



**VIAVI**  
VIAVI Solutions

# VIAVI Solutions UK Limited

## 2023 Gender Pay Gap Report

# Introduction from Todd Taylor

At VIAVI Solutions UK Limited, we strongly believe that our colleagues deliver their best when they are encouraged to contribute their unique talents while driving outcomes for our customers. Our aim is to cultivate and preserve a collaborative and inclusive culture across the organisation, creating a work environment where everyone is positioned to succeed.



This report presents our 2023 Gender Pay Gap results and compares them to the previous years' findings including prior Aeroflex Limited historical figures. Reducing our Gender Pay Gap and Gender Bonus Gap remains a key priority for us, and we remain fully committed to driving greater inclusivity across our organisation. The journey will take time and we are aware that our results may fluctuate from year to year. This is in part due to challenges in the representation of women across our industry. We believe that we will see a reduction in our gaps over time by recruiting from a more varied and inclusive talent pool, nurturing and growing our existing employees and embodying a diverse and inclusive culture.

We have seen an increase in our median and a slight decrease in our mean Gender Pay Gap figures for 2023. This is primarily driven by an increase in women in our lower quartile. We are confident, however, that this increase is securing a pipeline of diverse talent for the future that we hope will grow and develop within our business.

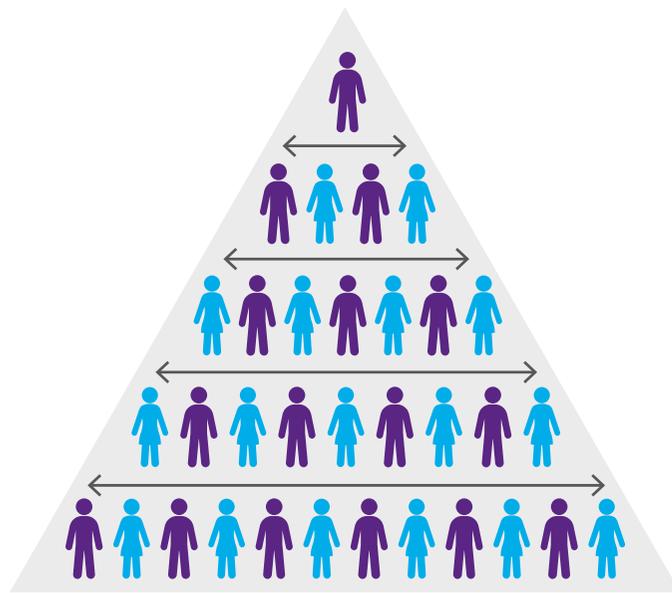
I encourage you to read further about our results, understand more about our actions, and our future commitments to closing the gaps.

I confirm the data reported is accurate, in accordance with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

**Todd Taylor**  
**Vice President - Commercial Engagement Team;**  
**Legal Lead - Europe, Middle East, Africa**

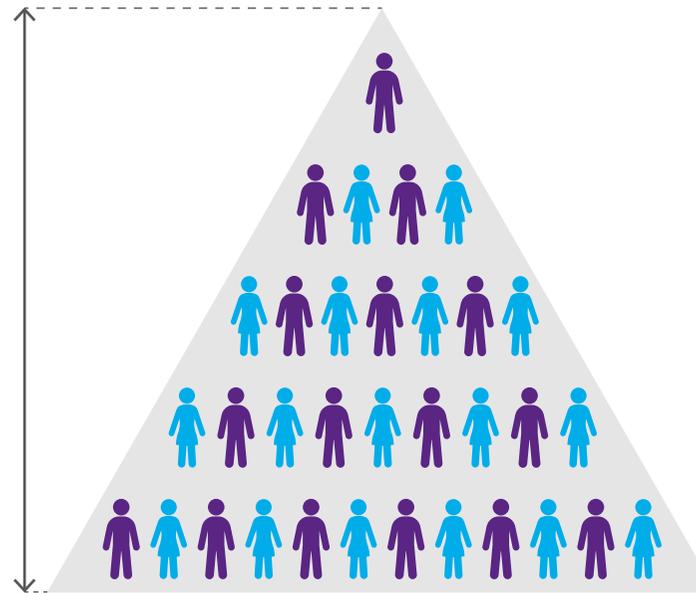
# Understanding the Gender Pay Gap

It is important to understand that the **Gender Pay Gap** is not the same as **Equal Pay**, and the two concepts should not be confused.



