



UK Gender Pay Gap Report 2019



McAfee[™]



We remain committed to making McAfee a great place to work where all unique perspectives are valued, and all voices are heard — where all can belong. Together is power.

At McAfee, inclusion and belonging are central to who we are. Without the range of life experiences people bring through the door, innovation stalls. Without varying perspectives working together to solve tomorrow's toughest cybersecurity challenges, we can't deliver on our mission to protect all the matters.

Our commitment to equality runs deep and we've made significant progress in our first two years. Our progress includes reaching an important milestone; we were the first large, pureplay cybersecurity company to achieve pay parity globally and continue to uphold this. But we also recognize the need to continually evolve our efforts — especially in an industry where just 24 percent of today's global cybersecurity workforce are women.*

To fulfill our vision of a more balanced workplace and community, our multifaceted approach focuses on attracting and hiring top talent, cultivating an environment where everyone thrives, and igniting change within our industry and community.

* (ISC)² Cybersecurity Workforce Study: Women in Cybersecurity

Some of the ways we've moved the needle in the last year include instituting our Return to Workplace program in the UK, expanding our McAfee Women in Security Community to additional UK sites, and increasing our youth outreach.

Our belief in the power of transparency is also why we publicly disclosed our workforce demographics in the last year. We hope our transparency not only holds us accountable, but also drives awareness and inspires change.

We look forward to continuing to pave the way for positive change by refining our hiring practices, ensuring equal career progression opportunities, and actively developing interest in cybersecurity in future generations.

Chatelle Lynch,
SVP, Chief People Officer



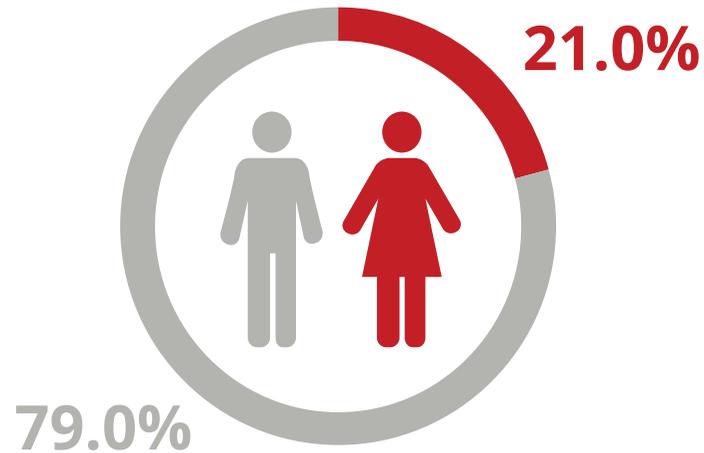
OUR RESULTS AND ANALYSIS

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 compare the average of all women's pay to 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, 2019, and the bonus information from the prior 12 months.



GENDER SPLIT

Total UK Gender Split



UNDERSTANDING THE GAP

Gender gap in cybersecurity: Currently, 24 percent of today's global cybersecurity workforce are women. Because of a shortage of cybersecurity professionals who are women, we're pleased to see an increase in women representation while recognising there is more that needs to be done.



CONNECTING WITH TOP TALENT

We remain committed to addressing the underrepresentation of women in our industry in business. Our hiring practices connect with women from today's talent pool and fuel the next generation's interest in cybersecurity.



Ensuring representation on hiring panels: We assemble a diverse hiring panel for every role, so each candidate is considered from varying perspectives. To support requests for women interviewers, our recruiters partner with members of our McAfee Women in Security Community who are trained in interview techniques.



Welcoming women back to the workforce: Our 12-week Return to Workplace program taps into the experience of those who may have paused their career to raise children, care for loved ones, or serve their country. We recently launched this program in the UK to help talented women reenter the tech space with resources and support.



