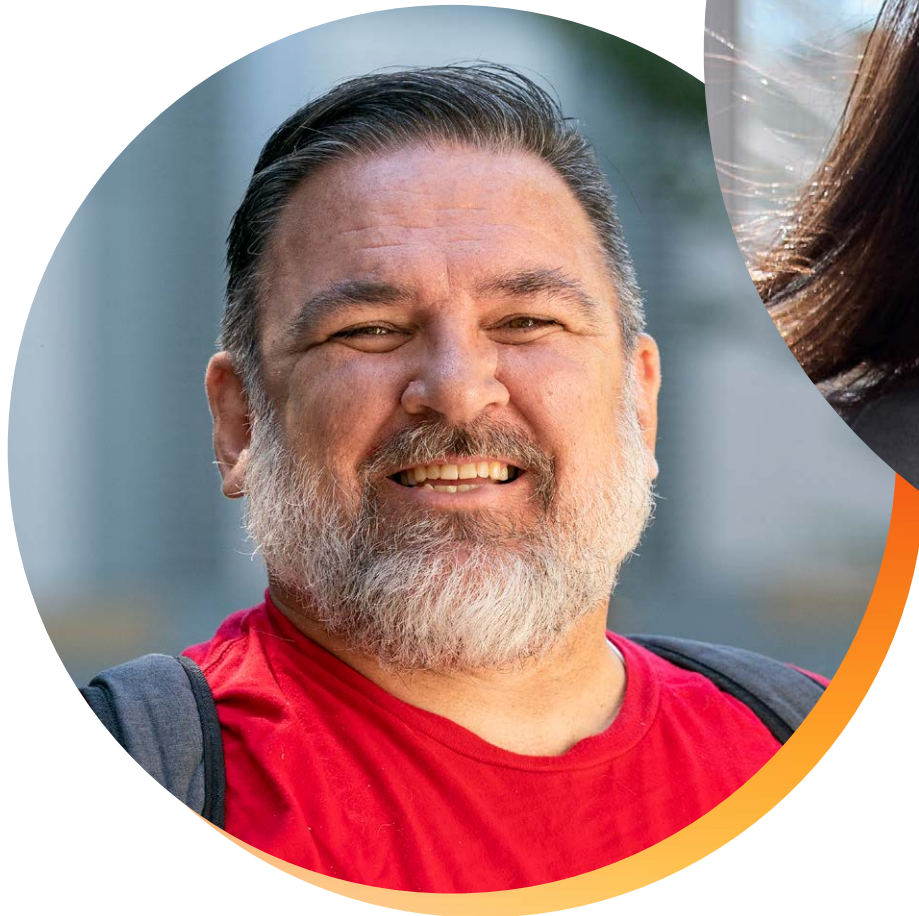


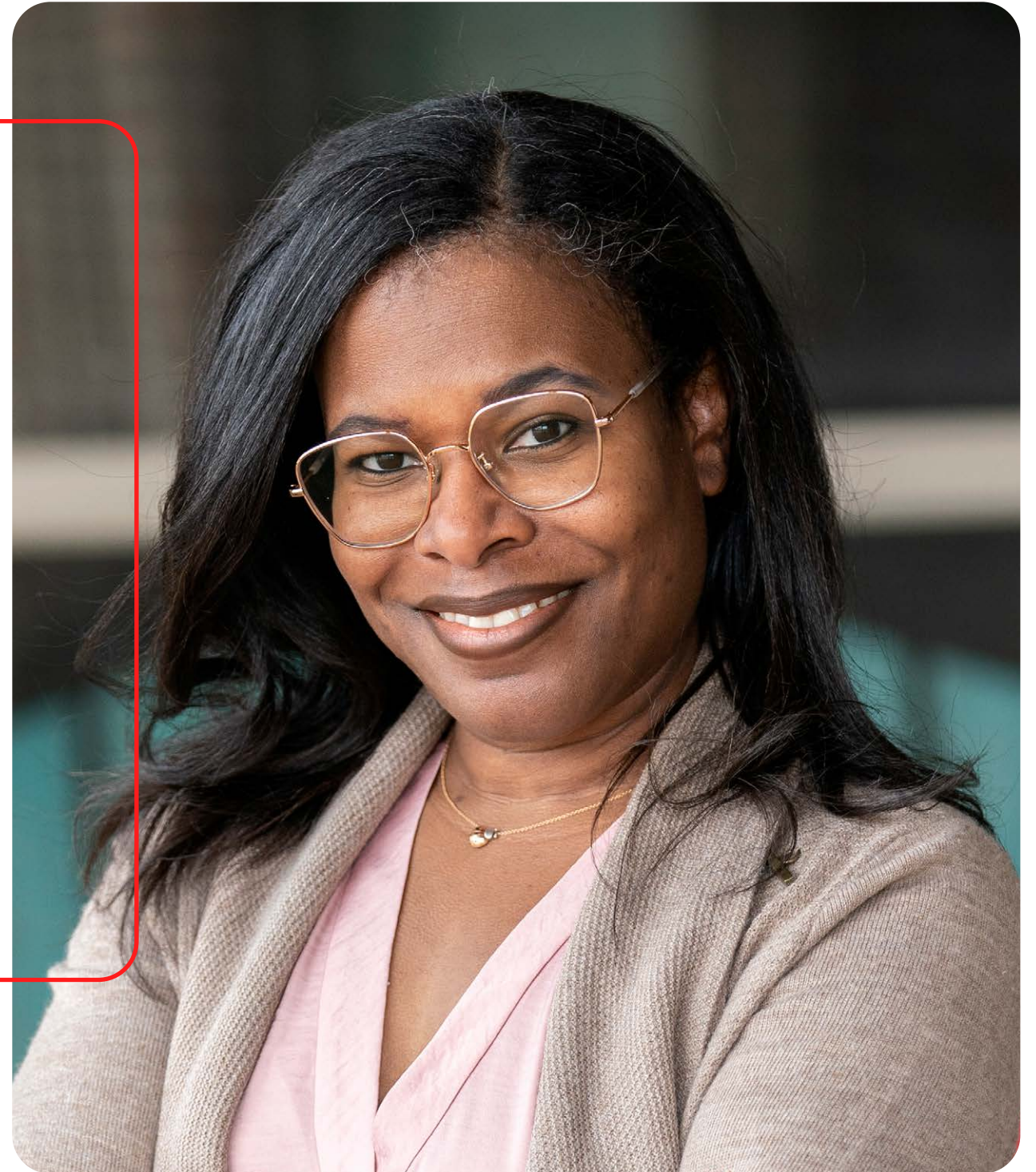


Impact Report 2021



What's inside

In this report, we highlight initiatives and share stories of how we prioritize our people, focus on creating a culture where we can all belong, drive meaningful change in our communities, and build on our commitment to protect the planet.



