



2023 UK Gender Pay Gap Report



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Our Journey So Far

Thriving in a world of data begins with diverse teams of people who reflect the full diversity and rich perspectives of our world. As the intelligent data infrastructure company, NetApp is focused on being forward-thinking tech experts with heart. We choose to build Diversity, Equity, Inclusion, and Belonging (DEI&B) into the fabric of who we are as a company, in how we work with others, and how we interact with the world. Our commitment to DEI&B is embedded across our business and is reflected in the decisions and actions we take as a company. Even in challenging times, our commitment remains unchanged.

DEI&B are foundational to NetApp’s core values and support our ability to foster a more innovative, productive, and resilient enterprise.

NetApp is working towards closing the gender gap and increasing representation at all levels. We are focused on building belonging amongst our globally diverse workforce and driving greater representation of women globally.

We continue to invest in women’s development within NetApp and in the communities. We serve with a focus on advancing data literacy for a more sustainable and equitable world.

We are on a journey. There is still work to do, but we are making strides. One of NetApp’s commitments is to continue the globalisation and expansion of our internal DEI&B team. We introduced our first Director for Europe, Middle East and Africa (EMEA) region late 2023, who has spearheaded the development of a comprehensive DEI&B strategy in the region. Our approach is to encompass various pillars which will address systemic barriers, enhance education and awareness and foster accountability at all organisational levels. Through this holistic strategy, we are cultivating an environment where every individual feels valued, respected and empowered to thrive, regardless of their background or identity.

This report details our progress, as well as actions that we are undertaking to drive greater equity. It will also highlight employee stories that illustrate the impact of our efforts.





We believe that pay equity helps ensure that all employees are treated fairly by eliminating wage disparity. In other words, employees in similar job functions and levels should have comparable pay, regardless of their gender, race, or ethnicity.

Our Commitment to Pay Equity

Based on consistency and compliance, we offer simple, transparent, and easy to understand pay programs that support our goals for diversity, inclusion, and equitable pay.

In 2023, NetApp conducted its annual global pay equity assessment. The statistical assessment evaluated all countries with more than 100 employees, evaluating employee pay against gender and other factors. The assessment showed very few pay discrepancies across our global population, which were addressed through pay adjustments. If we find an issue or anomaly during the assessment process, we work quickly to address the issue and implement measures to prevent future issues.

Understanding Gender Pay Gaps – An Overview

It's crucial to differentiate between gender pay and equal pay, which pertains to the disparity in pay for the same or equivalent roles.

To adequately understand the data presented, it is important to note the significant difference between **gender pay** and **equal pay**.

Equal pay is the legal obligation under the Equality Act 2010 that requires employers to pay men and women equally for the same or similar work. NetApp conducts regular analysis to compare the adjusted pay gap results and make any necessary adjustments and are therefore confident that there is not an equal pay issue.

Gender pay, on the other hand requires the pay of the average man to be compared with that of the average woman within the organisation as a whole, rather than by similar role.

Mean

The mean pay gap is the difference between the hourly pay of all male and female employees when added up separately and divided by the total number of the males and females in the workforce.

Median

The median pay gap is the difference between the pay of the middle male and middle female when all employees are listed from the highest to the lowest paid.

Gender Pay statistics analyse the mean and median pay rates between men and women in an organisation. Various factors such as job grade, seniority, and market demand for specific skill sets contribute to pay discrepancies. Different jobs are paid at different levels.

For example, higher graded, senior roles tend to be paid more than lower graded roles, and different job families with skills which are in high demand may command higher salaries due to market forces.

A gender pay gap emerges when the distribution of men and women across different levels and positions within the organisation is unequal.

We are confident that our pay practices ensure equitable compensation for similar job roles. However, the statistics indicate gender imbalance at higher job levels, a challenge we are committed to addressing.

NetApp presents data that adheres to a set of guidelines which include:



Dividing our workforce into four equal groups to demonstrate the proportion of men and women in each respective quartile.