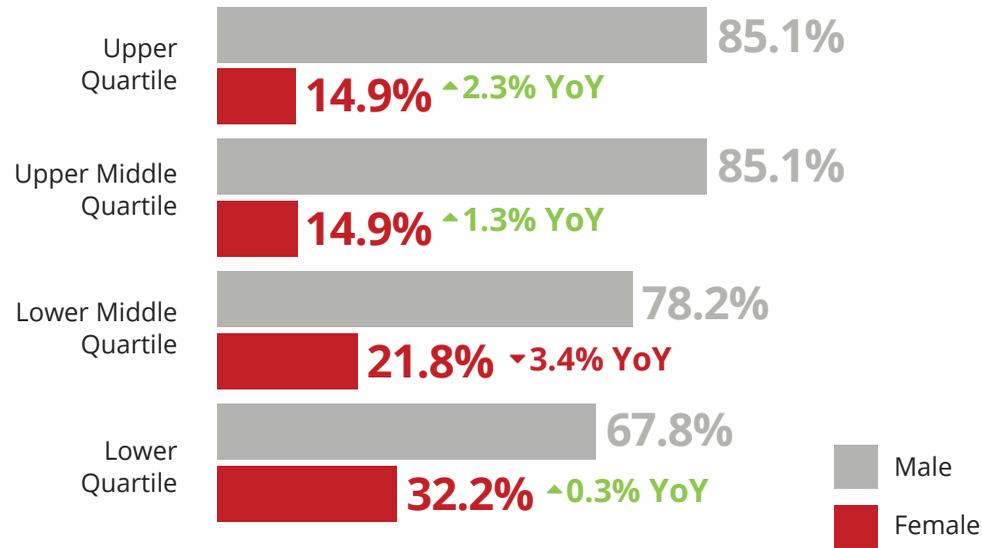
Interviewing based on values: McAfee continues to leverage values-based behavioural interviewing to provide impartial assessments and minimize any unconscious biases. Since our last reporting period, we offered hiring managers a refresh course to brush up on our values-based methodology.



Developing the talent pool of tomorrow: McAfee's Online Safety Program and annual Bring Your Kid to Work event teaches cyber safety and helps children realize they can boldly pursue an incredible cybersecurity career no matter their gender or background. UK employees further drive STEM interest in young girls through outreach events, including Coder Dojo events, hackathons, and cyber career clinics.

GENDER SPLIT BY LEVEL

Proportion of Male and Female U.K. Employees in Each Quartile Band



UNDERSTANDING THE GAP

Fewer women hold senior positions: Our gender pay gap analysis demonstrates a sizable challenge in all industries—fewer women are in leadership roles. This challenge disproportionately affects our industry and business because more men than women pursue cybersecurity as a career. Changing perceptions of a career in cybersecurity and offering development opportunities for women remain a critical focus in creating greater gender balance.

HELPING WOMEN THRIVE IN THE WORKPLACE

We retain a focus on increasing the representation of women across all professions and levels by offering development, providing inclusive benefits and advancement opportunities, and ensuring our culture is one where all can thrive.



Setting the tone from the top: We recognize the power people leaders hold in shaping our inclusive culture. That’s why, in addition to the unconscious bias training required of all our employees, we incorporated education about leading inclusive teams into our mandated training for all people leaders.



Developing future leaders: To build future leaders, we launched a high-potential program in the last year. Of the UK participants, 66.7% were women. In addition, we released a two-day course that covers foundational leadership skills for all employees to provide everyone equal opportunities for growth.



Driving an inclusive culture: Our Diversity & Culture Council supports initiatives focused on an inclusive culture. Between hosting International Women’s Day selfie competitions and supporting local events of our McAfee Women in Security Community, our UK offices drive inclusion.



Building community with ERGs: Our McAfee Women in Security Community connects women in our business with networking and career growth opportunities. Since the last reporting period, this community expanded to Aylesbury and launched a mentor program to help women reach their career best.



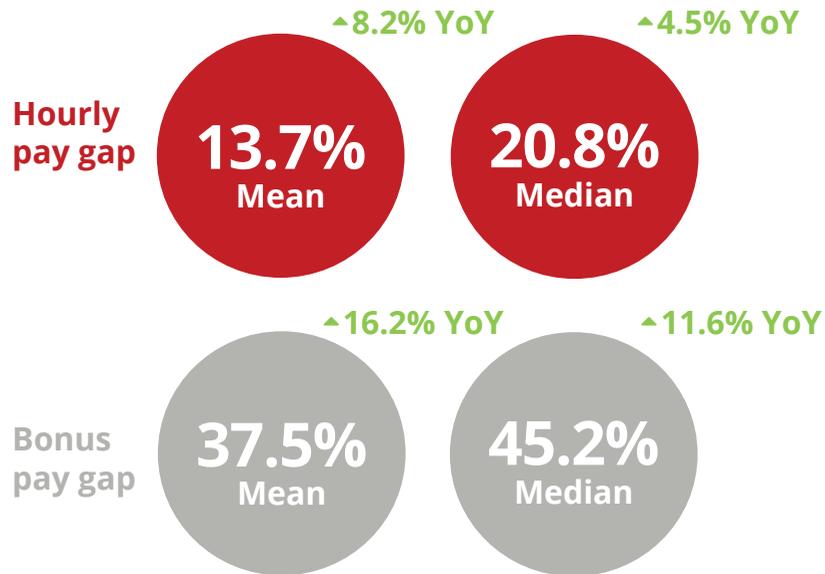
Offering family-friendly benefits: On top of continuing to offer expanded pay with the first 26 weeks of maternity leave and adoption leave paid at 100% of salary, dedicated parking for pregnant women and nursing rooms, we now provide fertility support and send gift baskets to those who recently grew their families.



