

UK Gender Pay Gap Report 2018



As part of McAfee's commitment to build a better, more balanced workplace and community, we wholly embrace the UK Gender Pay Gap report. This year's calculations cover our first full year, following the launch of McAfee (previously known as Intel Security) as an independent, standalone company in April 2017.

At McAfee, inclusion and diversity are central to who we are. Diverse perspectives and human experiences lead to more creative approaches to solve challenges. Inclusive teams deliver better results. All of which is critical to achieving our mission as cybersecurity threats become increasingly complex.

In an industry where just eight percent¹ of women make up the total cybersecurity workforce in the UK, we know the needed change won't happen overnight. In shaping a more balanced workforce, we recognise our role as two-fold. Firstly, we focus on the women in today's workforce and ensure we're developing and supporting their career journey within cybersecurity. Women representation on hiring panels, inclusive benefits and flexible working options for new parents are some of the ways we do this.

Secondly, we invest in programs that inspire and encourage tomorrow's workforce to pursue a STEM career. Through job shadowing programs and community outreach efforts, we show young girls what a career in

cybersecurity could hold.

More importantly, an essential part of our commitment to equality and inclusion comes from the actions we put behind our beliefs. This is why we announced our commitment to achieving and maintaining global gender pay parity in 2018—a first within the cybersecurity industry.

We look forward to driving positive change, actively encouraging more women into the industry and advancing gender equality throughout the world.

Chatelle Lynch,
SVP and Chief Human Resources Officer



¹ 2017 (ISC)2 Report

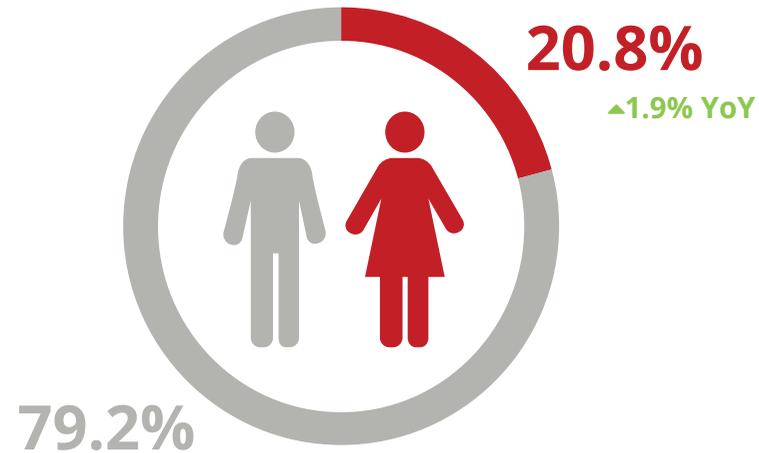
OUR RESULTS AND ANALYSIS

Under UK regulations welcomed by McAfee, all UK employers with 250 or more employees must disclose gender pay gap information following the calculation methodology outlined by the Government Equalities Office. Calculations are made by comparing the average of all women's pay and the average of all men's pay. This is different from an equal pay assessment, which analyses the pay of women and men in comparable roles. Data reflected in this report is from the snapshot date of April 5, 2018, and the bonus information from the prior 12 months.



GENDER SPLIT

Total UK Gender Split



UNDERSTANDING THE GAP

Gender gap in cybersecurity: Currently, women make up just eight percent¹ of the cybersecurity workforce in the UK. With a shortage of women cybersecurity professionals, we're pleased to see an increase in women representation while recognising there is more that needs to be done.

¹ 2017 (ISC)2 Report



BUILDING THE TALENT PIPELINE

We are committed to addressing the underrepresentation of women in our industry and in our business. We ensure our hiring practices connect us with top female talent from today's available talent pool while we also fuel the next generation's interest in cybersecurity.



Ensuring female representation on hiring panels: McAfee requires a woman on every hiring panel. This means a candidate will always be interviewed by at least one woman, ensuring diverse perspectives are considered in every new hire decision.



