

Improving Gender Diversity at Citrix | Our 2021 Gender Pay Gap Results

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.



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.



Donna Kimmel
SVP & Chief
People Officer

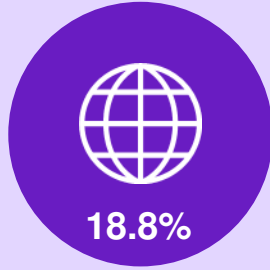
“At Citrix, diversity and inclusion is central to our mission. Celebrating human difference is a key part of our overall people and business strategy, and one of the most important and meaningful expressions of our values. It’s how we create a safe, engaging environment where people can do their best work and be rewarded for their success.”

Gender Pay Gap - Citrix Systems UK LTD 2020-2021

Total Employees: 267 (30% female and 70% male gender mix)



Mean Gender Pay Gap



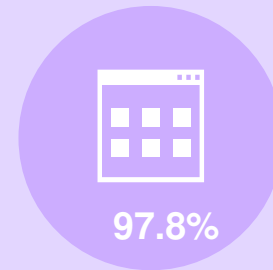
Median Gender Pay Gap



Mean Bonus Gender Pay Gap



Median Bonus Gender Pay Gap



Males Received Bonus pay



Females Received Bonus Pay

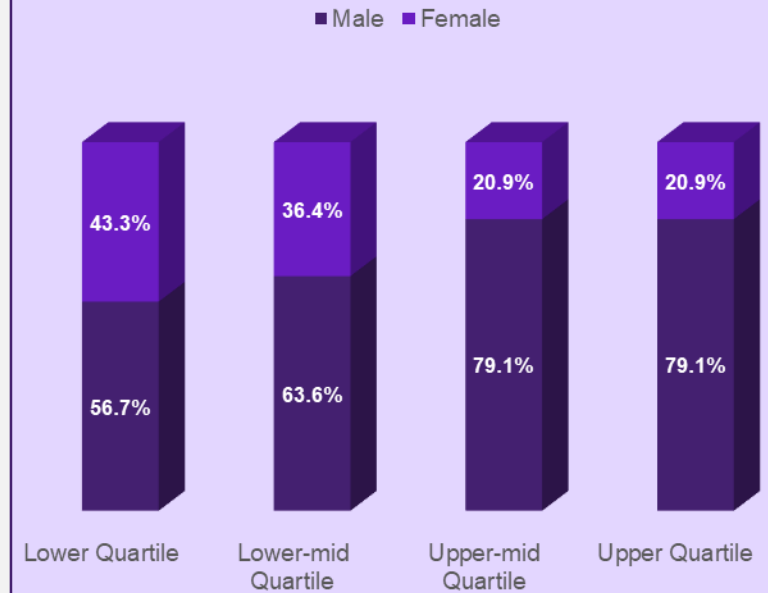
* Data taken from the 6th April 2020 – 5th April 2021

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. Over the last three years we have continued 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 13.2% in 2019/20 to **12%** in 2020/21. 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.

There has been an uptick in our Mean Bonus Gender Pay Gap since 2019/20, from 38.9% to **44.4%** primarily driven by sales commission which was significantly higher than forecast, driven by the pandemic. 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. In addition, variable pay plans can vary significantly year on year based on performance. A similar uptick was seen in the Median Bonus Gender Pay Gap, which has increased from 54.3% in 2019/2020 to **62.1%** in 2020/2021. However, the overall bonus gap has reduced since reporting began in 2016/2017, where the Mean Bonus Gap was at 75%.

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.

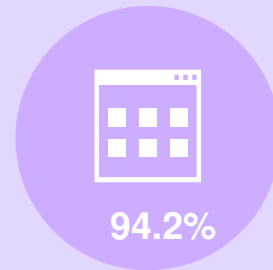
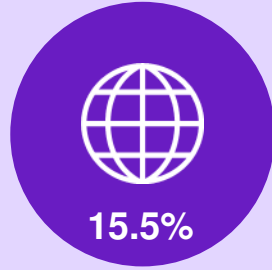


J Christopher
 Jane Christopher
 Director, HR Business Partnering
 Date: 11 March 2022



Gender Pay Gap - Citrix R&D Limited 2020-2021

Total Employees: 210 (18% female and 82% 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

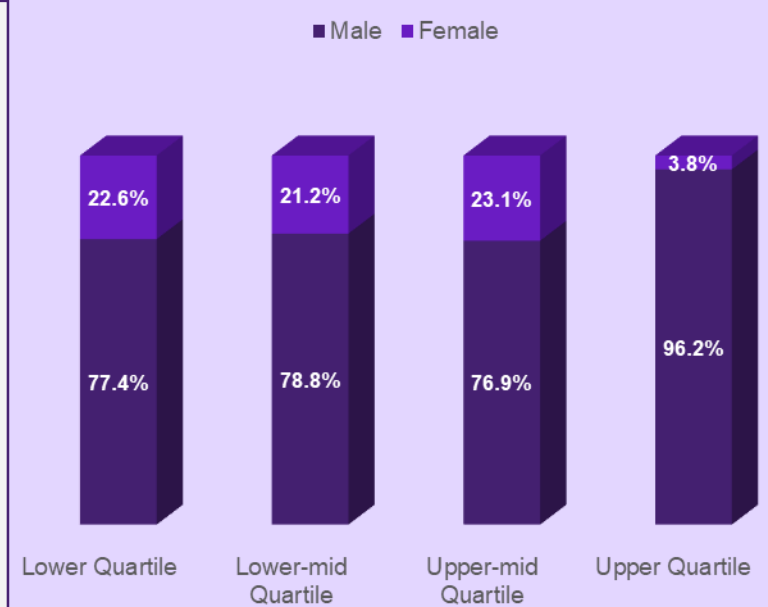
* Data taken from the 6th April 2020 – 5th April 2021

