

Diversity, Equity, and Inclusion Year in Review 2021

Report

KEYSIGHT



"Diversity, equity, and inclusion are foundational elements of Keysight's strategy and culture.

We believe they are key to building an environment where innovation and collaboration can thrive to enable meaningful outcomes for customers. Equally important, we are committed to fostering an inclusive and respectful workplace where all employees feel a sense of belonging and actively contribute to our collective success. It will take all of us working together to continue to make Keysight a great place to work for every employee."

Satish Dhanasekaran
President and Chief Executive Officer

"At Keysight, we are always looking for ways to push the boundaries of technology and we take a similar approach to our diversity, equity, and inclusion (DEI) efforts.



Our annual DEI goals do not represent an end point, but rather where we are on a continuous journey of enabling our employees to succeed in their careers."

Ingrid Estrada
Chief People and Administrative Officer

We believe

technology innovation can create a better future for all when we are open to all human experiences, respect each voice, and create opportunities for every individual to contribute at their highest ability.

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CHAPTER 1

Who We Are



CHAPTER 1

Who We Are

We are a global community of more than 14,000 engineers, scientists, technologists, and business experts who challenge the status quo every day to enable groundbreaking technologies. We value unique perspectives that push us outside of our comfort zone and help us see all sides of a problem.

Our diversity, equity, and inclusion (DEI) vision is to become a workplace where every employee is heard, belongs, and innovates; to truly attain our mission of accelerating innovation to connect and secure the world.

As an engineering company, it is in our DNA to take on ambitious projects and not shy away from the hard work ahead. We are committed to working together to foster an equitable and inclusive environment where all employees feel they belong, are represented, and can contribute equally to our mission. We call this engineering equality – to strive for equality in opportunities, contributions, and rewards.



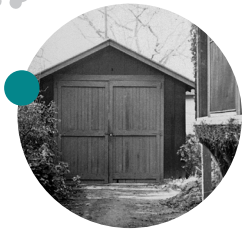
Engineering Equality

The Engineering Equality design treatment of our logo – the electrical waveform - is a visual representation of the strands of diverse people, skills, and perspectives that make up our Keysight DNA.

Since our formation in 1938 as part of Hewlett-Packard Company, Keysight has fostered humanitarian practices that were ahead of their time.

1939

The company forms in the famous HP garage in Palo Alto, California, where the 200A Audio Oscillator was engineered.



1942

Bill Hewlett and Dave Packard are affirmative action pioneers, hiring Black engineers who later advanced to executive roles, and hiring women for non-administrative positions.



1960s and 1970s

We expand our global footprint and increase our local perspectives, establishing operations in Europe and Malaysia.



1980

Our employees form our first LGBTQ+ network group.





1999

HP announces a spin-off of its measurement, components, chemical analysis, and medical business divisions into Agilent Technologies. Soon after, Agilent is listed on the New York Stock Exchange.

2003

Agilent joins the Society of Women Engineers (SWE) as a charter member of the Corporate Partnership Council.



2014

When Keysight separates from Agilent, the newly formed eight-member Board included one female director and one underrepresented minority director.



2017

Hundreds of employees and Keysight's headquarters in Santa Rosa, CA are impacted by the Tubbs fire – then the most destructive fire in California history. Our diverse, global workforce rises to meet the challenge, deliver record results, and demonstrate "Keysight Strong:" a combination of heart and resilience in the face of adversity.



2018 & 2019

Keysight ranks among The 100 Best Workplaces for Diversity by Fortune magazine.

FORTUNE 100 BEST COMPANIES TO WORK FOR® 2018

New female Board member joins Keysight Board of Directors, increasing women representation.



Joanne B. Olsen
Keysight Board of Directors

2020



CEO Ron Nersesian declares DEI one of the company's top strategic priorities.

2021

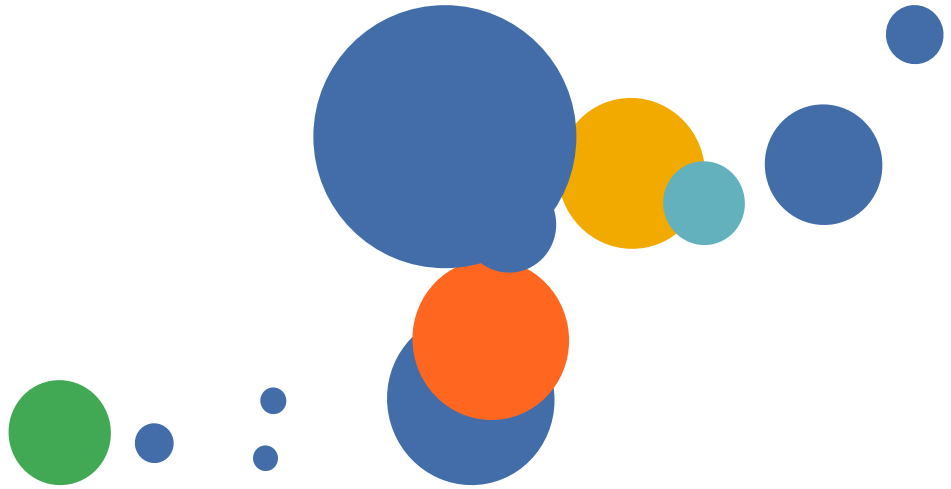


Michelle J. Holthaus
Keysight Board of Directors

To extend Keysight's existing DEI governance, a global DEI Council is formed to enhance business alignment and accountability.

Another female board member joins Keysight Board of Directors, further increasing representation of women and underrepresented minorities to 40%.

2021: A Year of Raising All Voices



In 2021, we renewed and furthered our longstanding commitment to diversity, equity, and inclusion through increased investment and transparent reporting to hold ourselves accountable to our employees, customers, shareholders, and communities. We also established a global DEI council to drive strategic alignment for new policies and programs and act as DEI champions within each business and function across the company.

We expanded our partnerships with educational science, technology, engineering, and math (STEM) programs working with girls, women, and underrepresented communities and were recognized as a top partner with Historically Black Colleges and Universities (HBCUs).

We launched training programs on inclusive hiring practices and inclusive management for our global leadership team and we expanded our mentoring programs.

This year, we were reminded of our vibrant culture and how invested our employees are in making Keysight a great place to work. In light of unprecedented hardships caused by the COVID-19 pandemic, racial injustice, and economic inequality, our employees heightened their commitment by establishing many new employee network groups for underrepresented communities and allies, volunteering to educate students and mentor their peers, and investing their time to develop more inclusive programs, training efforts, and policies.

Together, these efforts have helped us increase the diversity of our new hires, leaders, and board of directors. We are proud of the way that our leaders and employees have participated in cultivating a diverse workplace.

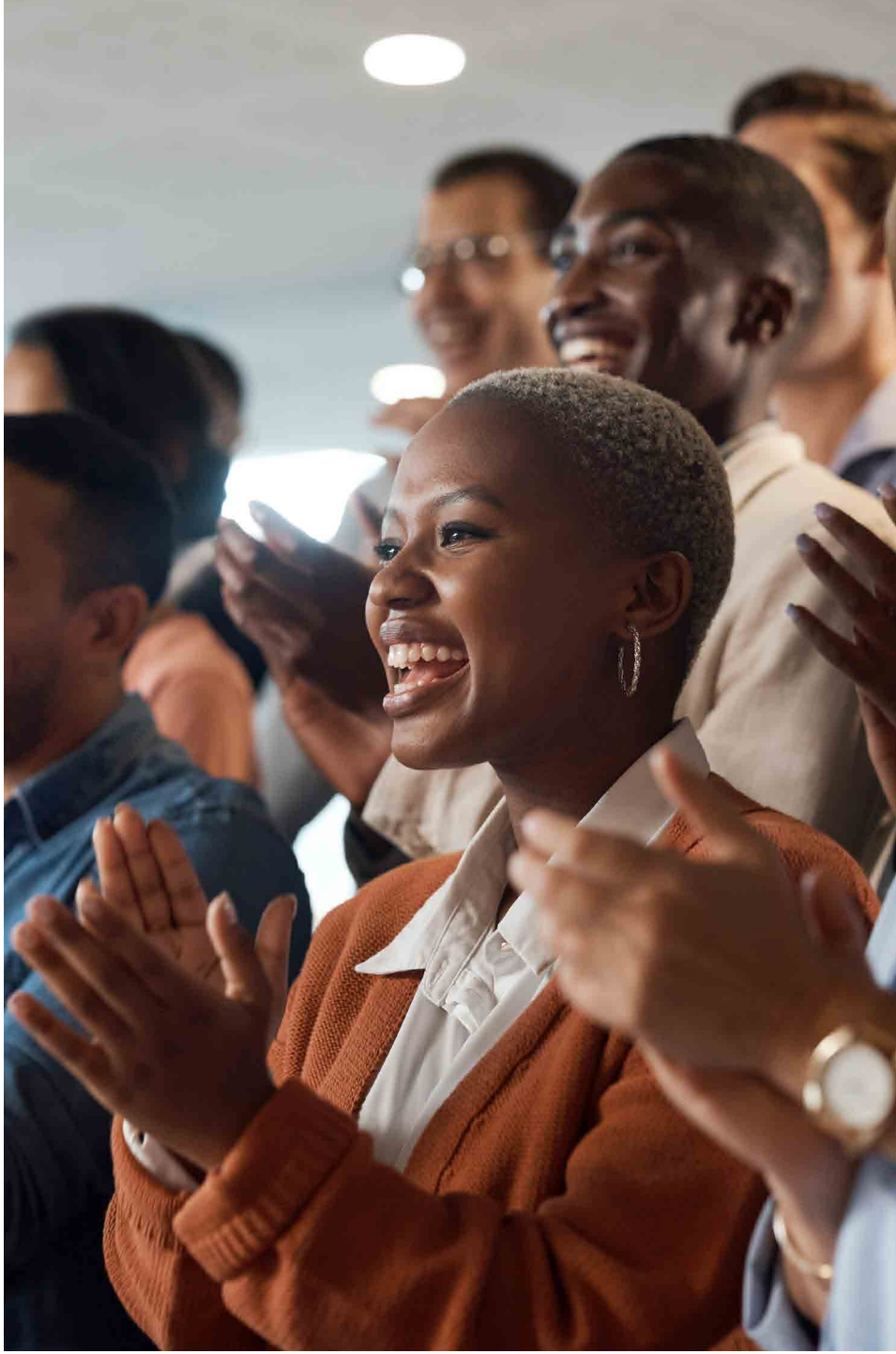
We recognize there is more work to be done. As a values-driven company that recognizes the importance of continuous improvement, we know we must continue to do better. We will take bold, intentional actions to make Keysight a more equitable and inclusive place to work – and to positively impact the communities we serve.

