

GRAPHCORE

**GENDER PAY
GAP REPORT
2021 - 2022**



INTRODUCTION FROM CEO

Our experience tells us that companies succeed when diverse people come together with a shared purpose. We want everyone at Graphcore to be true to themselves while doing their best work contributing to something that has the potential to change the world. That's why one of our core values is 'Be your best and be yourself'.

In 2019 when we grew to a size that qualified us for UK gender pay gap reporting, we decided to use it as an opportunity to go beyond the statutory requirements and to understand the context for our gender representation and remuneration.

Deeper analysis of our gender remuneration data found that there is no statistically significant variance in base pay between men and women at Graphcore. While non-technical teams have fairly balanced male and female representation, like many other tech firms, we have far fewer women in engineering at all levels, particularly in senior roles. As the vast majority of our UK team is in engineering, we have a gender pay gap.

Whilst this has improved since our last report, we understand we need to make much more progress. We continue to grow our female talent pipeline and have seen an increase here, as well as ensuring our early careers program attracts more women to pursue engineering careers.

We continue to take practical steps to increase female representation at Graphcore. We have challenging targets for female recruitment for engineering roles so we can hold ourselves to account and we outline some of the activities already underway at Graphcore later in the report.

We continue to challenge ourselves to ensure fairness and to remove barriers to progress for everyone. We have robust processes in place to ensure we have a level playing field in career development, promotion and compensation, regularly benchmarked against external market data. We have introduced a Diversity, Equity and Inclusion Committee, made up of a diverse team of people at all stages of their careers, across our global offices to help us listen to and act on feedback and to lead wider diversity and inclusion initiatives. There is more work to do and measurable policies like the UK gender pay gap reporting are crucial for making sure we continue to make progress in the right direction.

Nigel Toon
CEO & Co-Founder, Graphcore

I confirm that the gender pay gap data is accurate for Graphcore limited and has been calculated in accordance with ACAS and GEO Guidance



WHAT IS GENDER PAY GAP REPORTING?

UK gender pay gap reporting calculates the difference between the hourly earnings of men and the hourly earnings of women in a company. Earnings include base pay, allowances and any bonus and other incentive pay. The gender bonus gap is the difference in the bonus pay received by men and women.

The UK Government requires all UK companies with over 250 employees to annually publish figures on median and mean UK gender pay gap, median and mean gender bonus gap, the proportion of men and women receiving bonuses and the proportion of men and women in each quartile of the organisation's pay structure. This contrasts with equal pay for equal work, which continues to be a legal requirement.

Median

The median is the middle number when you have ranked pay from lowest to highest. This is often considered to be the best representation of typical pay as extremes of low and high pay do not affect it.

Mean

The mean is calculated by adding up the total pay of employees and dividing by the number of employees in the list. This calculation is completed separately for men and women. While useful, this true average is easily skewed by a small number of high or low earners.

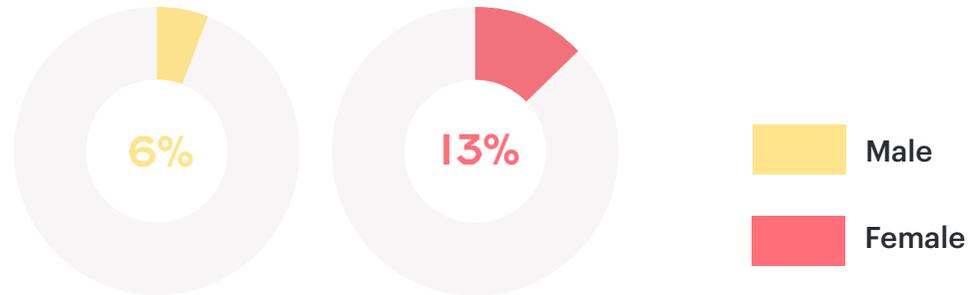


GRAPHCORE FIGURES

This report sets out the UK gender pay gap and gender bonus gap at Graphcore as well as other data required by the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