Listing employees from those with the lowest to the highest hourly pay rate and subsequently dividing this list into four equal parts. Filtering a substantial total of variables into a few statistical figures (making it difficult to compare data with other organisations).

Our UK Gender Pay Gap Data

NetApp's gender pay gap is a reflection of our workforce structure, indicating disparity between the number of men vs. women overall, and in senior and inherently higher paying roles in the organization.

Please note that these points are known and illustrate collective demographic challenges faced by many companies in the technology sector.

All of NetApp's pay policies are consistent regardless of gender.

Pay & Bonus Gaps

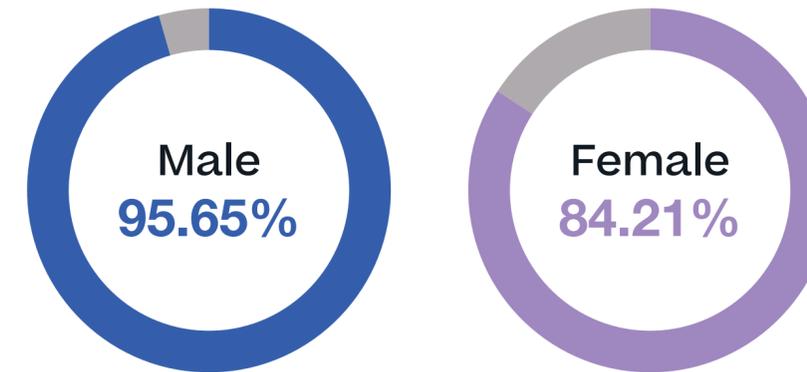
	Gender Pay Gap %	Gender Bonus Gap %
Mean	26.09%	44.67%
Median	35.05%	47.26%

Quartiles

	Male	Female
Upper	84.34%	15.66%
Upper Middle	84.15%	15.85%
Lower Middle	82.93%	17.07%
Lower	56.10%	43.90%

Percentage of Men and Women Receiving Bonuses

All employees are eligible to receive a bonus.



Those not receiving bonuses are due to the following reasons:

- 1) Interns are not eligible for the bonus programs.
- 2) Hire date after snapshot pay date.
- 3) Transferred from another country and paid in starting county's payroll.

Total Male to Female Distribution



We are encouraged by the decrease in the mean hourly rate of pay gap and believe this clearly illustrates the positive impact of the steps we have taken since the 2023 reporting year. We see a reduction in the mean hourly rate of pay gap and the median hourly rate of pay. The main driver of the averages is the representation of female headcount as they have slightly increased in 2023.

We believe the meaningful changes made have put us in good stead to further decrease the gap over the medium-term. We will continue to monitor gender representation at all levels, setting clear internal initiatives aimed at improving gender representation, particularly in senior positions.

NetApp Initiatives to Address Gender Pay Differences

Goals Tied to Greater Representation of Women

We have increased accountability for diversity, equity, inclusion, and belonging programs for women by providing representation goals to our executives to increase representation. The goals help communicate priorities, reinforce accountability, and rewards based on results for leadership and greater gender representation. We have also begun to implement a regional diversity action plan which specifically focuses on tackling issues such as attracting, developing, and retaining women.

2023 Proxy Statement



Leadership Accountability

We hold our leaders accountable to drive and model inclusive behaviors. We have integrated diversity and inclusion in leadership principles with a focus on attracting, developing and retaining our diverse talent.

This allows us to assess leadership performance to recognize individuals' contributions and impact, valuing the unique perspectives and talents that diversity brings.

We drive regular progress checks to further drive performance and accountability through organisational dashboards and diversity action plans.

Oversight for DEI&B starts at the highest level of the company, with our Board. The Talent and Compensation Committee of the Board discusses DEI&B during each of its scheduled, quarterly meetings. The full Board also receives annual updates on our DEI&B programs. To further our directors' understanding of our DEI&B initiatives, each Board member has engaged directly with the global Chief Diversity Officer to discuss our strategy. NetApp's global Chief Diversity Officer also meets regularly with CEO leadership and Employee Business Resource Group executive sponsors to progress NetApp's DEI&B strategy.