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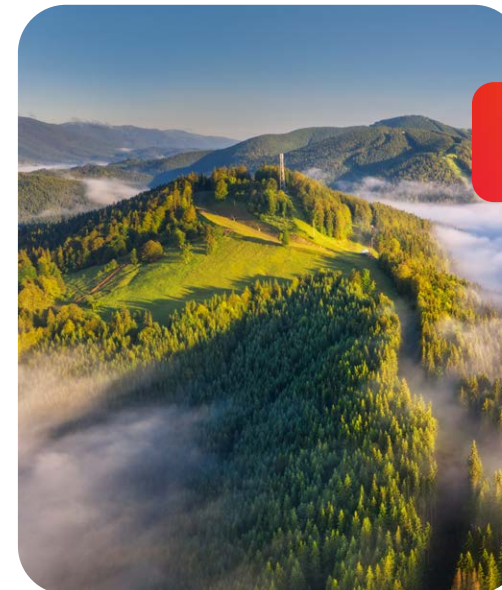
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Introduction

Our business underwent an incredible transformation. With a vision of empowering consumers to experience online life confidently, we divested our Enterprise business. We emerged as the industry leader for online protection, and then kicked off a journey to become a privately held company.

We look forward to immense growth opportunities ahead as a newly consumer-focused business. To best protect our consumers, we rely on the fresh ideas and unique perspectives of the people at McAfee. This requires creating an equitable place where all can flourish. While a business imperative, our responsibility in

doing so has never been clearer against the backdrop of a pandemic and the inequalities many people across the globe continue to experience.

Moving forward, we will continue to invest in the people of McAfee and respond to the pressing challenges facing our communities and planet. We see an opportunity to drive positive change. We know it will take learning from our experiences, listening to those around us, and acting on our aspirations to build a better, more inclusive world.

Together, we remain steadfast in driving meaningful change — both inside and outside our walls.



A message from Chatelle Lynch

Looking back at the last year and evaluating our strides since our first report in 2018, I am humbled by our progress while knowing there is still much to do. At McAfee, our hiring practices have increased representation for women and underrepresented professionals overall, we achieved and maintain pay parity, and we continue to create a culture where all can belong.

And while we remain steadfast in our commitments, the world around us tells us we must be unwavering in our fight for equality. With seemingly endless lived experiences of hate and intolerance today, we feel an even greater responsibility to stop, listen, and learn – to build a workplace culture and world rooted in empathy. The newly consumer-focused McAfee remains deeply dedicated to diversity, equity, and inclusion. We must carry the weight and do what's right for our people, communities, and planet.

Our aspirations go hand-in-hand with the United Nation's Sustainable Development Goals (SDGs). As you'll see in this report, our efforts to make an impact align with the UN's blueprint for sustainable growth and a better future.

In the next year, we have the opportunity to take all we've learned and continue the hard work of turning our aspirations into reality. It's possible because of the people at McAfee.

Whether it's showing up for one another during a COVID-19 surge, seeking additional resources to become a better ally, or rallying around each other to prioritize health, our people are exceptional.

At McAfee, we will be relentless in continuing to question what more we can do to make a positive impact for our people and our communities.



A handwritten signature in black ink that reads "Chatelle Lynch".

Chatelle Lynch

SVP and Chief People Officer

Our people

In recent years, diversity, equity, and inclusion have become even more important against the backdrop of a pandemic and events that highlighted racial injustice. We believe everyone has unique strengths, and now more than ever, are invested in creating a representative workforce and workplace where all can belong. Our efforts to support our people align with the UN's SDGs of quality education, gender equality, and reduced inequalities.



Aligned to UN SDGs:



