE QUARTILE



PROPORTION OF MALES AND FEMALES IN EACH QUARTILE SALARY BRACKET

LOWER QUARTILE



Our data shows that we have succeeded in reducing the gender pay gap over the past year, but one does still exist and that is something we will continue to address. The main reason for the continued gap is the higher number of men than women in senior roles, where salaries and bonuses are higher. To achieve equality at all levels of our company, we need to focus on establishing an environment that discovers, develops and supports future female leaders.

FEMALE LEADERSHIP IS A KEY PILLAR OF THE 2019 DIVERSITY & INCLUSION STRATEGY, AS WE AIM TO FURTHER REDUCE THE GAP

POSITIVE ACTIONS WE ARE TAKING

- Structured focus on growing the representation of female leaders
- Collaboration & networking in 2019 led by our DIVE IN ambassadors: management mentoring programme #eachoneteachone; SLT Own Your Own Career breakfasts for all EU employees
- Launching the #BCONFIDENT female leadership initiative
- The **Women's Networking Group** is a global initiative providing a forum to share ideas, initiatives and concerns
- The **Going for Gold** management development programme for aspiring female leaders offers focused workshops, personal coaching and facilitated support

QUESTIONS?

GET IN TOUCH

We have made progress since last year, and we're determined to keep improving.

If you have any questions about our gender pay gap, diversity & inclusion at adidas, or you would like to get involved in any of our development initiatives, please get in touch at ukAQA@adidas.com

