



# 2017 Gender Pay Gap UK Regulatory Report

## Our Commitment to Diversity & Inclusion

McAfee is firmly committed to driving diversity in all forms. Diversity of thought creates more opportunities for real innovation, creativity and strategic problem solving. Bringing together different perspectives and experiences makes us all stronger while adding real value to our company, our solutions, and ultimately, to our customers.

Our commitment is about more than just the business benefits, however. It's also about every person's right to bring their authentic self to work and to contribute openly with their own unique perspectives and ideas. At McAfee, we promote acceptance in the workplace, and diversity and inclusion help form the foundation of our culture.

We wholly support the UK government's commitment to gender equality. We believe that by working in partnership with industry we can bridge the gender divide in the UK workplace—as is particularly evident in the cybersecurity industry. With a shortfall of two million cybersecurity roles predicted by 2019<sup>1</sup>, we urgently need both women and men to pursue a career in STEM.

While we know we won't see the dramatic shift this industry needs overnight, McAfee is committed to investing in new programmes and initiatives to drive change. We retain a dual focus on attracting women within the current talent pool to either continue or build a career in STEM, while simultaneously working to fuel the future talent pipeline with greater exposure and encouragement for the rewarding world of cybersecurity.

During this reporting period, McAfee (then known as Intel Security), operated as a part of Intel Corporation. Since our divestiture and relaunch of an independent McAfee on April 3rd, 2017, we have accelerated our commitment to diversity. New recruitment practices, role modelling programmes, strategic partnerships and company-wide trainings ensure diversity is part of our everyday vernacular at McAfee.

We look forward to continuing to build on this momentum and work together to drive positive change.

Chatelle Lynch  
Chief Human Resources Officer  
McAfee



<sup>1</sup>2016 ISACA Report

# UK Gender Pay Gap Analysis

Under new laws welcomed by McAfee, all employers in the UK with 250 or more employees must report statutory calculations indicating their gender pay gap size.

McAfee is proud to be a responsible business that believes in the economic empowerment of women. With females representing just 26%<sup>2</sup> of the UK high-tech population, and dropping to only 17% for technical roles, we recognise the importance of shining a light on diversity and working together to actively encourage more females into the industry.

This report follows the government's required methodology, which consists of:

- Using hourly rates of pay to generate a "pay gap" of all male and female employees using a mean and a median figure.

**Key consideration:** This data does not account for comparisons of role and seniority; and therefore, does not directly compare men and women performing the same roles. McAfee has a total female UK population of 18.9% and has more men in technical, sales and senior roles, which are higher earning roles.

- Providing gender data on the snapshot date of April 5th, 2017. It includes all employees paid their usual full pay in the qualifying pay period that included the snapshot date as well as their gender. Pay includes ordinary and bonus paid in the snapshot period, calculated to an hourly rate.

**Key consideration:** Data does not account for prorated bonus earnings for part-time employees. McAfee offers flexible working options. Of the total UK McAfee female population, 10.7% were in part-time, flexible roles at the snapshot date (compared with just .86% of the total UK male population). Part-time employees' annualised bonus amounts are not reflected in this report.

- Bonuses include any rewards paid during the period of 6th April 2016 – 5th April 2017 related to: profit-sharing, productivity, performance, incentive, commission.

**Key consideration:** With more men in commission-based roles (sales) than women, men represent a higher percentage securing greater bonuses due to role type.

<sup>2</sup>"Addressing the Gender Pay Gap in the Tech Industry," Mercer

## UK Workforce Total UK Gender Split

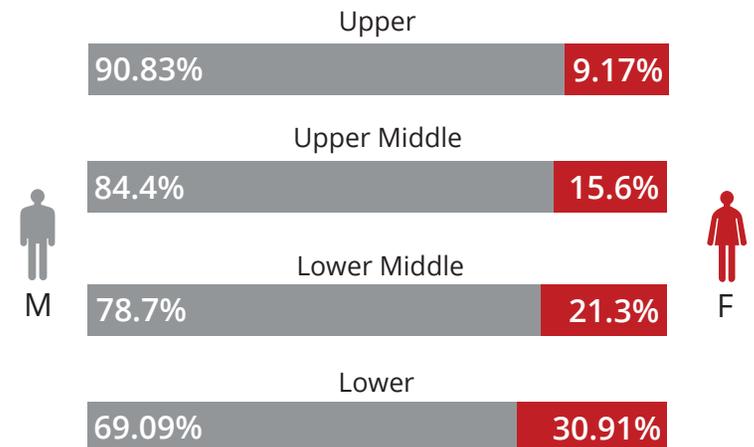


## UK Gender Pay Gap Results Pay and Bonus Gap

	Mean	Median
Hourly Rate of Pay	24.79%	26.17%
Bonus Pay	49.62%	39.30%



## Proportion of Male and Female UK Employees in Each Quartile Band



# Our Approach to Supporting Women in the Workplace

## Recruitment and Hiring Practices

Our hiring strategy focuses on both today's available talent, as well as cybersecurity exposure to young women to encourage them to enter the industry. In an industry underrepresented by women, the gender gap as detailed in this report won't change overnight. Below are some of our efforts designed to close the gap.

### Recruiting for Today

- **Hiring Panel:** McAfee requires a female on every hiring panel. This means a candidate will always be interviewed by at least one woman.
- **Values-Based Interviews:** In 2017, McAfee introduced values-based behavioural interviewing to provide impartial assessments and remove any unconscious biases.
- **Return to Work Programmes:** McAfee is launching a number of new Return to Work programmes for those who have taken career breaks. We piloted this programme successfully in Ireland and will launch across the UK in 2018.

### Recruiting for Tomorrow

- **McAfee Explorers:** In 2018, McAfee launched this job shadowing programme that allows 11-18 year olds to learn about a career in cybersecurity. Young girls learn the requisite skills in this IT sector, hear more on a day in the life of a female data scientist or engineer and gain key connections to start the path of joining cybersecurity.
- **McAfee's Online Safety Programme for Kids:** This program has already reached more than 500,000 children. Run and organised by McAfee volunteers, our employees give back to local communities by teaching children about online safety and in the process, expose young children to a career in cybersecurity.

## Authorised Signature

I confirm that the data contained within this report is accurate and meets the requirements of the Gender Pay Gap reporting regulations.



## Rewards and Benefits

- **Maternity Leave:** McAfee offers maternity leave at a full year. This includes 39 weeks paid leave with the first 26 weeks paid at 100%. New parents are also offered a flexi-time option for the first year after maternity/adoption/parental leave to return to work on a gradual or phased basis.
- **Childcare Vouchers:** McAfee offers childcare vouchers for greater financial support for families, encouraging women to return to work after maternity leave.
- **Mother's Rooms and Parking:** In 2018, Mother's Rooms (for breastfeeding) will be added to two UK sites and all UK offices will have dedicated parking for pregnant women.

## Education and Training

- **Unconscious Bias Training:** All employees participate in unconscious bias training to identify any biases and gain guidance for overcoming these.
- **Events:** McAfee is an active supporter of events and celebrations such as International Women's Day and International Day of the Girl. This vocal support, internally and externally, creates a safe and welcoming environment for our female employees and encourages other women to consider McAfee.

## Women in Security – McAfee Community

- **WISE:** McAfee's employee-run resource group, Women in Security (WISE), relaunched in 2017 as part of the new McAfee, and in 2018, two new UK site chapters will be added. Our WISE community supports our female population with career development opportunities, mentoring and profile-raising opportunities.