



adidas

GENDER PAY GAP
REPORT 2018



AT ADIDAS, WE WANT EVERYONE TO HAVE THE OPPORTUNITY TO BUILD A SUCCESSFUL AND REWARDING CAREER, REGARDLESS OF THEIR GENDER.

We are proud of the progress we have made creating a diverse and inclusive culture, and believe parity and equality is essential to this.

New legislation requires companies with more than 250 employees to report this year on their gender pay gap, and this is something we fully support as we are committed to a transparent approach on such an important topic.

We have already been tracking and monitoring diversity and inclusion and have specific goals in place to achieve gender parity and equality.

Meaningful change takes time, but we have taken decisive action in introducing targets as our people are key to the company's success and we appreciate that pay and promotions are a significant factor in them feeling valued.

There is more we can do to encourage, support and reward our female talent and we look forward to reporting on our gender pay next year to demonstrate how we have done this.

Gavin Thomson
Managing Director, UK and Ireland

WHERE WE ARE NOW

GENDER PAY GAP REPORT 2018

THE MEAN

Difference in the average between men and women's pay or bonus.

THE MEDIAN

Difference at the middle in the range of men and women's pay or bonus.

GENDER PAY GAP

18%

Mean

2%

Median

PERCENTAGE OF MEN AND WOMEN RECEIVING BONUSES

89%

Each

BONUS PAY GAP

63%

Mean

-5%

Median

PROPORTION OF MALES AND FEMALES IN EACH QUARTILE SALARY BRACKET

Upper Quartile



Men
62.35%
Women
37.65%

Upper Middle Quartile



Men
49.80%
Women
50.20%

Lower Middle Quartile



Men
56.68%
Women
43.32%

Lower Quartile

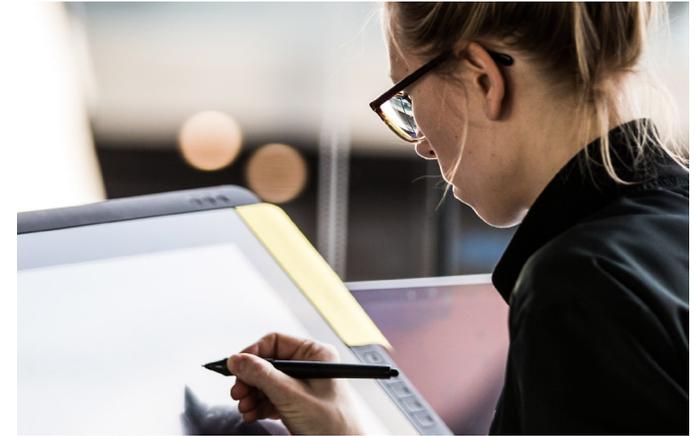


Men
49.39%
Women
50.61%

ADDRESSING OUR GENDER PAY GAP

WE ARE PROUD THAT WE EMPLOY AS MANY WOMEN AS MEN, AND THAT THE DATA SHOWS THAT THERE IS PARITY IN WHAT THEY RECEIVE AT THE MID-POINT OF OUR BUSINESS, AND WOMEN ACTUALLY RECEIVE MORE IN BONUSES IN THIS CATEGORY.

However, while there may be equality in the ratio of men to women we employ, there are significantly more men in senior leadership positions. This has created a disparity in the average pay and bonuses paid to men, and it is something that we are determined to address.



THE COMPANY'S TARGETS TO ELIMINATE THE GAP

We recognise that meaningful change takes time and have already proactively set goals of increasing the number of women in leadership positions.

The Head of Diversity Amir Kabel will be overseeing this and ensuring that we increase the number of women in management positions to 32 per cent or above by 2020.

There are clear targets for recruitment, succession planning and development programmes which we are confident will lead to greater equality across the business.

As part of correcting the gender imbalance in our executive teams, Karen Parkin was appointed to the adidas board last year, and we now have three women on the North Leadership team.

ACTION TO ADDRESS THE GAP

TO ACHIEVE EQUALITY AT ALL LEVELS ACROSS THE COMPANY, WE NEED A PIPELINE OF FUTURE FEMALE LEADERS AND WE ARE ENCOURAGING THIS THROUGH A RANGE OF INITIATIVES:



- The Women's Networking Group is made up of 760 adidas employees globally and offers a forum to share ideas, initiatives and concerns.
- Our Global High Potential Group helps identify and develop future company leaders, half of whom must be female.
- The Going for Gold management development programme is designed specifically for our aspiring female leaders. This is for women who are prepared to invest in achieving their highest level of potential and offers focused workshops, personal coaching and facilitated support.

BUILDING A CAREER AT ADIDAS

For women to be able to flourish at work, we have spent time exploring the best way of establishing an environment where they feel as though they are building a career, rather than just doing a job. Women shouldn't have to sacrifice family life to succeed at work, so we are committed to an approach that supports them in whatever they choose to do.

