



# Redefining

citrix™

Sustainability Report  
2020

# Defining redefining

We are redefining the future of work in a way that benefits the planet, our business, and society. We are convinced advancing our business and sustainability are not competing priorities. Let us prove it to you.



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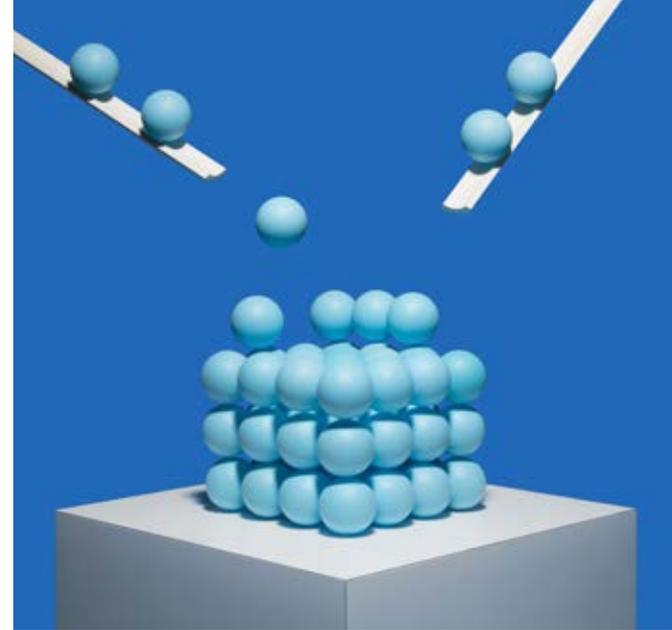
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# A message from our CFO

## We welcome you to our 2020 Sustainability Report.

We faced challenges in 2020 that were unprecedented in our lifetime. Companies, individuals and society as a whole were forced to reckon with not only the COVID-19 pandemic, but also well-founded calls to action on climate change and racial equity. And yet, while this past year took much from us, it gave us something too: a chance to look inward and reflect — on how we operate our businesses, how we care for ourselves and our families and how we can better work together to find solutions that support our global community.

Much of the working world had to make a sharp pivot — almost overnight — to a flexible work environment. As a leader in products that enable a hybrid work model, we stepped up to meet the challenge.

To help safeguard business continuity while still ensuring security and privacy for our more than 400,000 customers worldwide, Citrix gave our remote technology solutions the ultimate stress test. We facilitated a mass migration of global workforces to the cloud, and in doing so, discovered unexpected efficiencies for the environment and our customers.

During the pandemic, Citrix was designated as an “essential business.” We were both humbled by, and grateful for, this significant responsibility. To keep our employees safe while continuing to serve our customers effectively, the majority of Citrites transitioned to a distributed location work model.

Like many challenges we encounter at Citrix, we saw this as an opportunity. What we learned is that the old ways of working were ready for an update. There would be no going back to “normal.” It was time to **redefine the future of work.**

**This report will demonstrate that not only is it possible to redefine the way we work, but also the way we approach environmental sustainability, social impact and responsible governance.**

We believe that this redefinition starts at the top. That’s why in 2021, Citrix set ESG targets tied to executive compensation, among them an ambitious 2030 carbon reduction goal.

We listened to our stakeholders and understood the value of increasing transparency around our ESG (environmental, social and governance) practices. We are building on the foundation of our inaugural sustainability report, by expanding our ESG disclosures and reporting against the Task Force on Climate-related Financial Disclosures (TCFD) for the first time.

We are inspired by the strength and courage our communities, customers and employees have shown during this trying year. And we plan to continue listening and learning from those who hold us accountable as we move toward being a more sustainable organization.



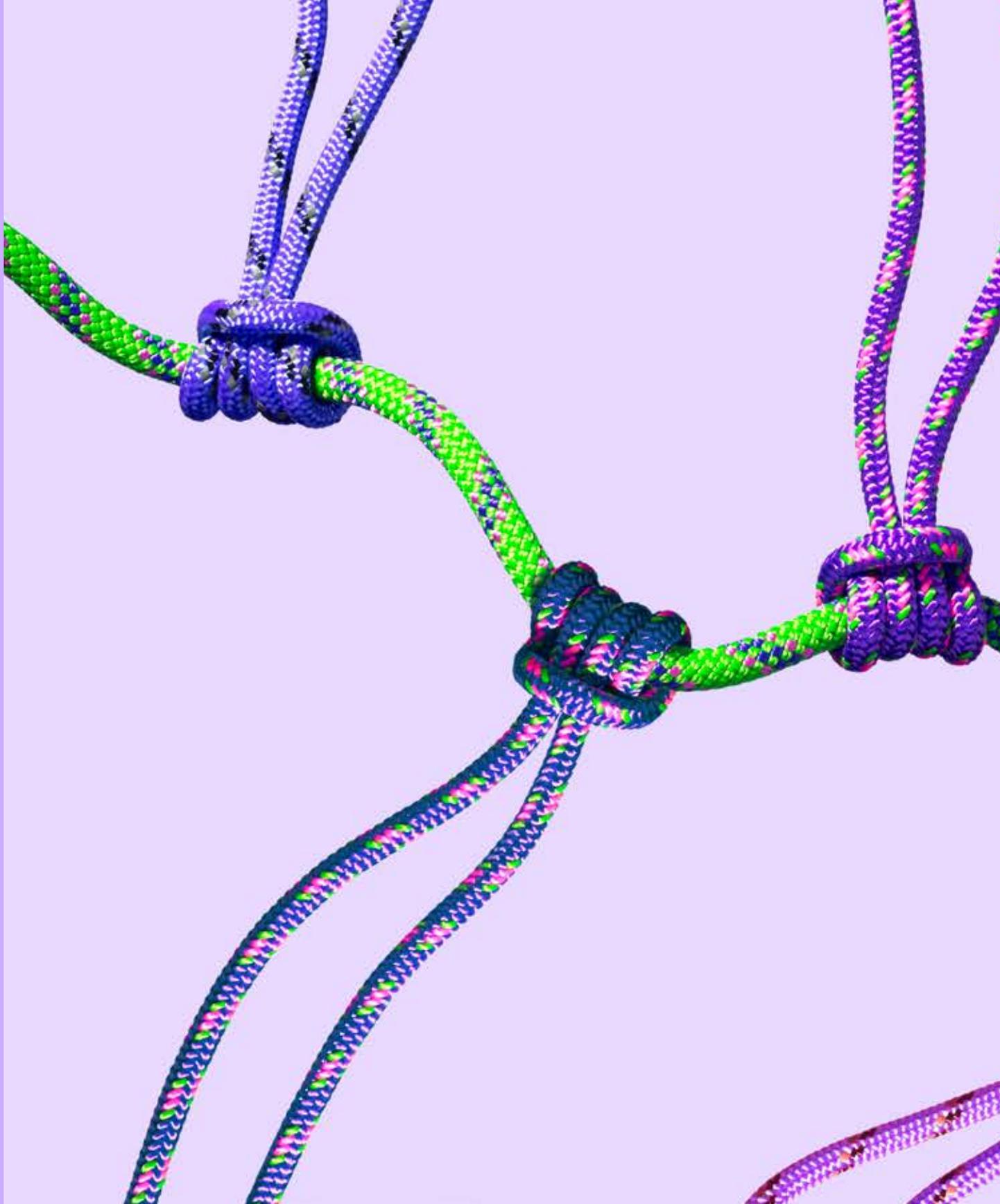
**Arlen Shenkman**  
Executive Vice President and  
Chief Financial Officer

# Our corporate purpose

## **Integrity. Respect. Curiosity. Courage. Unity.**

These core values acted as our North Star through an extraordinary year that had no roadmap, guiding us as we aimed to help make work more inclusive and sustainable for all — starting with ourselves.

We continued to drive broad positive change by creating solutions that expand access to work and allow people to get more from our resources. We made a difference on the ground by taking actions as people, teams, and communities. We internalized how environmental sustainability, social equity, and corporate governance are inextricably linked, and that acting as an ethical, transparent business is the foundation for innovating the changes that protect our world and make it a better place to live and work for everyone.



# 2020 Highlights

## Environmental impact

Initiated targets to reduce our total absolute greenhouse gas (GHG) emissions (including Scope 1, 2 and relevant Scope 3 emissions) by 30 percent and our emissions per unit of revenue by 50 percent by 2030

# 100%

of electricity consumption at our co-located data centers in Santa Clara and Doral is sourced from renewable energy and 74% of energy consumption at our India operations is from renewable sources, avoiding 5,889 metric tons of CO<sub>2</sub>e

Disclosed environmental impact and strategy to CDP, the global environmental disclosure platform, and reported against the Task Force on Climate-related Financial Disclosures (TCFD) framework, to increase transparency on our climate risks, resiliency strategy and data

## Social impact

Joined the United Nations Global Compact, committing to sustainable and socially responsible business practices and policies and reporting against our progress

# \$30M

diverse supplier spend goal for 2020 exceeded by \$2M

Launched our Racial Equity Strategy and established four new Employee Resource Groups (ERGs), including Citrix Asian Professionals, Parents and Caregivers, [Emerge and Enabled](#)

## Community impact and investments<sup>1</sup>

Donated \$9M+ in corporate giving, of which \$3M+ went toward COVID-19 relief and recovery efforts

3,600+ employees participated in our social equality events, and employee donations, matched by Citrix, contributed over \$500,000 to a variety of social justice organizations

# \$17M

commitment made to help employees and the communities in which we operate during this time of global crisis

<sup>1</sup> For more details on our 2020 community impact and investments, please see our [Corporate Social Responsibility at Citrix: 2020 Year in Review](#).

## 2020 ESG awards and recognition

Human Rights Campaign's Best Places to Work for LGBTQ+ Equality

100% score on the Corporate Equality Index (4th year in a row)

Disability:IN's Best Places to Work for Disability Inclusion

90% score on the Disability Equality Index

Digital Director Network's Top Ten Leaders in Digital and Cybersecurity Risk Oversight

Working Mother's Best Companies for Dads

Forbes America's Most Just Companies

India Workplace Equality Index Top Employers (Gold)

# Committed to ESG transparency

Citrix seeks to improve transparency of our business practices, impacts, and risks year over year through our ESG (environmental, social and governance) related disclosures.

Public companies across sectors have witnessed a major shift toward the use of ESG factors in company evaluation and investment decision-making. Investors are pushing for increased transparency on ESG practices – as are regulatory bodies such as the Securities and Exchange Commission (SEC), which recently indicated that it is considering enhancing the rules requiring corporate disclosures of ESG-related activities.

Our dedication to transparency is further influenced by our customers, prospective talent, and current employees taking a greater interest in our ESG commitments and progress. This shift will continue to spur us into action on critical ESG issues and was a major catalyst for Citrix to begin tying executive compensation to ESG performance in 2020.

In 2020, 35% of our workforce participated in a company-wide survey, and 90% agreed that working for an environmentally responsible company is important to them.

## Our ESG reporting

In this year's report, we now disclose against four of the most authoritative ESG frameworks:

- + [The Global Reporting Initiative \(GRI\)](#)
- + [The Sustainability Accounting Standards Board \(SASB\) Technology & Communications – Software & IT Services sector disclosures](#)
- + [The United Nations Sustainable Development Goals \(UN SDGs\) and progress on our contributions to SDGs 2, 5, 8, 10, 13, 15, and 17](#)
- + [The Task Force on Climate-related Financial Disclosures \(TCFD\)](#)

We are reporting against the TCFD framework for the first time, as a result of listening and responding to our stakeholder requests for more information on our climate risks and resilience efforts.



Our CDP Supply Chain membership is another way we are providing greater transparency. We anticipate that this membership will help us engage our suppliers to pinpoint risks and opportunities, achieve our science-based targets, and reach other sustainability goals.

We continue to evaluate other emerging ESG frameworks and rating systems to ensure we're providing the performance indicators that are most material and decision-useful to our key stakeholders.

# Product innovation

Citrix products are redefining the future of work by enabling anyone to work from anywhere on any device.

## Our value proposition

- + Help people get more out of work
- + Expand access to work
- + Develop products with measurable impact

These tenets are what inspire Citrites to innovate solutions that make technology do more. We are developing digital workspaces and tools to better meet the needs of the modern workforce.

## At the intersection of innovation and sustainability

We believe that a strong sustainability strategy accelerates innovation, and we are increasingly designing our products to help people and businesses be more sustainable.

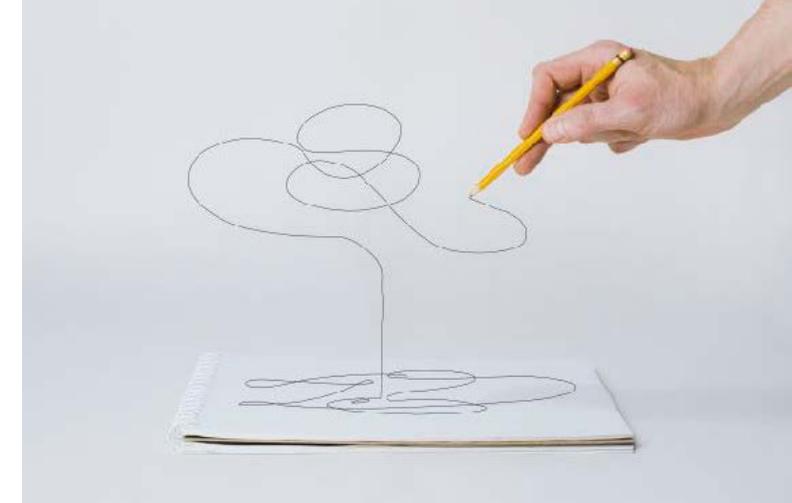
The events of 2020 brought into focus the connection between sustainability and innovation. As we helped our customers in every sector across the globe shift their workforces to a hybrid model, it became clear that our cloud services provided efficiency benefits to our customers, our business, and the environment.

We call this the efficiency “win-win-win.” Not only have our products proven to offer our customers time and cost savings, but energy savings as well. Citrix Virtual Apps and Desktops service provides virtualization solutions that efficiently deliver apps and desktops to end users — anywhere on any device, enabling companies to manage apps in a centralized location and apply policies that optimize the end-user experience.

Our virtualization and networking products also enable organizations to overhaul their sustainability processes and contribution to greenhouse gas (GHG) emissions. Whether it be extending the lifespan of infrastructure or devices, being able to work on lower-energy devices that more people can afford, enabling unrestricted flexible working, supporting renewable energy solutions, or reducing data center GHG emissions, our products are helping customers advance their own sustainability agendas.

## An eye toward the future of work

In 2020, we provided highly effective platforms that supported large, complex organizations in adopting and embracing a distributed work model. But the capabilities we’ve built for our customers extend beyond the unique, temporary circumstances brought on by the pandemic. We’re maintaining a sustainable outlook and positioning ourselves to accommodate the way we believe work is likely to evolve.



To that end, we’ve developed our technology to have broad applications, allowing companies to embed it into long-term flexible work strategies. And we are designing our products to provide efficiencies over time, not just when they’re first implemented.

Our products incorporate workspace intelligence and analytics that help customers make better decisions as they transition their employees from on-premise to a cloud-based or hybrid model. Adopting these new work models will allow companies to reach talent pools that were previously unavailable, which could improve participation in the workforce for marginalized communities. While our products are effective tools, we continue to work to access their full potential. For instance, we see potential for our technology to play a greater role in innovations around work and improving employee health and well-being. Our Citrix Compass microapp is a case in point.



## Giving employees choices with Citrix Workspace microapps

As part of our workforce returns to on-premise work, we've developed the Citrix Compass microapp to help employees transition to a flexible seating model, where they have the choice to sit where they are most comfortable. The app allows employees to identify and book available desks, and they can rest assured knowing that any workstation or office booked through the app has been cleaned for safety and hygiene. Built into the app is a COVID-related health check for office entry.

## Versatility across platforms and applications

At the heart of Citrix technology is the ability to provide users with easy, unified and secure access on any device, anytime. We design our technology with several key questions in mind: how do we help our customers' employees simplify their day, collaborate virtually and securely, have better work/life balance, and improve productivity?

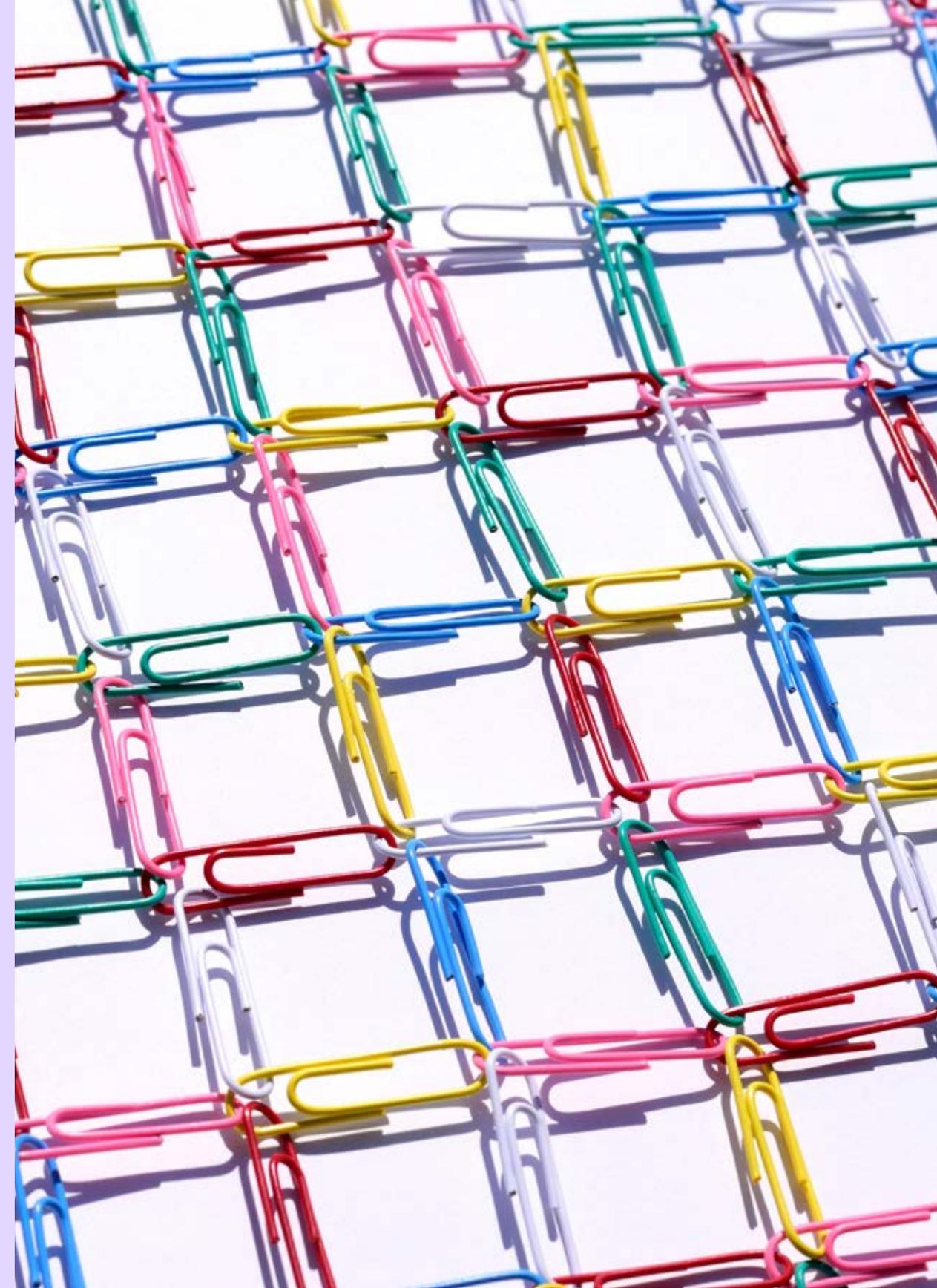
One answer is our integration with Workday ERP (enterprise resource planning) systems, making it seamless for employees to submit requests, receive notifications about request status, and act on notifications.