## Equal Pay

**Equal pay** requires that females and males carrying out the same or similar work in the same employment must receive the same pay.



## Gender Pay Gap

The **Gender Pay Gap** is the percentage difference in the mean or median hourly rate for all female and male employees across an organisation. It is a single figure for all employees – irrespective of the job they do, grade, skills or experience. This includes base pay; allowances and any other bonus and incentive pay paid in April 2023.

# Understanding the Gender Pay Gap

continued

## Measuring our gaps

Since April 2017, the UK Government has required all UK companies with over 250 employees on payroll to publish annually specific calculations relating to the following:

### Gender Pay Gap (hourly pay):

This is the mean (average) and median (middle of a ranking from lowest to highest) difference between what female and male employees were paid on 5th April 2023, shown as a percentage of male earnings.

An equivalent hourly rate is calculated for all employees including not just basic pay, but any relevant pay elements received in the pay period that the 5th of April 2023 falls in. This helps to compare salaried and hourly workers as well as to assess the impact of allowances and bonuses.

### Gender Bonus Gap:

This is the mean and median difference in incentive pay received by female and male employees in the 12 months prior to 5th April 2023. It includes all bonuses and incentives, such as earnings from stock compensation.

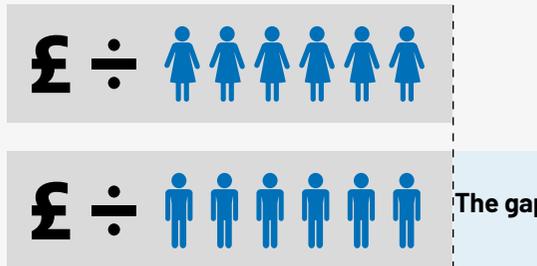
### Bonus Proportions:

These are the percentage of female and male employees receiving any bonus payment in the 12 months prior to 5th April 2023.

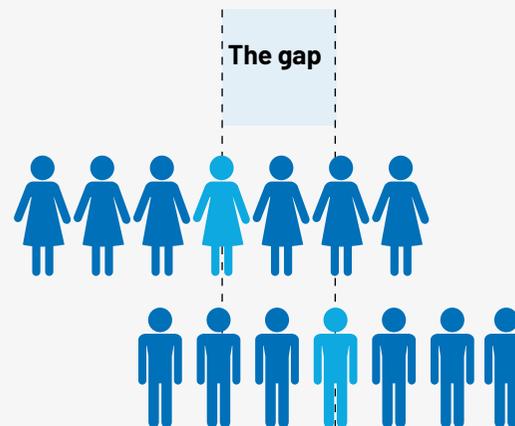
### Hourly pay quartiles:

These are the percentage of females and males in each pay quartile. All hourly pay is ranked from highest to lowest and employees are divided into four equal groups. The percentage of females and males in each group is then calculated.

## Explaining Median and Mean



**Mean:** The mean is calculated by adding up the total hourly pay of employees and dividing by the number of employees. The calculation is completed separately for females and males, and the means are compared.