As part of our focus on DEI and commitment to accountability, we are releasing our first annual Diversity, Equity, and Inclusion report to share the work we are doing to enable every employee to thrive and Keysight to succeed.

We are encouraged by the progress we have made and energized for the work ahead.

2021 Significant Actions

1. CEO maintained DEI as a top strategic priority for the company
2. Inclusive Leadership Skills training required of all managers around the world
3. Recognized as a top partner with HBCUs
4. Programs focused on high potential employees exceeded female representation goals by 45%
5. Deployed a more robust DEI strategy, conducted a company-wide DEI analysis and survey, and identified areas for improvement
6. Expanded employee network groups globally, growing them by 50%
7. Maintained nearly 1:1 women to men pay parity
8. Delivered on our commitment to increase diverse board representation
9. Heightened commitment to STEM education through university programs, in particular with Historically Black Colleges and Universities (HBCUs)
10. Set annual goals, talent acquisition plans, and communicated our DEI metrics quarterly
11. Increased span of influence across industry through DEI communications and networking
12. Established leader accountability for DEI with leadership measures and rewards
13. Published first DEI brief increasing transparency for our strategic plan and commitments
14. Expanded DEI governance across businesses and regions, including launching a Global DEI Council
15. Added seven new mentoring programs with a heavy emphasis on diversity throughout the career journey including recruiting, speed to competency, productivity, retention, and promotion
16. Drove DEI principles across our business ecosystems, enabling stronger partnerships with our investor groups, suppliers, partners, customers, and communities



At Keysight, we are engineering equality by fostering greater representation in science, technology, engineering, and math (STEM) fields, building a diverse workforce, and advancing equity at every stage of the career journey so every employee can contribute fully, grow, and succeed.



ADVANCING STEM

Partner with educational STEM programs aimed at underrepresented communities, girls, and women.



ASSEMBLING DIVERSE TEAMS

Increase the diversity of our workforce through inclusive recruitment, attractive benefits, fair pay, and professional development.



FOSTERING INCLUSION

Create opportunities for employees to share feedback, contribute ideas, connect with each other, and foster a culture of inclusion.



CREATING A PLACE TO THRIVE

Create equitable access to professional and leadership development to enable our employees to thrive at every stage of their career.

CHAPTER 2

Advancing STEM



CHAPTER 2

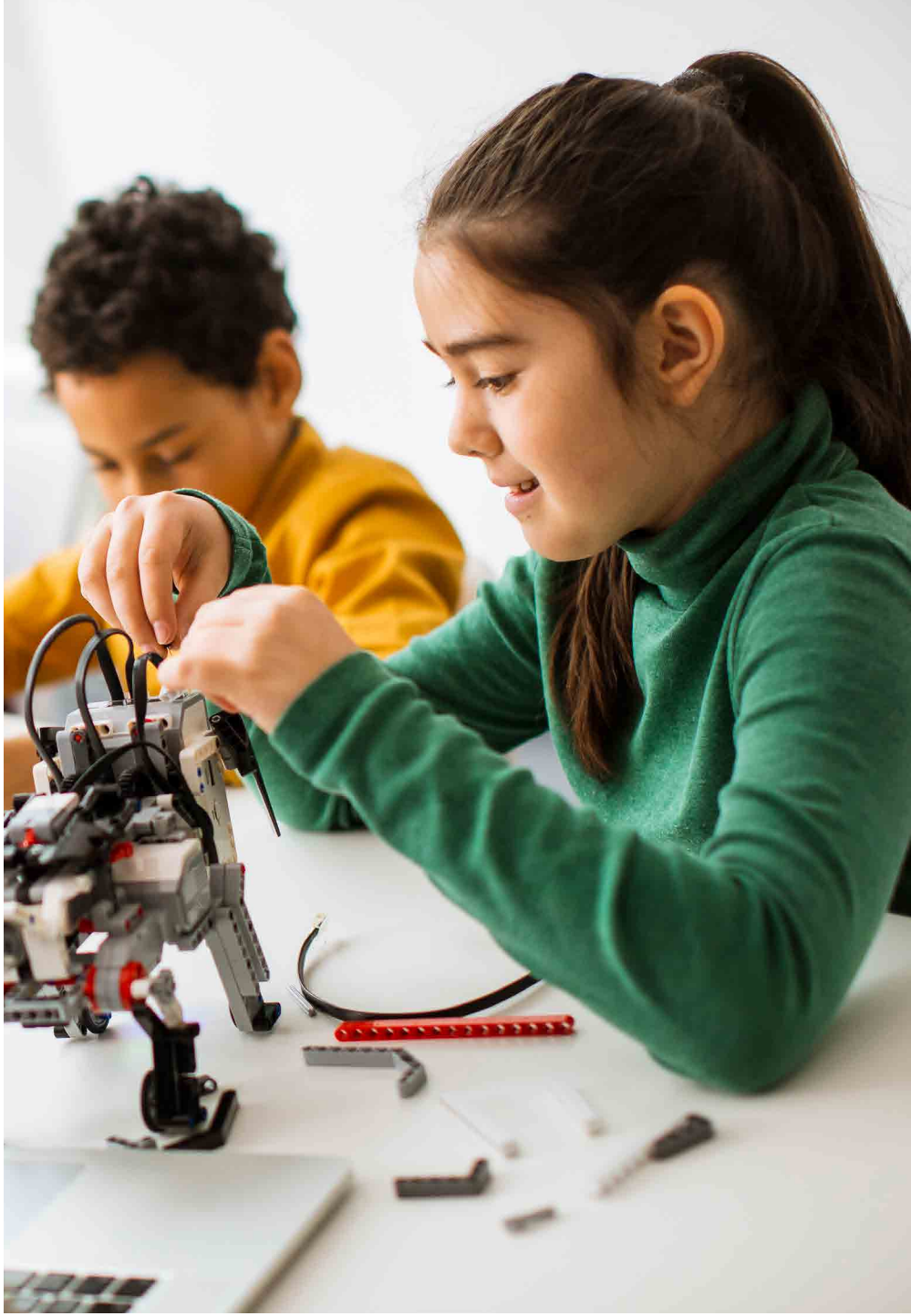
Advancing STEM

We're all born with an innate curiosity. DEI outreach is the key to unlocking the passion and potential of young people who might traditionally be left behind.

By nurturing students from an early age, we give them the confidence to evolve into life-long problem solvers. No matter what career journeys they choose, we enable future innovators with the tools, inspiration, and mentorship they need to succeed.

In 2021 we focused on company-sponsored educational programs, community partnerships, and employee-led initiatives that increased access to STEM education, built confidence in STEM skills, and created a stronger sense of belonging in STEM-related fields.

While many of our efforts are open to all learners, we have specific programs focused on providing equal access for females and individuals from under- resourced and underrepresented communities.



2021 Highlights

- Engaged more than 145,000 students and future engineers through STEM education
- U.S. Black Engineer Magazine recognized Keysight in its 2021 Top Supporters of Historically Black Colleges and Universities Engineering List
- Initiated a partnership with Discovery Education to reach and engage more students in under-resourced communities
- Co-launched the Women in Quantum (WIQ) mentoring program which connected 180 women with mentors, delivering 1,000 hours of mentoring in the first six months of the year alone



Laura González-Flores
Demo Program Manager

The power of diverse education starts early — and never ends.



High school students participated in the Mike Hauser Academy for STEM. Through the Keysight After School program they worked with Keysight volunteers to build solar-powered cars.

We have built long-standing partnerships with nonprofit organizations and support employee-led initiatives to spark enthusiasm for STEM education and careers across the globe.

Keysight After School

Keysight After School is a hands-on science program for children ages 9–13. It features life, physical, and earth science experiments that supplement in-class science lessons and build enthusiasm for STEM subjects. Keysight volunteers around the world support this program by bringing their experience to local schools and under-resourced communities.

Girls Who Code

Keysight partnered with Girls Who Code this year to support closing the gender gap in technology initiatives including in-person programs, immersion initiatives, online resources, and recruitment create opportunities to bring girls into our industry and increase gender equity in technology.

Introduce a Girl to Engineering Days (IGED)

Junior high school is a critical juncture for girls and their relationship with STEM. Keysight has participated in IGED since 2011, where girls in junior high around the world engage in hands-on STEM activities and hear women, including employees from Keysight, speak about female inventors and engineering as a career for women. During the pandemic, IGED sustained participation with virtual options.