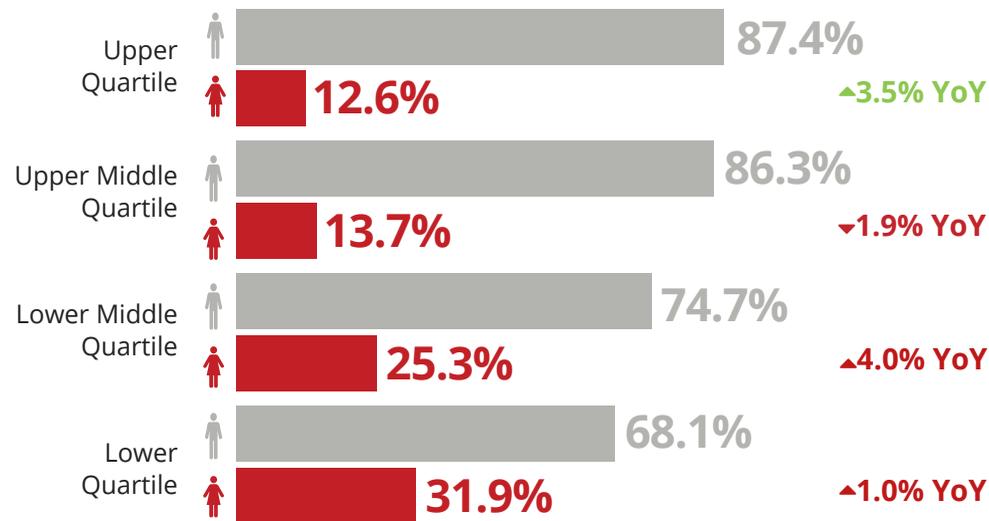
Interviewing based on values: McAfee continues to leverage values-based behavioural interviewing to provide impartial assessments and help address any unconscious bias.



Developing the talent pool of tomorrow: We look for ways to inspire and support our inclusive and diverse workforce across the generations. Through our job shadow and educational programs, including McAfee Explorers, McAfee Online Safety Program for Kids and our annual Bring Your Kids to Work event, we inspire young girls and boys to learn the requisite STEM skills and encourage them to pursue a cybersecurity career.

GENDER SPLIT BY LEVEL

Proportion of Male and Female UK Employees in Each Quartile Band



SUPPORTING THE DEVELOPMENT, ADVANCEMENT AND RETENTION OF WOMEN

We retain a focus on increasing the representation of our women across all professions and levels by providing opportunities for growth and ensuring our culture is one where all can thrive.



Inspiring future leaders: After planning and preparation in 2018, we will offer development opportunities specific to women through designated learning tracks and high-potential programs to build tomorrow's leaders in 2019.



Providing equal advancement: Our Diversity Impact Analysis applied to McAfee programs helps address unconscious bias that may impact promotions or awards.



Building community with ERGs: Our Women in Security (WISE) Community provides career growth for women. In 2018, WISE expanded to our Aylesbury office.



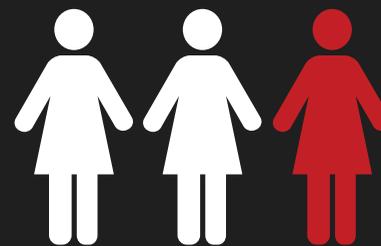
Launching our Diversity & Culture Council: This global initiative focuses on creating an infrastructure for an integrated diversity and workplace culture strategy. UK volunteers ensure successful implementation of all their site-specific initiatives.



Offering inclusive benefits: We continue to offer expanded maternity pay with the first 26 weeks of maternity and adoption leave paid at 100% of salary. Since our last report, we established dedicated parking for pregnant women and mothers' rooms for breastfeeding support.

UNDERSTANDING THE GAP

Fewer women are in senior positions: The analysis of our gender pay gap demonstrates a sizable challenge within our industry—gaining more women in senior positions. However, this challenge permeates all levels since statistically, we see more men than women pursue a cybersecurity career. Changing perceptions of a career in cyber while developing and encouraging women into senior positions are critical focus areas in creating greater gender balance.