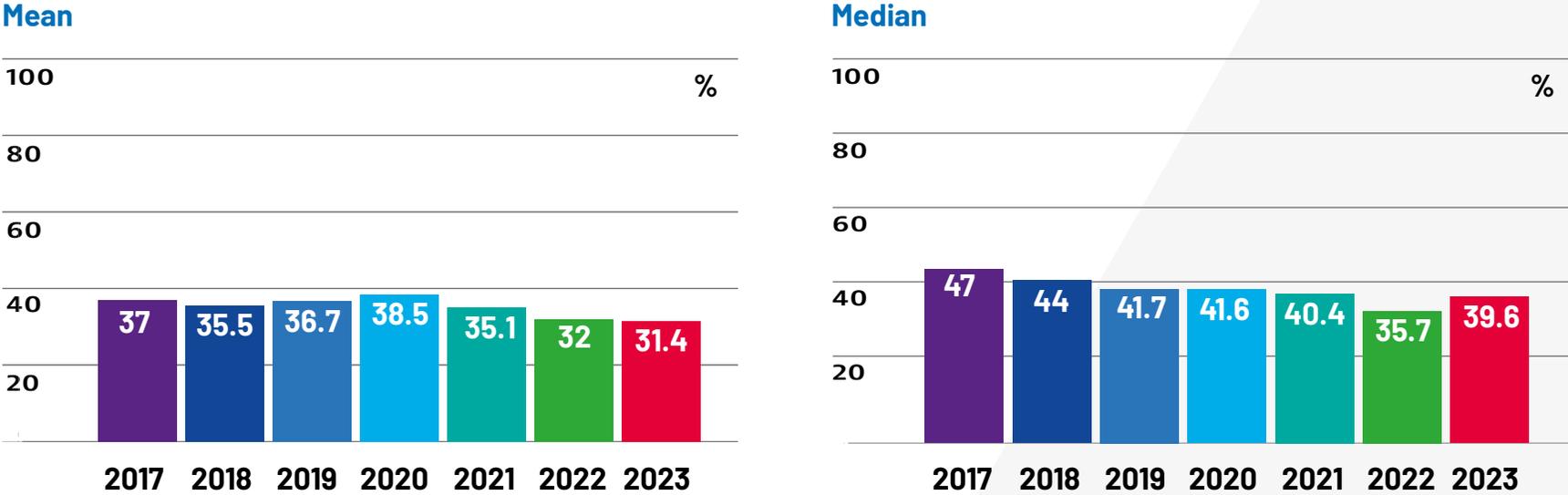
**Median:** The median is the middle number of a ranking of hourly pay from lowest to highest and gives us the best view of 'typical' hourly pay. This calculation is completed separately for females and males and the medians are compared.

It is important to note that the UK Gender Pay Gap legislative requirements are binary regarding gender (specifying female compared to male). Whilst we are reporting our statistics in accordance with the legislation, at VIAVI, we recognise and support all gender identities.

# Gender Pay Reporting Results 2023

## UK Gender Pay Gap

The charts below show our VIAVI Solutions UK Limited Gender Pay Gap results for 2023 compared to previous results, including Aeroflex Limited results (2017-2020).



## Gender Pay Gap Summary

We have seen a slight decrease in our mean pay gap (0.6%) but an increase in our median pay gap (3.9%) compared to our 2022 results. Both the mean and median Gender Pay Gaps remain favourable to male employees.

The increase in female representation in our lower quartile has been the primary factor in the increase in our median this year.

An increase in female representation in the upper, upper middle and lower quartiles, has resulted in a slight reduction in our mean pay gap figures this year.