Mike Hauser Academy students show off their completed solar kits.

Discovery Education

In 2021, Keysight launched a partnership with Discovery Education to help expand STEM opportunities for students and educators, especially in under-served communities. The STEM Careers Coalition, a multi-sector collaborative, creates pathways that connect students and educators to critical resources that represent the diversity of the STEM future we seek to create.

The Mike Hauser Academy

Keysight has sponsored the Mike Hauser Academy for STEM since it began in 2008. The program provides free academic enrichment via a three-week summer program for rising ninth graders in Santa Rosa City Schools, with over 80% of students being English Language Learners. Students visit STEM companies like Keysight to meet engineers, observe demonstrations, and participate in hands-on activities. Despite COVID-19 restrictions, we nearly doubled the number of MHA students, increased our volunteer base, and remotely showcased renewable vehicle technology.

STEM on Wheels

Keysight India created a first-of-its-kind van to share our passion for STEM and engineering with grade-school students. The "STEM on Wheels" mobile unit is fully equipped with STEM experiment kits which Keysight engineers drive to schools to deliver learning experiences. During the pandemic, STEM on Wheels adapted to virtual and hybrid learning programs to support broader access to under-served communities.

Technovation Girls

Keysight employees around the world participate in Technovation Girls, a global tech education nonprofit that empowers girls ages 8-18 to become leaders, creators, and problem-solvers. Employees volunteer as mentors and judges to help girls work in teams to code mobile apps and use AI to address real-world problems. In 2021, these problems spanned topics such as support for patients with Alzheimer's, victims of domestic violence, climate change, and the impacts of COVID-19.

Historically Black Colleges and Universities provide a critical pipeline for our diverse workforce and are key to advancing equal access to engineering careers.

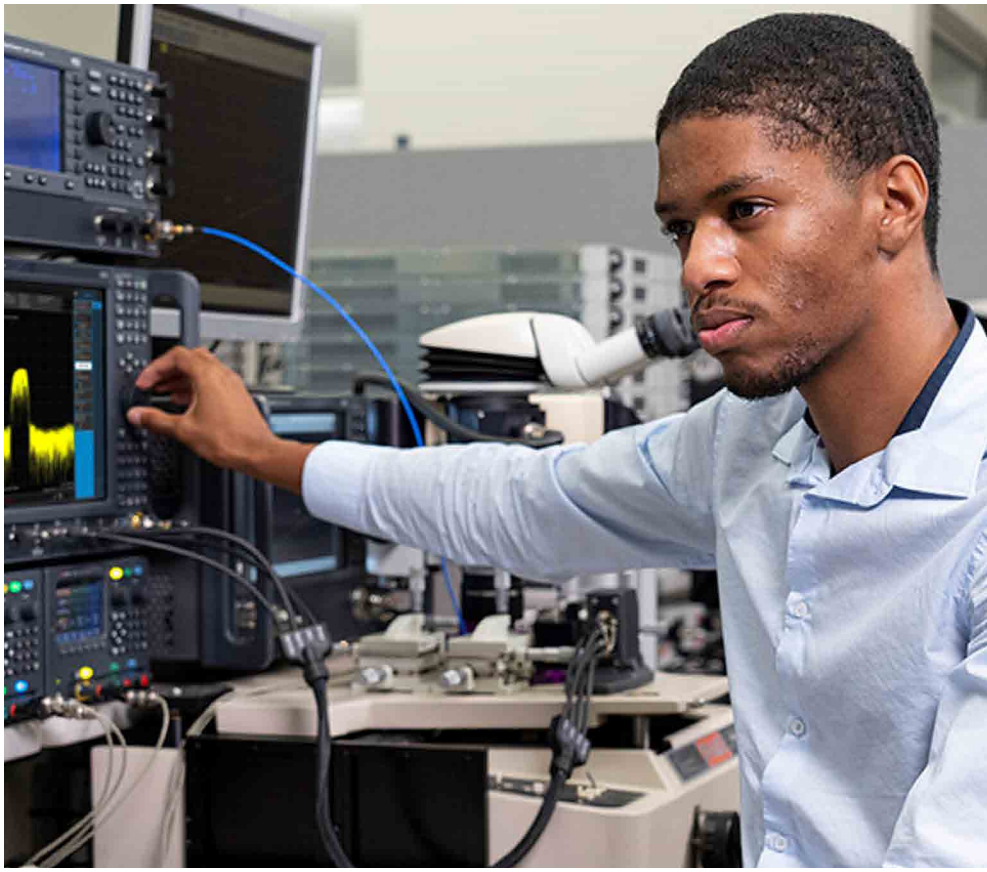
U.S. Black Engineer Magazine recognized Keysight in its 2021 Top Supporters of Historically Black Colleges and Universities Engineering List.

Keysight is a founding sponsor of the Inclusive Engineering Consortium (IEC), fostering educational advancement in HBCUs, and the head of Keysight University Programs sits on the board.

In 2021, we piloted a program with two HBCUs for fourth-year engineering students to create a tight link between scholarship, internship, and job offer. We followed a rigorous screening process with close collaboration between the engineering department heads and Keysight executives to select students for the pilot and have since grown the program threefold.

For the past three years, we have maintained close contact with HBCU engineering chairs in conjunction with the Keysight Engineering Education Grant (KEEG) initiative to brainstorm and develop ideas for grant proposals. After grants are awarded, Keysight provides additional funding, mentoring, and equipment for testing and validating the electronics in the project.

Over the past three years, Keysight has given more than $2 million to engineering departments and students at HBCUs in the form of grants, scholarships, in-kind donations, and laboratory assistance.



Cameron Harris is an Electrical Engineering major from Hampton University in Hampton, Virginia. Cameron was placed as an intern in Keysight's Technical Order Fulfillment & New Product Introduction team this past summer. After spending the summer at Keysight, Cameron was presented with, and accepted, a full-time job opportunity upon graduation.

We are creating an ecosystem where women and underrepresented groups can lift one another up and bring their talents and perspectives to the tech industry.

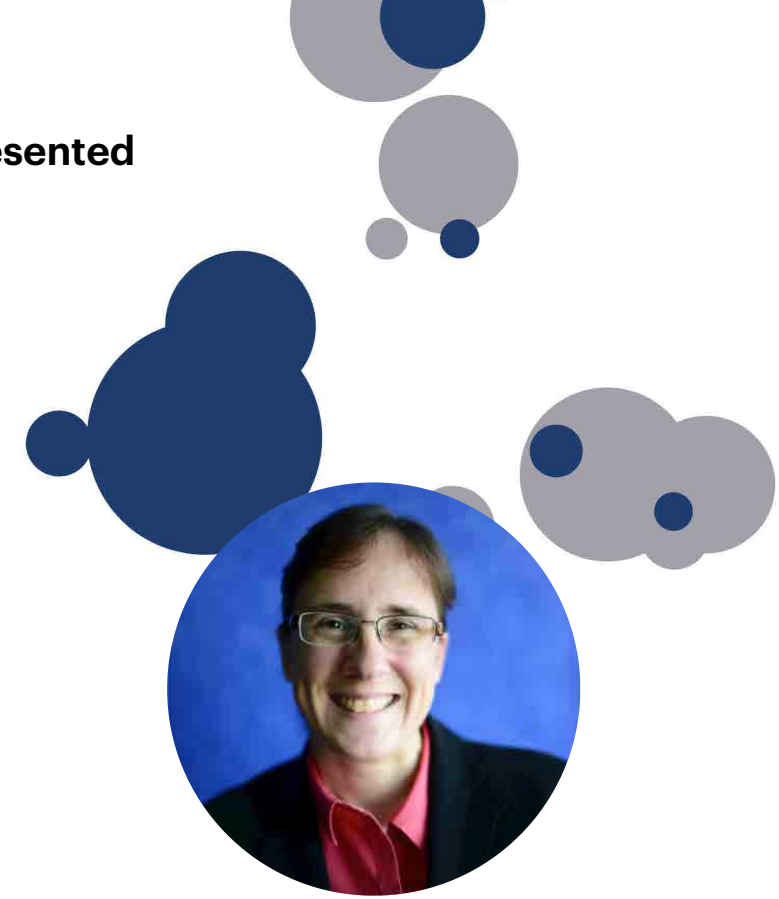
We partner with industry and nonprofit organizations to provide public platforms that build connection and community for women and underrepresented groups in STEM fields.

Rewriting the Code

Keysight has sponsored the nonprofit organization Rewriting the Code since 2020. Together, we help college and early career women thrive as the next generation of engineers and tech leaders by providing year-round access and support for technical, professional, and personal development, as well as broad industry and career path exploration, recruiting, and mentorship.

Women in Quantum

The Women in Quantum (WIQ) mentoring program has quickly emerged as one of the most popular mentorship programs that Keysight is involved with. We launched the mentoring program in 2021, partnering with OneQuantum and leveraging Keysight's mentoring platform and proven mentoring program experience. The global program connects mid-career women working in quantum and has grown into a highly effective means for advanced networking, knowledge sharing, and increased retention of women in this crucial technology field. The Women in Quantum (WIQ) mentoring program connected 180 women and provided 1,000 hours of mentoring in the first six months alone.

