

# Improving Gender Diversity at Citrix: Our 2018 Gender Pay Gap Results



**Donna Kimmel**  
SVP & Chief  
People Officer

“At Citrix, **diversity and inclusion is central to our mission.**”

**Celebrating human difference** is a key part of our overall people and business strategy, and one of the most important and **meaningful expressions of our values.**

It’s how we create a safe, engaging environment where people can do their best work and be **rewarded appropriately for their behavior and success.** And it’s about having strong, passionate, well-rounded talent that **embraces and creates an inclusive culture.**”

## Mission

Our mission is to power a world where people, organizations and things are securely connected and accessible to make the extraordinary possible.

## Strategy

Build the world’s best integrated technology services for secure delivery of apps and data—anytime, anywhere powered by the Citrix Cloud.

## Diversity and Inclusion Strategy

At Citrix, diversity and inclusion is about leveraging the power of human difference for good. We celebrate a healthy mix of perspectives and welcome new ways of doing things. This injects life and passion into our inclusive culture, fueling the innovation necessary to enable the extraordinary. For further information please see <https://www.citrix.com/about/diversity-inclusion/>

## Total Rewards Strategy

We take an inclusive, future-focused and comprehensive approach to recognizing and competitively rewarding our employees. To attract and retain top talent, Citrix aims to create an enriching employee experience and deliver meaningful, relevant benefits to our employees—addressing the wants and needs of our diverse workforce.



**Integrity**

We act with honesty and hold each other accountable



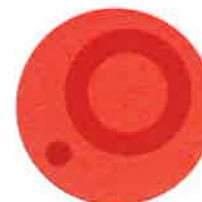
**Respect**

We are open, inclusive and empathetic



**Curiosity**

We are continuously innovating, learning and improving



**Courage**

We dream big, and we are bold and selfless in pursuit of those dreams



**Unity**

We collaborate and win together

## What do we mean by Gender Pay Gap?

The **gender pay gap** shows the difference in the average pay between all men and women across a total workforce. **It is not** Equal pay, which deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value.

# Gender Pay Gap - Citrix Systems UK LTD 2017-2018

242 Employees as of 5<sup>th</sup> April 2018 (24.3% female and 75.61% male gender mix)



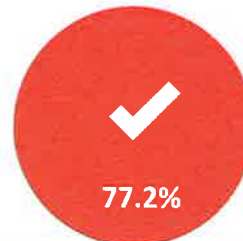
**Mean Gender Pay Gap**



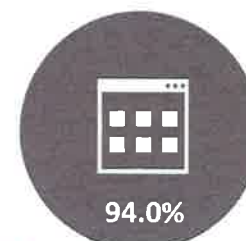
**Median Gender Pay Gap**



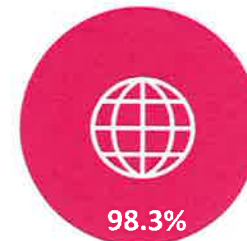
**Mean Bonus Gender Pay Gap**



**Median Bonus Gender Pay Gap**



**Males Received Bonus pay**



**Females Received Bonus Pay**

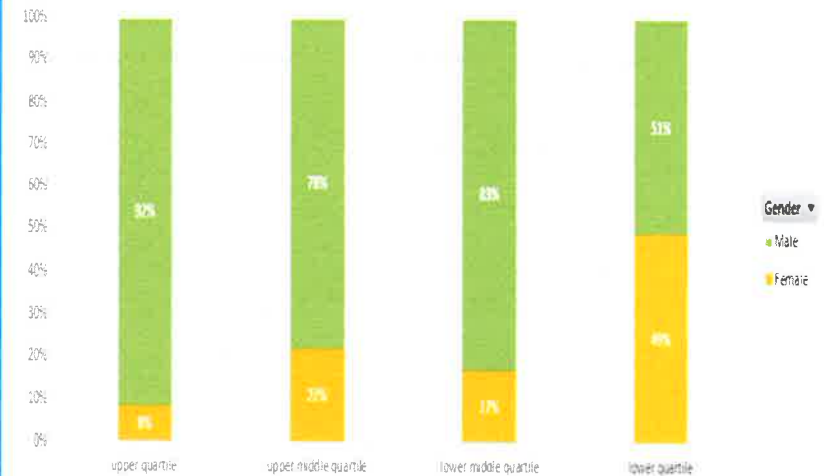
Diversity and Inclusion is critical to Citrix's mission and work to foster diversity of all backgrounds and experiences, including gender, age, race, ethnicity, religion, disability, sexual orientation and diversity of thought. We continue to proactively increase our gender balance, which will positively impact our gender pay gap now and in the future. We are also aware that improving our gender balance will boost and enhance our business outcomes and digital transformation. We are committed to increasing and improving through proactive campaigns and measurements. For example mentoring, diversity networks i.e. Women in Tech, recruitment strategies – including graduate/intern programs, improved family policies, external partnerships i.e. Princes Trust and work with local schools, proactive compensation planning, talent management and leadership programs.