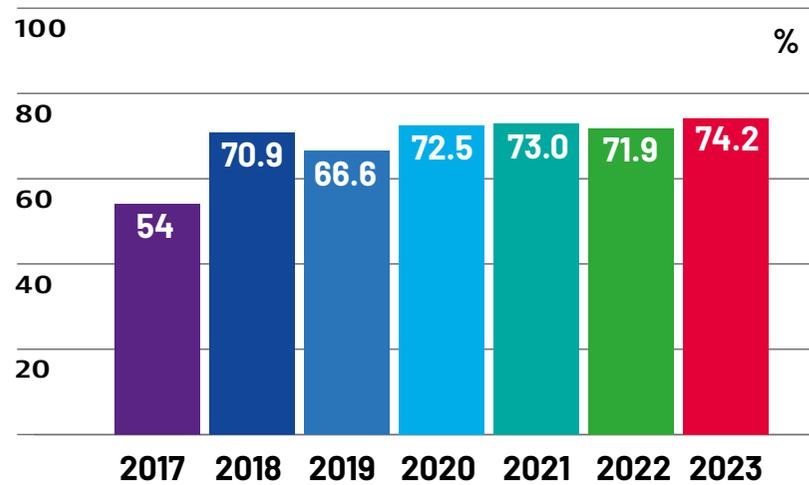
# Gender Pay Reporting Results 2023

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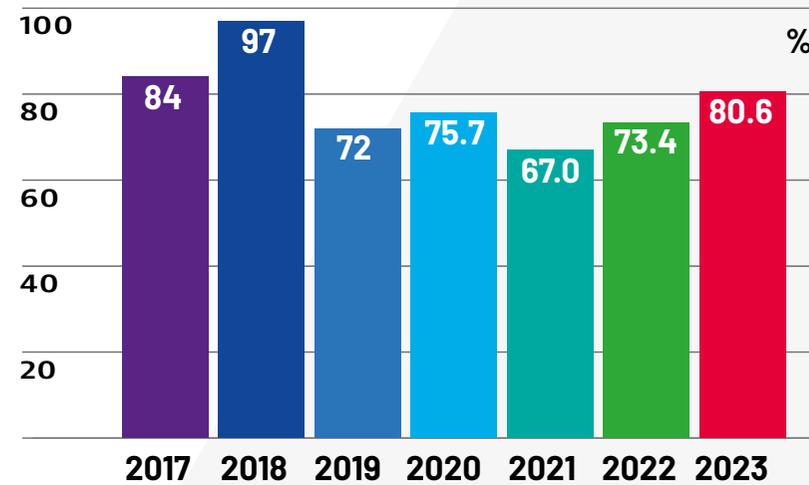
## UK Gender Bonus Gap

The charts below show our VIAVI Solutions UK Limited Gender Bonus Gap results for 2023 compared to previous results, including Aeroflex Limited results (2017-2020).

### Mean



### Median



The pay data is taken at a snapshot date of the 5th of April 2023 and the bonus data is all bonuses paid between 6th April 2022 and 5th April 2023.

## Bonus Pay Gap Summary

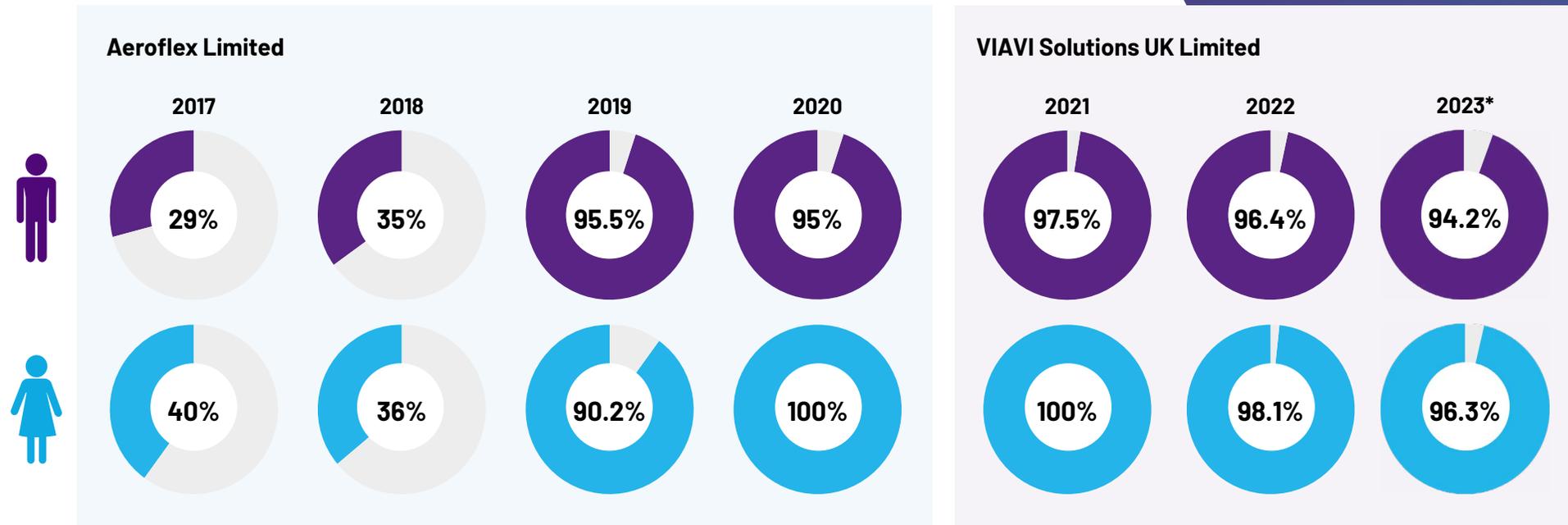
We have seen increases in both our mean (2.3%) and median (7.2%) bonus gaps this year. We continue to focus on making improvements to our Bonus Pay Gap figures. Through the recruitment of diverse talent across all business functions, at all levels, we are confident we can address this gap.