Through Citrix® Workspace™, our customers can offer employees single sign-on access to all the apps and content they prefer to use in one, unified experience. We have integrated our Citrix Workspace product with 150 of the most widely used enterprise applications, including Salesforce, SAP Ariba and SAP Concur, ServiceNow, Microsoft Outlook and G Suite. Workspace is also compatible with identity and access management providers, including Okta, Ping, Radius, and GoogleID. These integrations, combined with Workspace security controls, allow customers to deliver these apps more securely than operating them natively.

## Innovative partnerships

We're also engaging in innovative partnerships that bring added value to our customers. For example, we believe Citrix Virtual Apps and Desktops Standard for Azure is a simple, fast way to deliver Windows apps and desktops from Microsoft Azure. This service offers cloud-based management, provisioning, and managed capacity for delivering virtual apps and desktops to any device.

We have built on our long-standing partnership with Microsoft to offer multiple virtual desktop infrastructure (VDI) deployment options for Citrix solutions on Microsoft Azure — including virtual apps, desktops, data, and networking. Citrix customers can provision and deliver workloads on the Microsoft Azure cloud platform, reducing overall IT costs and increasing efficiency — or choose to deploy VDI with Citrix cloud services on Microsoft Azure.



# Improving customer experience

The onset of COVID-19 resulted in a rapid shift to hybrid work models and a broad realization of the benefits of a flexible workstyle. We saw customers who already had an established cloud footprint quickly and easily scale capacity as needed with Citrix solutions. Specifically, Citrix Cloud enabled customers to deploy workloads significantly faster than those who ran workloads on-premises. As a result, we saw an increase in worldwide users of Citrix products in March 2020 — an increase that continued into 2021.



In 2020, we worked with a third-party consulting firm to review all our professional services to improve our customers' experience with our products. Based on these findings, our Customer Experience team was able to drive customer outcomes and success more effectively by accelerating our shift to a proactive subscription service model that provides support throughout the lifetime of the customer. With this enhanced approach, we are better able to anticipate customer issues using our analytics and call or send a message with customized suggestions for best practices.

We're also blending our offerings so we can assemble the right team to provide the most appropriate type of support. Whether a customer needs consulting, support, or education — or a combination of these services — we provide them with the right interface and content at the right time.

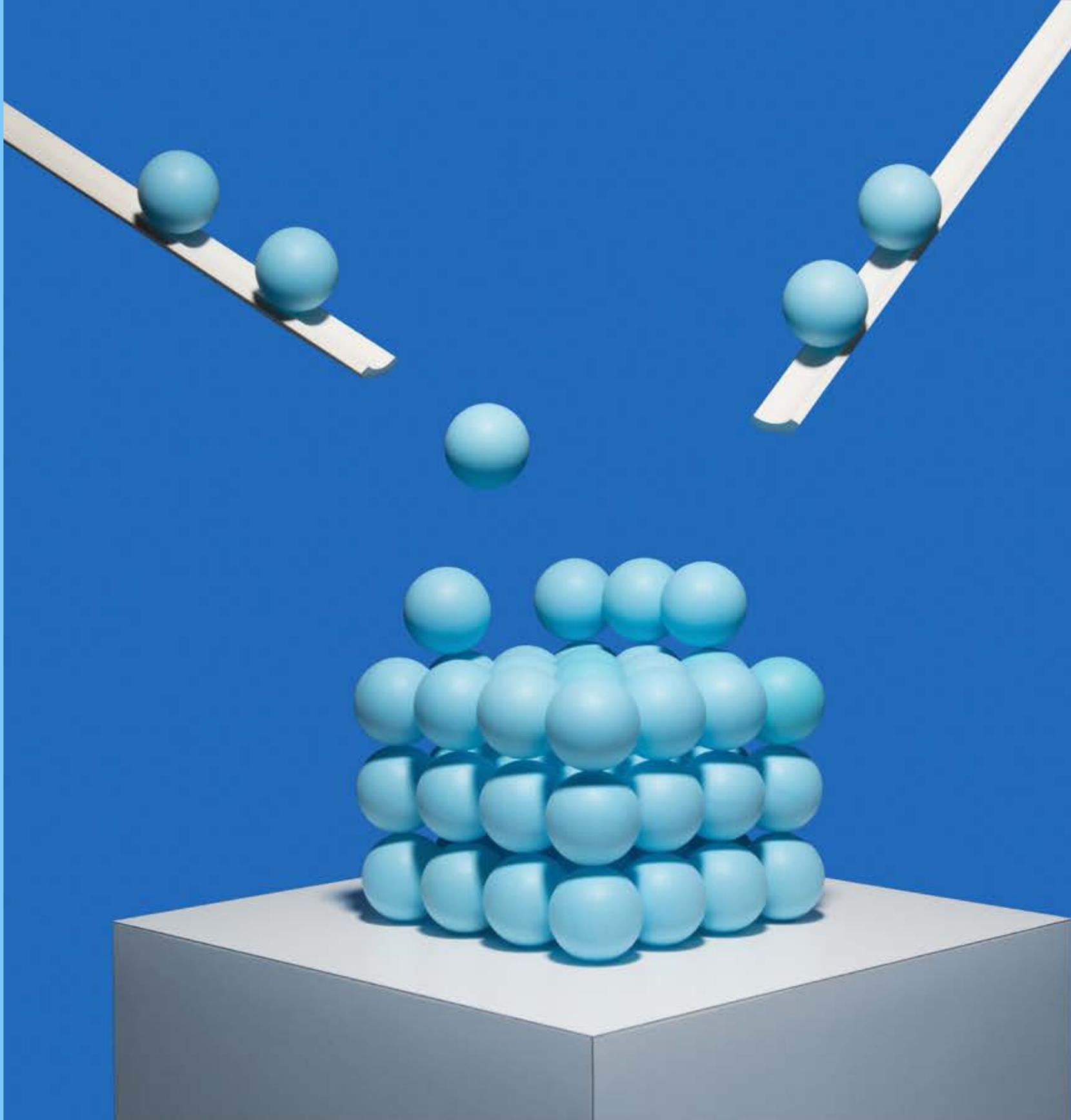
Last year brought unforeseen challenges for many companies — large and small — transitioning their workforces to a flexible work model. We helped Citrix customers work in new ways by thinking through three big questions:

- + How can we quickly get employees up and running remotely?
- + Once we do, will employees be productive? How do we measure this?
- + Are our remote connections secure?

During the pandemic, we mobilized our teams to solve for these common problems across legacy industries with our easily replicated technology solutions and subject matter experts in every vertical. For example, we applied our broad expertise to support hospital systems in transitioning to a telehealth model and setting up new clinics efficiently and effectively.

Our professional services team of consultants remained nimble during ever-evolving health and safety regulations, to help customers in some of the hardest-hit industries, including those with large digital sales teams or a customer service presence in a single location, whose employees suddenly needed to work from home, such as call centers.

To ensure we kept our Customer Experience team members safe, while still being able to provide the attentive customer service that this challenging time necessitated, we developed employee “pods,” where our teams could come into certain office locations in a coordinated manner to get the equipment they need to perform their jobs remotely.



## Governance

# Redefining how we work

We're redefining responsible corporate governance by acting with integrity and ethics in everything we do.

# Sustainable business strategy

With an expanded focus on sustainability by our Executive Leadership Team and Board of Directors (Board), our business strategy is increasingly influenced by ESG factors. Sustainability considerations impact both how we develop new technology solutions and how we manage our day-to-day operations.

In the process, we're redefining what it means to be a sustainable business, by enabling social, environmental, and financial benefits through the products that our more than 100 million users across 100+ countries rely on.

The pandemic erased any doubt that sustainability must be integral to our business approach. With the extreme human and economic impacts that the crisis laid bare, companies had to adapt quickly to ensure business continuity and survival.



We're honored that Citrix products helped many of these companies remain viable during this uncertain time and, as an unexpected consequence, also see sustainability benefits as they transitioned to a hybrid work model.

Citrix's commitment to sustainable business practices could not be achieved without strong governance to push our agenda forward. Being grounded in integrity and ethics, we are better prepared to effectively and responsibly manage ESG issues.

To that end, we augmented our ESG initiatives in 2020 — evaluating our own global operations and sustainability strategy to identify opportunities for improvement. We also added an ESG component to our executive officer's variable cash compensation plan for 2021, to ensure that our leadership is incentivized to put ESG front and center.

# Sustainability governance

Our Board maintains oversight of Citrix's ESG practices and their impact on our business and key stakeholders. We recognize that effective oversight of these matters is critical to our long-term success.

The Board's Nominating and Corporate Governance Committee provides formal oversight of Citrix's policies and practices involving corporate responsibility and ESG issues. Our management team regularly updates this committee regarding its expanded ESG program and progress on implementation of ESG goals and targets. Central to our responsible governance approach is our commitment to increase transparency through ESG-related disclosures and the adoption of metrics-based ESG reporting.

Some key ESG issues the Board was challenged with in 2020 include cybersecurity risks, climate change impacts on operations and the business continuity implications of the pandemic. From engaging our key stakeholders,

we know there is also increased interest in Board oversight of social topics such as diversity, inclusion, and belonging, and human capital management. In response to stakeholder and community calls for social justice and racial equity in 2020, we've bolstered our focus on social initiatives and Board-level oversight of these programs, including our Diversity, Inclusion, and Belonging strategy.

To learn more about management's approach to, and oversight of, specific sustainability issues, please review the [Index](#) in the back of this report.

## Board composition

Each time we evaluate our leadership structure, add a new director or change the composition of our Board committees, we do so in a way that ensures the right skills, experiences, and perspectives are brought to our meetings and discussions. Over the past five years, we have added five new independent directors. We are pleased that JD Sherman and Bob Knowling joined our Board in 2020, offering extensive combined experience in leadership, management, technology, and operations. Please see page 13 of our [2021 Proxy Statement](#) for more information on considerations for nominations of directors.

# Risk management

The pandemic exacerbated existing risks and presented new ones for our stakeholders and our business. In 2020, a major component of the Board's focus was on the risk assessment and oversight of these emerging and urgent risks.

Our Board plays an active role in reviewing Citrix's corporate strategy and priorities, holds management accountable for creating a culture that actively manages risk and has direct decision-making authority on significant risk matters.

Each committee is responsible for overseeing certain aspects of risk management, particularly those related to our corporate strategy, including product strategy, corporate development, mergers and acquisitions, executive officer succession, business continuity, crisis preparedness, and competitive and reputational risks.

The Board's Audit Committee oversees risks identified and addressed by our Enterprise Risk Management (ERM) program and Citrix's global risk management framework. The ERM program process is a company-wide initiative that represents an integrated effort to:

- + Identify, assess, prioritize and monitor a broad range of risks; and
- + Formulate and execute plans to monitor and, to the extent possible, mitigate the effect of those risks.

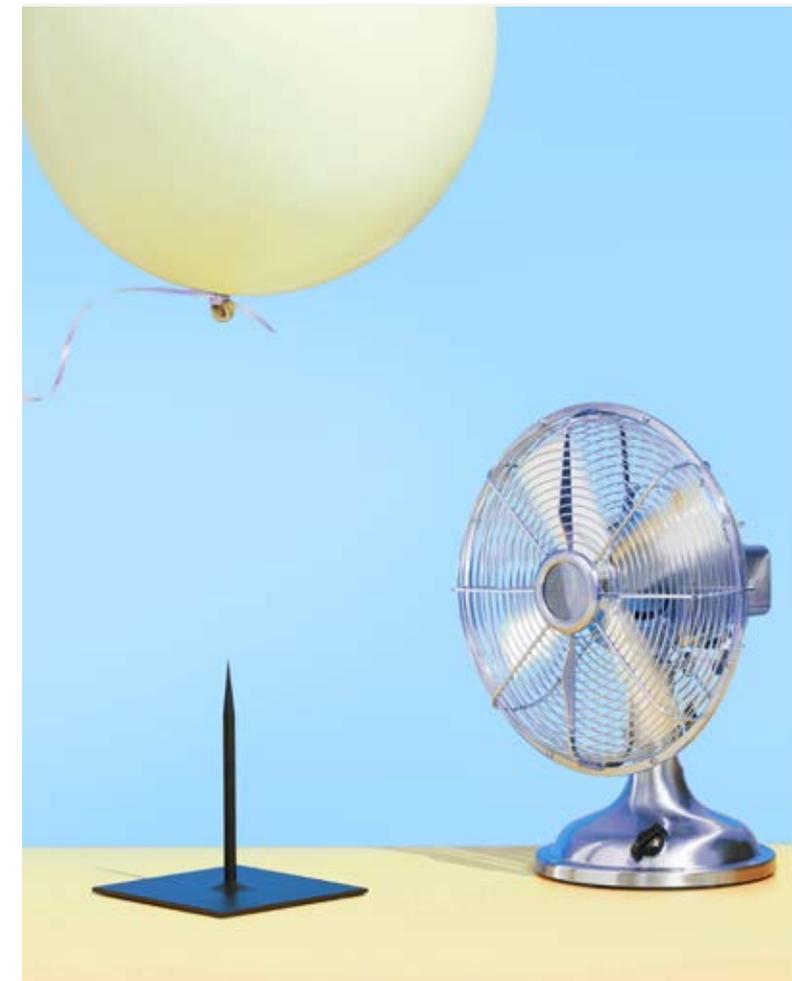
As part of its oversight function, the Audit Committee regularly reviews with management the compliance policies and processes by which our exposure to certain significant areas of risk—including climate-related risk—is assessed and managed. This Committee discusses major financial risk exposures and the steps that management has taken to monitor and control these exposures.

## Climate risk mitigation

Fighting climate change is vital for maintaining a strong economy and a livable planet. A risk mitigation plan is only as sound as the data behind it. In 2020, Citrix took steps to identify, measure and monitor our climate-related risks, calculating our Scope 1, Scope 2, and Scope 3 GHG emissions, formulating a baseline and setting ambitious 2030 carbon reduction targets.

Being aware of our impact, and being accountable for disclosing it, helps us to manage our carbon footprint and climate-related risks. In August 2020, we submitted corporate climate data and strategy information to CDP. We received a B score in the Climate Change category and plan to continue responding to CDP moving forward.

We also used this year's report to assess our climate-related financial risks, as demonstrated by the inclusion of our inaugural [Task Force on Climate-related Financial Disclosures Index](#). Learn more about our climate risk mitigation efforts in our [2020 CDP Climate Change disclosure](#) and the [Environmental Impact](#) section of this report.



# Technology, data, and information security

We are committed to protecting information belonging to the company, our customers, partners and employees. We continue to advance our technology, data, and information security (TDIS) oversight, risk management and governance programs, through organization, technical, and operational investments and internal and third-party validations.

In 2020, cyber-related risks intensified as a result of COVID-19. The pandemic accelerated digital transformation across all sectors, making IT and security teams more distracted and vulnerable to attack. As Citrix customers and employees shifted to a hybrid work model, there was concern for how this transition might impact their technology, data, and information security.

As cybersecurity risks became more acute for our own business as well as our customers', the task of maintaining the security of Citrix's products, services and networks — including securing data and preventing cyber-attacks — became urgent.

Based on this, we identified TDIS as an enhanced risk, and decided to work with an external firm to conduct an independent cybersecurity risk assessment in 2020. With the results in hand, we set to work to advancing our security management program and practices.

## Security for our customers

Customer protection is our priority. Our TDIS strategy benefits Citrix customers by incorporating advanced technologies with a focus on cybersecurity and data privacy. Because we design our products around our TDIS philosophy — with centralized delivery, visibility, and control of apps and data — security is built into the core of our solutions and practices. The [Citrix Trust Center](#) provides the latest information on our approach to security, privacy, and compliance.



### Case Study

## Securing business continuity for University of Cambridge

University of Cambridge chose Citrix Workspace to deliver an efficient, sustainable, secure desktop and gained work-from-home continuity when COVID-19 struck. With Citrix Workspace, the university can secure confidential medical and research data without compromising user experience or the ability to work on the data within its secure haven. Learn more about how we helped Cambridge deliver business continuity, security and sustainable IT in our [case study](#).



CFO

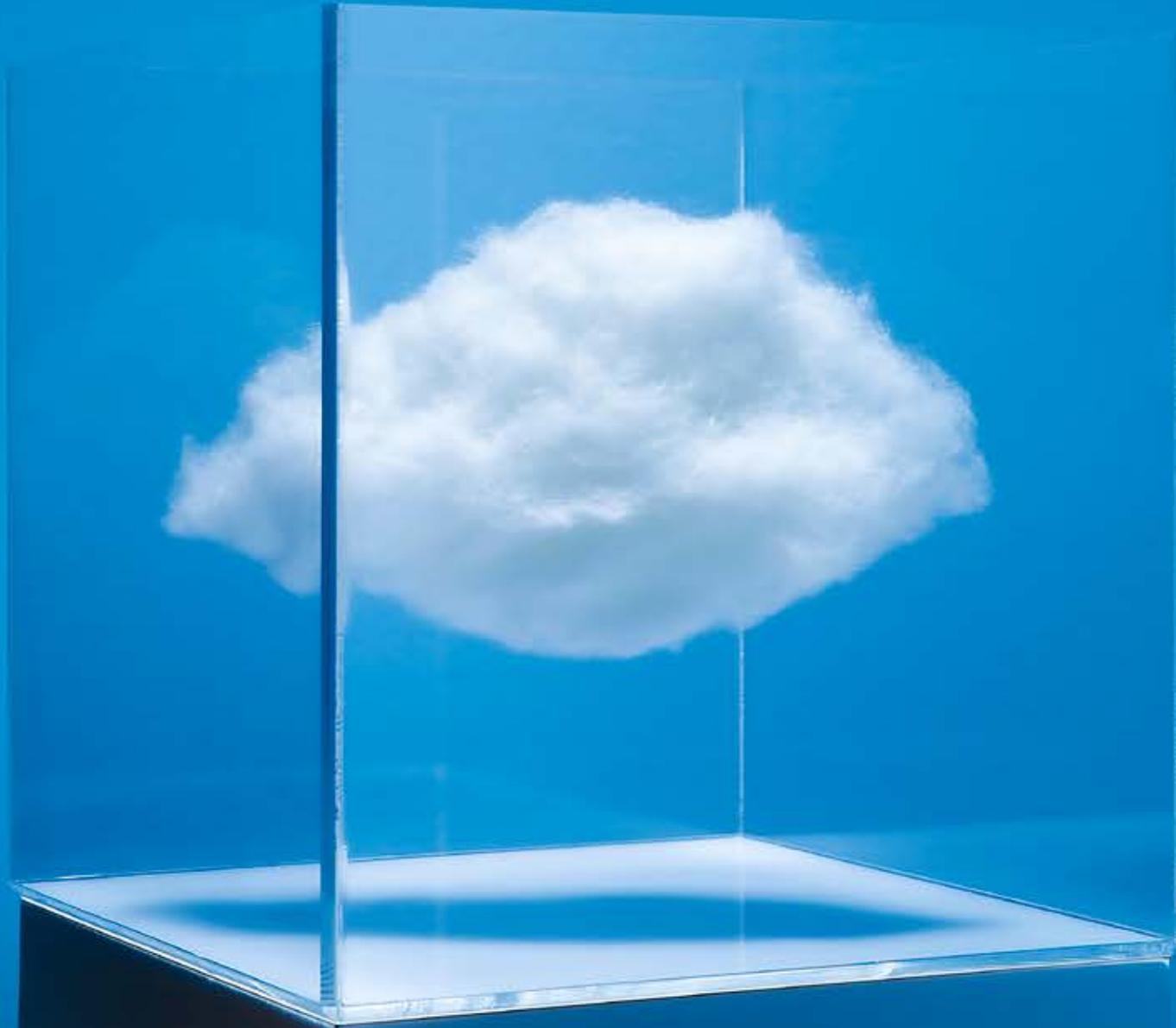
Purpose

**Governance**

Environmental impact

Social impact

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## The Technology, Data, and Information Security (TDIS) Committee

In 2019, we formed a new Board committee, called the [TDIS Committee](#) that is responsible for overseeing information technology policies, plans, and programs relating to enterprise cybersecurity and data protection risks, as more fully described in the [Committee charter](#).