Quality Education



Gender Equality



Reduced Inequalities

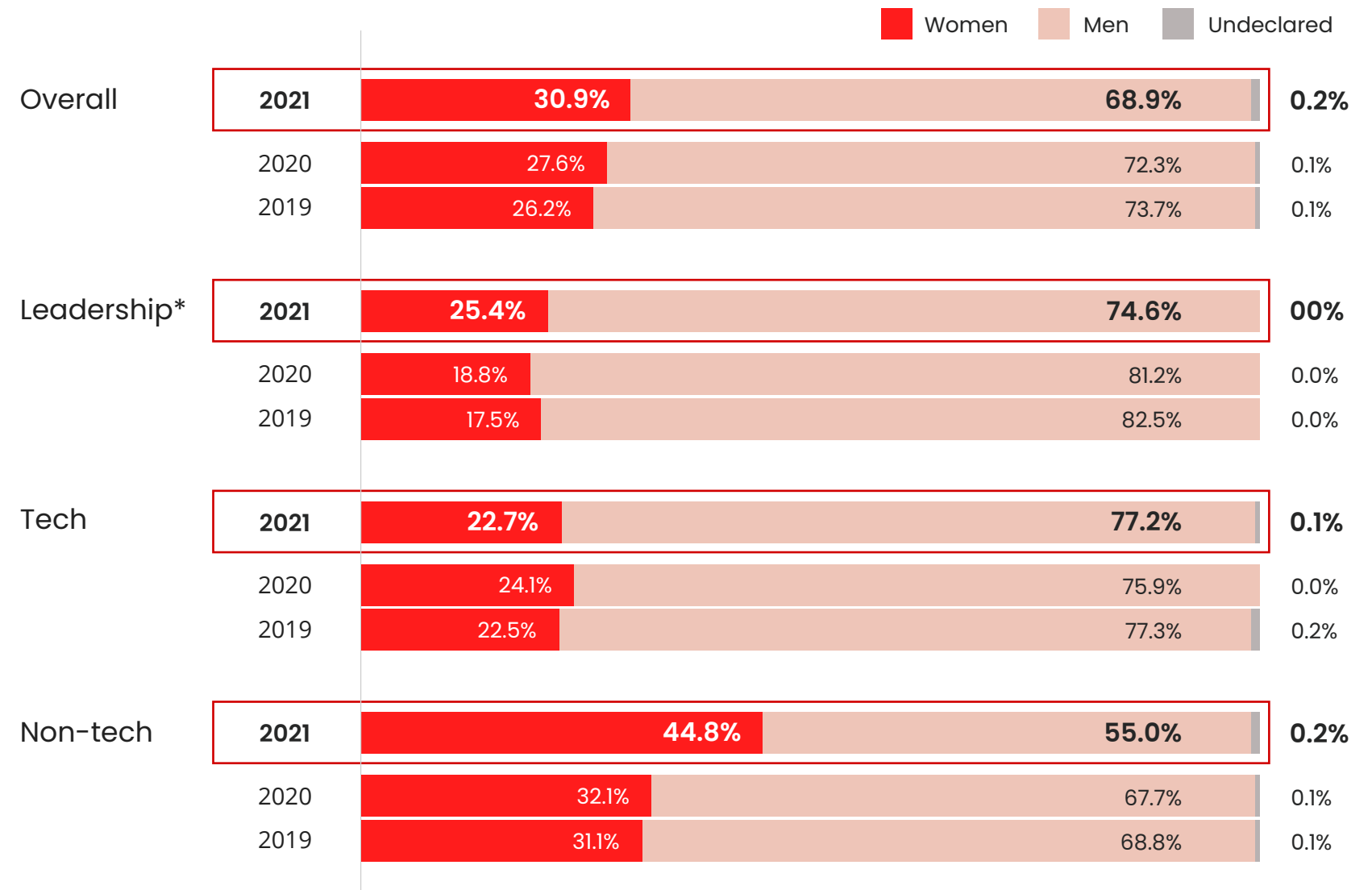
Our representation

Reporting on the makeup of workforce enables us to recognize what's working and what needs work. In the last year, we saw a large shift in some of our diversity metrics. Part of this can be attributed to divesting our Enterprise business, which resulted in a sizable change to our workforce as well as shifts within our female and underrepresented professionals populations.

Our 2021 data offers a glimpse of who we are today. We can both celebrate progress and take note of focus areas as we begin anew as a consumer-focused business.

Global gender

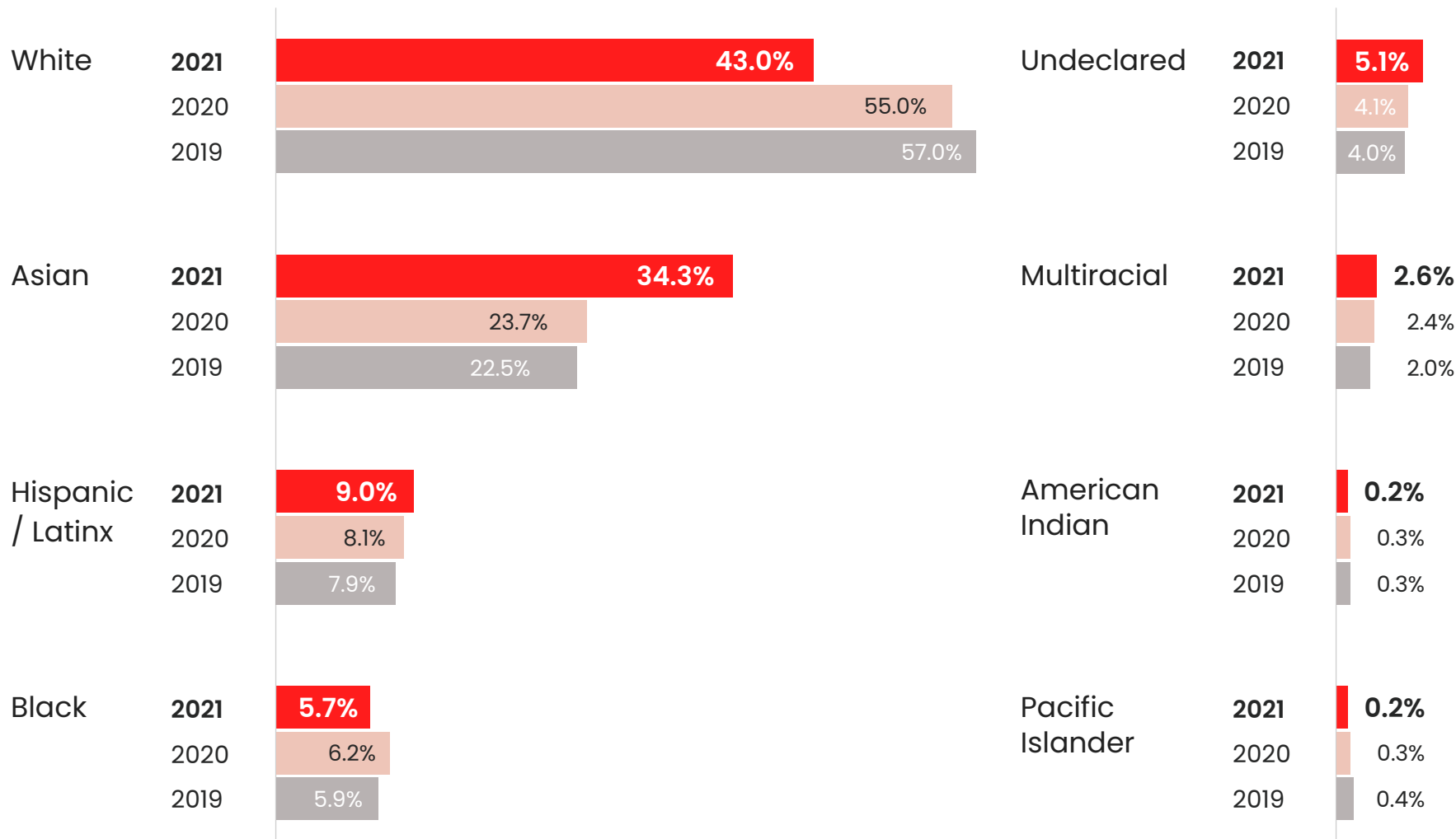
Our global female representation increased to 30.9%. We acknowledge our female representation declined among our technical employee base, signaling where increased focus is needed in gaining and retaining female talent.