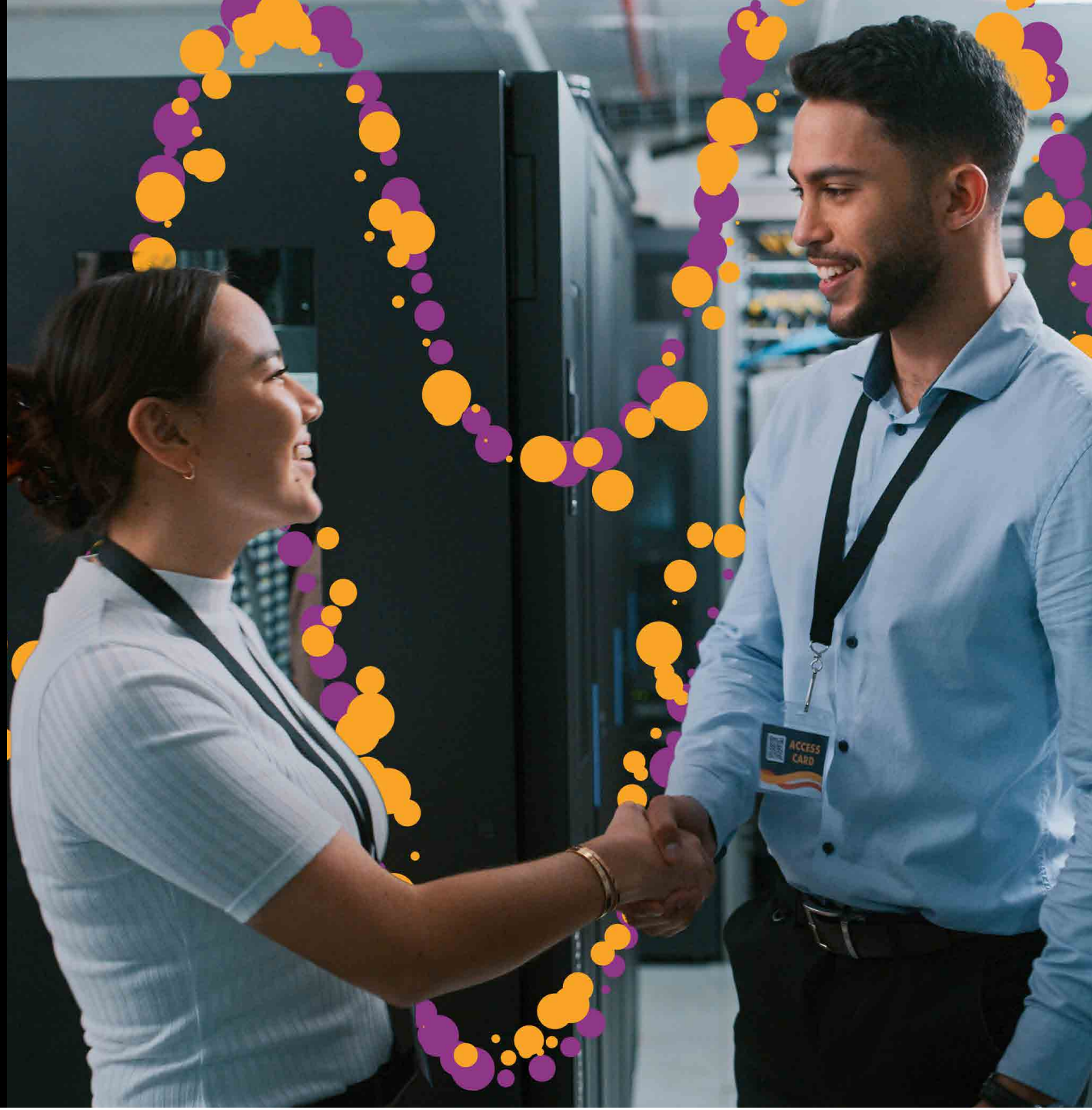


"Throughout my career, I have benefited from mentorship from remarkable women leaders. I have also found myself sought out as a mentor to women eager to advance and have learned from each of them along the journey. I am thrilled that Keysight is sponsoring this promising initiative."

LIZ RUETSCH
General Manager for Keysight Quantum Engineering Solutions

CHAPTER 3

Assembling Diverse Teams



CHAPTER 3

Assembling Diverse Teams

Diverse teams are a catalyst for inclusive innovation.

Keysight works with leading innovators across the globe to help them bring new technologies to market. And as technology becomes increasingly integrated into our daily lives, it's critical to consider a wide range of human experiences during the design and development phases.

Having diverse teams in place gives us a more comprehensive view of the real-world problems we're working to solve. The more diverse our teams are, the more innovative they are. That's why we work to attract candidates who bring unique skills and perspectives to our company, through programs that draw a mix of life experiences, genders, races, ethnicities, sexual orientations, ages, and abilities.

In 2021, we increased our investment in diversity recruitment fairs and training on inclusive hiring practices. These efforts helped us make progress towards increasing the percentage of women and underrepresented minorities at Keysight.



2021 Highlights

- 46.4% of our new hires were underrepresented minorities (URM), which exceeded our goal of 45% in fiscal year 2021
- Hired more than 350 interns worldwide of which 112 were women and 67 were under-represented minorities in the U.S.
- Launched two development programs for managers and teams across the company to upskill and make our hiring practices more inclusive



Jan Kerr
Order Management Specialist

Diversifying our workforce starts by connecting with highly talented and diverse candidates where they already feel a sense of belonging.



Every year, Keysight participates in recruitment events aimed to connect with talented, diverse candidates.

In 2021, we deployed a virtual recruitment model and still reached thousands of applicants. We maintained our commitment to diverse professional organizations during the pandemic by sponsoring events and career fairs.

2021 Recruitment Fairs

- American Indian Science and Engineering Society
- Society of Women Engineers in the U.S. and Europe
- Multi-Ethnic Engineering and Science Association for Hispanic and Latino students
- AfroTech World
- Society for Hispanic Professional Engineers
- Black Engineer of the Year Award with virtual career event
- National Society of Black Engineers
- University recruitment events in the U.S. and Europe

Paid internships give students the confidence and a sense that they belong in tech.

Keysight interns gain valuable experience with experts and business leaders across a wide range of STEM fields. They build skills that will help them succeed in the future.

Our internship program is an important onramp for diverse talent. Our goal is to identify and attract top students with broad viewpoints and experiences that help Keysight remain a business leader.

In 2021, we hired more than 350 interns worldwide, of which 112 were women. Of the 114 hired in the U.S., 67 were from underrepresented communities. Additionally, in Malaysia, 76 internal temporary workers were hired as regular employees through campus job requisitions. Of the 76, 27 were women.



"Working as the corporate social responsibility (CSR) intern has been an exceptional growth experience. I have discovered more about myself and the type of work I enjoy. My manager provided the perfect balance of challenging me while also offering encouragement and support when needed. My passion for social impact, environmental sustainability, and the role corporations can play in improving our world has flourished. I am leaving Keysight with fresh knowledge and feel more equipped to enter the workforce post-graduation."

LYLE HODGE
CSR Intern

When we make a job offer, we make sure to offer more than a job.

We believe that providing fair pay and inclusive benefits are critical to creating an equitable workplace where employees can thrive at every stage of their career, and life, journey.

Inclusive Hiring Practices

This year, we launched two development programs for managers and teams with open jobs to make our job descriptions more inclusive and to remove bias from our selection process. We are expanding them as part of our core curriculum for managers in 2022.

Pay Equity

Keysight has a .97:1 pay ratio for women and men globally, and we are constantly improving our benefits packages to support our increasingly diverse workforce.

Inclusive Benefits

Keysight provides a comprehensive suite of benefits to all employees to address the needs of our diverse global workforce, including parental, mental, and disability benefits. In the U.S., this includes gender-confirming procedures, adoption support for same-sex couples, health coverage for same-sex partners, and the observance of Martin Luther King Jr. Day and Juneteenth as paid holidays.



"Keysight supports employees with disabilities to become 'ThisAbled' by creating a culture of inclusion, seeing the positives in everyone, and by providing the resources to procure the accessibility tools needed in the workplace and during work- related travel."

BK KRISHNAMURTHY
Senior Director of IT—Global Applications and Transformation, DEI Council Member

Our ongoing commitment to diversity, equity, and inclusion is reflected in strong customer partnerships and the diverse teams that enable them.