In 2020, the committee met six times, with a focus on overseeing security risk and program developments.

# Stakeholder engagement

Listening to, and engaging with, our stakeholders supports our ability to create long-term shared value for our business, customers, investors, and society at large. In 2020, we engaged our key stakeholders as part of our materiality assessment process, to help us identify and prioritize key ESG topics.

On an annual basis, senior management and our Board conduct outreach to a broad group of shareholders to better understand their perspectives on our strategy, governance, executive compensation, and sustainability practices. This feedback is highly valued, as it influences our policies and approaches to material ESG issues. We share these insights with the Board on an ongoing basis. In 2020, members of the Board and senior management engaged with investors representing nearly 21 percent of shares outstanding.



## Materiality

In early 2020, we conducted our first full materiality assessment to help us identify, assess, and refine the relevant ESG risks and opportunities that impact our business and are most important to our key stakeholders. The process helps us to prioritize a list of issues that inform our reporting, strategy, key performance indicators, and targets.

The materiality assessment resulted in identifying these focus areas:

### + Environmental

- Carbon emissions
- Climate change adaptation and resilience
- Energy consumption and product sustainability

### + Social

- Diversity, inclusion and belonging
- Health, safety, and well-being
- Sustainable supply chain and procurement
- Training a “future-ready” workforce

### + Governance

- Board composition
- Business continuity
- Technology, data, and information security and privacy
- Ethics, integrity, and compliance

We plan to conduct a materiality assessment on a biennial basis moving forward.

# Ethics and integrity

We are committed to upholding the highest standards of business ethics and corporate governance in alignment with our core values. We honor our responsibilities to customers, employees, partners, shareholders, the environment and communities where we live and work.

Our Board and its committees administer all aspects of our corporate governance and must follow our [Corporate Governance Guidelines](#). In the process, they promote responsible and ethical decision-making and provide an independent and objective source of advice and oversight as we pursue our goals.

Our [Code of Business Conduct](#) provides guidelines to our Executive Leadership Team and employees worldwide on their ethical and legal responsibilities, and clearly describes our values, policies, and practices. We expect the Citrix community to commit to reading, understanding and complying with this Code, Citrix policies

and all applicable laws and regulations. Similarly, we expect our suppliers, vendors, partners, distributors, resellers, subcontractors, agents and their employees, personnel, and contractors to agree to our [Supplier/Partner Business Code of Conduct](#).





## Environmental impact

# Redefining how we live

We are redefining what environmental sustainability looks like by offering solutions with win-win-win benefits: for our business, for the environment, and for how people work.



100 million users in more than 100 countries

# Our environmental strategy and approach

We used the pause provided by the pandemic to look at sustainability comprehensively across our global operations and portfolio. With 100 million users in more than 100 countries, Citrix sees sustainability at scale as one of our greatest opportunities to be an agent of environmental change in our industry. During 2020, we reduced our

environmental impact even as we demonstrated significant growth in our business.

Our strategy and management approach to environmental impact are grounded in strong policies. These align with our enterprise-wide commitment to operate in a sustainable manner that minimizes GHG emissions and preserves natural resources.

Our Environmental & Climate Policy was developed in 2020 and describes how we operate our business to reduce our environmental impact, how our products enhance our customers’ sustainability initiatives, and how our solutions make it possible for employees to get work done from anywhere on any device – while reducing energy consumption and carbon emissions.

# Helping customers on their sustainability journey

We facilitate our customers' transition to long-term, flexible work models while simultaneously helping to accelerate their sustainability goals. These are not mutually exclusive priorities and in fact, can work together to reduce carbon emissions at scale.

Citrix Workspace helps customers reduce their energy demand and mitigate environmental impact by driving down corporate office space needs, enabling a shift from energy-intensive desktops and high-performance processors to more energy-efficient devices, and making it unnecessary for applications and data to reside on endpoint devices. For instance, by using the scalable Google Cloud Platform and Citrix cloud services, [Neste](#) now needs far fewer servers that are used on a demand basis. This allows the organization to operate in a more energy-efficient way.

IT departments are increasingly incorporating sustainability objectives into their business. According to our recent Pulse survey<sup>1</sup> of IT decision-makers, hybrid work has had a significant impact on GHG targets, and these benefits are likely to extend beyond COVID-19:

## 76.5%

of respondents said their organization had sustainability targets in the past 12 months

## 93%

at organizations that have these sustainability targets in place agreed that remote work has helped them with their GHG goals over the past year

## 84.5%

said their company will offer a mix of in-office and remote work in the future, with 67.5% planning to reduce or eliminate their physical real estate

<sup>1</sup>[Citrix/Pulse Survey](#)



Take a look at our whitepaper, [It's just good business: how sustainability can start with IT](#), to find out what businesses are doing to adapt and thrive.



Our solutions enhance IT asset sustainability value by:

- + Reducing commuting emissions**  
We create secure and flexible work options that increase hybrid work and decrease commuting emissions. Citrix workspace, networking and analytics transform how employees work to allow them to work securely from any location.
- + Enabling carbon zero cloud computing**  
Citrix technologies facilitate the shift from less efficient on-premise data centers to carbon zero cloud hosting. Our cloud services simplify delivery and management of Citrix technologies and reduce costs and business carbon footprint.
- + Extending device lifecycles**  
Citrix Workspace helps reduce annual embodied GHG emissions and lengthen the useful life and environmental impact of IT devices by three to seven years.
- + Deploying low energy devices**  
Our products support restriction-free employee device selection so customers can select devices with a low energy consumption to reduce business carbon footprints. Citrix Workspace provides high performance for endpoint devices and reduces user computing device emissions by 90 percent annually.



Office equipment energy consumption can use up to twice the amount of home office equipment. Traffic jams in the U.S. account for 26 million additional tons of GHG emissions.<sup>1</sup>

<sup>1</sup> *Global Workplace Analytics*

# 26%

of the estimated contribution of IT business value accounted for by sustainability benefits



## Case Study

# Enabling IT sustainability savings at an Australian water utility

The impacts of climate change on water pricing and availability are a major driver of change in the water industry. We are working with an Australian water utility to ensure that their IT approach supports the organization's efforts to take action on climate change and continue to provide safe and reliable water services. We're advising them on developing a digital roadmap that incorporates transition to the cloud, which will be less harmful to the environment and enable cost savings and reduced risks. Sustainability benefits include increasing the lifecycle of hardware and additional energy-related cost avoidance or savings on moving to Workspace. These sustainability benefits may potentially add up to \$150,000 in cost savings per year and account for approximately 26 percent of the estimated contribution of IT business value.<sup>1</sup> Allowing 1,000 employees to work from home two days per week would reduce annual commuting, and thus potentially reduce the utility's CO<sub>2</sub>e generated by staff by 40 percent.

<sup>1</sup> This figure is based on three use cases only with the sustainability figures based on environmental calculations only. Other sustainability benefits are based on client solutions. Human sustainability cost savings have not yet been calculated. The calculations are based on other clients' achieved estimates and assumptions of industry best practices and kWh usages and may vary per client.

# Responding to the climate crisis

In 2020 — the second hottest year on record<sup>1</sup> — we witnessed climate-related events that further illustrated the urgent need for action. For instance, the Atlantic hurricane season had its highest number of tropical cyclones in a single year,<sup>1</sup> while in 2021, the Pacific Northwest and British Columbia experienced extreme record-breaking heatwaves.<sup>2</sup>

Many scientists consider the current climate crisis the defining issue of our time. We must reduce our carbon footprint significantly to cap global temperature increase at 1.5°C above pre-industrial levels, to curb the negative impacts on our natural resources, extreme weather events, biodiversity, food security, and the habitability of our planet. To mitigate the intensity of these risks that humanity and the environment face, businesses and governments need to act swiftly and collaboratively.

As a company doing business around the world, Citrix has a responsibility to address our contributions to climate change. We're adopting climate risk mitigation and resiliency strategies and using our reach to influence our customers, suppliers, and partners to take positive climate action. We believe this is no longer optional and that the time to act is now.

To learn more about our climate mitigation strategy, see our [2020 CDP Climate Change disclosure](#) and the [TCFD Index](#) of this report.

<sup>1</sup> [NOAA](#)

<sup>2</sup> [NASA](#)



# Emissions and energy

The pandemic had a significant effect on energy and emissions outputs in 2020. As more workers moved to a virtual model, commuter and business travel dramatically decreased, as did energy consumption of office buildings and other facilities, with less demand for heating, cooling, and lighting within unoccupied workspaces.

As a result, this unforeseen crisis further validated what we already knew — that a hybrid work model has the power to reduce energy consumption and prevent carbon emissions. This rang true for not only our customers, but for Citrix’s own operations.

In 2020, electricity demand was depressed by 20% or more during periods of full lockdown in several countries.<sup>1</sup> Global road transport activity was almost 50% below the 2019 average by the end of March 2020, and commercial flight activity was almost 75% below 2019 by mid-April.<sup>2</sup>

<sup>1</sup> [\*International Energy Agency\*](#)

<sup>2</sup> [\*International Energy Agency\*](#)

## Pandemic impact on behavior

# 20%

decrease in electricity demand from 2019



# 50%

decrease in average global road transport activity from 2019



# 75%

decrease in commercial flight activity by mid-April



## Doing more with less (carbon)

In 2020, in strong support of the world's urgent transition to a low-carbon economy, we set targets to reduce our total absolute GHG emissions by 30 percent and our carbon intensity per unit of revenue by 50 percent by 2030, from a 2019 baseline level. These targets cover Scope 1 (direct), Scope 2 (energy indirect), and Scope 3 (other indirect) GHG emissions. We expect to refine these targets over the next few years to receive approval from the Science Based Target initiative (SBTi) to ensure our targets are consistent with doing our part to keep global warming well below 2°C. In July 2021, we signed the [SBTi Science Based Targets Call to Action Standard Commitment Letter](#) to begin this process.

In July 2021, we signed the SBTi Science Based Targets Call to Action Standard Commitment Letter.

### New 2030 carbon reduction targets<sup>1</sup>

**50%**  
decrease in carbon intensity per unit of revenue

**30%**  
reduction in absolute GHG emissions

### 2019 and 2020 emissions by Scope (MT CO<sub>2</sub>e)<sup>2</sup>

#### Scope 1 (Direct)

2020 Fleet/heating: 3,336

2019 Fleet/heating: 3,494

#### Scope 2 (Energy indirect)

2020 Purchased electricity: 18,082<sup>3</sup>

2019 Purchased electricity: 19,260

#### Scope 3<sup>4</sup> (Other indirect)

2020 Purchased goods and services: 121,468  
Capital goods: 6,513  
Fuel and energy-related activities: 5,498  
Business travel: 7,801  
Employee commuting: 2,710<sup>5</sup>  
Downstream transportation: 110  
Product use (sold hardware): 115,943

2019 Employee commuting: 8,433  
Business travel: 15,666

<sup>1</sup> From a baseline level in 2019.

<sup>2</sup> 2019 Scope 1 and Scope 2 emissions have been re-baselined to include all facilities and office space.

<sup>3</sup> Does not include data centers.

<sup>4</sup> 2020 data includes additional Scope 3 categories compared to 2019 data.

<sup>5</sup> Includes work from home emissions of employees (not included in 2019 commuting data).

## Improving measurement of emissions data

In 2020, we focused on improving how we measure, track and reduce the carbon emissions from our:

- + Direct operations (Scope 1): fleet and heating
- + Indirect operations (Scope 2 & 3): upstream (purchased goods and services, including electricity) and downstream (sold goods and services)

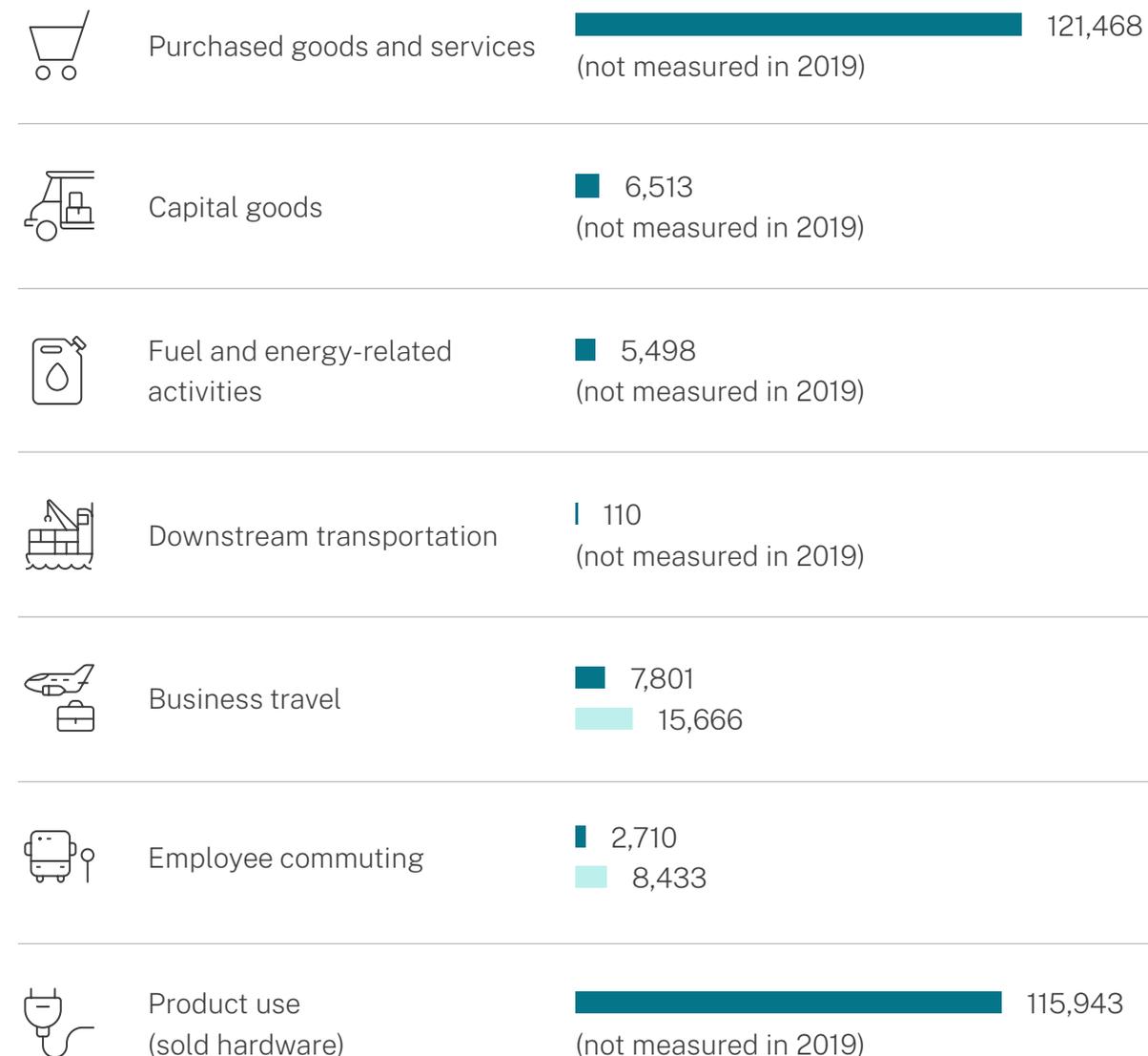
### You can't manage what you don't measure

We advanced our data collection methods and measured five additional Scope 3 emissions categories compared to 2019. In the process, we learned that Scope 3 makes up the majority of our carbon emissions. Now we have the opportunity to laser-focus our carbon reduction efforts in the areas that will have the most impact. For instance, we are looking for opportunities within our supply chain and the use of downstream devices that support our products.

Scope 3 emissions are inherently more challenging to track and reduce because we have less control over them compared to our direct operations, but in order to meet our new ambitious targets, we are up for the challenge. In the future, we will attempt to quantify our customers' carbon emissions that Citrix solutions help to avoid, by first enhancing our own measurement and reporting sophistication in this area.

## Measured Scope 3 emissions (MT CO<sub>2</sub>e)

■ 2020

■ 2019


## Reducing our energy consumption

We're always looking for ways to use less energy in our direct operations. In 2020, we replaced outdated key infrastructure assets that consumed significant energy with more energy-efficient versions, such as new energy-efficient chillers used for cooling our office spaces.



Moving forward, we will look to include energy-efficient appliances and fixtures and water-saving faucets.

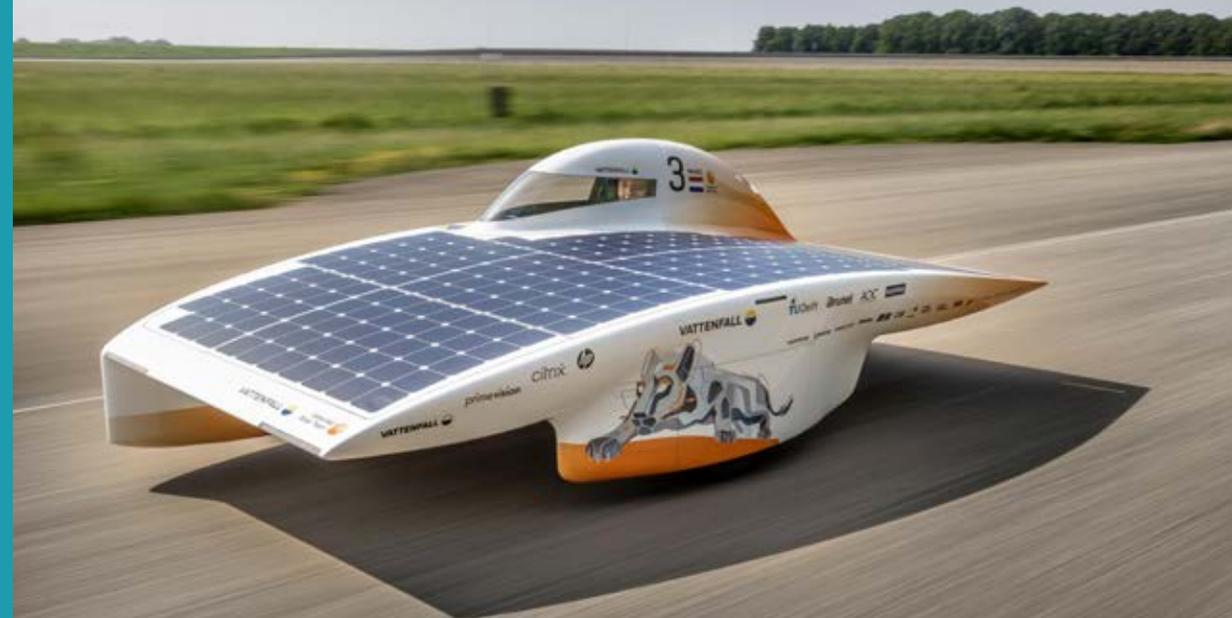
Because energy consumption naturally increases when employees are using our facilities, last year we developed a detailed sustainability plan for when employees return to work in our facilities that encourages lower energy consumption per employee as re-openings roll out.