* Leadership is defined as director-level and above

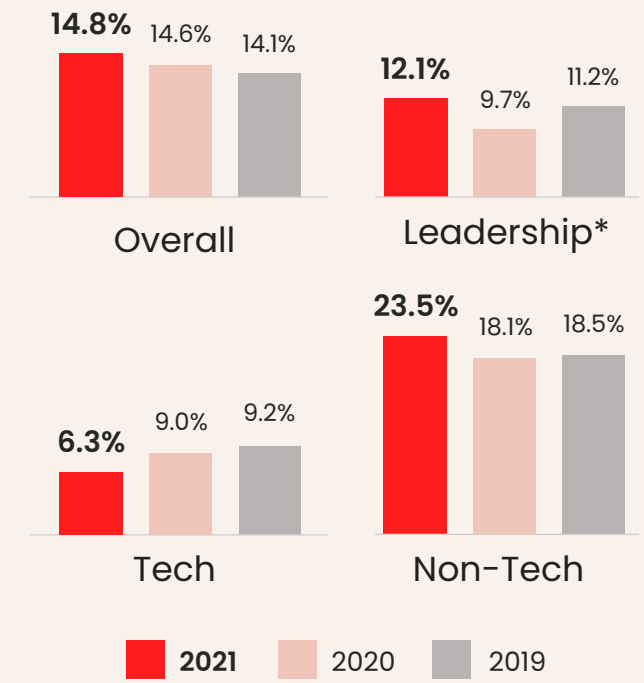
U.S. ethnicity

Overall, we see incremental progress in building a representative workforce. As the newly consumer-focused McAfee, we're taking steps to combat any decline in representation. For example, we've strengthened our partnerships with HBCUs, invested in tools for blind resume reviews, and held unconscious bias training. We will continue to evaluate and evolve our approach to ensure we're making strides.



U.S. underrepresented professionals

Our underrepresented professionals—comprising of Black, Hispanic / Latinx, multiracial, American Indian, and Pacific Islander — stood at 14.8% at the end of 2021. Following our divestiture, representation decreased among our technical employee base. We remain committed to increasing representation, as a consumer-only business.



* Leadership is defined as director-level and above

Connecting with top talent

The shift to remote work opens new opportunities for connecting with talent, regardless of location. As we navigate an era of new hiring possibilities, the practices that align with our values and create genuine, authentic connections with people of all perspectives remain the same.

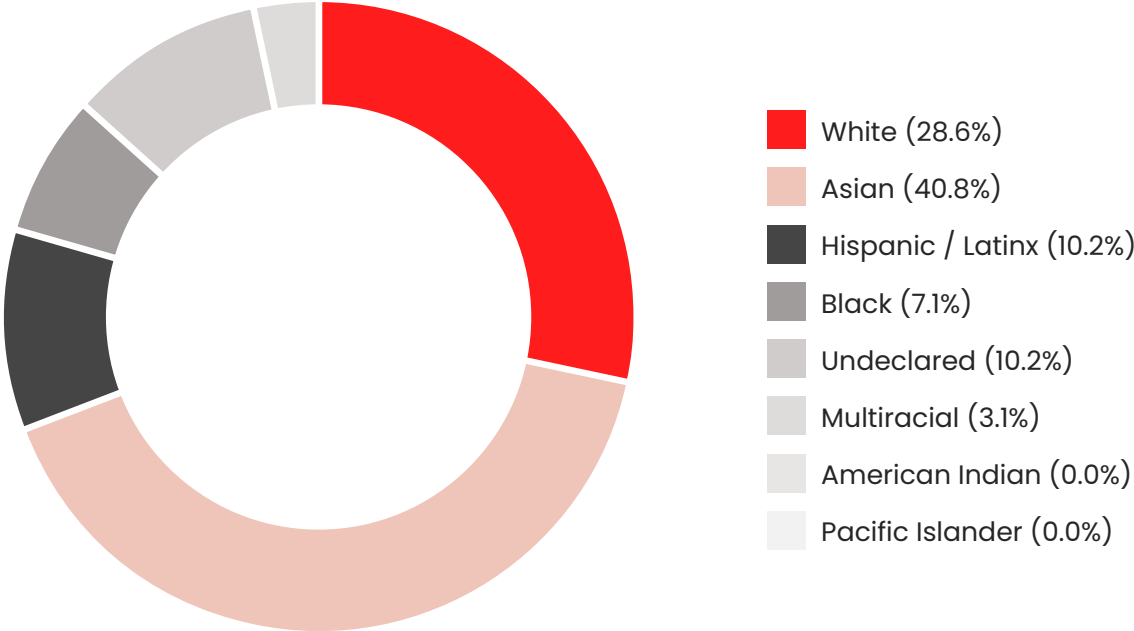


Diverse representation

We assemble a diverse hiring panel for every role to ensure each candidate is considered by varying perspectives. The McAfee Women in Security Community members partner with teams around the world and across the business to ensure a woman is on every hiring panel. In return, current and aspiring people leaders receive training and learn interviewing techniques to identify top talent.

2021 new hires at McAfee in the U.S.

Our hiring practices continue to propel us toward a more representative workforce.



16.3% of U.S. new hires were underrepresented professionals in 2021

Values-based interviewing

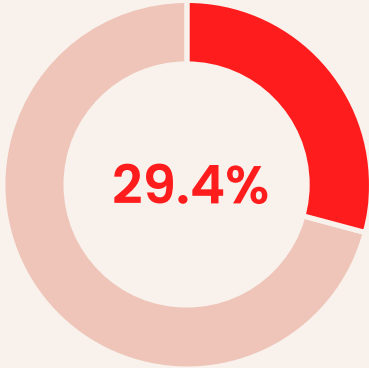
We train all recruiters and hiring managers to use our values-based behavioral interview approach. This encourages interviewers to ask questions related to our values, resulting in more meaningful interactions.