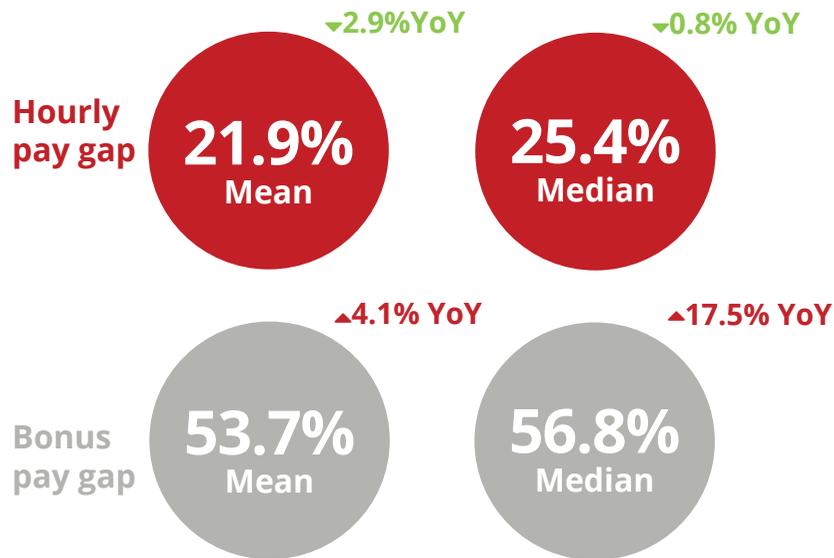


One in three women at McAfee are in middle management or above:

While proportionally we have more men at every level, stemming from cybersecurity being a traditionally male-dominated profession, we are proud to see that of the women employed in our UK business, nearly one in three are in the "upper-middle" or "upper" quartiles. This reflects our concentrated efforts to recruit, develop and retain women.

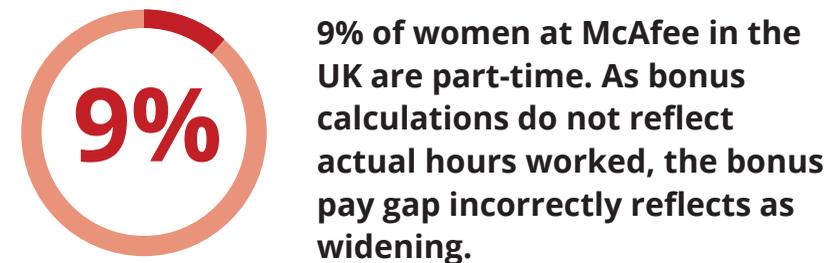
GENDER PAY DATA

Pay and Bonus Gap



Portion of Employees Receiving Bonus Pay

Male 92.3% Female 93.7% (▲0.8% YoY)



CLOSING THE PAY GAP

While an hourly pay gap still exists, our mean gap decreased by 2.9% and our median declined 0.8%. Though change won't happen overnight, we remain committed to driving the change our industry needs.



Offering referral bonus for diverse hires:

We incentivised current employees to really explore their networks for qualified women to apply for a role at McAfee.



Leading the industry on pay parity:

We believe each employee should be compensated fairly and equally, regardless of gender, when controlling for factors such as performance, tenure and experience. In 2018, we began our first annual audit of our global employee base to address any gender pay gaps and achieved gender pay parity in 2019. It's important to recognise equal pay assessments analyse women and men in comparable roles while calculations in this report are made comparing the average of all women's pay and the average of all men's pay.

UNDERSTANDING THE GAP

Fewer women in commission-based (sales) roles:

Bonus calculations include awards related to profit-sharing, productivity, performance, incentive and commission. While a comparable portion of men and women received bonus pay, the bonus gap exists in large part due to a difference in role type—more men are in commission-based roles (sales) than women.

More women in part-time roles:

Of the total number of women in the UK McAfee population, nine percent were in part-time, flexible roles at the snapshot date compared with just one percent of men. During the reporting period, McAfee overachieved against financial targets resulting in above average bonus payments. But because required calculations do not annualise bonuses of part-time employees and more part-time employees are women, the bonus pay gap incorrectly reflects as a widening gap.

Authorised Signature

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



About McAfee

McAfee is the device-to-cloud cybersecurity company. Inspired by the power of working together, McAfee creates business and consumer solutions that make our world a safer place. By building solutions that work with other companies' products, McAfee helps businesses orchestrate cyber environments that are truly integrated, where protection, detection, and correction of threats happen simultaneously and collaboratively. By protecting consumers across all their devices, McAfee secures their digital lifestyle at home and away. By working with other security players, McAfee is leading the effort to unite against cybercriminals for the benefit of all.

www.mcafee.com



LEARN MORE

Belong at McAfee

Learn more about McAfee's commitment to inclusion and diversity.

McAfee.com/Inclusion



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