

Improving Gender Diversity at Citrix: Our 2020 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 for their success.”

Mission

At Citrix, Diversity and Inclusion is about creating a better way to work through the power of human difference. We’re continuously working to create an environment of belonging, where we all feel that we fit in, can take risks and are empowered to contribute to the business as ourselves

Strategy

Create a better way to work through the power of human difference, empowered by authentic connections, and enabled by people-centered technologies. We will focus on four areas:

- Develop Diversity:** Reach new candidate sources and support employee growth
- Mitigate Unconscious Bias:** Remove the unconscious barriers to attract, develop, and retain the best talent from every background and identity
- Grow Inclusive Leaders and Teams:** Develop all Citrites to practice inclusion as the way we work
- Mobilize Our Employees:** Harness the passion in our workforce to experiment, learn, and grow together

Diversity, Inclusion and Belonging Goal

Create a culture of belonging, where we each feel that we fit in, can take risks, and are empowered to contribute as ourselves to drive the future of work.

For further information please see <https://www.citrix.com/about/diversity-inclusion/>

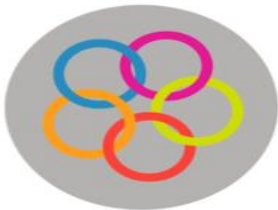
Total Rewards Strategy

To attract, retain and engage the best talent, Citrix will deliver a Total Rewards strategy that is employee-focused and market-competitive, encompassing our culture and values, driving business impact and results, and recognizing employee contributions.



Integrity

We act with honesty and hold each other accountable.



Respect

We are open, inclusive and empathetic.



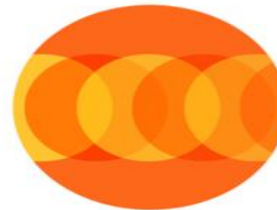
Curiosity

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.

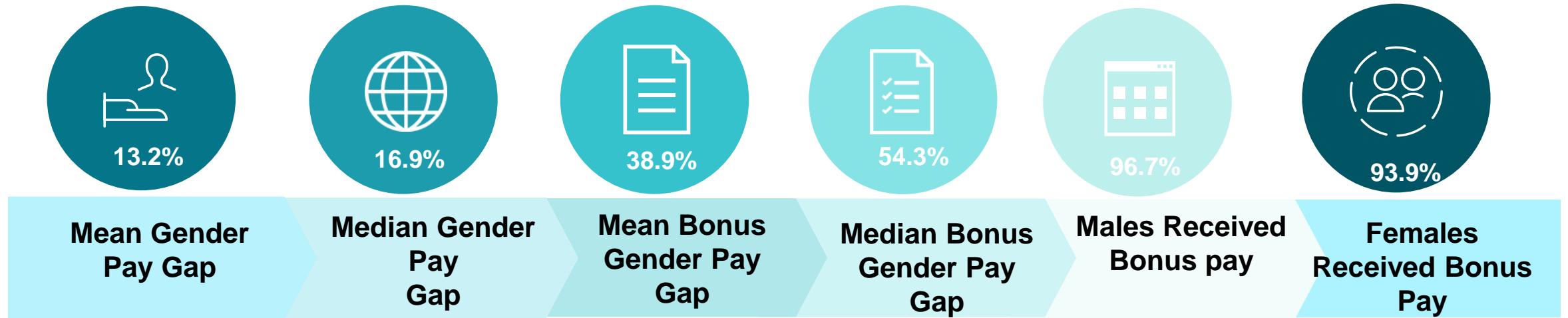
What do we mean by Gender Pay Gap?

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 2019-2020

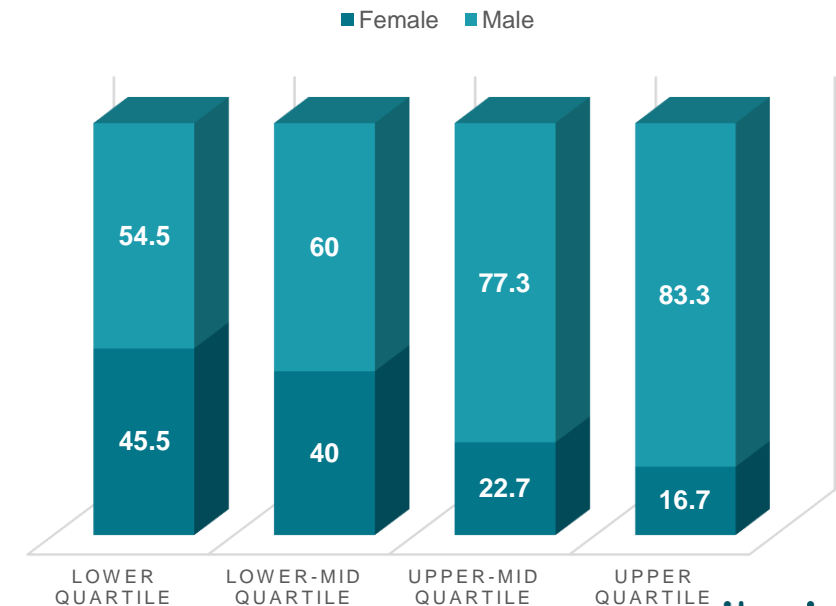
Total Employees: 260 (33% female and 67% male gender mix)