DEIB Education and Awareness

Inclusion training and development is critical to drive a culture that celebrates differences and fosters belonging. We have curated learning tracks to support development for employees and managers.

NetApp's managers are an essential part of our company's health and are linked to strong performance. They are responsible for supporting their team members to successfully meet individual, team, and organisational goals.

This means creating a culture of inclusiveness, belonging and connection in a flexible work environment while understanding what drives and motivates individual team members. We know that great managers make a difference by hiring the best diverse talent, living our company's values, providing regular feedback, as well as focusing on coaching, and development opportunities.

We require managers to undergo inclusion training which includes:

Unconscious Bias Training

This is required at the time of onboarding. The training provides an awareness of biases, an understanding of how they impact the workplace, and application of mitigation strategies as well.

Code of Conduct and anti-harassment training

Managers and employees are educated on NetApp's set of guidelines designed to set out the expected behaviors and responsibilities of members within the organisation. It typically covers respect, integrity, professionalism, equality, and confidentiality.

Psychological Safety Training

The psychological safety training helps NetApp leaders understand the definition of psychological safety, and how to apply it to their teams.

Candidate Promise Training

People managers in the UK participated in Candidate Promise training. The Candidate Promise represents our commitment to exemplify how every candidate will be treated during the interview process with a focus on diversity and inclusion.

Unconscious Bias, Code of Conduct and anti-harassment training are also required for all other employees. Additionally, employees can take Cultural Intelligence and Allyship training. These trainings help build inclusivity and belonging, equipping individuals with a growth mindset and the knowledge of how to be a better ally.

Leadership Development

Everyone has a role to play to accelerate the development of our diverse talent.

We focus on the pipeline development of diverse talent, internal mobility, and upward mobility through targeted technology and development programs.

We support a variety of development programs focusing on building leadership skills, inclusion, and belonging, improving collaboration across teams, as well as cultivating a growth mindset.

To drive greater gender representation at senior levels in the organisation, we had key women talent participate in the following programs to promote career advancement across our sales function.

Programs Include:

- 1 NetApp Sales Fitness Workshop
- 2 Sales Enablement School
- 3 Coventry mini-MBA PG Certificate
- 4 Coventry Full MBA
- 5 Converge

The focus areas of the programs are listed as follows:

- 1 Nurture High Potential Talent
- 2 Enhance Leadership Skills
- 3 Promote Inclusivity and cultural awareness
- 4 Drive innovation and performance

Employee Business Resource Groups

Our Employee Business Resource Groups (EBRGs) are communities within NetApp formed around shared experiences and identities. EBRGs offer an opportunity for communication, camaraderie, mentorship, professional development, and extend our pipeline for diverse talent within an atmosphere of inclusion and belonging. All employees are welcome to join any EBRG, regardless of identity.

Women in Technology (WIT) is one of the groups dedicated to bridging the gender gap in technology.

WIT UK fosters a sense of community by providing a forum for mentoring, networking, communication, and professional development.

They support career opportunities in all fields and influence our corporate culture to further embrace diversity, equity, inclusivity, and belonging in the workplace. Through EBRGs, we pair education with action. For example, after a campaign to educate the NetApp community on the struggles of menopause in the workplace, our WIT UK EBRG held a session in partnership with Women Tech Forum, an organisation that helps to accelerate and grow women's career in the tech industry, to raise awareness of this and the impacts it has on our female workforce, colleague's and potential family members. WIT UK has also held various sessions around **"Being an ally and recognising allies at the workplace"** this helped to equip employees with information around best practice methods to improve understanding and effectiveness of Allyship in the workplace.

Partnerships

NetApp invests in strategic partnerships that help identify and develop diverse talent, as well as provide research and best practices to support women in the workplace.

An example of a strategic global partner is Catalyst. Catalyst is a global nonprofit leading companies to help build workplaces that work for women.