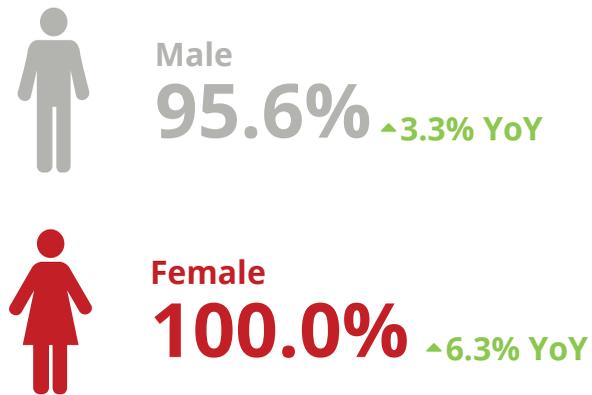
Ensuring equal advancement: When considering opportunities for advancement, we perform a Diversity Impact Analysis. Our guiding principle is to ensure that, at a minimum, any promotions or rewards are representative of each diverse group’s populations within each organization.

GENDER PAY DATA

Pay and Bonus Gap



Portion of Employees Receiving Bonus Pay



CLOSING THE PAY GAP

While an hourly pay gap still exists, our mean gap decreased by 8.2 percent and our median declined 4.5 percent. Though change won't happen overnight, we remain committed to driving the change our industry needs.



Leading the industry on pay parity: We believe each employee should be compensated fairly and equally for their contribution and impact to the company, regardless of gender or ethnicity. As the first large, pureplay cybersecurity company to reach pay parity globally, we remain committed to upholding pay parity for all. It's important to recognise equal pay assessments analyse women and men in comparable roles while calculations in this report compare the averages of all women's pay and all men's pay.