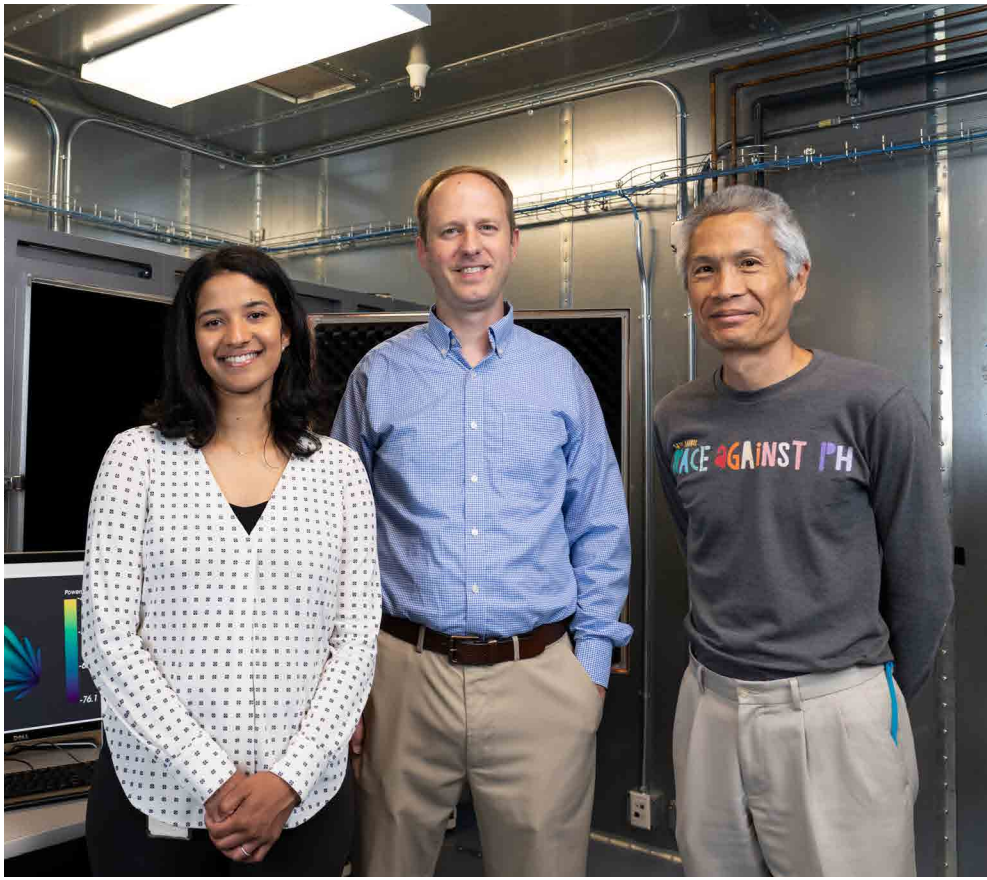
Our drive to innovate breakthrough technologies is what enables the success of our customers. Our unique culture, built on diverse and inclusive behaviors, is key to unlocking this innovation.

One example of such innovation spurred a breakthrough in 5G technology testing – a key focus area for the company and for our customers.

The mobile communications industry needed a way to measure mobile device performance operating on new high-frequency 5G bands. A Keysight researcher visited a customer where he realized that a new 5G testing solution would need to be developed – one that was faster and more compact than anything that existed in the market.

Keysight put together a diverse team of employees with technology expertise in multiple areas, different ethnicities and genders, and from multiple generations. Within a few months, the team developed a prototype for 5G over-the-air (OTA) testing, which was refined over the next few years. Today, the solution provides the most accurate OTA measurements for 5G NR millimeter-wave test in the industry.

This collaborative approach engaged a multitude of perspectives, enabling Keysight to bring a novel solution to an emerging space well ahead of our competition.



Several members of the diverse, multi-generational 5G research team that developed a prototype for 5G over-the-air (OTA) testing.

Working with partners and suppliers who share our values is integral to our DEI efforts. We expect them to share our values and adhere to our standards.

Our partner and supplier program supports small businesses, veteran-owned businesses, and service-disabled veteran-owned businesses. In more recent years, we have expanded to include diverse suppliers that are owned by ethnic minorities, women, and members of the LGBTQ+ community.

We are committed to growing our diversity supplier program and have proactively partnered with the largest external DEI reporting team whose mission is to help increase spending with diverse suppliers. This partnership will allow more innovative ways to identify diverse suppliers and sourcing opportunities, ensuring equitable representation in our bidding process.

Furthering our commitment to diversity, we partner with our contingent workforce suppliers to establish strategies to support Keysight's diversity goals.



"Keysight is taking a proactive position by establishing goals to increase the number of diverse suppliers and the associated spend in our direct and indirect sourcing categories worldwide."

RYAN TEEPLES
Director, Category Management and Strategic Sourcing

CHAPTER 4

Fostering Inclusion for Everyone



CHAPTER 4

Fostering Inclusion for Everyone

When people feel they belong, they do their best work.

We've made a commitment to all our employees – from newly hired to late career – to provide a work environment where everyone can feel a sense of belonging and psychological safety. We do so by making hiring decisions and creating workplace programs that reinforce the core values codified in the Keysight Leadership Model – the company's enabler to deliver value - such as respect for all individuals, integrity, and high performance to enable customer success.

The result of inclusive policies, resources, and practices is that all employees feel more valued, experience the freedom to be creative, take risks, present different viewpoints, and innovate boldly. These are necessary conditions for our people to do their best work.

This year we implemented an interactive, anonymous forum for employees to share real-time feedback and ideas with each other and management. We grew inclusive leadership capability with new development programs for managers, and we supported the formation of new employee network groups, building community.



2021 Highlights

- Keysight was certified as a Great Place to Work in the U.S. for the fourth year in a row with more than 95% of surveyed employees saying they are treated fairly regardless of their sexual orientation or race
- Keysight was named one of the Best Large Workplaces in the Bay Area by Fortune magazine and the Great Places to Work Institute
- Keysight Malaysia was named a 5-Star Employer of Choice 2021 by Human Resource Director (HRD) Asia and was recognized by EXA as Employee Experience Champion of the Year
- Keysight Spain and Keysight Germany were certified by Top Employer Institute for the second year in a row
- Engaged our global community and employee network groups through an award-winning digital workplace
- Conducted a yearly employee survey and instituted training programs for inclusive management



Jennifer Foley
Santa Rosa Site Manager

Being heard is an essential part of feeling a sense of belonging. As a company we listen, hear, and act.



In 2021, more than 5,000 employees participated in a MyVoice survey about diversity, equity, and inclusion at Keysight. In addition to their responses, employees offered more than 4,504 comments, ideas, and proposals for how to improve teamwork, communication, and inclusion.

- 86% feel like they belong at Keysight
- 89% feel their opinion is valued and respected by their team
- 81% feel that in teams they work on, diverse perspectives are sought
- 79% feel comfortable speaking up if they see intolerance, mistreatment, bias, or lack of inclusivity in actions

Creating an inclusive work environment starts with management.

As part of our focus on employee growth, we have instituted training programs that empower managers to create diverse teams and lead them to success.

In 2021, more than 1,200 managers participated in Yale University's online course "Fostering Inclusion & Diversity".

- After the course, 98% of those answering the survey affirmed the statement, "I know how to apply specific methods to increase inclusion within my team," compared with 51% before taking the course.
- 96% of program graduates indicated they are likely or highly likely to apply their learnings to their day-to-day roles.

Our leaders also attend Keysight Executive Development each year. As part of a review and outlook for Keysight's business overall, we incorporate our diversity, equity, and inclusion initiatives and illustrate the synergies between business objectives and DEI.



"Keysight's DEI training programs have brought a greater awareness, understanding, and resolve across my organization to address implicit bias and foster a more inclusive environment. Since training was launched, we've seen an increase in the diversity of candidates hired. Employees also report being more comfortable to speak up against any mistreatment or bias, and that their teams are seeking diverse perspectives more than before."

SUSAN MORTON
Director, Keysight Labs and PathWave Infrastructure R&D, DEI Council Member

Our vibrant employee-led network groups build community and a sense of belonging.

Keysight's employee network groups (ENGs) are an integral part of our company's culture. They foster professional development and offer a way for people with shared identities or life experiences to connect, drive action, and demonstrate their passion and personal commitment to shared issues.

Every employee network group has an executive sponsor to represent the group and their work at the senior-most levels of the company.

DEI-Focused Groups

Employee Network Group for Underrepresented Minorities (ENUM)

Provides recruiting, retention, mentoring, leadership development, and community outreach for underrepresented minorities.

Keysight Diversity Allies

Develops a deeper understanding of the power of inclusion and diversity brings to the technology industry and builds a safe space for employees to share their experiences, foster relationships, and further their careers.

Men's Allyship Group

Helps members create programs to support women in their groups.

Lesbian, Gay, Bisexual, Transgender, Queer+, and Allies (LGBTQA+)

Creates a close-knit community for its members and engages in outreach with local communities.

Keysight's Society of Women Engineers Enterprise Program (KSWEEP)

KSWEEP connects Keysight's SWE members globally to promote learning and fellowship. The organization was created as part of the corporate partnership council for the Society of Women Engineers (SWE), an international educational and service organization for women in engineering and technology, as well as their male allies.



"Keysight makes a difference in the world and performs like it does because of our high-performance culture which values collaboration and belonging. Our ongoing success requires innovation, creativity, and participation from everyone. Our ENGs help ensure all employees feel they belong."

CHRIS WILLIAMS
Director of Diversity, Equity, and Inclusion & co-lead, LGBTQA+ ENG

Keysight's Society of Women Engineers Enterprise Program (KSWEEP) is one of the longest-running inclusive communities at the company.



"You hear so much about why women are leaving engineering fields," said Erica Messinger, a program manager on Keysight's Software Business and Operations team and DEI Council Member. "I'm more interested in why women stay. That's what I want to know. So, we turned the conversation around, and it really spoke to this idea of a sense of belonging and integrity."

"It's people connecting and being role models for one another and people finding mentors," Erica added. "We validate one another's experience. We normalize it. We inspire. We encourage, and we create this space where people are only invested in your success."

Vandana is a case in point. "I started my journey meeting the women of KSWEEP at the SWE conference in Boulder, Colorado, while I was a student at the University of Colorado. I approached the Keysight booth, and they were inviting, enthusiastic, and kind, which immediately attracted me to the company." Now, Vandana is a product marketing engineer enabling customers and field engineers with training, demos, and marketing material. "The supportive community of SWE and KSWEEP have fostered a safe space to network, learn from other women with more experience, and share my own knowledge from my own personal journey. This includes leading with authenticity."