# Gender Pay Reporting Results 2023

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## Proportion of employees receiving a bonus

The charts below show the percentage of employees who received a bonus.

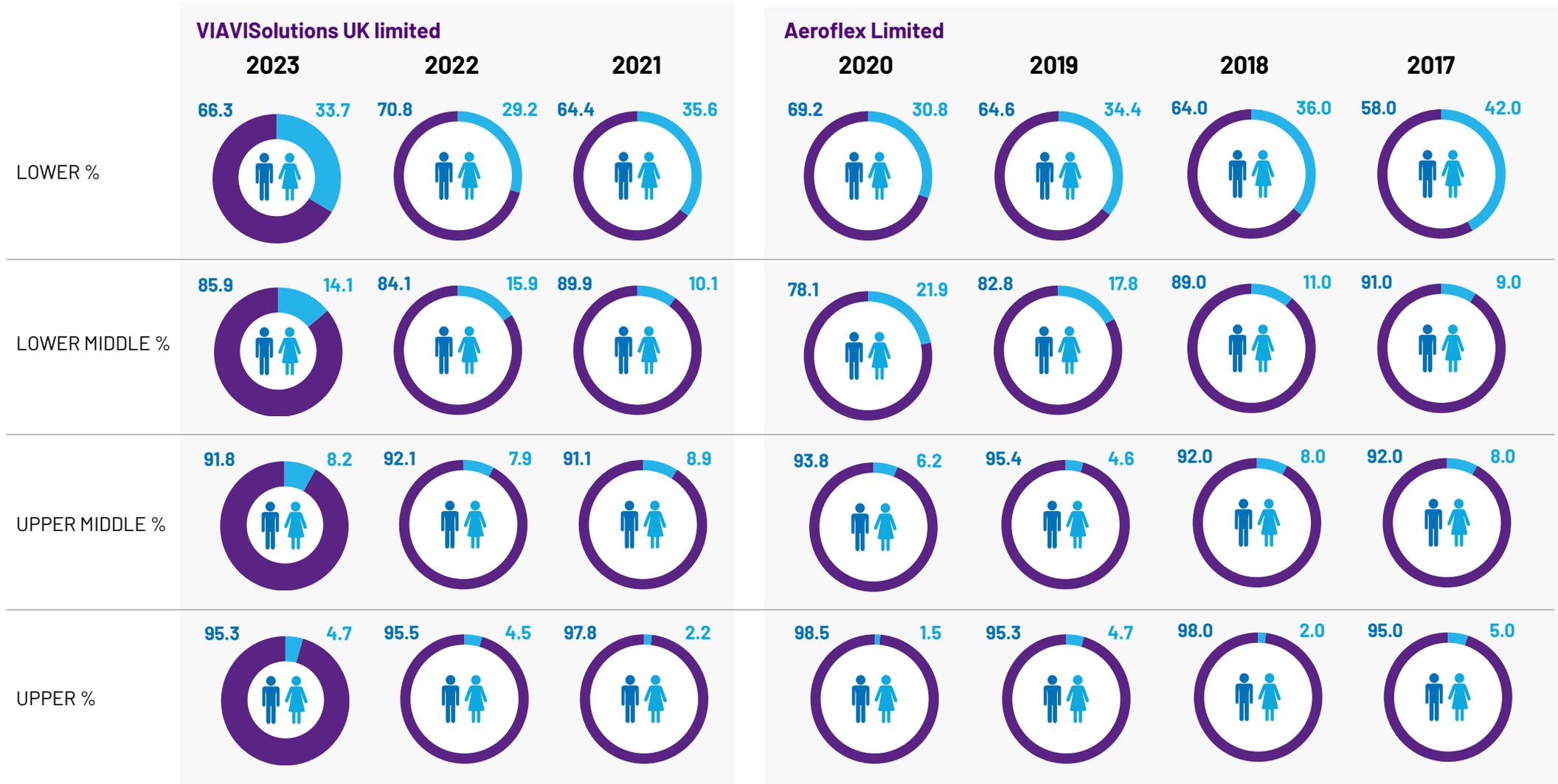


\*Represents reporting as of April 2023.

In 2023, a high proportion of our eligible employees received a bonus. The 2.1% difference between the proportion of females and males receiving a bonus is related to eligibility rules for new employees. Everyone who was eligible for a bonus received one.

# Population by Pay Quartiles

The charts below show our VIAVI Solutions UK Limited Pay Quartile results for 2023 compared to previous results and our Aeroflex Limited results (2017-2020).



**Like many other companies in our sector, the gender distribution of our workforce has the greatest influence on our Gender Pay Gap.**

Our year-on-year gender distribution across the four equally sized pay quartiles shows that the proportion of females continues to be low in both the upper and the upper middle pay quartiles, which is one of the key drivers of our Gender Pay Gap.

# Actions we are taking to address our gaps our gaps

## Our DE&I commitment and actions

Our DE&I Mission represents our commitment to fostering, cultivating, and preserving a culture of Diversity, Equity and Inclusion at VIAVI. We are actively incorporating DE&I into our People Strategy. Our Diversity, Equity and Inclusion Pillars embody our approach as we make progress in this space.



# Actions to support our values and culture

## Next steps

From a UK perspective, in 2024 we will focus on:



### Performance Management

We seek to drive talent conversations at all levels, which is complemented by Everyday Development, our performance management check-in process. Check-ins ensure that employees are being coached and supported throughout the year with relevant and timely discussions on expectations, feedback, and development. Our employees can expect to engage regularly with their manager, and to have their support to accelerate their performance and development.

All these activities are helping managers to embed inclusiveness and belonging into their teams which we anticipate will help our female employees to feel confident to progress with VIAVI.



### Hiring and Selection

We will continue to work with our recruitment partners to focus on the candidate experience, source diverse talent and offer equal opportunities.



### Talent Development

VIAVI talent development offerings are made up of relevant and useful learning resources for our employees, managers, and leaders that invite a growth mindset and create an appetite for lifelong learning.

Our global Leadership Development Program has now reached over 70% of our leaders in fiscal 2023. Years 1-2 were focused on foundational leadership concepts, creating a shared language and behaviours for managing teams. This year, we launched advanced concepts for Managers focused on coaching others, change leadership and accelerating talent. Leaders in this program realize the value of connecting globally and cross functionally in the virtual live sessions, giving their experience a Net Promoter Score of 70+.



### Broader Diversity

We commit to supporting the DE&I pillars and focusing on long-term, sustainable change for our workforce. This means looking to recruit and retain diverse talent at all levels.

# Actions to support our values and culture

## Next steps continued



### Fostering Early-in-Career Talent

We believe that improving the number of young women entering STEM careers now will positively impact the Gender Pay Gap in future years. We are therefore committing to investing in our Early Careers programme.