Early career pipeline

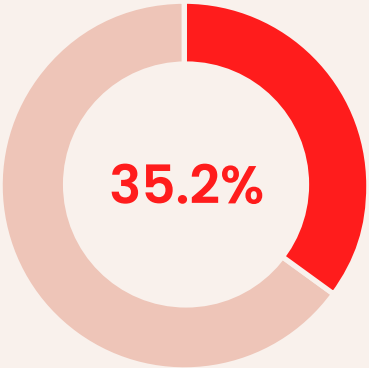
In 2021, we welcomed qualified interns, 42.9% of which were diverse, and attended upwards of 15 historically black colleges and universities (HBCUs) career fairs. We plan to continue growing our relationships and partnerships to expand our efforts. Our Customer Success Group also laid the groundwork for a new 2022 program designed to train local students studying cybersecurity in customer relations.

Women at McAfee

We focus on attracting and retaining qualified people who share our values. Our practices ensure inclusion is at the core.



2021 applicants



2021 hires



Creating belonging and connection

We believe collaboration, innovation, and success happens in workplaces where you can express yourself authentically. During times of rising violence and division, our continued focus on creating a safe environment where all can belong became even more important.



Inclusion and awareness training

In continuing the conversation for change, we held 40 live, 90-minute training sessions around the world with a DEI strategist firm. Employees learned how to increase awareness of unconscious biases, understand the impact of systemic racism, appreciate different life experiences, and build a culture of inclusion.



Allyship in Motion workshop

So much of diversity, equity, and inclusion work is listening. We discovered a consensus among employees who considered themselves allies—they wanted to be active but felt unsure how to practice allyship. To help our employees effectively advocate for others, we brought our employee resource groups, known as McAfee Communities, together to share their experiences, offer their insights, and help everyone navigate allyship moments.



Inclusive language in communication and products

A special taskforce rethought common cybersecurity terminology, such as 'black hat' and 'white hat,' and imagery that unintentionally perpetuates negative stereotypes. Our user interface, product documentation, and support materials now more accurately reflect McAfee Values and support an inclusive industry.



McAfee Groups

McAfee Groups, such as Toastmasters or Working Parents Group, connect people of similar interests, hobbies, and beliefs. With a more informal purpose, McAfee Groups are not tied to any of our business goals or governed by bylaws. It's a platform where everyone can build meaningful connections.



McAfee Communities

Our six McAfee Communities are employee-led resource groups supported by an executive sponsor. Members foster an inclusive workplace aligned to McAfee's goals. Members inform and support diverse recruitment and retention strategies, participate in professional development, engage and educate McAfee employees, and serve local communities. Communities include African Heritage, Ability, Latino, Pride, Veterans, and Women in Security.

Celebrating cultural moments

McAfee celebrates the many cultures and perspectives from our employees around the world and by celebrating our varied voices, we learn from each other and better understand one another. We've even seen celebrations widen in reach as events turned virtual in our newly distributed workforce.



Black History Month

Mel Parker, a U.S. military veteran and internationally recognized Black leader, joined us to discuss his career journey, overcoming adversity, and how to achieve career success. The McAfee African Heritage Community also educated employees about important Black figures in tech.



Honoring Asian American & Pacific Islander Heritage Month

McAfee employees attended a #StopAsianHate event with meaningful conversation around AAPI history, traditions, culture, and contributions. Resources were also provided to help employees better understand discrimination and increase empathy.



Hispanic Heritage Month

Our McAfee Latino Community hosted a celebration and conversation about what it means to be hispanic today, provided valuable resources about the diverse cultures that make up Hispanic identity, and shared favorite recipes.



Women's History Month & International Women's Day

Between a fireside chat with author Daisy Dowling, a #ChoosetoChallenge panel, and a Women in Security workshop, our employees celebrated the achievements of women and joined the call for gender equality.



Pride Month

Employees joined conversations with experts about LGBTQ+ terminology and discussions with colleagues about their experiences being "out" in tech. Sean Hayes, an Emmy-award winning actor and producer, also joined us to share his experiences and a no-holds-barred conversation about allyship.



Remembrance Day and Veterans Day

Our McAfee Veterans Community hosted a happy hour for all employees. McAfee heard our veterans' experiences and joined in recognizing and remembering service members. Employees also learned how to support military families.



Diwali

We commemorated Diwali, the Festival of Lights, as the perfect time for families to come together, illuminate their homes, light fireworks, and partake in family feasts. Employees shared how they celebrate and photos with the option to participate in Diwali Moments photo competition.

Upholding pay parity

One of the primary indicators of equity is pay. We believe every employee should be compensated equally, regardless of gender or ethnicity. In 2019, we became the first large pureplay cybersecurity company to achieve gender pay parity and in 2020, expanded pay parity to include underrepresented professionals in the U.S.

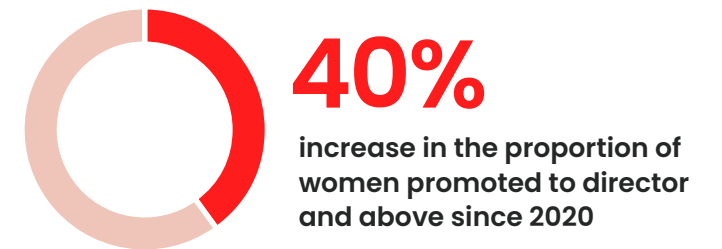
Today, we remain vigilant in monitoring and upholding global gender pay parity and parity among U.S. underrepresented professionals. We're proud our latest independent audit revealed no disparity. The absence of any discrepancies is the result of intentional focus from our leaders, recruitment team, and hiring managers.

Our process

- 01 We define.** Pay parity means fair and equal pay for employees in the same job code, grade level and location, regardless of gender or ethnicity.
- 02 We analyze.** We first audit employee job codes for accuracy and then group employees by job code. We apply controls for pay differentiators such as performance, tenure, and experience.
- 03 We adjust.** After meticulous evaluation with the business, we make any pay adjustments.
- 04 We uphold.** In addition to annual analysis, we keep parity at the forefront throughout the year—from our hiring practices to how we promote and reward our employees.