Citrix System UK Ltd's mean gender pay gap for 2016/17 was 28%. This has improved in 2017/18 to 19.5%. We are pleased that this improvement puts us ahead of the average of 25% for technology companies in the UK. Although we have made positive progress we still know that there is more work to be done. We have also seen an improvement in our Median Gender Pay Gap for 2016/17 - from 31.2% to 17.5% for 2017/18. In addition, our Mean Bonus Gender Pay Gap has improved from 75% in 2016/17 to 45.9% for 2017/18.

The Median Bonus Gender Pay Gap is still an area we need to improve. Whilst the gap still looks high, this is mainly due to a significantly higher number of males who are on sales commission/bonus plans (uncapped) rather than other bonus plans (capped) within this population. As we continue to improve our gender balance this will in turn improve our gender pay gap results in all areas.

We are actively using our pay review processes, promotion cycle, talent and succession proposals and proactive hiring and retention strategies to ensure we continue a focused method to improve.

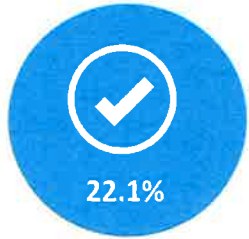
Proportion of males and females in each pay quartile



\* Data taken from the 6<sup>th</sup> April 2017 – 5<sup>th</sup> April 2018.

# Gender Pay Gap - Citrix R&D Limited 2017 – 2018

154 Employees as of 5<sup>th</sup> April 2018 (16% female and 86.36% male gender mix)



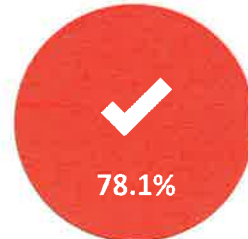
**Mean Gender Pay Gap**



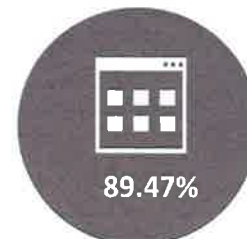
**Median Gender Pay Gap**



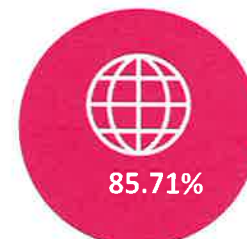
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**Females Received Bonus Pay**

Diversity and Inclusion is critical to Citrix's mission and work to foster diversity of all backgrounds and experiences, including gender, age, race, ethnicity, religion, disability, sexual orientation and diversity of thought. We continue to proactively increase our gender balance, which will positively impact our gender pay gap now and in the future.

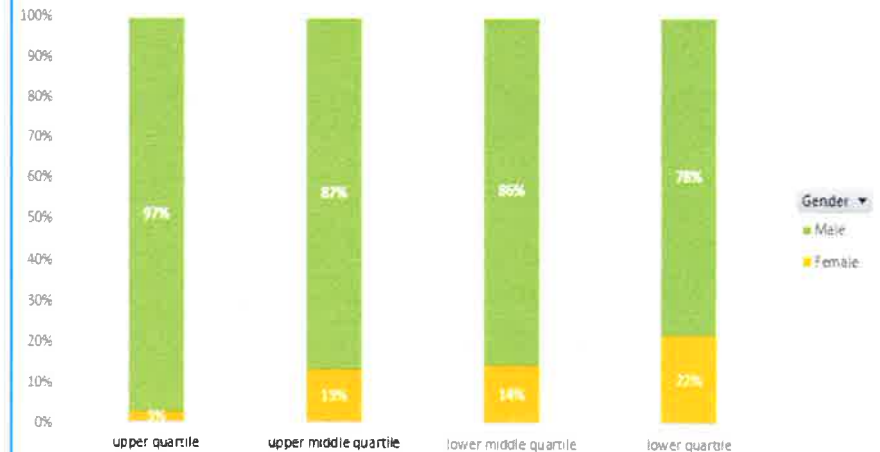
We are also aware that improving our gender balance will also boost and enhance our business outcomes and digital transformation. We are committed to increasing and improving through proactive campaigns and measurements. For example mentoring, diversity networks i.e. Women in Tech, recruitment strategies – including graduate/intern programs, improved family policies, external partnerships i.e. Princes Trust, Business in the Community and work with local schools, proactive compensation planning, talent management and leadership programs.

