



F5 Limited UK Gender Pay Gap Report 2022

We are continuing to make progress on reducing our gender pay gaps. Although they are still high—like many employers in our sector—we are pleased to see them moving in the right direction.

In this report, we set out F5's gender pay gap statistics for 2022, explain the reasons for the gaps, and detail our long-term measures to reduce our gaps.



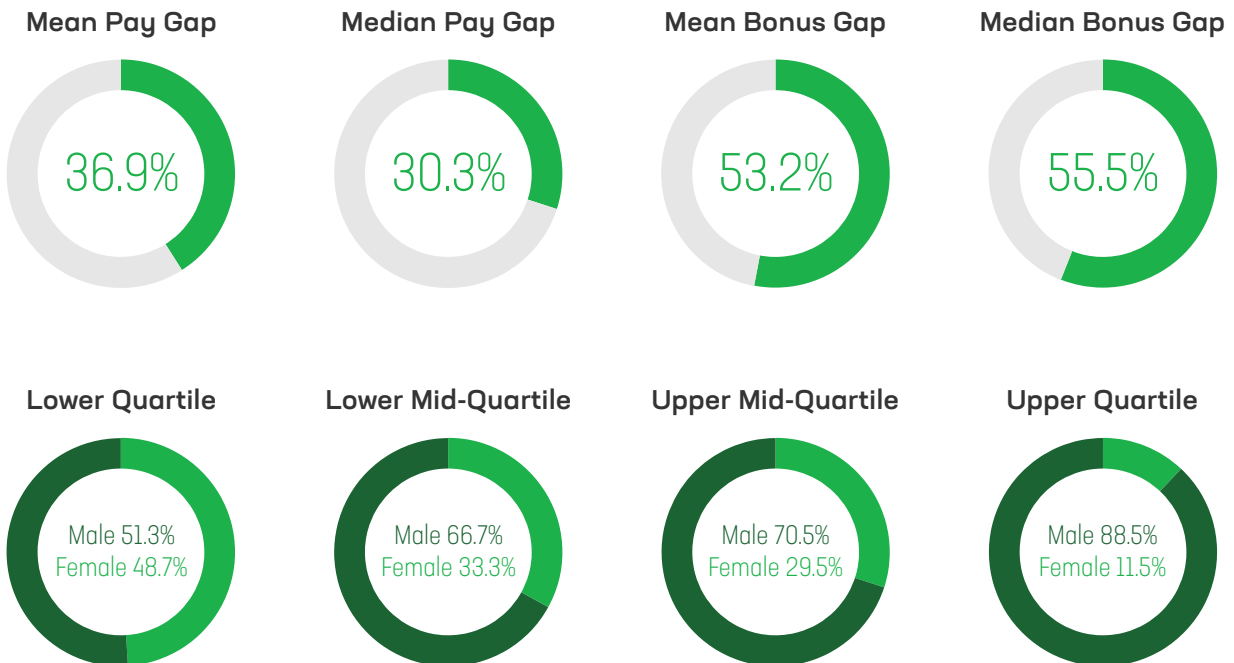
What is the gender pay gap?

The gender pay gap is the output of a statistical calculation. It compares the average figures for both the pay and bonus of the total workforce. Gender pay gaps are related to the demographic imbalance in a workplace.

The gender pay gap is very different from equal pay. Equal pay is about ensuring that men and women doing the same work, or work that is of equal value, will receive the same pay. We are confident that equal pay is not a factor behind our pay gaps. Our pay gaps are caused by demographic imbalance.

What are F5's gender pay gap figures for 2022?

Our figures as of 5 April 2022 are below.



Proportion of men and women receiving a bonus



Why do we have a gender pay gap?

As mentioned above, gender pay gaps reflect demographic imbalance. They exist where men and women are not evenly represented across all seniorities and role types in a workplace.

We have identified three main factors which cause our gender pay gaps:

- **Low proportion of women in senior management.** 20.8% of senior management roles (M4 level and above) are held by women, up from 17.6% in 2021. This underrepresentation of women affects our pay and bonus gaps since these are our highest paid employees.
- **Low proportion of women in sales roles.** Our sales teams tend to include a larger percent of male employees. Since these commission-driven roles typically achieve the highest wages, this affects the gaps.

What is changing at F5?

We are successfully recruiting more women into F5 and many of these women are employed in higher paying roles. In 2017, just 13.1% of our most senior employees were women. Today, 20.5% are women—the highest ever.

We are seeing these changes because we have had a long-term strategy in place to increase gender diversity at F5 and reduce our gender pay gaps. This strategy is two pronged: 1) investing in early-in-career talent principally through our internship and apprenticeship programmes, and 2) actively growing our talent within the organisation.

This strategy meant that, in the short term, our gender pay gaps rose as a result of an influx of female talent into entry level roles. Now that those women are progressing through their careers and being promoted into better paid and more senior roles, we are seeing the results. Our gender pay gaps have fallen for the past two years. We expect this trend to continue.

What we are doing to address the pay gaps

Recruitment process

- We continue to ensure that all open positions include a diverse slate of candidates. Any exceptions are approved at VP level before any offer is made.
- We continue to source diverse talent through online resources, strategic community partnerships, and networking.
- Our hiring philosophy includes no resumes during final interviews and a structured interview guideline with a common pool for interview questions.
- We deliver mandatory training on unconscious bias in relation to the hiring and selection process, as well as mandatory training on inclusive hiring practices, which needs to be completed by managers annually.
- We continue to develop our intern programme to increase our early-in-career talent and grow our next generation of female leaders.

Recent retention, development, and awareness-raising initiatives

We have a range of long-term initiatives that will help attract and retain women at F5. We are committed to these initiatives, which will have a substantial effect on the gender pay gap.

- Our women's employee inclusion group (EIG) continues to drive awareness and development sessions throughout the year. We celebrate and invest in key global events such as International Women's Day and International Women's Day in Engineering. Our Global EIGs are responsible for the creation and management of a series of programmes focused on career and personal development, financial awareness, and wellness to help celebrate women's achievements, provide opportunity, and enable progression. The number of females actively participating in the women's EIG has increased, with people seeing the value and benefit derived from the initiatives it drives and promotes.
- As a signatory with the CEO Action for Diversity and Inclusion pledge, we participate in the day of understanding focused on dialoguing about the different workplace experiences for members of various identity groups.
- We have hired a new role in our Diversity and Inclusion global team to support our EIGs in EMEA. This role is critical in supporting our expanding network groups and leaders of these groups.

- We offer mentoring and sponsorship for women worldwide and fund attendance at global women in technology conferences. We have seen a good uptake in both mentoring and sponsorship programmes amongst our female employee population, with an increase in women participating in the mentorship programme in 2022 in the UK.
- We utilise our “Freedom to Flex” policy to facilitate more inclusive, empathetic, and flexible working practices for both men and women. As part of this process, managers spend time with individuals and their teams to discuss the ways of working, understanding how we can accommodate personal needs and preferences while successfully contributing to team deliverables. We have materials and resources available for managers and employees for guidance and support so we can carry on operating in a flexible and productive manner.

We are working to reduce our gender pay gaps and make F5 a place where all women feel that they can build a rewarding career. We are committed to taking the long-term action required.

I confirm that this information is accurate.



Steve Grieger, Board Director