We aim to harmonise the commercial interests of the company with the professional, private and family needs of our employees. Our Work-Life Integration Programmes includes flexible work time and place, people development and leadership competence related to work-life integration, as well as family-oriented services.

**WE ARE INTENSELY
PROUD OF THE
PROGRESS WE'VE
MADE CREATING
A DIVERSE AND
INCLUSIVE CULTURE
AT ADIDAS.**

SUPPORTING OUR WORKING PARENTS

We support employees of all ages and life stages, and a key part of this is giving them the freedom and reassurance to make their work fit with where they are at. Our understanding is that we are encouraging a gender mix on the senior leadership teams rather than specifically women who have had/adopted children.

Women may want to take a break to spend time with their children. Rather than feel concerned at the potential repercussions with their career, we make clear that we support this as being happy in their work is crucial to them feeling fulfilled. Anyone who has worked with us for a year can take up to 18 weeks' leave, in addition to maternity leave, and we stress that this will have no negative impact on their career.

In order to plan parental leave and re-entry in the best possible way, we have dedicated and tailored programmes in place providing employees with advice at an early stage and options for their return to work.



FLEXIBLE WORKING

We are committed to supporting employees in achieving an effective work life balance, which is why we offer a flexible working policy. The reasons for wanting to change a working pattern can range from caring for a child to pursuing sporting ambitions outside of work, but whatever the reason, we stress that we welcome anything which is beneficial to their wellbeing. Our flexible working includes allowing employees to work fewer days or hours, set their own times of working, or take a sabbatical if they want a longer period off work.

RUTH RYAN
SENIOR DIRECTOR
OMNI CHANNEL MARKETING



I love that adidas's appeal spans different ages, markets, sports and lifestyles. This is one of the reasons I was attracted to working with adidas when I joined the company in 2003 and it's what makes a career here so varied and interesting.

Since joining I have enjoyed a mix of very different yet exciting roles. In my current role no two days are ever the same and it's really rewarding to see how the decisions I make have a direct impact on the success of the business.

Like many men and women, having a family while fulfilling my career aspirations was really important to me and due to adidas's flexible working provisions, I never feel I'm compromising one or the other. I want to lead by example and show women and men that it's possible to have a family while also having a rewarding career. That's why nothing drives me more than when women in the business tell me I have inspired or helped them to achieve their own ambitions at adidas.

**FROM THE MINUTE I PUT
ON MY ADIDAS ROM
TRAINERS AS A KID IN GYM
CLASS, I BECAME
A FAN OF THE BRAND.**

LAURA COVENEY
EDITOR
LONDON NEWSROOM



Fourteen years later, I am an Editor in the London Newsroom overseeing PR, social and influencer publishing for the Originals and Women's categories in the UK. I am now responsible for managing a new generation of diverse, passionate and engaged team members.

It's really important to me that the women within my team and the wider business experience fulfilling and exciting careers at adidas in the way I have. I'm proud to have recently been nominated to adidas's High Potential Group which is made up of 50 Directors from across the world, 26 of whom are women. A big part of this programme is to equip future leaders with the skills to develop and support talent in the business, with diversity and inclusivity firmly in mind.

I've been lucky enough to have some really strong female role models in my time at adidas and through the High Potential Group, I'm looking forward to inspiring and encouraging other women.

**I STARTED AS AN INTERN AT
ADIDAS IN 2004.**

**I WAS NOT LONG OUT OF UNIVERSITY
AND IT WAS MY DREAM ROLE
BECAUSE I REALLY IDENTIFIED WITH
ADIDAS AS A BRAND AND ITS FOCUS
ON YOUTH CULTURE.**

LAURA STOAKES

SENIOR KEY ACCOUNT MANAGER
UK SALES



The HR programmes and initiatives in place at adidas to help personal development are second to none and have really helped guide and support me on my adidas journey. It has been amazing having a line manager who has been a real inspiration to me and who is a great sounding board to discuss potential opportunities throughout the wider business, both in the UK and globally.

adidas's Going for Gold programme is also a fantastic women's initiative that I was lucky to be part of in 2015. It's an intensive three month programme designed specifically for aspiring female leaders at adidas. It gave me a platform when I was relatively new to the wholesale business to network with inspirational women across different business channels, learn from them and to challenge my own thought process and development needs.

At adidas, I truly believe the sky's the limit!

**I JOINED ADIDAS IN 2012,
AFTER THE BUZZ OF THE
LONDON OLYMPICS, AS A
STORE MANAGER IN THE
BRAND CONCEPT STORE
IN BIRMINGHAM.**

**SIX YEARS LATER, I'M NOW
A SENIOR ACCOUNT
MANAGER AT ADIDAS'S
UK HEAD OFFICE.**