Their work focuses on the following key areas:

Advancing Women

Increasing the representation of women, particularly women from racially and ethnically marginalized groups, in corporate leadership and promoting equal access to career opportunities.

Women and the Future of Work

Developing solutions for women and underrepresented groups to have full participation and equal opportunity in the 21st-century workplace.

Lead for Equity and Inclusion

Deepening understanding of workplace inclusion and equipping global companies to remedy inequities across intersections of identity (such as gender, race, ethnicity, culture, sexual orientation, or gender identity).

Another global partnership is Women Tech Network, a global organisation focused on recruitment and learning opportunities for women in the tech industry.



Well-Being

External research highlights the critical importance of well-being in the workplace, especially for caretakers, and those with work and family demands. To support our employees, we offer flexible benefits, personal time off, wellness days, parental leave, as well as employee and family assistance programs.

There have also been designated office space in London where women in the UK can “drop in and out” as needed once a month. It’s a great opportunity for women to connect, collaborate and share best practices or challenges. There are women of all ranges in age, experience, skills, and roles.

Diversity Recruitment

At NetApp, we believe diversity goals alone are not enough to promote diversity, equity, inclusion, and belonging. Our DEI&B strategy touches everything we do as we work to become the employer of choice for diverse talent.

NetApp continues to strengthen and expand our efforts to recruit and retain diverse candidates. To ensure we reach a breadth of candidates, we’re actively working to expand our talent pool, casting an even wider net during the search process.

We seek to empower talent from a variety of backgrounds and career paths to find success at NetApp. Alongside specific diverse recruitment initiatives, we post open roles to diverse recruiting websites. Our recruiting team also receives training on best practices for inclusive and equitable recruitment.

Intern Program

Our award-winning global intern program gives college and graduate school students real-world career experience, provides the business with project support, and develops a robust talent pipeline for entry-level positions. We expanded our internship offering globally to provide interns in every location with a transformational experience to refine their interests, passions, and career aspirations.

We provide pay, benefits, and time off to our interns and give them opportunities for cross-collaboration, mentorship, and feedback.

Interns also participate in developmental conversations with managers, and engagement surveys, while building meaningful relationships with employees across the company.

In the UK, our intern talent has been 50% female talent over the past 24 months.

Early In Career Programs

Through our global Early in Career (EIC) programs, we recruit, hire, and develop entry-level employees. By building strategic partnerships with top institutions and organisations, we can recruit the next generation of leaders. These employees often participate in our award-winning EIC programs, including our Intern and Emerging Talent programs, as well as the Sales, Support, and Services (S3) Academy.

NetApp Emerging Talent

The Global NetApp Emerging Talent (NET) program is designed to propel full-time new hires with 0-3 years of relevant experience on their career journey. The NET Program offers a rich blend of networking forums, exposure to executives, and professional development opportunities. When our participants join the NET Program, they join a diverse, global community where innovative ideas flourish, and strong career journeys are formed.

The Global NET Program delivers a dynamic growth experience with a packed monthly and quarterly calendar of events such as social engagements, executive speaker sessions, and a variety of development opportunities.

To expand on this, NET participants are invited to monthly social and VTO events to provide community networking and relationship building opportunities. The monthly Executive Speaker Series features insights from NetApp leaders, provides an avenue for career exploration, and powerful networking opportunities.

Each quarter, participants can attend our NET Professional Community events which are focused on the latest learning and development topics within the business and soft skill development for personal growth, along with our Financial Fitness Series events offering financial management advice and guidance for EIC hires. In addition, newly hired NET participants are welcomed monthly with an inclusive New to EIC orientation—highlighting strategic relationship building, the Diversity, Equity, Inclusion and Belonging (DEI&B) strategy, and tips to grow your career at NetApp.

NET Program participants are set on an accelerated growth map in the program, where they're encouraged to tap into the program's ongoing resources, make meaningful connections, and further their leadership skills, thus harnessing the potential for impactful careers at NetApp.



S³ Academy

The S³ Academy is a two-year global development program for EIC talent who aspire to become the next generation of NetApp leaders, sales professionals, and technical pioneers.