Diversity and Inclusion is critical to Citrix's mission 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. Focus on diversity, inclusion and belonging improves our gender balance and overall employee experience and will help enhance our business outcomes and digital transformation. We are committed to increasing female representation and improving gender balance through proactive campaigns and measurements, for example through mentoring, diversity networks such as Women in Tech, recruitment strategies (including graduate/intern programs), improved family policies, Employee Resources Groups to promote underrepresented groups, proactive compensation planning, and talent and leadership programs.

Citrix Systems UK Ltd's Mean Gender Pay Gap has continued in a downward trend from 19.8% in 2018/19 to **13.2%** in 2019/20. While we are committed to further improvement and hope that the action we are taking will see this happen in future years, Citrix's position is positive when compared to the trend for technology companies in the UK.

Our Mean Bonus Gender Pay Gap has significantly improved since reporting began and in 2019/20 is **38.9%**. While there is room for further progress, mean bonus gaps can paint a false picture as they do not account for the high proportion of male sales employees who have the opportunity to significantly over achieve on sales commission plans verses roles outside sales where bonus pay is a smaller, capped, percentage of total pay. The Median Bonus Gender Pay Gap is on a similar downward trend and for 2019/20 sits at **54.3%**. We are pleased to report that when we look at the pay quartiles for this year's results, we are seeing a positive trend showing a three year improvement in the percentage of women in higher paid quartiles. We are actively using our pay review processes, promotion cycle, talent and succession proposals, brandings, diversity toolkits and proactive hiring and retention strategies to ensure we continue a focused strategy to see an on-going positive trend.



* Data taken from the 6th April 2019 – 5th April 2020.

Gender Pay Gap - Citrix R&D Limited 2019– 2020

Total Employees: 180 (15% female and 85% 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



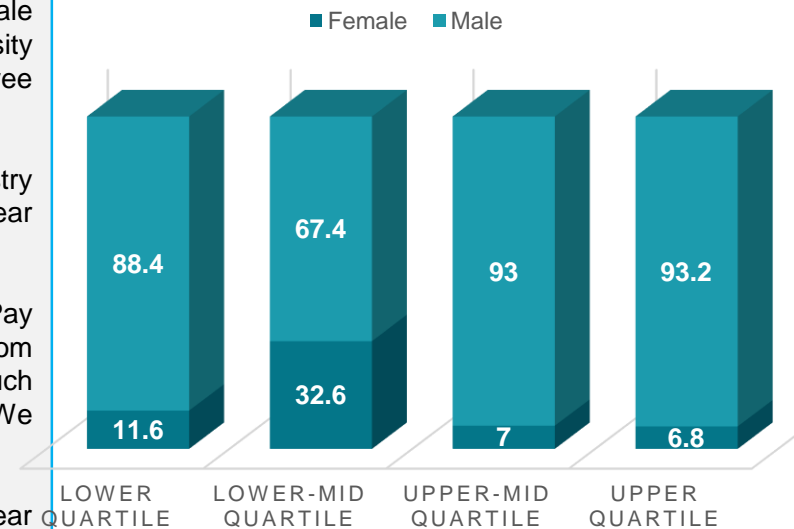
Females Received Bonus Pay

Diversity and Inclusion is critical to Citrix's mission 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. Focus on diversity, inclusion and belonging improves our gender balance and overall employee experience and will help enhance our business outcomes and digital transformation. We are committed to increasing female representation and improving gender balance through proactive campaigns and measurements, for example through mentoring, diversity networks such as Women in Tech, recruitment strategies (including graduate/intern programs), improved family policies, Employee Resources Groups to promote underrepresented groups, proactive compensation planning, and talent and leadership programs.

Citrix R&D Limited's mean gender pay gap result for 2019/20 was **16.1%** down from 24.5% in 2018/19. This is better than the industry average for technology companies in the UK, however we aim for improvements each year. Our Median Pay Gap is on trend over the year with a slight improvement and is currently at **13.5%** for 2019/20, down from 19.3% in the previous year.