Ensuring equal advancement

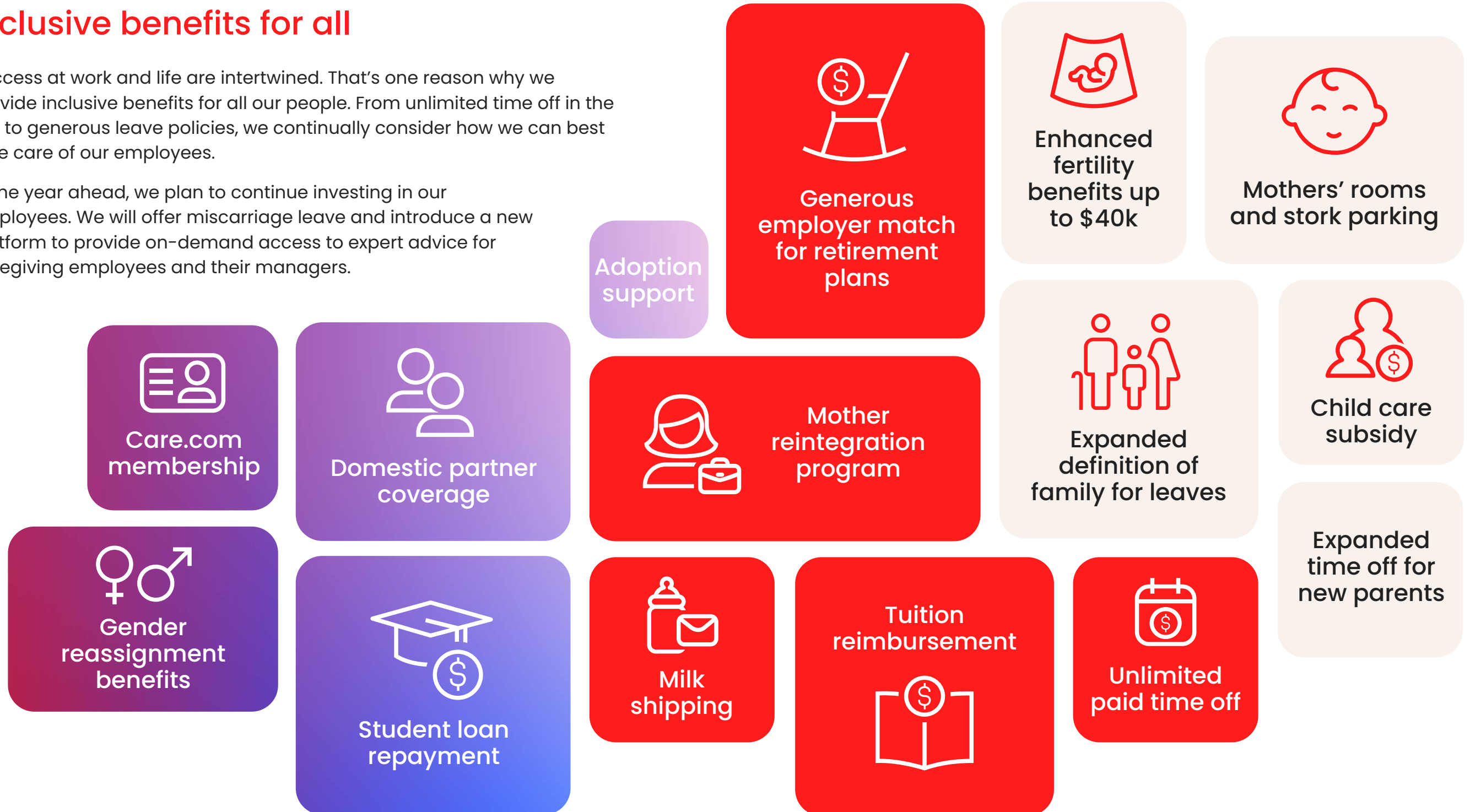
We value all employees and their unique experiences. To ensure no unconscious bias appears when considering promotions and awards, we perform a Diversity Impact Analysis. Our guiding principle is to guarantee that, at a minimum, any promotions or awards are representative of each diverse group's populations within each organization.



Inclusive benefits for all

Success at work and life are intertwined. That's one reason why we provide inclusive benefits for all our people. From unlimited time off in the U.S. to generous leave policies, we continually consider how we can best take care of our employees.

In the year ahead, we plan to continue investing in our employees. We will offer miscarriage leave and introduce a new platform to provide on-demand access to expert advice for caregiving employees and their managers.



McAfee recognized as one of the best companies for multicultural women and working dads

We're proud McAfee earned a spot on two of Seramount's annual lists — the 2021 Best Companies for Multicultural Women and the 2021 Best Companies for Dads.



Best Companies for Multicultural Women

McAfee works to create and use best practices in hiring, retaining and promoting multicultural women in the U.S. This is evident in our blind resume reviews, values-based interviewing, and our promotion strategies with our Diversity Impact Analysis. We will continue to create a culture that empowers multicultural women.



Best Companies for Dads

On top of creating a flexible work culture for working parents, we offer best-in-class benefits for working dads in the U.S including gender-neutral bonding leave, phase back opportunities, Care.com membership, backup care for children, and KinderCare tuition discounts.

“With all of life’s obstacles over the last year and a half, McAfee has really made juggling work and life easier as a father working from home.”
— **Jeremy, U.S.**



COVID-19 and well-being

The COVID-19 pandemic continued to disrupt all aspects of our lives. We responded by putting our people first and supporting our community. In 2021, we continued supporting those most impacted by COVID-19 and responded to the increased need for well-being solutions for our employees and their families.

Supporting our people in India

The COVID-19 crisis did not end in 2020 and neither did our support of our employees, especially as the situation intensified for our employees in India. In response, we organized initiatives designed to offer relief to our employees and local communities.

- Administered 2,500 vaccines to employees and dependents as part of local vaccine drive and reimbursement program
- Expanded Compassionate Leave for our employees in India so they could better care for themselves and their families
- Organized COVID-related webinars and live chats with doctors and health experts for our team members
- Matched individual employee donations to PM Cares Fund and United Way of Mumbai, donating a total of \$100,000 USD
- Donated \$40,000 USD to purchase hospital beds
- Provided 10 oxygen concentrator machines to local hospitals
- Funded 3,000 COVID-19 test kits, personal protective equipment kits for 1,200 healthcare workers, and COVID-19 health kits and meals for 1,000 families



A heart for others

It's people with a heart for others who make a difference. Recognizing people needed support, a team of McAfee volunteers mobilized and worked around the clock. Together, they found hospital beds for McAfee employees and loved ones, located supplies or transportation, maintained COVID-19 resources on a dedicated microsite, shared healthcare-related webinars, and organized employee gatherings to share experiences.