During the S³ Academy, employees receive extensive training on the IT industry, our products and solutions, as well as the professional skills they need to succeed. The program enables participants to fast-track their careers and offers mentoring, leadership exposure, and hands-on experience.

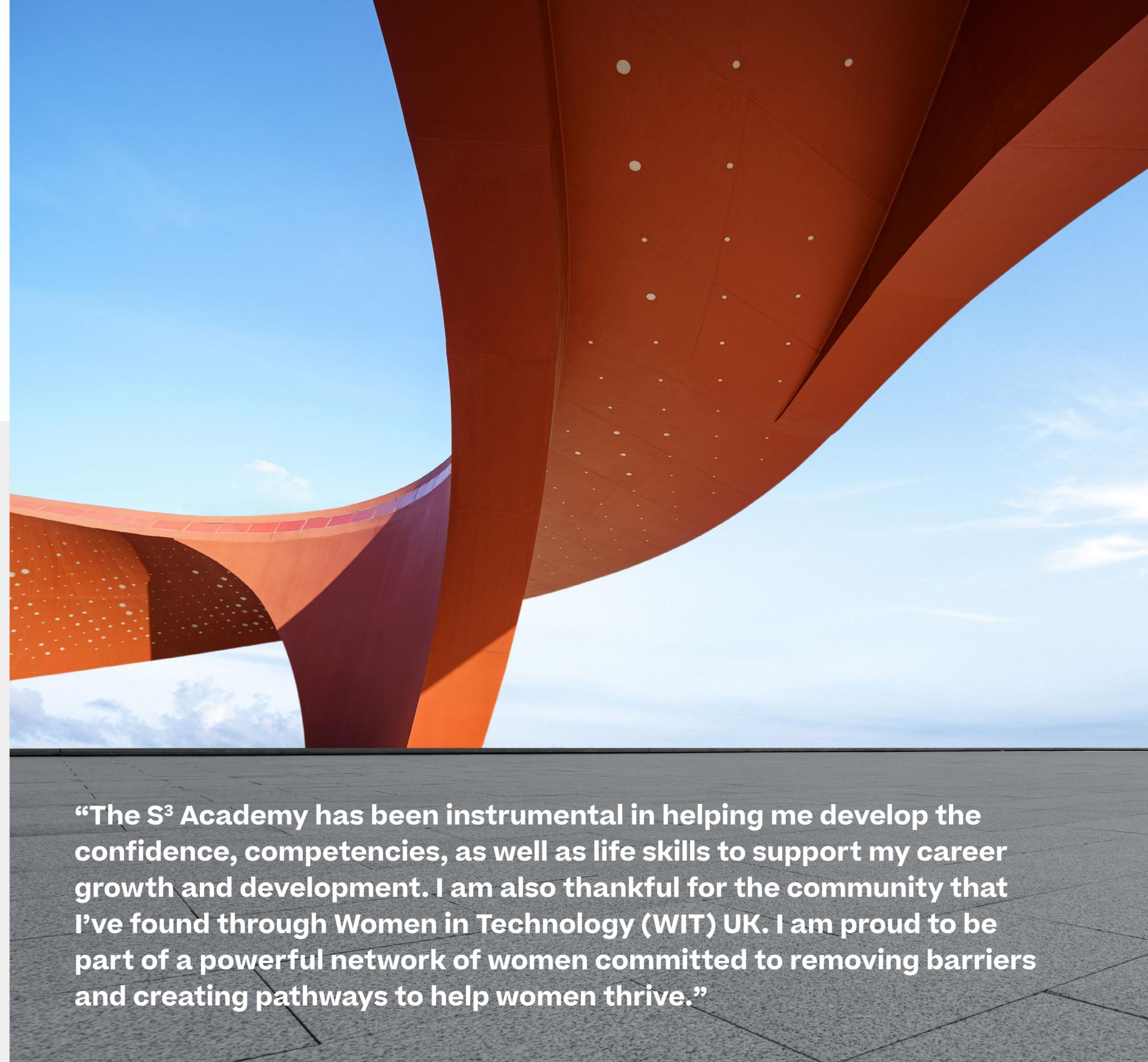
Erin McDonald Testimonial for S³ Academy

Erin joined NetApp through the S³ Academy in September 2020 after completing her Masters in Project Management & Innovation. When she started her career as an Associate Project Manager, her focus was on small scale implementation projects as she built her confidence and skill.