### Global Early Careers Programme

Our VIAVI Early Careers Programme aims to attract the best graduate talent into a two-year programme, learning from the world's best network test and optical security experts. With opportunities in R&D and Sales, the Early Careers Programme offers a 2-year rotational opportunity for new graduates, allowing them to build a foundation for a rewarding career. Early Career team members work alongside and collaborate with the industry's best minds and network with industry leaders. Upon completing the 2-year program, the newly graduated team members have an opportunity to join one of our teams and continue their career with VIAVI.



### Work Experience Programme

VIAVI continues to provide a structured Work Experience Programme for Year 10 and Year 12 students throughout the year. The students spend time with several functions which introduces them to different facets within a technology business. We also run an Apprenticeship Programme as a part of our collaboration with universities to recruit talent.



### Family Friendly Policies

VIAVI has a host of family friendly policies which support women in fulfilling their careers and managing their work-life balance.

- Extended Maternity Leave entitlements.
- Hybrid and flexible working opportunities.
- Open door policy by management.
- Equal opportunities policy.
- Regular training on unlawful harassment including sexual harassment.
- A wide range of benefits, including:
  - Private Medical Benefit, with the option to buy up family members.
  - Company-contributed pension scheme.
  - Generous Annual Leave entitlements which increase with service.
  - Insurances to assist the employee and their families in case of illness or death.
  - Employee Assistance Program for employees and their families.
  - Health Assessments.

# Employee spotlights



## From Charlise Stacey, SIO Planning Manager

My passion for Operations comes from the buzz I get when problem solving, meeting deadlines, and improving processes.

In 2022, I joined VIAVI to face new challenges and environment. Although the product was different, the rules of supply are the same. Surrounded by a supportive team, we have made great changes and embedded new ways of working. As a female manager working in a mostly male environment, I hope I bring a different dimension and a more rounded, inclusive view to my team.

I strongly believe that, if you find there is no one who looks like you in your space, then make the space!! I am happy to lead and drive that transition and really enjoying my journey with VIAVI and leading my team on our NEW road not yet mapped.



## From Sangeetha Gopalakrishnan, Engineering Team Lead

Two decades ago, what started off as a campus recruitment, paved the way to a series of learnings and experiences that make me what I am today. I started my career as a Quality Engineer in India and, with excellent leadership, there was plenty of opportunity to learn.

With motherhood coming into the picture, I took a conscious decision to take time off to don a hat that needed my time and undivided attention. Before joining VIAVI, I had only worked in the financial sector. When I was looking to return to the workplace post extended family leave, VIAVI provided a terrific opportunity. This was in 2018 and with a career gap and new domain, I took up the challenge and ventured back into QA (Quality Assurance) Engineering.

Six years and many milestones crossed later, I am now both a Project and Team Lead. I employ my experience to create a work environment where communication is key. I encourage the team members to be vocal about the issues they face or just feel free to share the happiness they have. I ensure we evaluate and follow the processes we set out for the team. It has been a rewarding growth in this second innings of my career. As I grow personally, I also strive to be responsible for the growth of my team members.

The hunger to learn must never cease, I adhere to and advocate for this!

# Glossary

**Diversity:** Diversity is about recognising, respecting and valuing differences based on any number of areas inclusive of, but not limited to, ethnicity, gender identity/expression, age, race, religion, disability and sexual orientation.

**Equity:** Equity implies justice or fairness, thereby providing each individual with the tools and resources they need to be successful. Note, this differs from Equality, which relates to treating everybody equally.

**Inclusion:** Inclusion is the culture in which everyone can come to work and feel comfortable and confident to be themselves.

**Median:** The median is the middle number of a ranking of pay from lowest to highest and gives us the best view of 'typical' pay

**Mean:** The mean is calculated by adding up the total pay of employees and dividing by the number of employees.

**Quartile:** A quartile is a metric which divides the number of data points into four parts, or quarters, of more-or-less equal size. The data must be ordered from smallest to largest to compute quartiles.



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