We're also putting a major emphasis on renewable energy projects. For instance, the installation of a large solar project at our Fort Lauderdale headquarters complex is due to be online in 2022.

Detailed energy and emissions data is available in the [Index](#) of this report.

## Vattenfall Solar Team partnership

In 2021, we launched a partnership with the Vattenfall Solar Team, a nonprofit project from Delft University of Technology. Its goal: to win the 2021 Classic Events Solar Challenge, a 5-day, 5-stages, 2,500-kilometer race straight through the hot desert of Morocco—purely using solar energy. As a sponsor, we anticipate that this effort will help further inspire our employees to drive innovation around renewable energy at Citrix.



# Waste and recycling

In 2020, we continued our efforts to reuse, recycle, or divert waste from landfills.

Almost all of our Citrix offices have simple and easy recycling options. We reuse, recycle, and/or divert landfill items such as plastic bags, packing foam, cardboard, wood, metal, electronic waste, fluorescent bulbs, and batteries.

While we generally discourage single-use products, they became a necessity for health and

safety during the pandemic. This led to an increase in the amount of waste per person, but our site waste volumes significantly reduced overall due to limited building occupancy.

As part of our workforce returns to the office, we will be reducing the need for single-use products as much as possible by making reusable mugs and cutlery available and sourcing compostable single-use breakroom and café containers, utensils, cups, straws, and plates.



As employees return to work on-site, a major priority is to develop robust sustainability education and awareness programs designed to encourage positive behavioral changes regarding waste and recycling efforts. We also plan to identify remote work programs that will help to improve home-based office sustainability, such as educating employees on proper waste and recycling techniques, ideal temperature settings, and more.

Looking ahead, we will be kicking off a project to optimize our physical waste footprint by reducing the use of hazardous chemicals, improving how employees use our recycling program, and decreasing the consumption of single-use materials in our breakrooms and cafés.



# 70%

physical footprint reduction goal at our Miami data center will reduce the number of racks from 86 to 23

## Sustainable design

Sustainability is now a strategic business imperative of our Real Estate and Facilities Management (REFS) team's approach to facilities design and management. The pandemic gave the team a unique opportunity to reflect on how to approach sustainability on a macro level. As part of this process, we reconsidered the concept of necessity in our real estate portfolio, prompting us to work with business unit leaders to evaluate the true need of physical leased/ owned offices.

Moving forward, we plan to include several sustainable elements in our facilities, including the installation of more energy-efficient appliances and fixtures and water-saving faucets.

We've already taken steps to improve the sustainability of buildings across our portfolio, with recent improvements such as:

- + Replacing fluorescent light fixtures with new LED light fixtures
- + Discontinuing the provision of single-use water bottles across UK sites
- + Harvesting rainwater
- + Recycling electrical equipment

### Miami data center optimization project

In 2020, our Miami data center launched an optimization project with sustainable design at the forefront, with plans to reduce our physical footprint by 70 percent, from 86 to 23 racks, which hold the servers. At the same time,

we are decommissioning or refreshing 396 devices to improve our security posture. The project is still in the planning, site assessment, and engineering design phase, and is expected to go live in 2021.

### SKA Gold Rating project

In 2020, Citrix achieved SKA Gold Rating certification for an expansion project build out of ground floor offices at our Cambridge Science Park in the UK. SKA rating is an environmental assessment method, benchmark, and standard that helps landlords and tenants assess build-out projects against a set of sustainability good practice criteria.

# Sustainable supply chain and procurement

Supply chain transparency and sustainability go hand in hand. We must have visibility into our supply chain to improve our procurement practices and make them more sustainable. Our REFS team partners with Procurement and other core teams across the enterprise to ensure that all of our purchases — both direct and indirect — are ethically sourced for the best available price at the time of purchase.

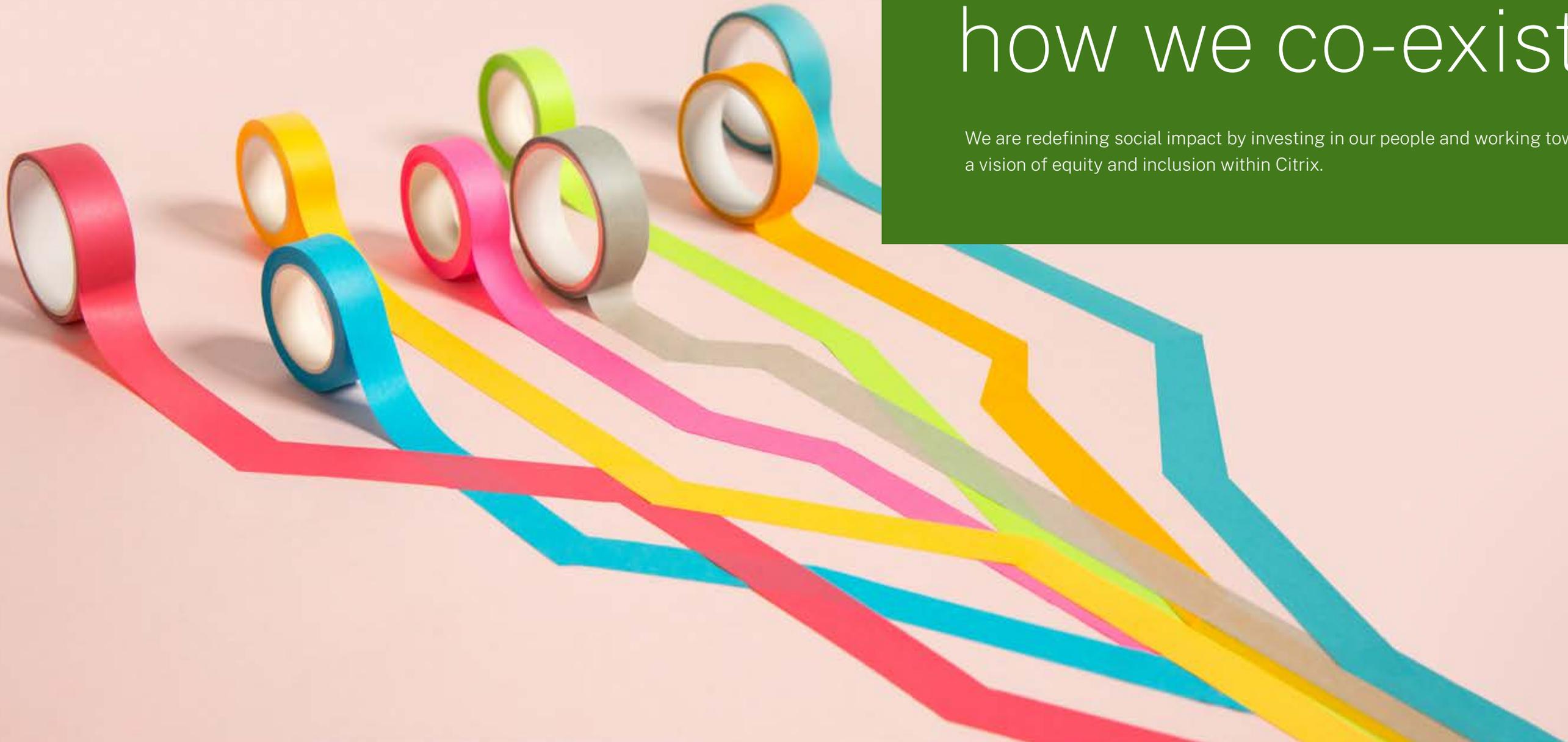
To effectively manage our supply chain risks, we're developing new environmental criteria for all goods and services that generate waste or carbon emissions. This new evaluation process is designed to mitigate our environmental impact, with a focus on sourcing products that will withstand their anticipated demand and reduce waste while safely maximizing a product's useful life.

With nearly every purchase, we can reduce our carbon impact by minimizing demand for unnecessary materials or wholly eliminating unnecessary items. By sourcing sustainable alternatives to standard everyday purchases such as office supplies, train or emission-free travel, and bulk snacks, we can limit our waste and contribute to the increase in market demand for more sustainable goods and services.



We're also working to better understand our Scope 3 emissions impacts and how to best collect sustainability data from suppliers. While we do not have direct control over Scope 3 emissions, we can influence suppliers by developing criteria and standards that they will be expected to follow. To that end, we plan to use learnings from our successful Supplier Diversity team's criteria development process, while ensuring alignment with Procurement and REFS metrics, for reporting financial spend in certain environmental categories.

We are also a CDP Supply Chain member and are engaging with more than 100 key suppliers to collect primary data and climate strategy information.



## Social impact

# Redefining how we co-exist

We are redefining social impact by investing in our people and working toward a vision of equity and inclusion within Citrix.

# Our investment in human capital

The ability to support and nurture the employee experience was tested during the past year like never before. Investing in, engaging with, and ensuring the safety of our employees throughout this tumultuous time was critical. And in return, Citrix invested in us, by looking at the obstacles we faced as a community and business, and finding innovative, creative ways to address them.

In 2020, we leveraged our own technology solutions to enable our global workforce to move quickly to a hybrid work model and have the ability to work from anywhere. While we were apart for much of the year, our products made it possible to work together. We worked hard to keep our teams supported, motivated, connected, and collaborative during a time when many of us felt more isolated than ever.

We help our people do more, by fostering a healthier, more livable work culture inside Citrix. We're redesigning our workspaces and redefining how we work to improve employee experience, increase productivity, and optimize our entire business.

## 59%

of employees at a typical U.S.-based company say their company is a great place to work<sup>1</sup>



## 86%

of our employees say Citrix is a great place to work<sup>1</sup>



**The pandemic proved to us that caring for the “whole” employee is key to improving productivity, innovation, and engagement.**

We provide employees with choices that best fit their unique work styles, needs, and circumstances — from where and how they work to how they choose to give back to their communities. These choices come as a result of listening to and engaging our employees on a regular basis, through surveys, internal communication channels, and other feedback mechanisms. This is one of the many reasons why Citrix continues to be named a great place to work.

In 2020, our values of Integrity, Respect, Curiosity, Courage, and Unity tested our agility through a crisis. The pandemic proved to us that caring for the “whole” employee — professionally, physically, mentally and emotionally — is key to improving productivity, innovation and engagement. This past year taught us that digital wellness is critical to supporting both a healthy workforce and business. For instance, a recent *Quartz study* of employees around the world found that 92 percent of respondents who reported having access to “good” tech at work also reported that they have good productivity.

<sup>1</sup> [Great Place to Work](#)

“We’re on a journey to keep improving our employee experience, focusing on our culture, and physical and digital space.”

Donna Kimmel,  
Executive Vice President and Chief People Officer



## Employee health, safety and well-being

Throughout the pandemic, our Human Resources (HR) team went to great lengths to ensure the health, safety and well-being of our employees and their families. Like many workforces, Citrix had to transition to a distributed location work model. HR provided our employees with a variety of tools, resources, and training opportunities to enable effective off-premise work and help employees feel safe and supported during this stressful and unprecedented time.

### Space to succeed

We believe that our commitment to employee well-being unlocks employee potential. In 2020, we focused on advancing well-being initiatives to give employees

the “space to succeed” by helping them take control of their workday and, in turn, their personal and professional progress.

To counter the anxiety and depression that many employees experienced due to the pandemic, we have integrated capabilities within our Citrix Workspace product that help employees better manage the pressures and complexities of the workday, so they can be and do their best. For example, Citrix Workspace helped us deliver a secure, reliable, and consistent experience that removes the noise and distractions from work, enabling employees to focus, innovate, and create value. Our employees experienced these benefits and helped us to further improve upon these solutions for our customers.

Throughout the pandemic, we found creative and effective ways to support employees physically, emotionally and financially — and discovered that happy, satisfied employees make for productive employees. And when circumstances compelled us to make changes to employee health and safety policies and protocols, we kept employees in the loop through consistent communication from management and leadership.

Throughout the year, we kept a pulse on employees’ shifting needs and concerns through our resilience questionnaire. The feedback we gathered helped us continually refine our human capital management strategy in response to changes in the outside world.

“Citrix has been extremely supportive throughout the COVID-19 situation. I’m very impressed and proud of how Citrix has communicated policies and sought employee feedback before implementing anything new.”

### Employee Resilience Questionnaire Response



## Putting safety first

In the middle of the pandemic, we were proud that our procurement team was able to quickly secure personal protective equipment (PPE) to help ensure our essential employees who needed to be on-premise in our offices and facilities were safe. We kept our finger on the pulse of how COVID-19 was impacting our workforces in various regions in different ways. For example, when the situation in India worsened, we made sure we could locate suppliers who could provide us with oxygen concentrators and other equipment to support our on-site employees at our India facility as effectively as possible.

Looking ahead, we're also committed to the highest level of health and safety in our workplaces to protect employees as facilities reopen. Our Real Estate and Facilities (REFS) experts are methodically reopening sites while piloting new ways of working that adhere to relevant safety guidelines. For instance, these enhanced procedures cover what to do if an employee or someone they know tests positive for COVID-19 after being in the office, the cleaning protocols for the office, and guidance on social distancing and moving things on shared desks in the safest way possible.

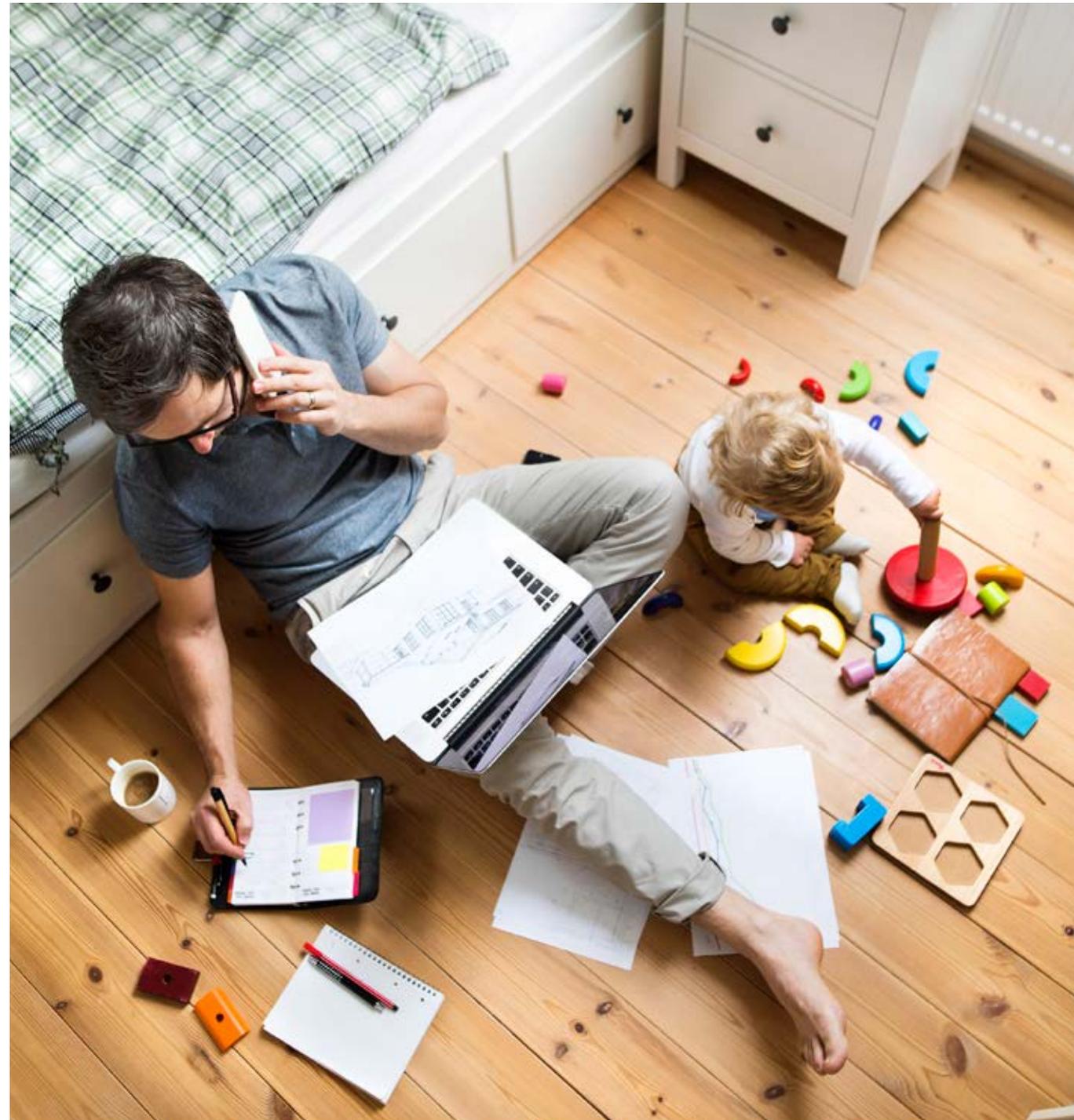
To ensure employee and community safety in anticipation of returning to on-premise

work, we also developed a COVID-19 Self Certification microapp in Citrix Workspace to offer a global solution for Citrites in regions deemed safe enough to return to offices. The app provides our workforce with a daily reminder to assess their health and other risk factors to make sure they don't put their colleagues at risk.

Going forward, we intend to build on the powerful foundation we have constructed with a focus on mental health, sustainable work/life balance scenarios, and vaccine logistics and support.

## Building on benefits

We continued to be a leader in offering best-in-class benefits including paternity leave, childcare, matching 401K employee contributions as well as choices in flexible work schedules, workspaces and locations, and more. During the pandemic, we also enhanced employee benefits to ensure employees were getting the support they needed while working outside the office. That included a \$1,000 payment to each employee regardless of their position, and \$500 to new hires — to set up work-from-home or off-premise spaces. Employees had the choice to use this money in whatever way they saw fit to create a work environment that best suited their work style and individual circumstances.





## Redefining the future of work

Citrix is committed to creating positive employee experiences for our customers and our employees. We continue to experiment with our technology solutions and pilot new ways to work. Employee experience — which includes everything from company culture and work environment to workplace technology — matters because it directly impacts how committed employees are to moving the business forward. When we take care of our employees, they're more empowered to take care of our customers, which in turn helps us to innovate, gain a competitive advantage, and ultimately, drive long-term value for our stakeholders.

We recognize the positive ripple effects of the hybrid work model. Our solutions help people to do their best work by providing them with flexibility in how and where they work. We know from looking at the impacts on our own workforce, that this flexibility nurtures more sustainable lifestyles and helps people feel more fulfilled professionally and personally, by allowing more time for personal pursuits, community involvement, and well-being.

In 2020, we launched a [Citrix Remote Works](#) web page and podcast aimed at helping those inside and outside of Citrix adapt to and learn how to manage working off-premise from a variety of perspectives.