The annual Society of Women Engineers conference is the highlight event for KSWEEP's more than 100 employee delegates. Even before the pandemic, organizers were searching for a way to bring the delegates' experience back into Keysight and make it accessible to a larger set of employees. Using remote technologies, KSWEEP Day was launched to all our local sites around the globe.

KSWEEP Day coincided with International Women in Engineering Day and provided 24 hours of curated panel discussions. Attendees saw interviews and videos related to building communities of support; investing in employee growth; understanding allies, inclusion, and bias; celebrating technology contributions; and innovation. The virtual gathering included a networking program with breakout rooms. The feedback was off the charts, and it struck organizers how much the participants wanted and needed a sense of connection.





"Diversity and inclusion are core values of Keysight, and an important aspect of our culture is mentoring and developing our workforce. Our Employee Network Group for Underrepresented Minorities (ENUM) is a great example of how we recruit, support, and promote diverse candidates within Keysight. In the past year, ENUM attended numerous recruiting events at HBCUs, volunteered at the MESA (Math Engineering Science Achievement) leadership conference, as well as hosted other community outreach events."

JEFF LI
SVP and General Counsel
and Executive Sponsor, ENUM ENG



"At Keysight, we are strengthening diversity, equity, and inclusion to create a workplace where all of us can feel safe and succeed in our roles. Our LGBTQA+ employee network group engages on topics around identity, education, volunteerism, and personal transformation, and is building a vibrant, inclusive community where employees feel they belong. The ENG reflects the diversity of our global society and I'm so proud to see this community thriving at Keysight."

MARIE HATTAR
SVP and Chief Marketing Officer and Executive Sponsor, LGBTQA+ ENG

CHAPTER 5

Creating a Place to Thrive



CHAPTER 5

Creating a Place to Thrive

We are committed to creating a workplace where everyone is heard and has equal access to learning and advancement opportunities.

As a company that enables tomorrow's technologies, our employees are curious, changemakers, and always thinking about the future. They thrive in our fast-paced environment where there is always something new to learn and harder challenges to solve. And we know that retaining our talented workforce comes down to understanding what drives them and providing resources that make them excited to show up for work at every stage of their career—from their first day as an intern to joining our emeritus program as they approach retirement.

We also believe our diverse employee population must be represented when and where decisions are made. This year, we made progress towards increasing the diversity of our executive leadership and management team.

This year we continued to invest in all our employees by giving them access to mentoring, professional development programs at leading universities, and leadership development opportunities. We encouraged employees to foster a growth mindset and create their own path to new opportunities through technical training, leadership training, and stretch assignments in all stages of their careers.





Erick Woods
Expert Technician

2021 Highlights

- Keysight established a DEI council comprised of 20 members responsible for creating plans and programs within their own spheres of influence
- In 2021, Keysight has a 10-member board consisting of 9 independent directors plus our CEO. Women and underrepresented minorities comprise 40% of the board
- Since 2015, we've increased the percentage of women in executive roles from 13% to 18.2% in 2021
- Since 2015, we've increased the percentage of URM in executive positions from 6.3% to 21.6% in 2021 and in leadership positions from 22% to 31.4% in 2021
- Our commitment to employee growth and expanded access to development solutions resulted in our employees logging 200,000 learning hours

The DEI council strengthens our efforts to create equitable programs and attract diverse talent.

Keysight has DEI governance that begins with the board of directors and is followed by quarterly reviews with the CEO and his staff, DEI executive steering committee, and a newly formed Global DEI Council.

The DEI Council enables business accountability across the enterprise and around the world, setting and tracking DEI goals. The 28-member council, which includes five executive sponsors, creates plans and nurtures programs within their own spheres of influence to involve all employees.

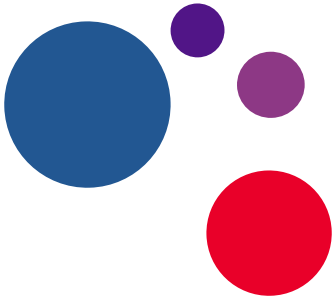
With cross-functional representation—members come from the business units, IT, HR and the ENGs—the council works to attract more diverse talent and globally increase the representation of women and underrepresented communities in technical roles, as well as in middle management and above.

The council works with investor relations, corporate brand, and communications to create transparency and reinforce the business impact of diverse talent. They accelerate high performance at Keysight through equitable and DEI-focused learning resources, HR, policies and practices, and culture programs to foster inclusive leadership and create a sense of belonging for everyone.



Mentoring improves job satisfaction for all employees and positively impacts the careers of women and underrepresented minorities.

Mentoring is an established tradition at Keysight and a proven way to enrich company culture, attract forward-thinking talent, bring out the best in teams, and most importantly, build a diverse pool of candidates to take new leadership positions within the company.



To create a workplace in which all employees are given the opportunity to thrive, we have developed a range of mentoring programs.

- Taken together, our employees performed more than 5,500 hours of mentoring in 2021.
- Fiscal year 2021 surveys of mentors and mentees returned scores of four out five for program satisfaction and five out of five for relationship satisfaction

Open Mentoring Program

Any employee can receive formal mentoring to grow their careers and any employee can volunteer to assist others on their path to success. Designed for both managers and individual contributors, our Open Mentoring Program uncovers the passions of our mentors and the potential of our mentees to strengthen connections to each other and to Keysight's mission. Through open mentoring, any employee can access a mentor across the enterprise, including someone of similar identity if they so choose.

New Hire Mentor Program

Our New Hire Mentor Program pairs new employees with tenured employees to foster a sense of belonging and pave the way for faster new hire integration into Keysight. Our mentors understand the Keysight philosophy and are eager to help new hires build connections with their colleagues. New employees experience a supportive community while mentors are rewarded with new connections.

Rise Up

In addition to company-wide mentorship programs, some Keysight locations implement site-specific mentoring focused on local team development and opportunities. Created and held at Keysight Malaysia, Rise Up encourages women to mentor other women, opening greater avenues for communication in the workplace. Mentors are trained and encouraged to share relevant experiences, give advice, and provide support in the partnership.

We are giving more people an opportunity to let their leadership potential shine.



Keysight has instituted several programs to give all employees the opportunity to influence the velocity and altitude of their careers – from equal access to learning opportunities to our equitable leadership development programs.

Professional Development

Equal access to learning and development opportunities is an essential element of overall equity. In 2021, we set out to explore how we could strengthen our culture and employee growth through enhanced access to learning. We increased total learning hours to more than 200,000 and enrollment by women in 2021 was up fourfold from 2020.

Accelerating Women Leaders

Accelerating Women Leaders (AWL) is sponsored by senior management and designed to close the gender gap in technology. Participants spend six months working side-by-side with top members of Keysight's leadership team. Together, they identify areas for growth and build a development plan based on their skills, aspirations, and industry objectives. To complement the program, AWL also integrates a curated portfolio of high-impact learning experiences and courses offered by the University of California at Berkeley, including Embracing a Growth Mindset, Cultivating Collaborative Leadership, and Developing Equity Fluent Teams.

Emerging Leaders Program & Accelerating Leaders Program

The Emerging Leaders Program (ELP) and Accelerating Leaders Program (ALP) include potential high performers and provide them the tools, guidance, and mentorship to help them reach their potential. For employees who exhibit the talents and aptitude to reach senior management positions, Keysight supports a path for our employees to see their ambitions fulfilled. In 2021, 63% of ELP participants were women, far exceeding our goal of 25%. These programs are part of our Next Generation Leadership Development initiatives, which support succession planning and have been instrumental in helping to identify and build a leadership pipeline to the C-suite. 60% of the senior-most leaders in the company are program graduates, of which 44% are diverse leaders; 22% are women and 33% are underrepresented minorities, including Keysight's CEO.

Keysight Leadership Development Channel

The Keysight Leadership Development Channel is an interactive forum giving graduates of Keysight's leadership programs access to continuous learning and mentorship. One of the most diverse groups in the company, it covers all businesses, regions, and functions, as well as an inclusive mix of genders. Graduates meet every six weeks in breakout sessions to explore how issues can be resolved through a focus on diversity. These regular meetings allow managers to maintain the valuable relationships they established during their leadership classes while also expanding diversity of thought across the organization. The group is key to championing change initiatives with a strategic focus.

The passion for technology innovation that drives our employees lasts a lifetime.

In the U.S., Keysight's Emeritus program allows those in our talented workforce who are approaching retirement to leave a legacy by mentoring the next generation.

Keysight has five generations of employees in its global workforce today. Our attrition rates are lower than the average in the tech industry and it's not uncommon for employees to have spent most of their career at the company. That means we accumulate valuable institutional knowledge. Still, people move jobs within the company at a healthy rate to support their career development, so constantly ensuring knowledge is shared among team members is critical.

This program supports Keysight's succession planning, knowledge transfer, and creates a community for individuals at the end of their careers to continue their contributions to Keysight through teaching, consulting, training, and mentoring.



"Tuan is exactly where I was 40 years ago when I joined the company. I became an advocate for Tuan and tried to create visibility for his work. As a hardware guy, it was also very exciting to see Tuan build the hardware and learn to program software and build the user interface to control it. I'm so impressed with what he has accomplished in the past year."

JOHN SWANSTROM
Emeritus Program



"I've had such a great experience at Keysight and really appreciate John's mentorship. I look forward to officially starting my career here."