The overall trend for both the Mean Bonus Gender Pay Gap and Median Bonus Gender Pay Gap is positive. The Mean Bonus Gender Pay Gap has improved from 69.2% in 2018/19 to **35.1%** in 2019/20 and the Median Bonus Gender Pay Gap has improved significantly from 54.7% to **3.0%**. This is contributed by higher bonuses received (including stock vesting) for female employees. However with the much lower number of female employees versus male employees (and typically the same within the industry), this is likely to fluctuate. We should remain focused on increasing the trend for higher numbers and more senior females, in the R&D business.

We are pleased to report that when we look at the pay quartiles for this year's results we are seeing a positive trend showing a three year improvement of women in the upper and lower middle quartiles - however the upper quartile is still challenging with a higher proportion of men in senior technology and engineering roles. We are increasing graduate and entry level headcount each year with a diverse focus, which is a long term strategy to improve gender balance, however it also impacts reporting due to these positions being more junior roles and not having a variable pay element. This will improve over time as we see our junior high potential and progress within our organisation.



Data taken from the 6th April 2019 – 5th April 2020.

Citrix Diversity & Inclusion Framework

How We Are Organizing for Effectiveness



Executive Programs

- Metrics
- Workforce & Succession Planning
- Specialized Training



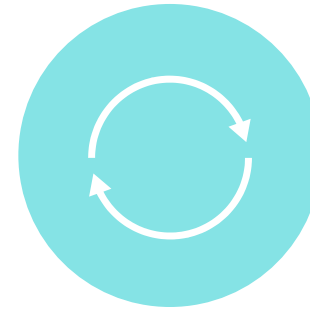
Education & Events

- 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>Foundation of a UK Employee Resources Group supporting under represented groups in our business</p> <p>Hosted an International Women's Day panel discussion on overcoming perceived barriers for career development</p> <p>Hosted a discussion on the challenges of fertility; infertility/subfertility, who is affected, some of the issues.</p>	<p>Continue to expand further our Diversity, Inclusion and Belonging Strategy globally within Citrix. This includes leveraging the Citrix re-brand and repositioning as an organisation providing opportunities and attraction into and from new talent pools.</p> <p>New Citrix Branding – Leveraging the flexibility messaging to attract and retain talent e.g. Remote work series for Managers, promoting flexibility keeping in mind carer responsibilities and work/life balance</p>
<p>Talent Acquisition colleagues completed 'Mitigating Bias' Training to educate, highlight and remove biases from our hiring processes</p> <p>Completed classroom training and programs on our new Learning Management System to continue to educate and development leadership and all employees in fostering inclusion and tools for Bias Mitigation</p>	<p>Investing in an Apprenticeship program for 2021/22 in Citrix Systems Ltd to provide a more diverse pipeline of candidates for the sales organisation and develop young talent</p> <p>We posit that the shift to a hybrid work model will have a positive impact on the diversification of our talent pool, aided by the remote and flexible working ethos of Citrix</p>
<p>Taken a proactive approach to succession and talent management with a focus on diversity and inclusion</p> <p>Mentoring program launch to help career opportunities and promote diversification of talent</p>	<p>Using Workday to support career development & talent management which aided a more consolidated approach to cross GEO Talent Management</p> <p>Tracking and analysis of mentoring program output as a mechanism to bolster career opportunities and promote diversification of talent</p>
<p>Further clarified our reward philosophy to bring additional focus for managers to apply the approach and principles. For example, we also include specific reference on pay equity</p>	<p>Introducing new leadership reward training covering fundamentals of managing compensation including application of the globally fair and consistent Job Framework, making appropriate reward decisions that are equitable and aligned to the Total Reward philosophy and strategy. We will also look to improve our leadership training and support for managers so they have access to more resources that will assist with making equitable and thoughtful reward decisions</p> <p>Extension of benefits supporting flexibility, home working and mental health with a particular focus on supporting employees returning from long term leave e.g. Maternity Leave</p>
<p>Holding leadership accountable to drive change in diversity and inclusion by embracing and applying our programs and practices</p>	<p>Further focus on mental health, wellness and flexible working to support all diverse backgrounds, plus further increasing our attraction and retention of talent for the UK</p>
<p>Invested in a Diversity & Inclusion Specialist, driving a diverse pipeline of external talent and increasing out external presence as a leading diverse employer</p>	<p>Based on our timely employee feedback Citrix will continue to promote policies, people and processes that align with our Company values and improve our diversity, inclusion and belonging journey</p>

I confirm that the figures contained in this report have been verified and checked thoroughly to ensure complete accuracy for both Citrix Systems Ltd and Citrix R&D Ltd.

MStelmach-Hansson
MStelmach-Hansson (Jan 13, 2021 11:08 GMT+1)

Malgorzata Stelmach-Hansson
Director International Accounting