For those Citrites returning to the office, they will enjoy the benefits of our Flex Seating program. The goal is to maximize flexibility and increase autonomy so that employees can work where and when they feel most inspired and comfortable. Expected benefits include:

- + Choice of preferred location, ergonomics, and workstation set up
- + Freedom to come any day of the week versus assigned days
- + Ability to book seats near team members, project partners, and/or specific rooms
- + Clutter-free rooms with clear and easily cleaned surfaces

## Talent recruitment, development and retention

Citrix continues to be considered a great place to work due to our commitment to work flexibility, quality benefits, professional development, and fostering a culture of diversity, inclusion, and belonging.



### Attracting top talent

In 2020, despite the pandemic, we not only continued to attract quality candidates, but we were also able to fill positions even faster. Almost overnight, we transitioned to 100 percent virtual interviews to ensure the safety of our employees and candidates. Our virtual interview approach received positive feedback from applicants and helped us improve candidate experience, as they did not have to take time off work to drive to an office to interview. As a result, we streamlined our interview process and now have access to a wider candidate pool because we can interview prospective talent anywhere in the world.

Our HR team swiftly identified and implemented tools and processes to enable virtual employee onboarding without compromising employee experience. We introduced a Virtual Candidate Engagement model to build confidence with candidates who accepted job offers. Hiring managers, recruiters, and HR business partners actively communicated with these candidates and shared next steps. The tool then successfully onboarded new hires and created a positive first impression of Citrix, creating a seamless experience for trainers and participants. New hires commented that the process was easy and productive.

### Building a diverse pipeline

We believe that technology can also play a big role in improving diversity in the workplace. That's why Citrix is exploring data-driven technologies that help to make our talent recruitment and interview processes more equitable by identifying and mitigating biases. For instance, we're using Textio, a tool that helps take bias out of job descriptions or job postings while conveying the inclusiveness of a company culture.

In 2020, we invested in a leadership training and internship program called INROADS, an organization we've been working with to promote racial equity. INROADS helps businesses gain greater access to diverse talent through continuous leadership development of outstanding ethnically diverse students and placement of those students in internships. Our \$150,000 donation is enabling up to 10 Citrix interns to participate in scholarships and leadership development training — while providing us with a diverse talent pipeline. In addition, we recently launched a scholarship program with the United Negro College Fund, aimed at providing scholarships to 50 deserving students throughout the U.S.

## Training a “future-ready” workforce

At Citrix, we’re building a future-ready workforce designed to equip employees with leadership skills for tomorrow’s work environment. Our core leadership competencies are used to identify, develop, and nurture our emerging leaders and to prepare them for the future. In 2020, we designed and implemented a leadership program for our vice presidents called Transformative Business Leader, which focuses on a business simulation and leadership skills needed for the future.

By year’s end, we had transitioned all in-person trainings to virtual, allowing for a broader spectrum of global employees to participate in more trainings than in previous years.



## Employee engagement

At Citrix, we’ve learned that keeping our focus on human capital drives employee engagement. We are a certified Great Place to Work for four years running and a Great Places to Work *Fortune* Top 100 company. Our engagement level is among the top in our industry and continued to improve in 2020.

According to Citrix’s 2020 Global Employee Survey, our Engagement Index Score was 81% favorable.

According to Gallup’s 2020 employee engagement survey, U.S. employee engagement rose to 39 percent. Based on Citrix’s 2020 Global Employee Survey, our internal Engagement Index Score was 81 percent. We benchmark ourselves against the top quartile of technology companies (Tech Top 25 percent benchmark), and we scored two points higher than that benchmark. This survey also revealed that 91 percent of our employees would recommend Citrix as a great place to work. Citrix employees choose to stay with us for the long haul, with a 2020 voluntary attrition rate of 7.8 percent.

As we look forward, our human capital management priorities are to be a magnet for performance-driven, diverse talent; build future-ready capabilities; and augment business results.



# Our commitment to workplace equity

For us to reach our goal of serving 1 billion people, we know we must build a workforce that represents all people. The social justice crises of 2020 further inspired us to sharply enhance our approach to social equity at Citrix.

We remain committed to participating in the workplace equity conversation, actively listening and above all, driving solutions toward a more equitable and just work culture. This requires not only making commitments, but putting actions behind our words, including:

- + Making Diversity, Inclusion and Belonging (DIB) one of several ESG performance metrics being linked to executive compensation
- + Launching a Racial Equity strategy
- + Expanding our Daring Dialogue learning series
- + Creating DIB content for our internal Citrix Learning Center
- + Developing a Veterans hiring strategy
- + Engaging a third-party Disability Accessibility Consultant to conduct an organization-wide audit
- + Adding self-ID for sexual orientation and gender identity into Workday

## Diversity, inclusion and belonging

We're redefining what diversity, inclusion and belonging mean at Citrix by fostering an expansive view of diversity that includes people of different experiences, locations, ages, social and ethnic backgrounds, genders, sexual orientations, and physical and mental abilities.



Our teams span multiple generations, speak 35+ languages, and operate in 40+ countries.

At Citrix, our DIB strategy is built on four pillars that empower us to contribute as ourselves to drive the future of work.

- + Develop diversity**  
Reach new candidate sources and support employee growth
- + Grow inclusive leaders and teams**  
Develop all Citrix employees to practice inclusion as the way we work
- + Mitigate unconscious bias**  
Remove the unconscious barriers to attract, develop, and retain the best talent across background and identity
- + Mobilize our employees**  
Harness the passion in our workforce to experiment and to learn and grow together

To help employees promote a more inclusive work environment and learn which factors foster diversity in the workplace, we purchased a virtual learning tool in 2020 and plan to launch our new DIB learning program I AM Citrix in fall 2021.

Seeing a need to increase Black representation and career pathing within Citrix, in 2020 we made several commitments:

| Commitment  | 2020 Action   |
|---|---|
| Increase Black employee representation within Citrix  | Expanded our recruiting at Historically Black Colleges & Universities (HBCUs) and organizations such as the National Society of Black Engineers (NSBE), National Association of Black Accountants (NABA) and AfroTech, and engaged sourcing agencies specifically focused on Black and African American candidates. |
| Improve our career pathing and leadership development of Black employees                            | Invested in a mentoring program for our Black professionals. Eight employees are part of the initial one-year pilot, which enables them to engage with external mentors that are at the C-suite or executive level.   |
| Commit to having a racially diverse candidate pool for all executive and Board of Director searches | In 2020, we appointed a racially diverse candidate to the Board of Directors and were able to expand the diversity of our candidate pool overall.   |

Detailed workforce diversity data is available in the [Index](#) section of this report.

## Employee Resource Groups

One of the ways we celebrate diversity and build a more inclusive culture of belonging is through our employee resource groups (ERGs), which support underrepresented groups of employees and build “safe spaces” for members, educate allies, and help us attract and retain talent.

In 2020, as the majority of our workforce was working in distributed locations, providing that space for employees to connect virtually and engage one another made our ERGs more critical than ever. Not only did they provide room for timely discussions around pressing social justice issues, but they also allowed employees to feel a part of a community during an increasingly isolated, challenging time.

Central to our DIB efforts, our ERGs empower employees in career development, mentoring, advocacy and networking.

**Citrix has 10 ERGs with 29 chapters in nine offices. In 2020, more than 3,000 Citrites engaged in ERGs and their events.**



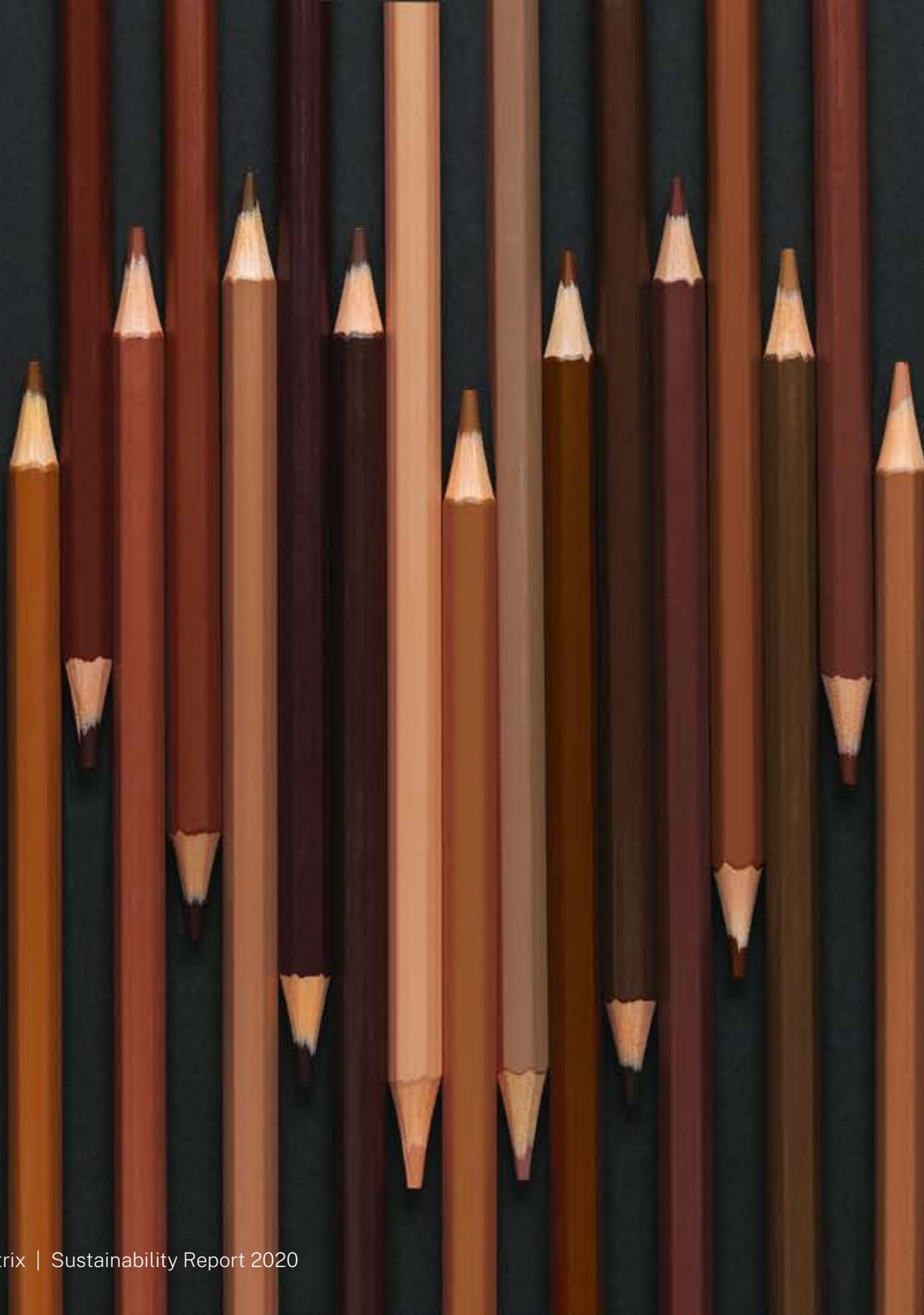
In 2020, we identified executive leadership team champions and executive vice president sponsors for each ERG. We also established four new ERGs, including:

- + **Citrix Asian Professionals (CAP)**  
Supports employees of Asian and Pacific Islander descent and their allies in building a cultural and professional safe space.
- + **Citrix Enabled**  
Promotes the awareness of diverse-abilities, including physical disabilities, neurodiversity, and mental health in the workplace while also offering support for employees and their loved ones.

- + **Citrix Emerge**  
Engages, supports and inspires the next generation of Citrites by building a cross-functional community of those emerging in their careers or a new role.
- + **Citrix Parents & Caregivers**  
Offers support, shared experiences and resources on family responsibility issues, whether caring for an elder partner or expecting a child. CPC was especially important in 2020, when many faced family-related challenges related to COVID-19.

Our other ERGs include:

- + **Citrix Black Professionals Network (BPN)**
- + **Women’s Inspirational Network (WIN)**
- + **Citrix Pride Alliance (CPA)**
- + **Citrix Latino Professionals (LPG)**
- + **Citrix Foster Family & Adoption**
- + **Military Veterans**



## BPN and CAP ERGs join in solidarity

As anti-Asian attacks reached a tipping point earlier this year, our CAP members had a lot to process. In having discussions among members and allies, they realized this important topic should be addressed during a broader forum. Understanding the task at hand, BPN jumped in to provide support by exploring options for sharing thoughts and personal experiences while also providing a learning experience for Citrix employees. Having the support and partnership with BPN was critical to the CAP community in their time of need. With the additional support of leadership, CAP hosted a Citrix-wide event called “Asian Americans Amplified.”

The panel discussion shed light on the difficult experiences of our Asian American and Pacific Islander (AAPI) Citrites. Realizing the commonalities between the Black and AAPI experience, BPN, and CAP also coordinated a safe-space discussion covering sensitive topics such as stereotypes, moments of solidarity and tension amongst both groups, and how to be effective allies going forward. While there is still educating to do, both BPN and CAP are unified in providing a supportive space for its members and allies.

## Racial equity

The racial justice crisis reached an inflection point in 2020 and remains ongoing and as urgent as ever. It highlighted why increased dialogue and action is critical. Though these conversations are difficult, they are necessary, and our leadership is committed to making all Citrites feel welcomed, valued, respected and heard.

Both leadership and employees were moved to action, driving many of our DIB events and initiatives to be geared toward promoting racial equity within Citrix. This included increased collaborations between our executives and leaders within HR, DIB, and BPN to reflect on how we might advance our racial equity efforts.

In response, Citrix established a racial equity strategy to drive internal, personal and systemic change across the organization.

This strategy is based on three pillars of work:

+ **Internal** – modifying our processes and programs to prevent bias, attract, develop, retain, and reward people to promote racial equity and sharing aggregate data and progress freely.

We launched a 30-person Racial Equity Working Group and adopted an unbiased language lexicon.

+ **Personal** – committing to our own learning journey to become an organization where we all belong.

In 2021 and beyond, we plan to establish new evidence-based inclusion and anti-racism training for Citrites.

+ **Systemic** – using our influence to support Black communities and impact changes in the tech industry.

In 2020, we made significant investments in a comprehensive Racial Equity and Social Justice Program, including \$250,000 in scholarships and internships, \$300,000 in grants to narrow the digital divide, and \$75,000 to our localized adopt-a-school programs for minority at-risk students.



### Daring Dialogues Series

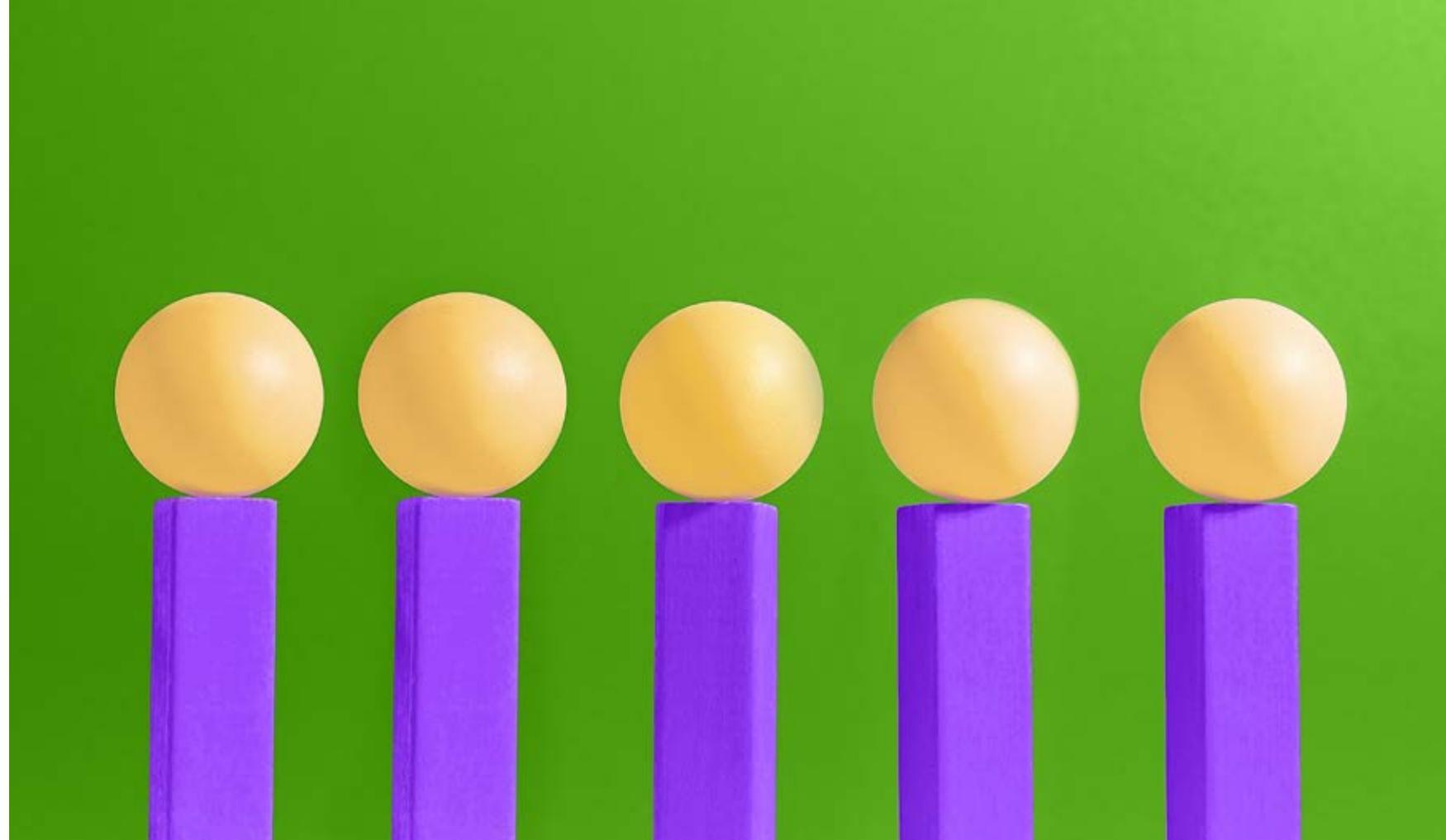
Our leadership embraces a culture of vulnerability, encouraging employees to ask uncomfortable questions that help to uncover opportunities to improve our DIB approach. Engaging in difficult conversations and openly addressing issues of bias, discrimination, and harassment is critical to employees better understanding allyship and advocacy.

To that end, we started a company-wide discussion series entitled “Daring Dialogues” in June 2020. Since the series launched, we’ve hosted more than 5,300 employees. The series allows space for active listening and learning across the organization. While historically the series has focused on racial and social equity, in 2021 it evolved to incorporate conversations on other challenging topics, such as religion, well-being, mental health, and accessibility for employees and customers with disabilities.

## Looking ahead

Employees are often the catalyst behind many of our efforts to address biases and increase racial equity. That speaks to the culture we've been working to build — where employees feel empowered to come forward with ideas for how to make Citrix a better place to work for all. We will continue to welcome these ideas moving forward. In 2021, we plan to introduce a new learning program called I AM Citrix, which is intended to elevate DIB throughout the company.

Supporting each other is part of what it means to be a Citrite, and in the ongoing fight for racial and social justice, our collective voices can help create positive change.



## Pay Equity

Providing equitable reward opportunities for all employees is a critical tenet of the core of Citrix's compensation strategy. Pay equity is so important at Citrix that, beginning this year, part of our executive officers' variable cash compensation plan includes pay equity objectives, among others. It's one of our Environmental, Social, and Governance (ESG) metrics, and we have increased our focus on ESG initiatives, including our Diversity, Belonging, and Inclusion programs. Citrix is

working to ensure there is no gap in pay for women and underrepresented minorities within our company. We take a holistic approach to pay equity analysis that gives us a better understanding of how to drive systemic change in diversity, inclusion, and belonging. Proactively analyzing our talent and pay programs helps us achieve pay fairness and better serve our employees.