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 2020/21 was 31%, up from 16.1% in 2019/2020. Our Median Pay Gap is on trend over the year with a slight increase and is currently at 15.5% for 2020/21, up from 13.5% in the previous year. As the proportion of females in R&D is low, any small movements in population can have a significant impact on the reported pay gap. There has been a targeted effort to hire females through the college recruiting programme, bringing a greater proportion of females into more junior level positions. Citrix R&D has also seen an increase in male representation at the more senior levels, which has impacted the reported pay gap figures.

The Mean Bonus Gender Pay Gap has increased from 35.1% in 2019/20 to **52.4%** in 2020/21 and the Median Bonus Gender Pay Gap has increased from 3.0% to **27.2%**. With the much lower number of female employees versus male employees (and typically the same within the industry), this is likely to fluctuate. The overall trend since reporting began has seen an overall decrease in the bonus pay gap figures. We should remain focused on increasing the trend for higher numbers and more senior females in the R&D business.

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.



Emily Sundler
 Emily Sundler
 Director, HR Business Partnering
 Date: 11 March 2022



Our diversity, equity, inclusion, and belonging strategy and framework

Cultivate a culture of belonging with a focus on representation and the employee experience where every Citrite feels welcomed, valued, respected, heard and empowered to innovate and grow themselves and the business.

Develop diverse pipelines. Reach new candidate sources and support employee growth, development, and advancement.

Promote equity and mitigate unconscious bias. Design processes, practices and programs that interrupt biased decision-making and lead to equitable outcomes.

Grow inclusive leaders and teams. Demonstrate commitment, courage, cognizance of bias, curiosity, and cultural intelligence to inspire collaboration and belonging

Empower our employees to drive change. Harness the energy of our workforce to inspire systemic change in our workplace, industry, and communities



Improvement of our Gender Pay Gap Journey continues...

	What we have done in the past year	Future actions to improve
Programmes & Events	<p>Continuation of the UK Employee Resources Group supporting under represented groups in our business.</p> <p>Continued diversity training and awareness. Rolled out pilot of IAMCitrix, raising awareness of culture and diversity within Citrix.</p> <p>Launched the Space to Succeed programme, promoting remote / flexible working and enabling us to access a wider, more diverse talent pool.</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 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>Building on Space to Succeed hybrid program and 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, expanding our talent pool beyond only gender e.g. disability, family commitments etc.</p> <p>Global roll out of IAMCitrix to continue raising awareness of our culture, diversity and inclusion within Citrix.</p> <p>Continue to leverage International Women's Day to raise understanding and discussion on removing barriers on career and role advancement</p> <p>Look into possibilities for policies to support employees in relation to fertility and pregnancy loss for 2022/23</p>
Talent Acquisition	<p>Talent Acquisition colleagues completed 'Mitigating Bias's training to educate, highlight and remove biases from our hiring processes.</p> <p>Using Workday to support career development & talent management which aided a more consolidated approach to cross GEO Talent Management & career opportunities</p>	<p>Continue to invest in a broader talent pool through Space to Succeed with the shift to a hybrid work model. This will have a positive impact on the diversification of our talent pool, aided by the remote and flexible working ethos of Citrix, opening up further career opportunities.</p>
Talent Mgmt. & Development	<p>Taken a proactive approach to succession and talent management with a focus on diversity and inclusion and with respect to increasing the appointment of female employees in sales roles and more senior engineering/R&D roles, where possible.</p> <p>Access to LinkedIn Learning, educating and developing leadership and all employees in fostering inclusion and tools for Bias Mitigation</p> <p>Mentoring program launch to help career opportunities and promote diversification of talent</p>	<p>Tracking and analysis of mentoring program output as a mechanism to bolster career opportunities and promote diversification of talent including the increase in appointment of female employees in sales roles and more senior Engineering/R&D roles, where possible.</p>
Reward	<p>Continued to promote our reward philosophy to bring additional focus for managers and human resources colleagues to apply the approach and principles in their daily considerations relating to employee pay.</p> <p>A greater focus on a proactive consideration of pay equity at a global and country level. Continue to include achievement of pay equity goals for the Executive Leadership Team as a factor in executive compensation.</p> <p>Delivered training on Total Rewards philosophy and principles to further raise awareness on the importance of applying the job framework in a consistent and equitable way.</p>	<p>Expansion of leadership reward training for new leaders 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 TR philosophy and strategy. We will also continue 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>Continued monitoring of benefits to support flexibility, home working and mental health with a particular focus on supporting employees returning from long term leave e.g. Maternity Leave</p>
D & I	<p>Holding leadership accountable to drive change in diversity and inclusion by embracing and applying our programs and practices</p> <p>Continued focus through our HR leadership and Diversity & Inclusion team to drive a diverse pipeline of external talent and increasing our external presence as a leading diverse employer</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>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>

SIGNATURE CERTIFICATE



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Executed At
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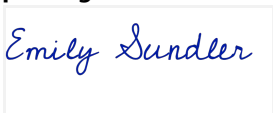
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application/pdf

File Size
946 KB

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SIGNERS

SIGNER	E-SIGNATURE	EVENTS
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AUDITS

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