"We realized people felt helpless. There was so much ambiguity about how to do things. I mobilized a group of volunteers that took on finding beds, oxygen, medicine, blood donations, and more. Next, we built a microsite so people could find validated resources. We then started taking cases for employees and their relatives. At peak, we handled 10 cases a day. Anybody available would jump in and search government sites or make calls to find the right information. We dealt with a lot of grief, but it was the positive news that kept us going. Because we put our heads together, we were able to make a difference." — **Anju, India**



"It was end of April when the COVID-19 surge happened in Bangalore. I joined McAfee volunteers in helping find verified contact information for hospital beds, oxygen concentrators, delivery of medicines, and insurance. The work became much larger than we expected. We collectively made 100-200 calls daily to hospitals, COVID-19 control rooms, or pharmacies helping employees and their families. We verified every piece of information before passing it to others. We worked around the clock with no regular sleep or mealtimes. It was a turbulent time, but it felt like we acquired additional strength to raise our hands and help." — **Arjun, India**

Pause for India

Following India's surge of COVID-19 cases beginning in April 2021, McAfee employees around the world gathered for a special event to pause for India, as a team and a community. This gave everyone an opportunity to reflect, show support, and connect with each other amidst suffering.



Prioritizing health and well-being

Recent years have presented new challenges for us all, compelling many of us to explore new ways to care for ourselves. We wanted to be part of the solution and increased opportunities to prioritize health, movement, and mental well-being.

Finding calm together

With free access to a full content library from Calm's app, we can meet the needs of our diverse workforce and their families. Calm offers proven techniques to forge habits that reduce stress, improve sleep, and practice mindfulness. **21.2% of employees use Calm.**

A week focused on wellness

Our activity-filled Wellness Week featured sessions covering healthy eating habits, resiliency, mindfulness, strength training, yoga, sleep, ergonomics, and more. Employees could then access recordings and resources shared on our dedicated microsite for Wellness.



"I started with daily meditation. It's been something I wanted to do for a while, but I didn't know how to start. The app is very intuitive so it's quite simple to use. I also make good use of music for concentration at work."

— Nora, Spain

Supporting ergonomics at home

There is a science behind how you set up your workplace. With a majority of our employees working from home, we shared best practices to alleviate discomfort and practical modifications. Between visual guides, trainings, and assessments, we helped employees optimize their workspaces to better their health and well-being.



Stepping up to the fitness challenge

Knowing the importance of movement in both physical and mental health, we organized a six-week fitness challenge to provide a fun, friendly way to stay active. With a dedicated app, employees joined virtual teams to compete for prizes, shared their experiences with photos, and offered encouragement.

23% of employees participated.

Access to well-being support

Through our Employee Assistance Program (EAP), we offer health, financial, legal, and family support at no cost to McAfee employees and their dependents. This includes providing access to free, confidential counseling sessions with a qualified counselor.

Our community

The work we do daily empowers individuals and families to enjoy a safer life online. We protect what matters most, not just in your online communities, but in the communities we call home. We build a better world through workplace giving and building a brighter future for the next generation. Our work in our community focuses on driving the UN's SDGs of gender equality and reduced inequalities.



Aligned to UN SDGs:



Gender
Equality

Reduced
Inequalities

Amplifying employee giving

Our giving approach is founded in the belief that each person's unique contribution to this world is powerful. For this reason, employees are empowered to support the causes that matter most to them. McAfee's match then amplifies their impact through McAfee Gives, our employee giving program.

In 2021, our communities continued experiencing increased need. McAfee and our employees helped meet that demand through giving campaigns for COVID-19 relief and our annual Season of Giving. To support our employees and the community during India's dire COVID-19 surge, we matched donations up to \$500 for PM Cares Fund and United Way of Mumbai. Employees raised nearly \$47,000, which McAfee matched. This marked the highest amount donated during a single campaign at McAfee.

Giving back one laptop at a time

At the height of the COVID-19, schools across the world pivoted to online learning. But this placed additional stress on families without access to technology at home. In response, McAfee employees partnered with nonprofits to donate more than 300 refurbished laptops to families in need of a home computer.



Sparking STEM career interest

We continuously look for ways to inspire a diverse workforce across generations. Building on our strengths in STEM and cybersecurity, we partner and volunteer to empower future cyber talent. Together, we help children realize, no matter their background, they can boldly pursue an incredible career in cybersecurity.

Teaching online safety

McAfee employees certified in our original, award-winning curriculum reach hundreds of schools, nonprofit organizations, and parent or guardian associations each year through the McAfee Online Safety Program. Students learn cyber safety and cyber ethics in a relatable, useful way while simultaneously exploring career possibilities in cybersecurity and technology.

Expanding career paths alongside CyberFirst

McAfee recognizes that to close the skills gap and build diverse teams, offering students opportunities to learn about the world of cyber is paramount. In 2021, we began our partnership with CyberFirst and offered 12-week internships to young minds of diverse backgrounds, and not just coders, but to those who traditionally may consider cyber as a career path, such as analysts and public speakers.

Addressing cyber-skills shortage with London South East Colleges

To inspire students to explore the many career pathways in cyber, this last year, McAfee partnered with London South East Colleges to bring a variety of panel events, workshops, and mentoring opportunities to local students. Activities and events gave students first-hand insights into the variety of roles available and the skills required to be successful in the industry.



Our planet

Fighting climate change is a defining moment for our time and we claim responsibility for protecting the planet for the next generation. As an agent of change and aligned to the UN SDG of climate action, we remain focused on integrating climate change measures in our business strategy, reducing our carbon intensity, and improving our energy efficiency.