## Supporting our communities

Citrix culture encourages employees to act as champions of change and take the initiative in supporting our communities. Employees' grassroots involvement in improving the places in which they work and live is one way we are redefining what it means to be a good corporate citizen.

### Employee volunteerism and giving

Employees have the opportunity to volunteer through our Citrix Serves program and make financial donations to causes of their choosing through our Citrix Gives program.

#### + Citrix Serves

Citrix Serves is designed to galvanize our global employees around powerful acts of community service. Employees receive 16 hours of paid volunteer time to support the charities of their choice. Due to the in-person constraints of the pandemic, only virtual volunteering was offered in 2020. Employees engaged in 30 meaningful global virtual initiatives and supported 134 nonprofits. Citrix employees responded by participating in a variety of innovative and inspiring activities. For instance, Citrites in Japan and Hong Kong built prosthetic hands for amputees in underdeveloped countries through the Helping Hands program in partnership with Odyssey Teams.

#### + Citrix Gives

Citrix Gives provides grant dollars to eligible nonprofits and supports personal employee donations through our charitable match program. Through the Dollars for Doers program, employees receive a cause card for volunteering during their personal time, which can be used to donate to their favorite nonprofit. Citrix matches donations up to \$2,000 per employee per year to qualifying nonprofits.



## COVID-19 relief and recovery efforts

Our relief and recovery program focused on helping children and families with basic needs like food, shelter, medical care and educational support. In 2020:

~600K

students and youth supported through digital learning and training

618K+

meals served

223K+

medical supplies provided, including masks and protective equipment

~9K

homeless individuals provided shelter

~52K

people offered health and human services, such as rental support and counseling

\$3.1M

donated to COVID-19 relief and recovery

To further support COVID-19 relief and recovery efforts in 2020, we doubled matching donation amounts to \$4,000 per employee. The top five nonprofits that benefitted from employee giving were the Boys & Girls Clubs of America, Feeding America, Interfaith Food Shuttle, Second Harvest Food Bank/Food Bank of Central Eastern North Carolina, and United Way.

Citrix is in a position where we can help our communities, and we want to do just that. As such, we increased our annual corporate giving budget to \$4.5 million. The increased funding supported over 1,000 global nonprofits, enabling us to give more substantial monetary donations to those most in need in the communities where we live and work as a response to the COVID-19 crisis. In lieu of end-of-year holiday parties, we donated \$1.4 million to provide 13 million meals through partnerships with Feeding America, the Global Foodbanking Network, and the World Food Program.

### Making products more accessible

Citrix is focused on efforts and partnerships to make products more accessible for those with disabilities. We engaged accessibility experts to help us develop a plan to improve the accessibility of our digital systems and services, including our mobile apps, websites, electronic documents, and product software.

The need for accessibility was made especially acute during the pandemic. So much of the working world went digital to not only conduct business, but to manage personal lives, from shopping and banking to education and healthcare. It's important that Citrix, as a technology company with global reach and scale, address this issue to allow people with disabilities the same digital access as everyone. Moving forward, we will remain particularly focused on web, company-wide digital, online chat functions, and social media posting accessibility.

## Expanding supplier diversity

Growing a diverse supply chain is not only part of our sustainability approach; it's a business imperative that spurs innovation, encourages competition and reduces risk within our supply chain by increasing procurement channels. The inclusion of diverse suppliers in our supply chain also helps Citrix to better understand the needs of our customers and the communities we serve, while continuing to provide long-term benefits for our customers.

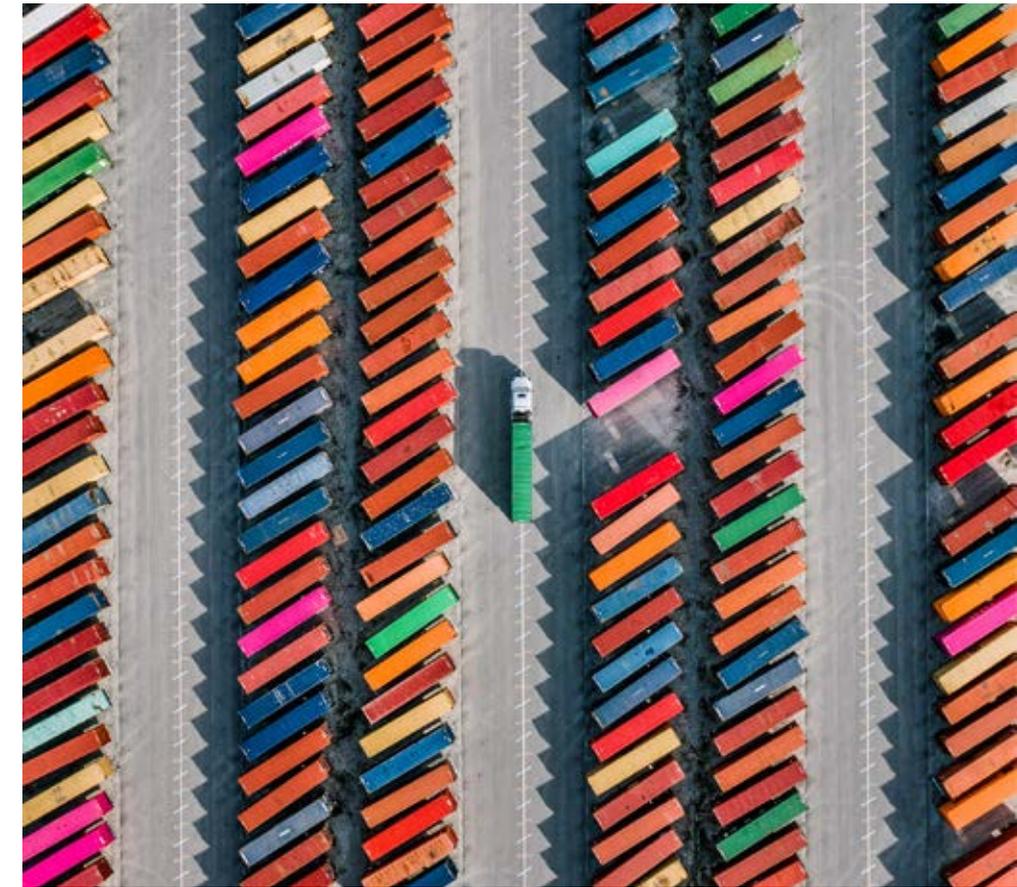
Our Supplier Diversity (SD) program promotes diversity and social inclusion among our supply base. The SD team is focused on identifying diverse businesses to engage, and measuring, monitoring and reporting that supplier diversity activity to our customers.

We maintain close relationships with our diverse suppliers, many of which are small family businesses. Throughout the pandemic, we prioritized, supported and engaged with these suppliers. We made it a point to ensure that smaller contractors were being paid, even if they were temporarily unable to supply us. Our SD team understood that these actions were not only critical to maintaining the future stability of our supply chain, but were also the right thing to do during a crisis that created great uncertainty for the livelihoods of many suppliers.

**We exceeded our \$30M diverse supplier spend goal for 2020 by \$2M**

2020 SD engagement highlights include:

- + Interactive Supplier Diversity Fair**  
We virtually hosted our second annual Interactive Supplier Diversity Fair, with 24 diverse suppliers, five SD advocacy organizations and Citrites across multiple departments to discuss how diverse suppliers can gain business opportunities with Citrix or extend their existing relationship.
- + Tier 2 Pilot Program**  
We encourage key suppliers to increase SD in their own supplier base by asking them to report and measure their Tier 2 diversity spend to Citrix. 2020 results of this program were published in a November 2020 Supplier Diversity Briefing.
- + Launch of Citrix Supplier Diversity Vendor Management Tool**  
Using a data-centric approach, we launched ConnXus, a tool now embedded within our spend analytics tool, Sievo, which helps our Procurement team more readily track and use supplier data to inform purchasing decisions. ConnXus captures SD status, certification type and commodities provided, and suppliers can use the portal to keep their profiles up to date.
- + Corporate Diversity Council partnerships**  
Our council memberships support us in identifying diverse companies and allowing us access to vetted databases of certified diverse suppliers to potentially engage with.



Now that we have built a strong SD partnership base and established the tools to do the deep data dives, we are at the point where we can work to further expand our SD goals and spend looking forward.



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# Index

# UN Sustainable Development Goals (UN SDGs)

Citrix is part of a global business community that supports the [UN SDGs](#), a set of 17 goals established by the UN General Assembly in 2015 to achieve a better and more sustainable future for all by 2030. Our sustainability strategy and approach are aligned with SDGs 2, 5, 8, 10, 13, 15, and 17. To learn more about how we support the global communities in which we live and work, visit our [Corporate Social Responsibility Report at Citrix: 2020 Year in Review report](#).



- + We engaged in partnerships with Feeding America, the Global Foodbanking Network, and the World Food Programme, donating \$1.4 million and providing more than 13 million meals to those in need around the world.
- + Our COVID-19 Relief and Recovery program focused on nourishing bodies and minds by providing basic needs such as food and shelter. We served more than 600,000 meals to marginalized communities impacted by the pandemic and supported local nonprofits focused on hunger such as the Interfaith Food Bank of Raleigh, North Carolina.



- + We are committed to gender and underrepresented minority pay equity and are working to bridge the pay equity gap within Citrix.
- + Citrix has recently increased the number of female executives by growing the diversity of our external networks and conducting targeted outreach for key positions.
- + We engage an independent pay equity study firm on an annual basis prior to compensation planning, to monitor, identify root causes, and consider appropriate remediation as needed.

## 8 DECENT WORK AND ECONOMIC GROWTH



- + Our technology solutions help address economic inequities by providing employers across every sector with the tools to expand recruiting and retention efforts across the world, and to provide improved availability of quality employment.
- + We broaden economic opportunity by enabling a hybrid work model that increases employment opportunities across urban, suburban and rural locations, including in developing regions.
- + Our Employee Resource Groups (ERGs) support underrepresented groups of Citrix employees through career development, networking and mentoring opportunities. We also provide a variety of educational resources and training to help our employees thrive and ensure a future-ready workforce that can meet the needs of the modern working world.

- + We supported nearly 600,000 students and youth through digital learning and training, helping them to prepare for careers in tech.

- + We donated \$150,000 to INROADS, to help businesses gain access to diverse talent and enable up to 10 Citrix interns to participate in scholarships and leadership development training.

See the [Product Innovation](#) section of this report for more information on how we are creating economic opportunities for our customers and their employees.

## 10 REDUCED INEQUALITIES



- + Our enhanced Diversity, Inclusion and Belonging (DIB) strategy aims to create a work environment where Citrites can bring their whole selves to work.
- + We launched our Racial Equity Strategy and established a Racial Equity Working Group.
- + We supported 26,584 individuals from underrepresented communities through our community investments.
- + We increased our diverse supplier spend to \$32 million, surpassing our 2020 goal of \$30 million.

- + We continued implementing our Daring Dialogues learning series.

- + We established four new Employee Resource Groups (ERGs) to support underrepresented groups of employees within Citrix, including Citrix Asian Professionals, Enabled, Emerge, and Parents and Caregivers.

See the [Workplace Equity](#) section of this report for more information on our efforts to reduce inequalities inside and outside of Citrix.

## 13 CLIMATE ACTION



- + We continue to deploy Citrix Workspace technology that enables customers to have distributed location work models, and help to dramatically decrease transportation-related (including air and commuter travel) as well as computing-related GHG emissions.
  - + We initiated targets to reduce our total absolute GHG emissions by 30% and our emissions per unit of revenue by 50% by 2030.
  - + We sourced 100% of electricity consumption from renewable energy at our co-located data centers in Santa Clara and Doral, and 74% of energy consumption at our India operations from renewable sources, avoiding 5,889 metric tons of CO<sub>2</sub>e.
- See the [Environmental Impact](#) section of this report, our [2020 CDP Climate Change disclosure](#) and the [TCFD Index](#) for more information on our climate actions.

## 15 LIFE ON LAND



- + Our solutions continue to enable distributed location work models so that our customers can reduce the physical office space needed to operate their business. As customers decreased the amount of square footage occupied during the pandemic, this translated to a drop in building-related natural resource consumption.
- + Similarly, Citrix transitioned to a majority off-premise workforce, reducing our real estate portfolio significantly and thus reducing our energy and water consumption and waste output. We are currently working to identify, measure and monitor the environmental impact of our real estate portfolio.

See the [Sustainable Design](#) section of this report for more information on how we are working to mitigate the impact of our real estate portfolio and operations on the natural environment.

## 17 PARTNERSHIPS FOR THE GOALS



- + Realizing the UN SDGs 2030 Agenda requires a collaborative, global approach, we engaged in several partnerships to accelerate our progress against the interconnected 17 SDGs and 169 associated targets, including the UN Global Compact, the Science Based Targets initiative and the CDP Supply Chain program. Citrix is also a supporting member of the Confederation of British Industry (CBI) in the UK due to its involvement in COP26 and its Race to Zero campaign.



# Global Reporting Initiative (GRI) Index

This report was prepared using the Global Reporting Initiative (GRI) Standards.

## Organizational Profile

### GRI 102-1

#### Name of the organization

Citrix Systems, Inc.

### GRI 102-2

#### Activities, brands, products, and services

Citrix is an enterprise software company focused on helping customers improve the productivity and user experience of their most valuable assets — their employees. We do this by creating a digital workspace that provides unified, secure and reliable access to all applications and content employees need to be productive — anytime, anywhere, on any device. Our Networking solutions, which can be consumed via hardware or software, complement our Workspace solutions by delivering the applications and data employees need across any network with security, reliability, and speed.

As our customers manage the complexity created by the proliferation of Software-as-a-Service (SaaS)-based applications and the emergence of hybrid multi-cloud environments, our solutions are designed to provide end-users with the simplicity of a common user experience while ensuring IT administrators are able to deliver applications and data with the security and controls necessary to protect the enterprise and its customers. We offer solutions and services that we categorize into three interrelated and complementary areas: Workspace, Networking, and Professional Services. See [Citrix Products](#) for more information.

### GRI 102-3

#### Location of headquarters

851 West Cypress Creek Road  
Fort Lauderdale, Florida 33309

### GRI 102-4

#### Location of operations

We have 60 offices in 40 countries. We lease and sublease office space in the Americas, which is comprised of the United States, Canada and Latin America, EMEA, which is comprised of Europe, the Middle East and Africa, and APJ, which is comprised of Asia-Pacific and Japan. In addition, we own land and buildings in Fort Lauderdale, Florida and Chalfont St. Peter, United Kingdom. For a more detailed breakdown of locations of our operations, visit [Citrix Worldwide](#).

### GRI 102-5

#### Ownership and legal form

Citrix is publicly traded under the ticker symbol CTXS.

### GRI 102-6

#### Markets served

Citrix serves the Americas, EMEA and APJ.

## GRI 102-7

### Scale of the organization

Citrix serves more than 100 million users, 10,000 partners and 400,000 customers across 100 countries.

## GRI 102-8

### Information on employees and other workers

As of December 31, 2020, we had approximately 9,000 employees in more than 40 countries, of which approximately 46% were in the U.S. and 54% were in our international locations. We welcomed 1,000 new employees to Citrix as a result of the Wrike acquisition in early 2021.

[Our Investment in Human Capital  
2021 Proxy Statement](#)  
[2020 Employer Information Report EEO-1  
Historical Demographic Data](#)

## GRI 102-9

### Supply chain

For our cloud-based solutions, we use a combination of co-located hosting facilities and increasingly use Microsoft Azure and AWS as well as other infrastructure-as-a-service providers. For our App Delivery and Security products, we use independent contractors to provide a redundant source of manufacture and assembly capabilities. Independent contractors provide us with the flexibility needed to meet our product quality and delivery requirements. We have

manufacturing relationships that we enter into in the ordinary course of business, primarily with Flextronics, under which we have subcontracted the majority of our hardware manufacturing activity, generally on a purchase order basis. These third-party contract manufacturers also provide final test, warehousing, and shipping services. This subcontracting activity extends from prototypes to full production and includes activities such as material procurement, final assembly, test, control, shipment to our customers, and repairs.

Together with our contract manufacturers, we design, specify and monitor the tests that are required to meet internal and external quality standards. Our contract manufacturers produce our products based on forecasted demand for our solutions. Each of the contract manufacturers procures components necessary to assemble the products in our forecast and test the products according to our specifications. We dual-source our components; however, in some instances, those sources may be located in the same geographic area. Accordingly, if a natural disaster occurs in one of those areas, we may need to seek additional sources. Products are then shipped to our distributors, VARs, or end-users. If the products go unsold for specified periods of time, we may incur carrying charges or obsolete material charges for products ordered to meet our forecast or customer orders. In 2020, we did not experience any material difficulties or significant delays in the manufacture and assembly of our products.

## GRI 102-10

### Significant changes to the organization and its supply chain

We are evolving our business in three primary ways:

- On-Premise to Cloud: As the share of applications and data continues to move rapidly from on-premise data centers to the cloud, our product development and engineering resources have increasingly focused on delivering cloud-based solutions;
- Perpetual to Subscription: Our business model is shifting away from selling perpetual licenses towards subscription, or recurring contracts in the form of SaaS, on-premise term, and consumption-based agreements; and
- Point Products to Platform: Our offerings and our go-to-market activities are shifting away from selling individual point products towards our platform solution, in a tiered offering that provides us the ability to deliver a variety of value-enhancing modules to our customers in the future.

On January 16, 2021, we entered into a definitive agreement to acquire Wrike, Inc. (“Wrike”), a leader in the SaaS collaborative work management space, for \$2.25 billion in cash. The transaction, which has been unanimously approved by the board of directors of both Citrix and Wrike, closed in the first half of 2021, subject to regulatory approvals and other customary closing conditions. We believe this acquisition will allow us to accelerate our strategy to build on and expand beyond the growing virtualization market by delivering a cloud-based digital workspace experience empowering all employees to securely access, collaborate and execute work in the most effective way across any work channel, device, or location.

**GRI 102-11****Precautionary Principle or approach**

We support a precautionary approach in establishing environmental objectives and implementing initiatives.

**GRI 102-12****External initiatives**

Afro Tech  
 Grace Hopper  
 Disability:IN, Out & Equal  
 Diversity Best Practices  
 Lesbians Who Tech  
 RISE India  
 Science-based Target initiative  
 The Conference Board  
 The National Society of Black Engineers (NSBE)  
 The National Diversity Council  
 United Nations Global Compact  
 United Nations Sustainable Development Goals

**GRI 102-13****Membership of associations**

Confederation of British Industry (CBI)  
 Disability:IN  
 Girls Who Code College Loop Program  
 National LGBT Chamber of Commerce  
 National Minority Supplier Development Council  
 Responsible Business Alliance  
 We Mean Business Coalition  
 Women's Business Enterprise National Council

**Strategy****GRI 102-14****Statement from senior decision-maker**

[A Message from Our CFO](#)

**GRI 102-15****Key impacts, risks, and opportunities**

[Risk Management](#)  
[2021 Proxy Statement](#)  
[2021 Form 10-K – Risk Factors](#)

**Ethics & Integrity****GRI 102-16****Values, principles, standards, and norms of behavior**

Our core values include Integrity, Respect, Curiosity, Courage and Unity.

Citrix's [Corporate Governance Guidelines](#) provide detail on our corporate governance policies.

Our [Code of Business Conduct](#) and [Supplier/Partner Code of Business Conduct](#) provide guidelines to employees, suppliers and partners on their ethical and legal responsibilities.