Since then, Erin has addressed a number of complex requirements from a range of particularly challenging customers, from simple deliveries to large technology transformational projects. Her ability to navigate complex projects and deliver on restrictive time scales sees her now performing at a Field Project Manager level.

Erin has demonstrated capabilities of leading a global cross functional team that has successfully delivered several million-dollar projects to strategic NetApp customers ranging from global banks, to big pharmaceuticals, and a Formula One team.

Erin is actively involved in NetApp Women in Technology events and most notably sat on a panel discussion hosted by Aston Martin Lagonda and Formula One for International Women's Day. In 2023, she was selected as a NetApp representative at the Grace Hopper Celebrations in Orlando Florida.



“The S³ Academy has been instrumental in helping me develop the confidence, competencies, as well as life skills to support my career growth and development. I am also thankful for the community that I’ve found through Women in Technology (WIT) UK. I am proud to be part of a powerful network of women committed to removing barriers and creating pathways to help women thrive.”

FAQs

What is the gender pay gap?

The gender pay gap is a measure of how The UK Government Equalities Office value the contribution of men and women in the workforce. The gender pay gap shows the difference in the average pay between all men and women in a workforce. If a workforce has a particularly high gender pay gap, this can indicate that there may be a number of issues to address.

The gender pay gap is not the same as equal pay.

Equal pay is where women and men are paid the same for performing the same role or different work of equal or comparable value.

Gender pay gaps are not a comparison of like roles. Instead, they show the difference between the average or median pay of women and men across organisations, industries and the workforce as a whole.

How is the gender pay gap calculated?

The UK Government Equalities Office publishes Gender Pay statistics which analyse the mean and median pay rates between men and women in an organisation. Various factors such as job grade, seniority, and market demand for specific skill sets contribute to pay discrepancies. Different jobs are paid at different levels.

For example, higher graded, senior roles tend to be paid more than lower graded roles, and different job families with skills which are in high demand may command higher salaries due to market forces.

A **gender pay gap** emerges when the distribution of men and women across different levels and positions within the organisation is unequal.

An **average gender pay gap** is the difference between the average earnings for men and women, expressed as a percentage of men's average earnings.

A **median gender pay gap** is the difference between the median of what men are paid and the median of what women are paid, expressed as a percentage of the median man's earnings.

FAQs

Why does workplace gender equality matter?

Achieving gender equality is important for workplaces not only because it is ‘fair’ and ‘the right thing to do,’ but because it is also linked to a country’s overall economic performance. Workplace gender equality is associated with:

- Improved national productivity and economic growth
- Increased organisational performance
- Enhanced ability of companies to attract talent and retain employees
- Enhanced organisational reputation.

If we pay equitably, why do we have a gender pay gap?

The gender pay gap is the difference in average earnings between women and men in the workforce. It is not to be confused with women and men being paid the same for the same, or comparable, job - this is equal pay.

How is NetApp reducing the gender pay gap in the UK?

Closing the gender pay gap requires cultural change to remove the barriers to the full and equal participation of women in the workforce.

Some of initiatives that NetApp has in the UK to reduce the gender pay gap include:

- Appointment of Director, Equity, Inclusion & Belonging for EMEA.
- Encouraging career development across genders and seniority levels of the organisation through in house and external training and development.
- Flexible work and parental leave policies and practices.
- Partnering with Catalyst and Women Tech Network.
- Continued education and awareness through the Women In Technology (WIT) UK Employee Business Resource Group to support and foster a sense of community by providing a forum for mentoring, networking, communication, and professional development.



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