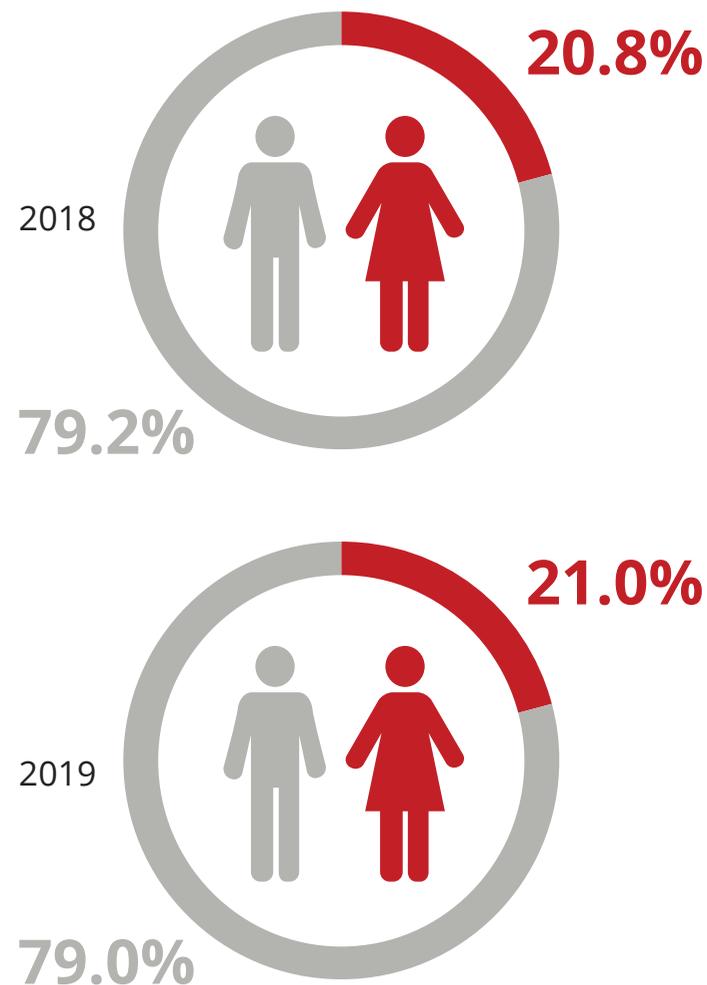
UNDERSTANDING THE GAP

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

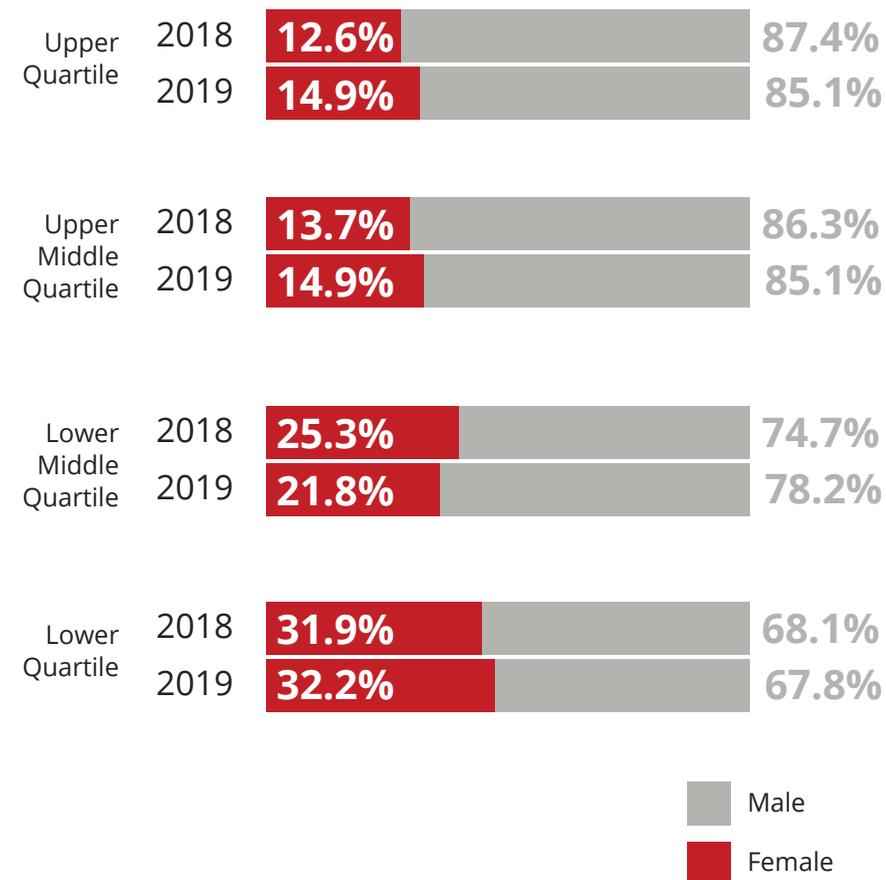
More women in part-time roles: During the reporting period, McAfee overachieved against financial targets and awarded above average bonuses. However, because the bonus pay gap calculation does not annualise bonuses for part time employees and eight percent of the UK women population held part-time, flexible roles compared with just two percent of men, the bonus pay gap incorrectly reflects as a widening gap.

YEAR-ON-YEAR COMPARISON

TOTAL UK GENDER SPLIT

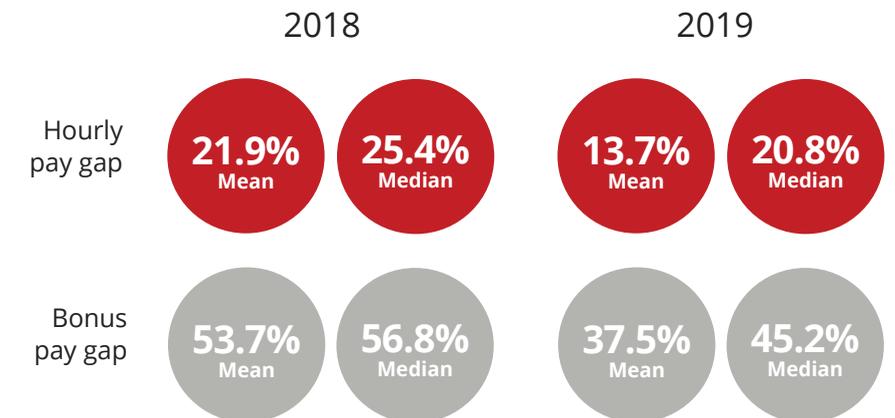


GENDER SPLIT BY LEVEL



GENDER PAY DATA

Pay and Bonus Gap



Portion of Employees Receiving Bonus Pay



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.

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DECEMBER 2020

Authorised Signature

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

A handwritten signature in red ink, appearing to read "Chadly Adje".

LEARN MORE

Belong at McAfee

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

McAfee.com/Inclusion