The [Citrix Trust Center](#) provides the latest information on our approach to security, privacy and compliance.

**GRI 102-17****Mechanisms for advice and concerns about ethics**

Citrix has mechanisms for its employees and third parties to ask questions or report concerns about possible violations of our Code of Business Conduct, Citrix policies and laws. Our Code has procedures and contact information for raising such matters, and we provide in our Code that retaliation will not be tolerated. Our website publishes this grievance mechanism to other stakeholders. Citrix also makes this information available to our channel partners through our Partner Central portal.

**Governance****GRI 102-18****Governance structure**

[Governance](#)  
[Corporate Governance](#)  
[2021 Proxy Statement](#)

**GRI 102-19****Delegating authority**

[Governance](#)  
[Corporate Governance](#)  
[2021 Proxy Statement](#)

**GRI 102-20**

Executive-level responsibility for economic, environmental, and social topics

[Governance](#)

[Corporate Governance](#)

[2021 Proxy Statement](#)

**GRI 102-21**

Consulting stakeholders on economic, environmental, and social topics

[Stakeholder Engagement](#)

[Materiality Assessment](#)

**GRI 102-22**

Composition of the highest governance body and its committees

[Governance](#)

[Corporate Governance](#)

[2021 Proxy Statement](#)

**GRI 102-23**

Chair of the highest governance body

[Nanci E. Caldwell](#) has served as a director of the Company since July 2008. In April 2018, Ms. Caldwell assumed the role of lead independent director.

**GRI 102-24**

Nominating and selecting the highest governance body

[2021 Proxy Statement](#)

**GRI 102-25**

Conflicts of interest

[2021 Proxy Statement](#)

**GRI 102-26**

Role of highest governance body in setting purpose, values, and strategy

[Governance](#)

[Corporate Governance](#)

[2021 Proxy Statement](#)

**GRI 102-27**

Collective knowledge of highest governance body

[2021 Proxy Statement](#)

**GRI 102-28**

Evaluating the highest governance body's performance

[2021 Proxy Statement](#)

**GRI 102-29**

Identifying and managing economic, environmental, and social impacts

[Governance](#)

[Corporate Governance](#)

[2021 Proxy Statement](#)

**GRI 102-30**

Effectiveness of risk management processes

[Risk Management](#)

[Corporate Governance](#)

[2021 Proxy Statement](#)

**GRI 102-31**

Review of economic, environmental, and social topics

[Materiality Assessment](#)

**GRI 102-32**

Highest governance body's role in sustainability reporting

[Sustainability Governance](#)

**GRI 102-33**

Communicating critical concerns

[2021 Proxy Statement](#)

**GRI 102-35**

## Remuneration policies

[2021 Proxy Statement](#)

**GRI 102-36**

## Process for determining remuneration

[2021 Proxy Statement](#)

**GRI 102-37**

## Stakeholders' involvement in remuneration

[2021 Proxy Statement](#)

**GRI 102-38**

## Annual total compensation ratio

[2021 Proxy Statement](#)

## Stakeholder Engagement

**GRI 102-40**

## List of stakeholder groups

Our key stakeholder groups include:

**Shareholders:** We hold regular shareholder engagement meetings with institutional investors who represent more than 21% of Citrix's outstanding common stock. This past year, we discussed important ESG issues of interest, including our response to COVID-19 and its impact on our business; our Diversity, Inclusion, and Belonging strategy; cybersecurity and data privacy; board composition and more. In general, feedback from our shareholders regarding our compensation programs and corporate governance practices was positive in 2020.

**Customers:** Our customers are among the largest enterprises and institutions in the world spanning every major industry vertical, including healthcare, financial services, technology, manufacturing, consumer, and government agencies. Our largest customers are often our longest tenured customers.

**Technology Partners:** We have a number of technology relationships in place to accelerate the development of existing and future solutions and our go-to-market initiatives, including Microsoft, Google, Google Systems Integrators, and more. These relationships include cross-licensing, original equipment manufacturer (OEM), resell, joint reference architectures and other arrangements that result in better solutions for our customers. For more details on our technology relationships, see [2020 Form 10-K](#), pp. 5–6.

**Employees:** See [Our Investment in Human Capital](#) and GRI 102-8 for more information on our employees and how we engage them.

**Suppliers:** We are a CDP Supply Chain member and are engaging with more than 100 key suppliers to collect primary data and climate strategy information.

**GRI 102-42**

## Identifying and selecting stakeholders

[Stakeholder Engagement](#)

**GRI 102-43**

## Approach to stakeholder engagement

[Stakeholder Engagement](#)

**GRI 102-44**

## Key topics and concerns raised

**Environment:** Carbon emissions; climate change adaptation and resilience; energy consumption and product sustainability

**Social:** Diversity, inclusion and belonging; health, safety and well-being; sustainable supply chain and procurement; training a “future-ready” workforce

**Governance:** Board composition; business continuity; technology, data, and information security and privacy; ethics, integrity, and compliance

[Materiality Assessment](#)

## Reporting Practice

### GRI 102-45

#### Entities included in the consolidated financial statements

[2021 Form 10-K](#)

### GRI 102-46

#### Defining report content and topic boundaries

[Our ESG Reporting](#)  
[Materiality Assessment](#)

### GRI 102-47

#### List of material topics

[Materiality Assessment](#)

### GRI 102-48

#### Restatements of information

[Improving Measurement of Emissions Data](#)

We have re-baselined our 2019 Scope 1 and Scope 2 emissions to include all facilities and office space, and our Scope 3 emissions to include additional categories and have used 2020 emissions in these categories as a proxy for 2019 figures. The Scope 3 categories previously included were categories 5 and 6. The added Scope 3 categories are category 1, 2, 3, 9, and 11.

### GRI 102-49

#### Changes in reporting

[Improving Measurement of Emissions Data](#)  
GRI 102-48

### GRI 102-50

#### Reporting period

January 1, 2020–December 31, 2020

### GRI 102-51

#### Date of most recent report

This is Citrix's second Sustainability Report. Our inaugural 2019 Sustainability Report was published in September 2020.

### GRI 102-52

#### Reporting cycle

Citrix conducts its sustainability reporting on an annual basis.

### GRI 102-53

#### Contact point for questions regarding the report

[erica.christensen@citrix.com](mailto:erica.christensen@citrix.com)

### GRI 102-54

#### Claims of reporting in accordance with the GRI Standards

This report was prepared using the Global Reporting Initiative (GRI), the Sustainable Accounting Standards Board (SASB), and the Task Force on Climate-related Financial Disclosures (TCFD) standards.

### GRI 102-55

#### GRI content index

[GRI Index](#)

### GRI 102-56

#### External assurance

Our greenhouse gas emissions and diversity and inclusion metrics have been externally assured.

[External Assurance Statement](#)

## Economic Performance

### Management Approach

[2021 Form 10-K](#)  
[Strategy Overview](#)

### GRI 201-1

Direct economic value generated and distributed

[2021 Form 10-K](#)

### GRI 201-2

Financial implications and other risks and opportunities due to climate change

[2020 CDP Climate Change disclosure](#)  
[TCFD Index](#)

## Indirect Economic Impacts

### Management Approach

[Workplace Equity](#)  
[Corporate Social Responsibility Report at Citrix:](#)  
[2020 Year in Review](#)

### GRI 203-1

Infrastructure investments and services supported

[Workplace Equity](#)  
[Corporate Social Responsibility Report at Citrix:](#)  
[2020 Year in Review](#)

### GRI 203-2

Significant indirect economic impacts

[Workplace Equity](#)  
[Corporate Social Responsibility Report at Citrix:](#)  
[2020 Year in Review](#)

## Procurement Practices

### Management Approach

[Citrix Supplier Diversity Program](#)

### GRI 204-1

Proportion of spending on local suppliers

Our diverse supplier spend was \$32 million, surpassing our \$30 million 2020 goal.

## Anti-corruption

### Management Approach

[Code of Business Conduct](#)  
[Supplier/Partner Code of Business Conduct](#)

### GRI 205-1

Operations assessed for risks related to corruption

All operations are assessed for risks related to corruption.

### GRI 205-2

Communication and training about anti-corruption policies and procedures

As part of our onboarding process, all new employees must receive training on anti-corruption policies and procedures.

### GRI 205-3

Confirmed incidents of corruption and actions taken

Citrix did not experience any incidents of corruption in FY2020.

## Anti-competitive Behavior

### Management Approach

[Code of Business Conduct](#)  
[Supplier/Partner Code of Business Conduct](#)

### GRI 206-1

Legal actions for anti-competitive behavior, anti-trust, and monopoly practices

No legal actions were taken against Citrix for anti-competitive behavior, anti-trust, or monopoly practices in FY2020.

## Tax

### Management Approach

[Citrix Systems Inc. and Subsidiaries – Global Tax Policy Statement](#)

### GRI 207-1

#### Approach to tax

Citrix enforces responsible tax administration via our global tax policies, arrangements, and approach to tax risk management and planning. We seek to structure our affairs in a manner that supports our business operations and accurately reflects the economics of each transaction. Citrix seeks external expert advice where needed and seeks elimination or reduction of tax risk through transparent dialogue and communication with tax authorities.

[Citrix Systems Inc. and Subsidiaries – Global Tax Policy Statement](#)

### GRI 207-2

#### Tax governance, control, and risk management

Our Board of directors and officers seek compliance with tax legislation as key to managing our tax risk. Citrix's global tax team seeks to identify, evaluate, and manage tax risks to ensure that they remain in line with Citrix's risk management policies. We encourage ethical and transparent business practices by developing processes and controls that monitor risk and ensure appropriate management oversight. We strive to manage and,

where possible, eliminate, tax risk through the effectiveness of the organization's internal controls relating to tax.

We seek to be a responsible global tax citizen by complying with international tax laws and regulations in all of the territories in which we operate. We adhere to all of the rules that are relevant and applicable with respect to determining the bases for our worldwide tax liabilities, the timing for our tax payments, the filing of our tax returns and disclosures of all relevant facts and circumstances.

### GRI 207-3

#### Stakeholder engagement and management of concerns related to tax

Citrix's approach to stakeholder engagement is to adopt a policy of transparency with all governmental tax authorities. We aim to work collaboratively with tax authorities, including HM Revenue & Customs (HMRC). We recognize that there will be occasions where we will encounter areas of disagreement relating to interpretations of law and its applicability, and where this occurs, we will engage with HMRC in proactive discussions to bring issues to a rapid resolution wherever possible.

## Energy

### Management Approach

[Emissions and Energy](#)

### GRI 302-1

#### Energy consumption within the organization

52,495,000 kWh

### GRI 302-2

#### Energy consumption outside of the organization

1,354,612,594.81 megajoules

### GRI 302-3

#### Energy intensity

0.477 joules/Total 2020 revenue USD (S1+S2+S3 – Cat 11)

## Emissions

### Management Approach

[2020 CDP Climate Change disclosure Emissions and Energy](#)

### GRI 305-1

#### Direct (Scope 1) GHG emissions

Fleet/Heating: 3,336 MT CO<sub>2</sub>e

**GRI 305-2****Energy indirect (Scope 2) GHG emissions**

Purchased Electricity: 18,082 MT CO<sub>2</sub>e (location-based, does not include data centers)

**GRI 305-3****Other indirect (Scope 3) GHG emissions****Scope 3 Category** (MT CO<sub>2</sub>e)

Purchased goods and services: 121,468

Capital goods: 6,513

Fuel and energy-related activities: 5,498

Business travel: 7,801

Employee commuting (includes work from home emissions of employees): 2,710

Downstream transportation: 110

Product use (sold hardware): 115,943

**GRI 305-4****GHG emissions intensity**

Revenue: \$3.2 billion

Total GHGs (S1+S2+S3 MT CO<sub>2</sub>e): 281,461 (S2 is location-based)

GHG Intensity (MT CO<sub>2</sub>e/Revenue): 0.0000868706

**GRI 305-5****Reduction of GHG emissions**

For more information, see our [CDP Climate Change disclosure](#).

## Supplier Environmental Assessment

**Management Approach**

[Sustainable Supply Chain and Procurement](#)

**GRI 308-1****New suppliers that were screened using environmental criteria**

Citrix recently joined the CDP Supply Chain program to uncover the climate-related risks and opportunities within our supply chain. This initiative will inform our sustainable supply chain strategy and allow us to analyze the carbon impact of our supply chain in greater detail. We are currently in the process of developing environmental criteria by which to assess our suppliers. We anticipate that we will have more information to report in this area in 2021.

## Employment

**Management Approach**

[Our Investment in Human Capital](#)

**GRI 401-1****New employee hires and employee turnover**

Hires: 1,584

2020 Total Attrition: 10.9%

Our voluntary attrition rate was 7.8% during FY 2020, which is lower than our historical attrition rate. This lower attrition rate is in part due to the COVID-19 pandemic, which we believe has led to fewer people leaving their jobs during 2020.

**GRI 401-2****Benefits provided to full-time employees that are not provided to temporary or part-time employees**

Citrix offers competitive and meaningful compensation and benefits programs that meet the diverse needs of our employees, while also reflecting local market practices. In addition to competitive salaries and bonuses, we offer a robust employment total rewards package that promotes employee well-being and includes retirement planning, healthcare, extended parental leave, paid time off, and appreciation events for employees. We grant equity-based compensation to a significant portion of our employees and provide the opportunity for equity ownership through our employee stock purchase plan. We also offer benefits to support our employees' physical and mental health by providing tools and resources to help them improve or maintain their health and encourage healthy behaviors.

[Building on Benefits](#)

[Benefits & Rewards](#)

**GRI 401-3****Parental leave**

Citrix provides up to 18 weeks of 100%-paid leave — including benefits — for full-time employees who are new parents to care for a newborn or newly adopted child. New parents include moms, dads, and partners. This paid leave is in addition to the nine paid holidays and other paid time-off from Citrix for family-focused time.

# Occupational Health and Safety

## Management Approach

Citrix seeks to continuously improve its health and safety performance and create a culture that values everyone's safety and well-being. To deliver our commitments, we will:

- Meet or exceed applicable legal requirements; where laws and regulations do not provide adequate controls, we will adopt our own standards to protect our workers
- Identify risks arising from work activities and deploy preventative measures to minimize them
- Engage the workforce in the promotion and achievement of high standards of occupational health and safety performance through collaboration with employees
- Report and investigate all accidents, near misses and work-related ill health for system failures and establish measure to prevent reoccurrence
- Ensure any business decisions consider the impact of health and safety of those affected
- Communicate the health and safety policy and programs to all Citrix employees, contingency workers, visitors, contractors, and stakeholders.

[Employee Health, Safety and Well-being](#)

## GRI 403-1

### Occupational health and safety management system

Preserving the health and safety of Citrix employees and others working in our offices is essential. Citrix's Health and

Safety Guidelines describe our occupational Health and Safety Management System. While accountability for this system rests with the senior leadership team, each employee has an individual responsibility to understand and follow our Health and Safety policy and to actively participate in training and programs to ensure our goals are achieved. The Global Health and Safety Team will be supporting the development and implementation of a business-focused Health and Safety strategy, with an aim for continuous improvement.

## GRI 403-4

### Worker participation, consultation, and communication on occupational health and safety

We are currently recruiting internally for Safety and Security Champions to help us implement our new Health and Safety Management System, encourage employees to report incidents, and be our eyes and ears for health, safety, and security.

## GRI 403-5

### Worker training on occupational health and safety

All health and safety training will be offered through the Citrix Learning Center. While accountability for the Health and Safety Management System rests with the senior leadership team, each employee has an individual responsibility to understand and follow our Health and Safety policy and to actively participate in training and programs to ensure our goals are achieved.

## GRI 403-6

### Promotion of worker health

We offer benefits to support our employees' physical and mental health by providing tools and resources to help them improve or maintain their health and encourage healthy behaviors.

During the COVID-19 pandemic, our primary focus has been on the safety and well-being of our employees and their families. A large majority of our workforce worked off-premise throughout most of 2020. For offices that reopened, we leveraged the advice and recommendations of medical experts to implement new protocols to ensure the safety of our employees, including face coverings, temperature checks, health certifications, social distancing, and capacity limits. We also extended paid time-off and sick leave benefits for employees directly impacted by COVID-19. Starting in 2021, time in the office will no longer be prescribed, and individuals and teams are empowered to determine how they work best, based on their role.

[Employee Health, Safety, and Well-being](#)

## GRI 403-7

### Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

As outlined in our Supplier/Partner Code of Conduct, preserving the health and safety of Supplier/Partner employees and others working in our offices is essential. Supplier/Partner employees must never engage in violence or other harmful actions and must commit to the health and safety of their employees.

# Training and Education

## Management Approach

### Training a “Future-Ready” Workforce

## GRI 404-2

### Programs for upgrading employee skills and transition assistance programs

In 2020, Citrix:

- Virtualized all core learning programs to ensure we were able to continue supporting our employees in learning, development, and leadership
- Held Fuel 45, which was 45 days focused on career development, growth, and fueling feedback
- Launched numerous new learning resources and tools to support employees with remote working, such as best practices for virtual working, managing virtual teams, health and well-being courses, workshops for managing priorities, and resources for parent and caregivers
- Provided on-demand, external coaching to our managers to help them manage stress and support their teams through COVID
- Created an in-depth virtual manager toolkit, with everything from ideas for building team and connection, to prioritization, team effectiveness, and managing teams virtually
- Introduced two new mentoring programs; one program was for diverse High Potential employees (HiPos) in our executive succession pipeline, and the other for our HiPo Black

Professionals. In both of these programs, employees are provided with external mentors who are senior executives from other companies

### Talent Recruitment, Development, and Retention

## GRI 404-3

### Percentage of employees receiving regular performance and career development reviews

At Citrix, our performance touchpoints are centered on coaching conversations, and employees can request as many touchpoints as they’d like per year. 97% of our employees received their year-end touchpoint for 2020. While all of our touchpoints have a focus on career, we also have a formalized career month each year in July, and at this time employees are encouraged to work with their managers to create a formalized career development plan. In 2020, 70% of our employees participate in the career touchpoint, in addition to their regular and year-end touchpoints.

## Diversity and Equal Opportunity

### Management Approach

### Citrix Diversity and Inclusion Diversity, Inclusion and Belonging

## GRI 405-1

### Diversity of governance bodies and employees

#### Diversity by Gender – Worldwide

|                           | Female | Male |
|---------------------------|--------|------|
| <b>People Managers</b>    | 29%    | 71%  |
| <b>Leadership</b>         | 25%    | 75%  |
| <b>Board of Directors</b> | 18%    | 82%  |
| <b>Overall</b>            | 26%    | 74%  |

#### Diversity by Race/Ethnicity – in the U.S.

|                                  | People Managers | Leadership | Overall |
|----------------------------------|-----------------|------------|---------|
| <b>White</b>                     | 63%             | 70%        | 56%     |
| <b>Hispanic or Latino</b>        | 14%             | 9%         | 16%     |
| <b>Asian</b>                     | 16%             | 20%        | 19%     |
| <b>Black or African American</b> | 4%              | 0%         | 5%      |
| <b>Multicultural and Others</b>  | 3%              | 1%         | 4%      |

We believe that a diverse board is an effective board. Racially, ethnically or gender diverse directors currently comprise 36% of the total Board of Directors. Mr. Bob Knowling identifies

as Black, Dr. Ajei Gopal identifies as Asian and Ms. Nanci Caldwell and Moira Kilcoyne identify as women.