TUAN TANG
Intern mentored by John

CHAPTER 6

Diversity by the Numbers



CHAPTER 6

Diversity by the Numbers

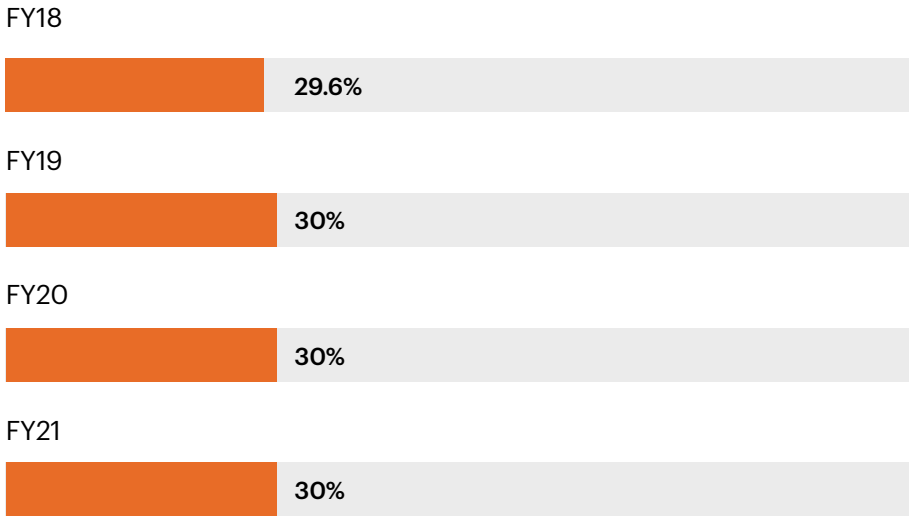
We are a global workforce of more than 14,000 employees spanning five generations. Our employees represent more than 80 self-identified nationalities working in approximately 30 countries and doing business in over 100 countries. As an engineering company, it is in our DNA to take on ambitious projects and not shy away from the hard work ahead.

Building a more diverse, equitable, and inclusive workplace is no exception. We measure our progress in this area in many ways, from listening to the voices of our employees to monitoring hiring and compensation, we do so in the spirit of continuous improvement.

Tracking key metrics of our employee population is critical to driving positive change. In fiscal year 2021, we saw improvement across many of the DEI metrics we monitor – including representation of U.S. underrepresented minorities overall and in leadership roles. In other areas, like gender mix, we still have work to do and are committed to moving the needle over the long term.



Women as a Percent of our Total Global Workforce

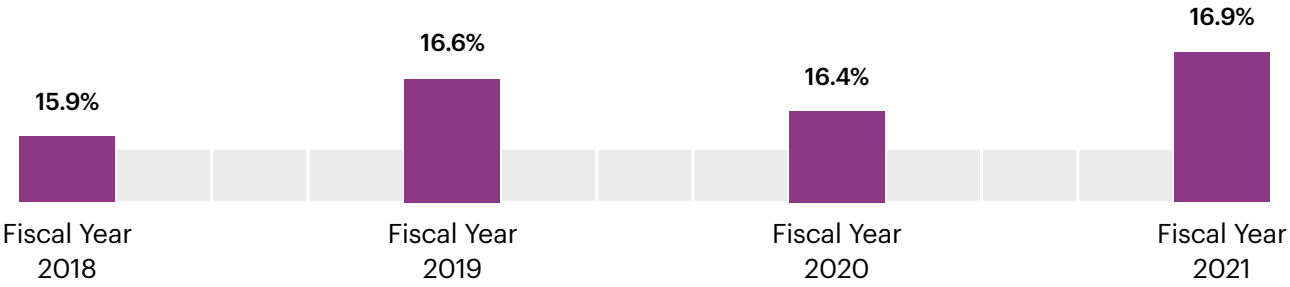


Women as a Percent of our Workforce by Region

	Americas	Asia	Europe
FY18	24.5%	37%	23.9%
FY19	24.8%	37.7%	24.3%
FY20	24.7%	37.8%	23.4%
FY21	25.3%	37.5%	23.1%

Data includes women who are full time, regular employees.

Women in Engineering & Technical Roles Globally



Women Representation in Leadership

Board of Directors

Fiscal Year 2015

12.5% (1 of 8)

Fiscal Year 2021

30% (3 of 10)

Executive Roles

Fiscal Year 2015

13%

Fiscal Year 2021

18.2%

Leadership Roles

Fiscal Year 2015

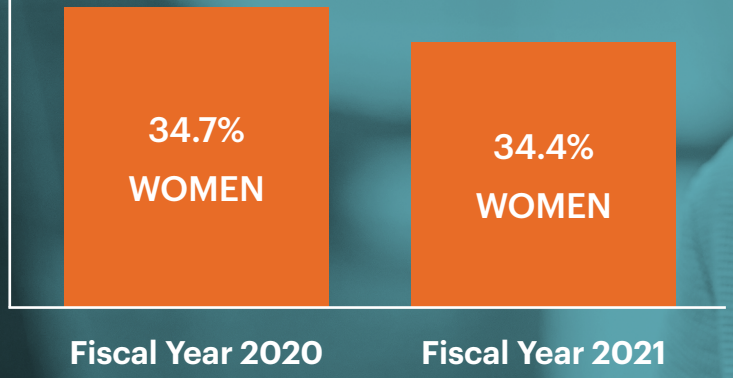
23%

Fiscal Year 2021

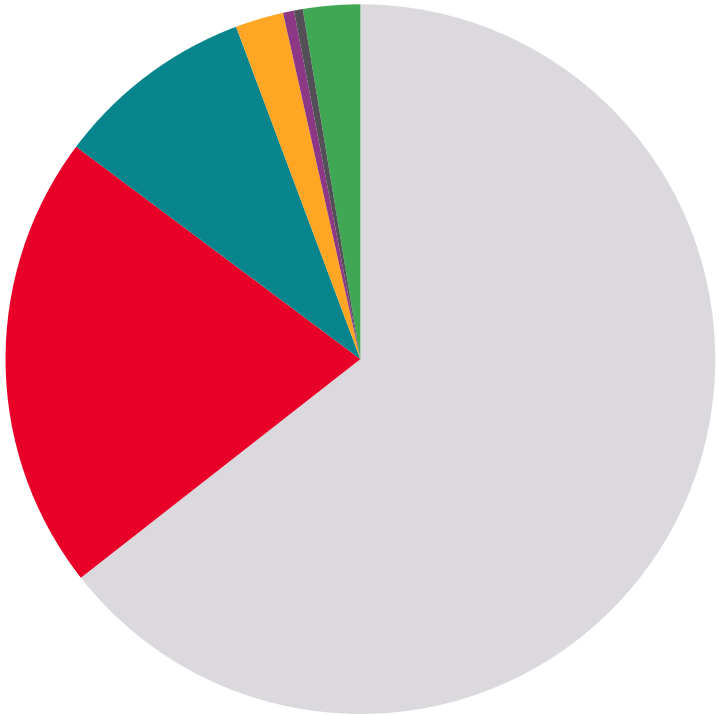
23.4%

In 2020, we set a goal to increase the percentage of new hires that identify as female globally to 35% in 2021. We fell just short of achieving our goal, coming in at 34.4%. While shifting representation for a company of our size can be challenging, we are committed to making continued progress. Hiring and developing female talent continues to be a key focus moving forward.

Global New Hires



FY21 Ethnic Representation in the U.S.



64.5% White

20.8% Asian

9.1% Hispanic/ Latinx

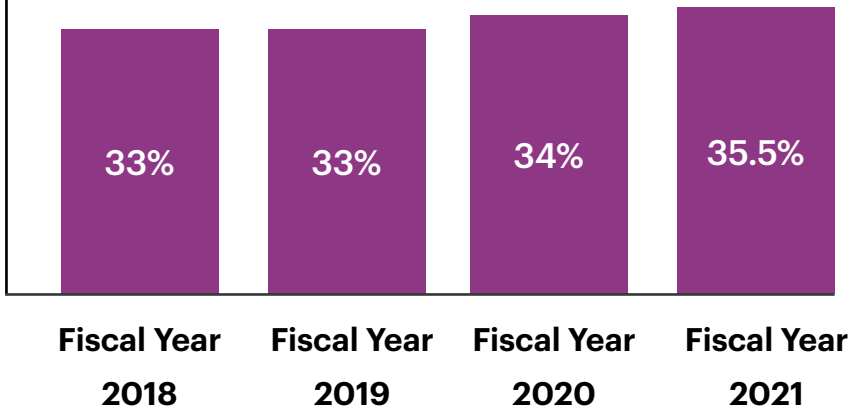
2.2% Black/African American

0.5% American Indian/Alaskan Native

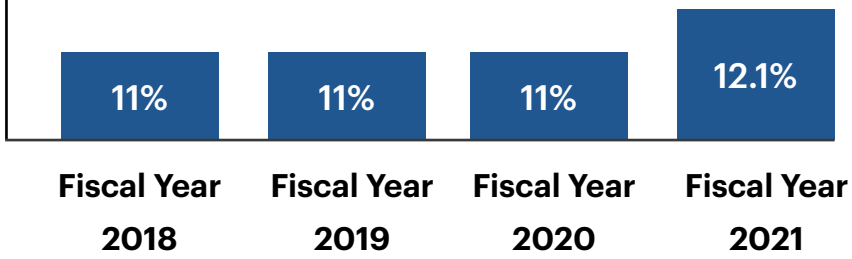
0.4% Hawaiian/ Pacific Islander

2.6% Two or more races

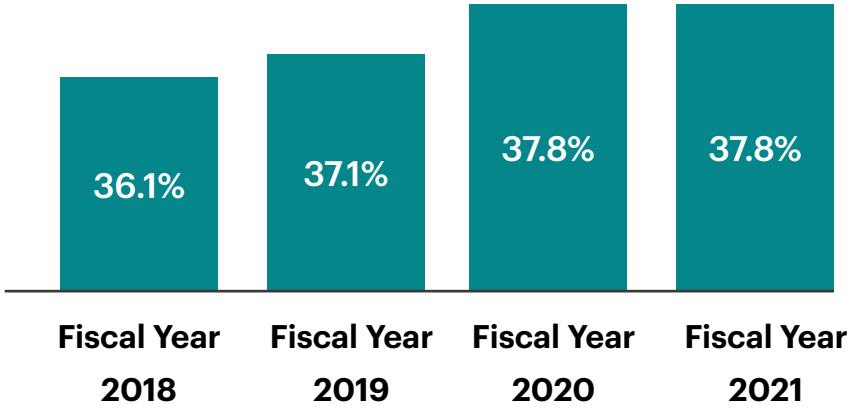
Underrepresented Minorities as a Percent of Our U.S. Workforce



Black/African American, Hispanic/Latinx, Native American, and Pacific Islander as a Percent of our U.S. Workforce



Underrepresented Minorities in Engineering and Technical Roles in the U.S.