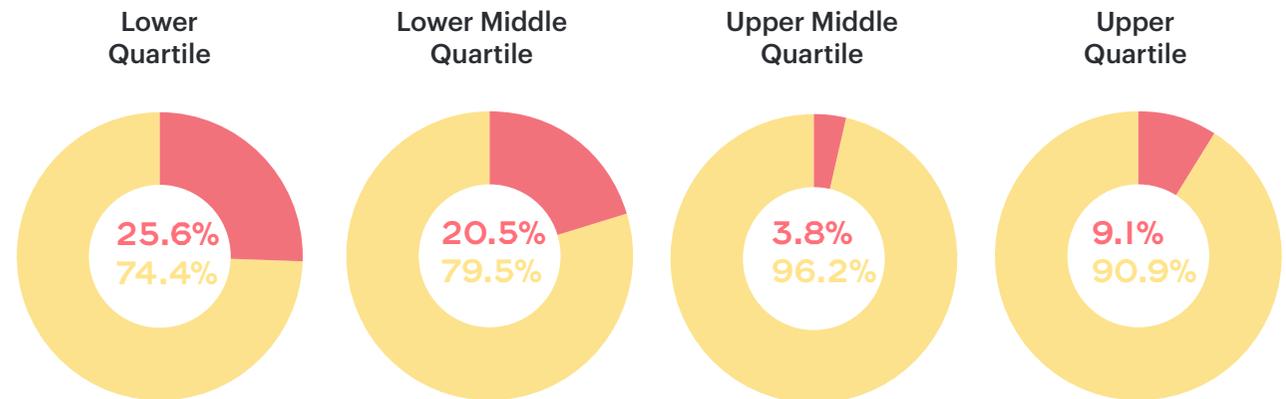
The pay data of 317 UK Graphcore employees was analysed, including all UK full and part-time employees, on 5 April 2021. Bonus data is from 5 April 2020 to 4 April 2021.

Proportion of male and female employees who receive a bonus



Pay Quartiles

The proportion of male and female employees according to quartile pay bands



	Gender Pay Gap	Gender Bonus Gap
Mean	22.3%	37%
Median	25.2%	33.1%

BUILDING DIVERSITY & INCLUSIVITY AT GRAPHCORE

We know that it will take time to truly address our UK gender pay gap. To do this we commit to fair and unbiased recruitment processes, robust probation and reward systems and a safe, inclusive work environment where everyone can do their best work. A number of programmes and core approaches already underway at Graphcore include:

Recruiting female talent

We are actively focused on increasing the proportion of women joining Graphcore at all levels. We support several female engineering societies and have regular outreach and mentoring with female computer science and electronic engineering undergraduates. While the majority of new hires still remain in the lower two pay quartiles, we are challenging ourselves to ensure that we have at least one woman on the shortlist for senior roles.

Unbiased recruitment

We are striving to remove bias from our recruitment processes from ensuring the language used in job adverts is inclusive and gender balanced, to holding unconscious bias training for hiring managers and interviewers. We have a structured interview process to make recruitment as objective as possible and all candidates are treated equally and fairly. We use skills-based assessments for our technical roles to evaluate based on ability and not just interview performance. As part of our early careers programme we hold skills seminars to support students through this process and encourage participation.



BUILDING DIVERSITY & INCLUSIVITY AT GRAPHCORE

Pay & Progression

We are committed to offering a fair, equal and unbiased reward system and have rigorous processes in place to enable this. When conducting our annual compensation review and promotions process we ensure everyone is treated fairly and we objectively review pay between men and women performing similar roles and moving roles. We will be investing in new tools to help us more easily and more frequently analyse our compensation data with the gender gap firmly part of the review process

Flexible working practices

We have a generous parental leave and pay programme for new parents. While most of us have been working from home for the past two years, we are starting to return to our offices and have introduced a hybrid working policy with a flexible working approach. This is based on trust and responsibility and will continue for the long term. We firmly believe that our flexible and supportive environment nurtures an inclusive culture.

Development

To support our people with a better understanding and appreciation of biases we have refreshed our unconscious bias training globally. We are committed to ensuring that all employees are offered the same development and progression opportunities, to help them reach their full potential, including development programmes for people managers and leaders.

Networking

We have several internal groups, such as Women at Graphcore and LGBTQ at Graphcore which have been created organically, allowing members to support and champion one another.

DE&I Committee

We have formed a new employee led committee, to help Graphcore's DE&I strategy in three areas: 1) Increasing Education & Knowledge, 2) Promoting Wider Diversity and 3) Introduction of Metrics. All three areas will continue to help build a diverse and inclusive culture at Graphcore.