Aligned to UN SDGs:



Climate
Action

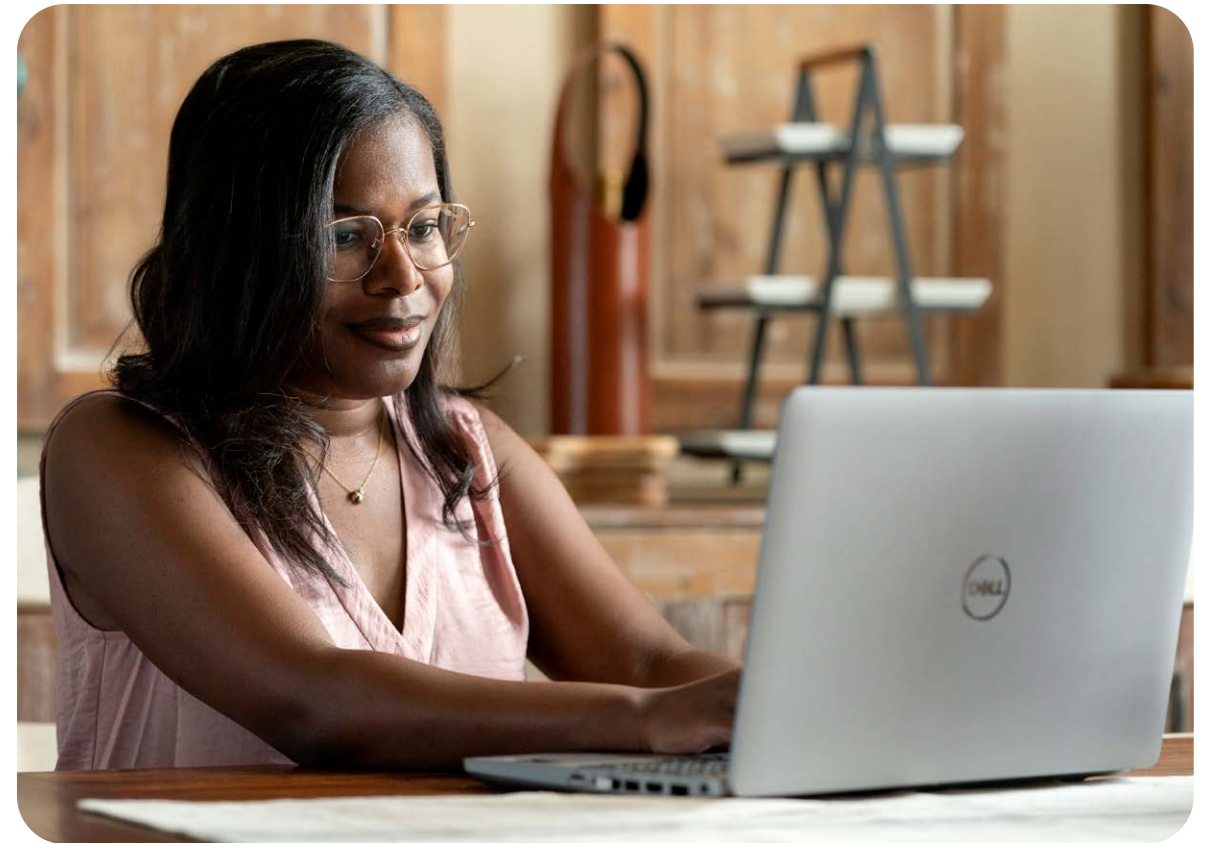
Making progress for sustainability

It is without question that ensuring a livable planet is a priority. At McAfee, we remain committed to assessing our environmental impact. In 2021, we formed our Environmental, Social, and Corporate (ESG) governance committee, to assess our operations and work in a more sustainable way.

Improving supply chains

Our ESG team engages with clients, partners, investors, and suppliers to examine how our existing business strategies can be improved with climate action. In 2021, we evaluated opportunities in our supply chains and now:

- New vendors meet standards across ethics, safe working environments, labor and human rights
- McAfee shipped products are ROHS and REACH compliant
- All products are built with ISO 14001 certified Electronics Manufacturing Services (EMS), Original Design Manufacturers (ODM), and Contract Manufacturers
- Outsourced manufacturing suppliers are compliant and registered to the following management systems: ISO 9001:2015, ISO 13485:2016, TL 9000, and ISO 14001:2015



Reducing travel and redefining how we work

McAfee is a worldwide leader in online protection. Historically, this required many of our employees to travel. But as COVID-19 challenged us to work in new ways, we found connecting with others virtually just as beneficial for both our employees and our clients. As a result, we are evaluating our working environments and continuing to decrease employee travel to only critical business-related air and ground travel.

Making our office spaces more sustainable

We target only the highest standards for any new office space or renovations – we follow LEED sustainability best practices. We also focus on using renewable energy and minimizing our office waste through efforts such as removing single-use plastic and expanding our recycling programs, including those for electronics.



Local



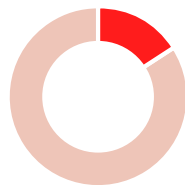
Global



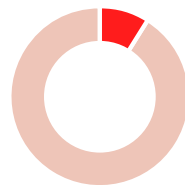
Our headquarters building is **LEED Gold certified**



60% reduction in pages printed per employee since 2020



16% of our workplaces use 100% renewable electricity



9% reduction of energy consumption in occupied buildings since 2020



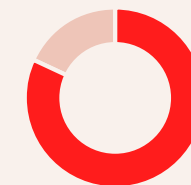
50% of installed equipment saved for reuse or recycled following e-waste disposal procedures due to relocation



ZERO single plastic usage in France, Ireland, and Aylesbury, England offices



100% of used ink cartridges in Cork are recycled



82% reduction in trash in Ireland since 2020

About McAfee

McAfee is a global leader in online protection. We're focused on protecting people, not devices. Our solutions adapt to our customers' needs and empower them to confidently experience life online through integrated, easy-to-use solutions.



Learn more

Belong at McAfee

Learn more about McAfee's commitment to inclusion and diversity.
[McAfee.com/Inclusion](https://www.mcafee.com/Inclusion)

Life at McAfee

Read real stories from real employees building meaningful careers.
[McAfee.com/LifeAtMcAfee](https://www.mcafee.com/LifeAtMcAfee)

Join us

Redefine cybersecurity solutions in an environment where all belong.
[Careers.McAfee.com](https://www.mcafee.com/Careers)



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