[Citrix Diversity and Inclusion](#)  
[Diversity, Inclusion and Belonging](#)  
[Board Composition](#)

## GRI 405-2

### Ratio of basic salary and remuneration of women to men

At Citrix, gender and underrepresented minority pay equity is a topic we have long been working on, and we are committed to ensuring that there is no gap within our own company. In 2020, Citrix retained Affirmity Workforce Analysis (AWA) and Lewis Silkin (UK) to conduct pay equity studies to evaluate the size and/or significance of disparities in earnings by gender globally as well as conduct the necessary country-specific pay equity analyses. Several different models and regression tests were conducted to examine disparities in base pay as well as total target pay, including variable pay, by gender globally and underrepresented minority (U.S.). Base pay and total pay were examined using the following groupings for comparison: job profile, years of service, average performance across the last three years, location, and salary range. Regarding data analyzed for underrepresented minority groups in the U.S. and gender globally, we found less than .04 percent potential issues, down from 0.5 percent in the prior year. During our 2021 compensation planning cycle, potential issues were analyzed to identify other potential explanations for disparities and all appropriate remediation has been completed, as necessary. Annually, we expect to continue to engage an independent pay equity study firm prior to compensation planning so that we can continue to monitor, identify root causes, and consider appropriate remediation, as necessary.

## Non-discrimination

### Management Approach

#### [Code of Business Conduct](#)

Citrix will not tolerate discrimination or harassment based on race, color, ethnicity, religion, gender, national origin, pregnancy, childbirth or related medical conditions, disability, age, marital status, genetic carrier status, veteran status, citizenship, sexual orientation, gender identity, or other characteristic that is protected by law.

## GRI 406-1

### Incidents of discrimination and corrective actions taken

We had 17 discrimination cases (3 Disability, 4 Gender and 10 Race). Corrective Action/remediation will include coaching, executive coaching, written warning, promotion for a complainant, training, reminder of policies, and process improvements.

## Child Labor

### Management Approach

Citrix prohibits and will not tolerate slavery or trafficking in persons or the use of forced or child labor by anyone in the Citrix Community, including Citrix partners and suppliers.

#### [Modern Slavery Act Statement](#)

## GRI 408-1

### Operations and suppliers at significant risk for incidents of child labor

Citrix prohibits and will not tolerate slavery or trafficking in persons or the use of forced or child labor by anyone in the Citrix Community, including Citrix partners and suppliers.

Citrix is committed to adhering to all applicable employment laws and including but not limited to laws relating to child labor, wages, hours, and working conditions, and to working with socially responsible partners that embrace high standards of ethical behavior and treat their employees fairly and with respect. Citrix supports fair and living wages for all employees. Citrix partners' commitment to the health and safety of their employees is also important to us, and Citrix will avoid working with partners that do not comply with laws relating to child labor, wages, hours, and working conditions. Suppliers/Partners are also required to take affirmative steps to combat slavery and trafficking in persons and forced or child labor.

[Code of Business Conduct](#)  
[Supplier/Partner Code of Business Conduct](#)  
[Modern Slavery Act Statement](#)

## Forced or Compulsory Labor

### Management Approach

Citrix prohibits and will not tolerate slavery or trafficking in persons or the use of forced or child labor by anyone in the Citrix Community, including Citrix partners and suppliers.

#### [Modern Slavery Act Statement](#)

## GRI 409-1

### Operations and suppliers at significant risk for incidents of forced or compulsory labor

A substantial portion of our workforce consists of skilled labor. In addition, all employees hired by Citrix are subject to a background check. Citrix also uses independent contractors. Because of the nature of the types of jobs performed by our independent contractors, we believe the risk of modern slavery in their performance for Citrix is low. Citrix generally uses placement agencies to source independent contractors. These agencies are selected following a standard sourcing process with defined business criteria.

We have established policies and compliance and other procedures applicable to Citrix and/or third-party manufacturers to mitigate the risks of modern slavery in the supply chains for our products. Our approach is to focus on our direct suppliers since this is the level of the supply chain where we believe that we have the most influence and can therefore be the most effective. We believe our principal risk of modern slavery is that forced labor could occur without our knowledge in violation of our policies in upper tiers of the supply chain.

[Modern Slavery Act Statement](#)

## Human Rights Assessment

### Management Approach

[Modern Slavery Act Statement](#)

## GRI 412-1

### Operations that have been subject to human rights reviews or impact assessments

We assess the effectiveness of the actions being taken to assess and address modern slavery risks through ongoing engagement with our principal third-party manufacturer, the findings of our vendor due diligence program, and the number and type of complaints received through our grievance mechanism.

## GRI 412-2

### Employee training on human rights policies or procedures

We provide mandatory internal training intended to ensure that all our employees observe and understand our Code of Business Conduct, the underlying policies, law, and regulations, and their applicability to our business. In addition, our principal third-party manufacturer has indicated that it provides training on forced labor and human trafficking to its employees.

## GRI 412-3

### Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening

Citrix has a risk-based vendor due diligence program which, among other things, screens for certain labor violations. Citrix's standard contract and purchase agreement language requires our suppliers to act in a manner consistent with our [Supplier/Partner Code of Business Conduct](#). We will not do business with partners that do not comply with laws relating to child labor, wages, hours, and working conditions. If we learn that our vendors, contractors, or consultants have acted in a manner inconsistent with our ethical standards, we will take appropriate action.

[Modern Slavery Act Statement](#)

## Supplier Social Assessment

### Management Approach

[Citrix Supplier Diversity Program](#)

[Expanding Supplier Diversity](#)

## GRI 414-1

### New suppliers that were screened using social criteria

[Citrix Supplier Diversity Program](#)

[Citrix Supplier Diversity Classifications](#)

[Expanding Supplier Diversity](#)

## Public Policy

### Management Approach

The Company does not make any contributions to an individual politician, candidate, or holder of a government office or political party.

## GRI 415-1

### Political contributions

Our [Political Contributions Policy](#) addresses political contributions and expenditures as well as contributions made to trade associations and 501(c)(4) organizations that may be used for political activity.

# Sustainability Accounting Standards Board (SASB) Index

Our reporting aligns with the SASB Software & IT Services sector standards.

## Environmental Footprint of Hardware Infrastructure

### 130a.1

(1) Total energy consumed,  
(2) percentage grid electricity,  
(3) percentage renewable

- 1) 52,378 MWh
- 2) 86% grid electricity
- 3) 14% renewable energy

### 130a.2

(1) Total water withdrawn,  
(2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress

We're looking into how we can track this on a global level and plan to report on this data in the future.

### 130a.3

Discussion of the integration of environmental considerations into strategic planning for data center needs

[CDP Climate Change disclosure](#)

## Data Privacy & Freedom of Expression

### 220a.1

Description of policies and practices relating to behavioral advertising and user privacy

[Technology, Data and Information Security](#)

## Data Security

### 230a.2

Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards

[Technology, Data, and Information Security](#)

Regulation of privacy and data security may adversely affect sales of our products and services and result in increased compliance costs. For more details, see our [2021 Form 10-K – Risk Factors](#), p. 16.

## Recruiting & Managing a Global, Diverse & Skilled Workforce

### 330a.1

Percentage of employees that are  
(1) foreign nationals and  
(2) located offshore

- 1) 11.3% of employees are U.S. foreign nationals (473 out of the 4,180 U.S. active employees as of June 2021).  
2) Employees located offshore:

| Location/Region    | Employee Count | %   |
|--------------------|----------------|-----|
| U.S.               | 4,180          | 45% |
| America (Non-U.S.) | 318            | 3%  |
| EMEA               | 1,707          | 18% |
| APJ                | 970            | 10% |
| India              | 2,073          | 22% |

### 330a.2

Employee engagement as a percentage

Talent Recruitment, Development, and Retention

According to our 2020 Global Employee Survey, our Engagement Index Score was 81% favorable.

### 330a.3

Percentage of gender and racial/ethnic group representation for  
(1) management,  
(2) technical staff, and  
(3) all other employees

See [GRI 405-1](#)

## Managing Systemic Risks from Technology Disruptions

### 550a.2

Description of business continuity risks related to disruptions of operations

Our cloud-based solutions are primarily operated through third-party cloud service providers, which we do not control and which may be subject to actual or perceived damage, interruption, vulnerabilities, and other cyber-related risks. Customers of our cloud-based solutions need to be able to access our platform at any time, without interruption or degradation of performance, and we provide them with service-level commitments with respect to uptime. Third-party cloud providers run their own platforms that we access, and therefore, we are vulnerable to their service interruptions. We may experience interruptions, delays and outages in service and availability from time to time as a result of problems with our third-party cloud providers' infrastructure. Lack of availability of this infrastructure could be due to a number of potential causes including technical failures, natural disasters, fraud, or security attacks that we cannot predict or prevent. Such outages could lead to the triggering of our service level agreements and the issuance of credits to our cloud-offering customers, which may impact our business, results of operations, and financial condition. In addition, if our security, or that of any of these third-party cloud providers, is compromised, our software is unavailable or our customers are unable to use our software within a reasonable amount of time or at all, then our business, results of operations and financial condition could be adversely affected. For more details, see [2021 Form 10-K – Risk Factors](#), pp. 13–17.

# Task Force on Climate-related Financial Disclosures (TCFD)

Our reporting aligns with the standards set forth by TCFD. This is our inaugural TCFD Index.

## Strategy

**Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.**

**Risks:** Our worldwide operations are dependent on our network infrastructure, internal technology systems, and website. Significant portions of our computer equipment, intellectual property resources, and personnel, including critical resources dedicated to R&D and administrative support functions are located at our corporate HQ in Fort Lauderdale, Florida, an area particularly prone to hurricanes, and at our various locations in California, an area prone to earthquakes and wildfires. We also have operations in various domestic and international locations that expose us to additional diverse risks. The occurrence of natural disasters, such as extreme weather, hurricanes, floods, or earthquakes, pandemics such as COVID-19, or other unanticipated catastrophes, such as telecommunications failures, cyberattacks, fires, or terrorist attacks, at any locations in which we or key partners, suppliers, and customers do business, could cause interruptions in our operations. Extensive or multiple disruptions in our own operations could have a material adverse effect on our results of operations. Given our geographical footprint, Citrix could experience a substantive impact to our business from a climate-related incident. Weather related events driven by climate change could lead to severe physical damage to our locations as well as operational shutdown for certain locations. These risks are described further in our [2021 Form 10-K – Risk Factors](#) and our [CDP Climate Change disclosure](#).

**Opportunities:** As companies implement commitments to dramatically reducing greenhouse gas (GHG) emissions including optimizing IT practices and curbing employee commuting, we may see an increase in revenues from our remote working and cloud services. As a result, this is driving the development of new products or services through R&D and innovation. Using Citrix Workspace allows customers to deploy low-energy devices, extend device lifecycles, enable carbon-zero cloud computing, drive down corporate office space needs, and reduce employee commuting, resulting in reduced energy consumption and GHG emissions.

**Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.**

Climate change considerations influence Citrix's business strategy including R&D investment, client education initiatives and engagement as well as energy efficiency and carbon reduction measures across our operations. We believe we are addressing our GHG emissions by tackling the major sources of our emissions in an effective and pragmatic manner. Citrix recently joined the CDP Supply Chain program, which will inform our sustainable supply chain strategy and allow us to analyze the carbon impact of our supply chain in greater detail. In addition, our strategy to migrate data capacity from on-premise data centers to more efficient cloud providers continues to be influenced by climate-related opportunities. We have also made significant reduction in Rack Units (RUs) within our major data centers due to climate-related considerations. This strategy has resulted in multiple data center consolidation opportunities that Citrix is actively pursuing. Electricity consumption is currently the largest source of our direct emissions. To manage

future transition risk, we currently integrate energy efficiency considerations into the procurement of IT assets. Our strategy has been influenced by stakeholder demand for GHG reduction at the operational level, and our own ambition to optimize our operational footprint and reduce costs/GHGs. The most substantial strategic decision was to commit to a public GHG reduction target and engage our Real Estate/Facilities teams in energy efficiency projects, such as solar. Our distributed work model enables us to be more resilient against the impacts of extreme weather events.

### **Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.**

Citrix is planning to implement a climate-related scenario analysis in the next two years. Internal analysis and alignment between teams is underway and will feed into Citrix's ability to use scenario analysis, as it relates to climate-related risks. We expect this analysis to be completed in 2022. We expect these results will inform Citrix's climate change and business strategy. In subsequent years Citrix plans to use scenario analysis as part of its alignment with the TCFD. Citrix has established the foundational elements required to execute on our corporate-wide climate change strategy. Our Senior Director, Sustainability and ESG has established a centralized function to oversee company-wide climate change initiatives including climate-related scenario analysis. This will be developed further over the next year.

## Governance

### **Describe the board's oversight of climate-related risks and opportunities.**

The Audit Committee of the Board of Directors of Citrix oversees climate-related risks identified and addressed by our Enterprise Risk Management (ERM) program and Citrix's global risk management framework. As part of its oversight function, the Audit Committee regularly reviews the compliance policies and processes by which our exposure to certain areas of risk — including climate-related risk — is assessed and managed. The Committee provides periodic reports to the full Board of Directors on such matters.

### **Describe management's role in assessing and managing climate related risks and opportunities.**

Citrix's ESG, climate, and sustainability initiatives are managed and led by the Head of Investor Relations, under the leadership of the Chief Financial Officer (CFO). This responsibility ensures that all activities are consistent and aligned with corporate strategy, including climate risks and opportunities. This team meets regularly (at least quarterly) with several other corporate functions involved in our strategy, including legal, facilities, and real estate, supply chain and procurement, sales, marketing, IT, and HR. Our CFO regularly reviews and approves updates and decisions related to our climate change and environmental sustainability strategy, such as investments in programs and initiatives that advance Citrix's strategy and goals. This includes initiatives covering our emissions reduction and renewable energy strategy, as well as Citrix's annual response to the CDP Climate questionnaire. Once per year, executive management,

including our Chief Legal Officer, present a full read out of the Citrix's execution of the annual Enterprise Risk Management process and framework — including identified risks driven by climate change, if material — to the Audit Committee.

## Metrics and Targets

### **Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.**

In strong support of the world's urgent transition to a low-carbon economy, Citrix has initiated targets to reduce our total absolute GHG emissions by 30% by 2030 and reduce our emissions per unit of revenue by 50% by 2030. These goals will use our 2019 emissions as a baseline for factors included and cover Scopes 1, 2, and 3. We expect to refine these targets over the next 1–2 years to receive approval from the Science Based Target initiative (SBTi) to ensure our targets are consistent with Citrix doing its part to keep global warming well below 2°C. Please note, we have re-baselined our 2019 emissions to include additional Scope 3 categories and have used 2020 emissions in these categories as a proxy for 2019 figures. The Scope 3 categories previously included were categories 5 and 6. The added Scope 3 categories are category 1, 2, 3, 9, and 11.

### **Disclose Scope 1 and Scope 2 Greenhouse Gas (GHG) Emissions, and the Related Risks**

[GRI 305-1](#)

[GRI 305-2](#)

[Improving Measurement of Emissions Data](#)

For a country-by-country breakdown of our Scope 1 GHG emissions, see our [CDP Climate Change disclosure](#).

### Disclose Scope 3 Greenhouse Gas (GHG) Emissions and the Related Risks

#### [GRI 305-3](#)

#### [Improving Measurement of Emissions Data](#)

### Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.

In 2020, we developed the following targets using a 2019 baseline level:

- 1) Reduce absolute GHG emissions by 30%
- 2) Decrease carbon intensity per unit of revenue by 50%

We will begin reporting against these targets in our 2021 Sustainability Report.

## Risk Management

### Describe the organization's processes for identifying and assessing climate-related risks

We monitor and assess risks arising from climate change policy, legislation, and regulation, innovations in the market, and weather events. Our strategic planning process and risk management processes together are used to identify, assess, and respond to climate-related risks and opportunities. Our

corporate strategic planning leverages market intelligence regarding climate change derived from a variety of sources to provide an overall business impact analysis regarding our concentration of risk as well as identify opportunities. For example, our awareness of client-based commitments to reduce GHG emissions (i.e., transition-related opportunities) influences Citrix's R&D investment strategy towards products that optimize IT practices and curb employee commuting thereby reducing clients' carbon footprints. Market intelligence regarding climate change is obtained from a variety of sources to provide an overall business impact analysis regarding our concentration of risk.

Citrix conducts recovery scenarios where specific steps are drafted for every business continuity plan to methodically recover the most critical processes while considering the most likely risks to where they operate (i.e., storms in south Florida, fires in southern California). We also implement geographical risk assessments, an ongoing process to analyze Citrix physical sites to determine the likelihood and impact of a range of threats (i.e., inclement weather). Risk assessments are conducted at least annually and adapted to new or less controlled categories of risk over time.

### Describe the organization's processes for managing climate-related risks.

The ERM program monitors various types of risk—including those driven by climate change—across many lines of insurance coverage and will propose insurance solutions or products based on our industry, size, and business model in order to assess the probability and magnitude of substantive financial impacts and strategic impacts due to climate risks.

The company-wide initiative, with the oversight of the Audit Committee of the Board of Directors, represents an integrated effort to (1) identify, assess, prioritize, and monitor a broad range of risks—including those driven by climate change and (2) formulate and execute plans to monitor and, to the extent possible, mitigate the effect of those risks. For example, our risk model considers potential climate-driven physical risks to our global locations and business continuity that may occur due to extreme weather events driven by climate change such as hurricanes, floods, cyclones, etc. Citrix's global property insurance program mitigates these identified climate-driven risks with insurance products targeted to identify, assess, and respond to both Physical risks and Transitional risks at the facility-level. Coverage and portfolio risk profiles are assessed more than once per year.

#### [Climate Risk Mitigation](#)

#### [2021 Proxy Statement – Risk Oversight](#)

### Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.

The ERM program process is a company-wide initiative that, with the oversight of the Audit Committee, represents an integrated effort to (1) identify, assess, prioritize and monitor a broad range of risks—including those driven by climate change—and (2) formulate and execute plans to monitor and, to the extent possible, mitigate the effect of those risks. The Chief Financial Officer (CFO) has oversight of the results of both our corporate strategic planning and risk management processes. The combined findings of these processes provide a view of Citrix's climate-related risks and opportunities.



# Sustainability Report 2020

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## **Note regarding forward-looking statements**

*This Report contains forward-looking statements which are made pursuant to the safe harbor provisions of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Investors are cautioned that statements in this Report, which are not strictly historical statements, including, without limitation, statements regarding our business and product plans, objectives, goals and strategies and environmental, social and governance targets, framework, strategy, goals, plans, initiatives, projections, commitments and expectations, constitute forward-looking statements. In some cases, you can identify forward-looking statements by terms such as "may," "will," "should," "could," "goal," "would," "expect," "plan," "anticipate," "believe," "estimate," "project," "predict," "potential," "strive," "expend," "target" and similar expressions intended to identify forward-looking statements. The forward-looking statements in this Report are not guarantees of future performance. Such forward-looking statements are subject to a number of risks and uncertainties that could cause actual results to differ materially from those anticipated by the forward-looking statements, including, without limitation: risks associated with the impact of the global economy and uncertainty in the IT spending environment, revenue growth and recognition of revenue, our expansion to new products and services, their development and distribution, product demand and pipeline, economic and competitive factors, Citrix's key strategic relationships, acquisition and related integration risks; evolving federal, state and international regulations; political uncertainty and social turmoil, natural disasters and pandemics, including COVID-19; and other risks detailed in Citrix's filings with the Securities and Exchange Commission. Citrix assumes no obligation to update any forward-looking information contained in this Report.*