Citrix R&D Limited's mean gender pay gap result for 2017/18 was 22.1%, which is better than the industry average of 25% for technology companies in the UK. However we do still see this as an area that needs more work and focus for future. We have also seen a positive improvement in our Median Pay Gap for 2016/17, from 23.2% to 17.5% for 2017/18.

The Median Bonus Gender Pay Gap for 2016/17 was 66.7% and for 2017/18 is 78.1%. It is worth acknowledging that the gap looks high, however this is mainly due to a significant higher level of males working in engineering, therefore as we improve our gender balance this will also improve our gender pay gap results.

We are actively using our pay review processes, promotion, talent and succession proposals and proactive hiring and retention strategies to ensure we improve a focused method to improve.

Proportion of males and females in each pay quartile



\* Data taken from the 6<sup>th</sup> April 2017 – 5<sup>th</sup> April 2018.



# Citrix Diversity & Inclusion Framework

How We Are Organizing for Effectiveness



## Executive Programs

- Metrics
- Workforce & Succession Planning
- Specialized Training



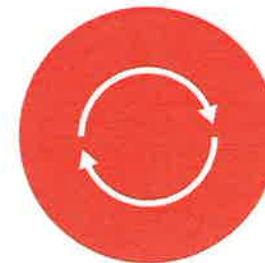
## Education & Events

- Development & Awareness
- Leadership Development Programs
- Sponsorship & Mentorship Programs



## Inclusion Networks

- Employee Resource Groups (ERG)
- ERG Leadership Committee
- Special Interest & Peer Groups



## Practices & Policies

- Talent Acquisition
- Talent Management
- Total Rewards
- Board Diversity
- Supplier Diversity



## Community Outreach

- Board Participation
- Outreach & Talent Pipeline

Diversity & Inclusion Executive Committee

## Improvement of our Gender Pay Gap Journey continues....

What we have done in the past year	Future actions to improve
<p>Launched (July 2017) a global new child leave policy for both males and females, offering 18 weeks' paid leave</p>	<p>Fostering Inclusion rolled out for all employees globally in 2018/19. In addition including Mitigating Bias in our people processes, by developing a set of Bias Mitigation tools for leaders and managers to use when executing their people processes to mitigation their unconscious bias</p>
<p>Hired critical roles to drive further focus: Senior Director Diversity and Inclusion; Director of Talent and Organisational Development; Employment Counsel – EMEA</p>	<p>On-going proactive approach to workforce planning, connected to our compensation and reward strategy, including succession planning, talent management and mobility</p>
<p>Taken a proactive approach to succession and talent management with a focus on diversity and inclusion</p>	<p>Continue to develop improved policies, benefits and people processes to align with our Company culture and improve our diversity and inclusion mission</p>
<p>Clarified our reward strategy to ensure that we fairly compensate both existing employees as well as new hires</p>	<p>Corporate Citizenship initiatives i.e. Princes Trust (Million Makers program, e-mentoring, World of Works). Build further momentum i.e. ICT days, school engagement, diversity events i.e. Pride, IWD etc.</p>
<p>Engaged with the local community - ICT days and building relationships with local schools</p>	<p>Mentoring platform for all employees</p>
<p>Holding leadership accountable to drive change in diversity and inclusion by embracing and applying our programs and practices</p>	<p>Roll out of a global Job Framework and Market Pricing for all employees to improve career progress, transparency and market competitiveness</p>



I confirm that the figures contained in this report have been verified and checked thoroughly to ensure complete accuracy.

Caoimhe Ni Ghiosain – International Controller, Citrix