Underrepresented Communities Representation in Leadership

Board of Directors

Fiscal Year 2015

12.5% (1 of 8)

Fiscal Year 2021

10% (1 of 10)

Executive Roles

Fiscal Year 2015

6.3%

Fiscal Year 2021

21.6%

Leadership Roles

Fiscal Year 2015

22%

Fiscal Year 2021

31.4%



60%

of the senior-most leaders in the company
are program graduates of the

Next Generation Leadership High Potential Program

44%
are
diverse leaders

22%
are
women

33%
are
underrepresented
minorities



In 2020, we set a goal to increase the hiring of underrepresented minorities in the U.S. to 45%. We met that goal with a result of 46.4% representation of U.S. new hires in 2021.

New Hires in the US

CHAPTER 7

Looking Ahead



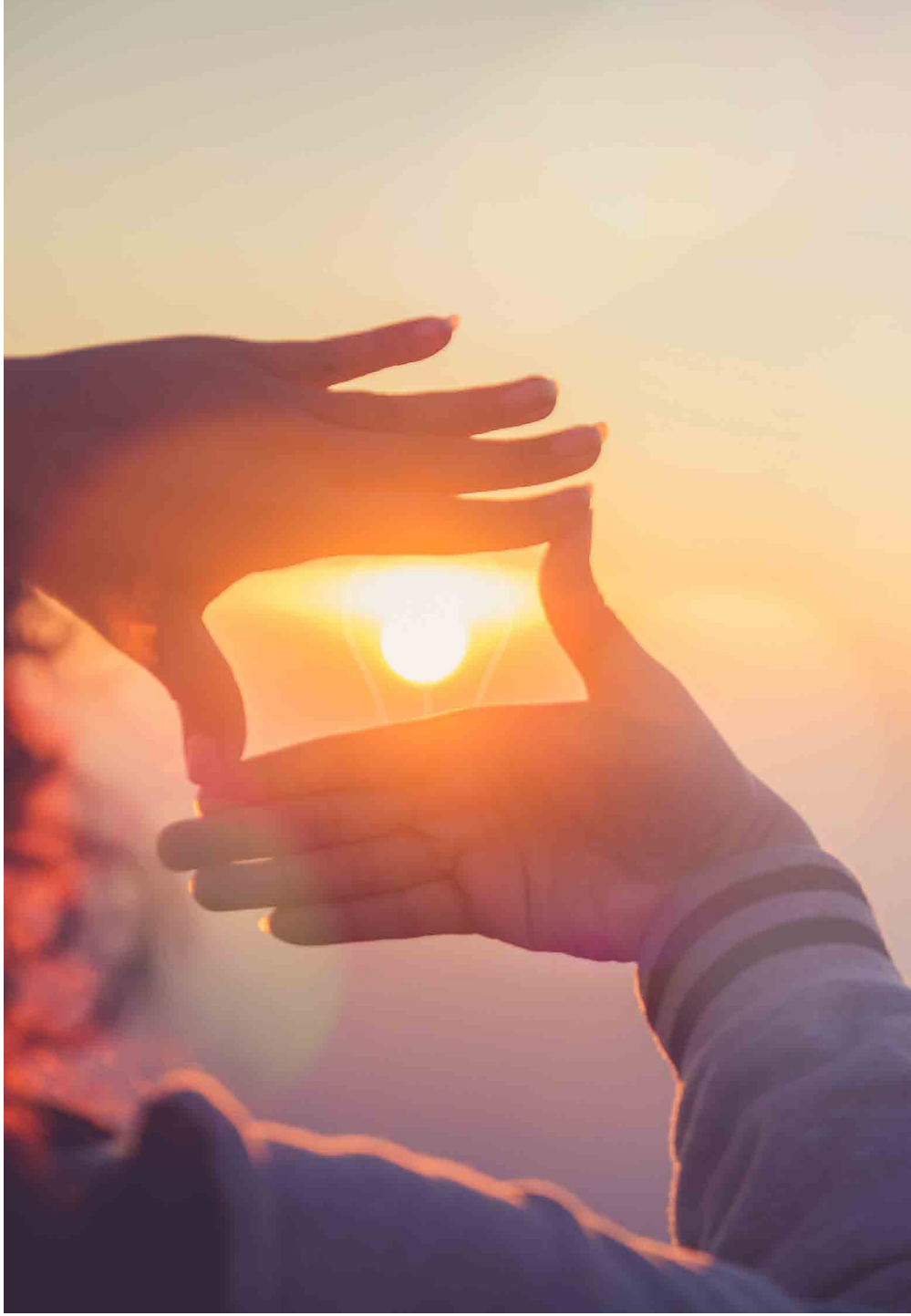
CHAPTER 6

Looking Ahead

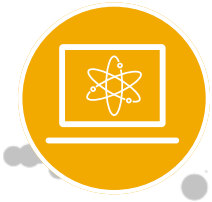
We take pride in our past, but we're not living in it.

Our commitment to continuously engineering equality and fostering an inclusive environment where all our employees feel they belong, are represented, and can contribute equally to our mission is steadfast.

We are moving in the right direction and we will continue to improve our efforts to create a more inclusive workplace. By working at every level and with every community, we can enrich our culture and embrace more points of view to reach our ultimate goal: to become a best-in-class workplace, with a rich culture, where every person is heard, feels they belong, and innovates at the highest level. Only then can we truly attain our mission of accelerating innovation to connect and secure the world.



We remain focused on making progress in each of the four pillars of our strategy.



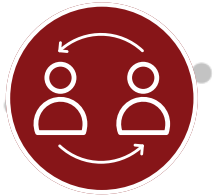
Advancing STEM

- Increase support for equity in access to STEM learning across the career journey from early childhood education through secondary and university school, as well as career-based technology skills development
- Grow our partnerships with HBCUs to improve access to STEM education and career opportunities



Assembling Diverse Teams

- Continue to maintain nearly 1:1 pay parity
- Implement new recruiting software to enable more inclusive recruitment practices
- Increase efforts to continue progress in female and URM representation
- Finalize our partner commitment in the development of the Society of Women Engineers Index
- Participate in the Bloomberg Gender-Equality Index (GEI)



Fostering Inclusion

- Continue to evolve our people practices to meet the needs of a diverse workforce post pandemic. and through geopolitical volatility
- Launch DEI employee training globally
- Foster connection, engagement, and retention of employees around the world
- Expand ENGs globally



Place to Thrive

- Enable employee internal mobility through broader career opportunities
- Expand mentoring programs
- Increase representation on the Board of Directors

Great careers start here

Data methodology

Dataset includes all Keysight regular employee data for fiscal year 2021, ending on October 31. Unless otherwise indicated, data presented in this report are snapshots taken on October 31 of the year referenced. Throughout this report, totals may not equal 100% due to rounding. Historical numbers may differ slightly due to rounding and refinements in methodology or data capture year over year.

Underrepresented minority (URM) data

Underrepresented minorities (URM) are defined as employees in the U.S. who identify as Black, African American, Hispanic, Latino, Asian, Pacific Islander, Native Hawaiian, Native American, Alaska native, or two or more races.

Race and Ethnicity Categories

Data shown as of the end of Keysight's fiscal year as referenced unless otherwise noted. Data collected and reported from self-identification surveys are voluntary and may be incomplete. In some regions, local regulations and customs may prohibit collection of this type of data. Keysight periodically asks employees to self-identify race and ethnicity for the purpose of compiling Affirmative Action Plans for Office of Federal Contract Compliance Programs reporting, Veterans' Employment and Training Service reporting and Equal Employment Opportunity reporting (EEO-1). U.S. employees may update their profile at any time. Self-identification is voluntary, so reported data may be incomplete. While employees may provide gender data, throughout the world, local law and customs may restrict our ability to collect some data which may include race, ethnicity, and gender identity in some regions.

Levels and Roles

Leadership is defined as employees who are Officer, Senior Vice President, Vice President, Senior Manager, Integrating Manager, Operating Manager, Supervisor. Executive is defined as Officer, Senior Vice President, Vice President.

We define technical roles aligned to the Bureau Labor Statistics definitions for Computer and Information Technology Occupations. Technical occupations in computing and information technology involve carrying out technical and technological functions in engineering, science, and other disciplines. May perform research, development, testing and related activities. May operate technical equipment and systems. This only includes Individual contributors, as managers are accounted for separately.



Engineering Equality

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