

# Keysight's Commitment to Learning and Development

Providing learning and professional development opportunities for employees is fundamental to Keysight's identity and is a core component of the **Keysight Leadership Model (KLM)** – the framework for how Keysight operates. Employee growth aligns directly with Keysight's competitive business strategy. When our people grow, our customers succeed, and our company grows. We demonstrate this commitment to learning and development through various training platforms and opportunities that help employees develop and thrive.

## Keysight's Approach to Learning and Development

At Keysight, we recognize that learning is a lifelong pursuit. We strive to encourage an employee mindset of professional growth and continuous improvement. Learning and development opportunities ensure a strong leadership pipeline and promote company-wide development with a focus on our collective business imperative — customer success. The Keysight approach to learning and development is focused on the following:



### Leveraging Industry Standards

Keysight leverages industry standards and internal expertise to establish, document, implement, and sustain learning and development opportunities that will advance employee knowledge and professional growth. We emphasize "learning while doing" through experimentation, stretch assignments, on-the-job learning, and aligning to an outside-in customer engagement perspective.



### Customized Opportunities

Employees can take advantage of customized learning and development opportunities through various live, virtual, and self-paced platforms. Professional development opportunities include, but are not limited to, mentoring and coaching, group seminars, Employee Network Groups, and Degreed online courses. Employee training is primarily offered through online courses and on-the-job instruction.



### Continuous Learning Environment

Continuous learning and improvement are a unique and critical aspect of our culture. We have five generations of employees from Boomers to Gen X, Gen Y, Gen Z and Millennials. This depth of experience enables us to innovate and execute our vision. We support cross-generational mentoring, ongoing self-improvement and development, and flexible career paths to enrich employees and enable employee growth.



### Learning for All

Keysight supports democratization of development by supporting programs and learning platforms that are available for all employees. We partnered with Degreed to provide self-service development and education programs through their learning experience platform. All Keysight employees also have access to ExecOnline Applied Experience courses that provide world-class professional development and leadership training opportunities.



### Evolving with Trends

In a constantly changing world, Keysight prioritizes offering learning opportunities that reflect new changes, such as managing in a virtual environment, evolving work-life demands, global supply chain disruptions, and more.

## Development Philosophy

Employee Growth is a component of the Keysight Leadership Model. Our learning and development strategy supports the business priorities across five key talent management areas, aligning directly with Keysight's business strategy. Learning drives professional growth and continuous improvement, ensures a strong leadership pipeline and promotes company-wide development with a focus on customer insight.



Keysight's learning and development resources help enhance skills, knowledge, and productivity to achieve business objectives and prepare for future challenges. The collective skills of our employees drive Keysight capability.

### **We place an emphasis on:**

- Strengthening leadership ability and employee productivity
- Producing innovative and engaging learning solutions
- Technology-driven flexible learning solutions

Our learning approach includes looking ahead of the needs of the organization with a proactive and progressive mindset to build organizational capability as our competitive advantage. Utilizing forward thinking, innovative approaches to learning include testing and piloting for agile development, neuroscience, digital bite-size learning, machine learning and AI, sprints, virtual, hybrid, and in-person learning.

## **Foundational Elements**

Learning and leadership development programs support driving a high performance, values driven culture. Throughout the learning journey from new employee to post retirement, instilling our values, principles and competencies build the mindset, skills, and behaviors in alignment with the Keysight Leadership Model.

## **Values**

Keysight's values make our culture dynamic, inclusive, inspiring, and powerful, creating a space where innovation and experimentation thrive. They drive our business objectives and decision-making. Building a growth culture depends upon all of us demonstrating, encouraging, and embracing our values.

## **Leadership Competencies**

Our Leadership Competencies describe the skills and behaviors that are essential to the Keysight Leadership Model (KLM) and our success. The Keysight Leadership Competencies were introduced in 2023. The executive team looked at the external landscape and market dynamics to help determine the necessary capabilities to drive a winning company and culture. The competencies are classified under three pillars: Enterprise Mindset, Performance Mindset and Transformational Mindset. These are incorporated into our learning solutions and programs at all levels.

# Governance

Strategic objectives are set by the Executive Team and provide a framework for core knowledge, skills and behaviors required across Keysight. The business objectives are translated into annual business plans and provide the basis for assessing development needs at the company, business, and team level.

Executive sponsors, advisors, supervisors, functional leaders, and subject matter experts oversee Keysight's learning and development programs. This cross-functional structure ensures that supporting employee learning and development is a top priority for Keysight and that offerings are regularly updated based on individual and business needs.

## Leadership Growth and Development

In partnership with the business, the L&D team pivots quickly to launch capability-building programs to enable Keysight success. Learning and development are accessible in many forms, meeting employees where and when they need to grow their skills. The learning ecosystem includes:

- **Enterprise-wide Learning Solutions** – Build strategic and cultural alignment throughout the company as One Keysight.
- **Business Learning Solutions** – Designed for specific business needs to advance technology, business outcomes, and change leadership.
- **Functional Learning Solutions** – Advance specific functional expertise, such as finance, Workplace Solutions, IT, and R&D.
- **Regional Learning Solutions** – Addressing regional needs in EMEA, Americas, and Asia supporting strategic growth globally.
- **Customers and External Learning Solutions** – Keysight University leverages the expertise of Keysight employees to provide ongoing learning to our customers and partners.
- **Succession Planning** – A formalized process used to consider top future talent and develop them to meet critical future-focused business needs and strategies.
- **Assessments** – Keysight provides access to personal leadership and personality assessments, including 360-degree feedback, to help inform leadership development plans.
- **Coaching** – Internal and external coaching programs provide support for business leaders to grow their leadership skills to maximize performance through increased awareness and feedback.
- **Mentoring** – Keysight fosters a robust mentoring culture, offering support to its employees at every stage of their journey, from pre-hire and onboarding to career development, high-potential talent nurturing, and any other path an employee chooses for their growth. Keysight leaders are highly involved in mentoring programs. Programs include a new employee mentoring program, advanced leaders mentoring program, emerging leaders mentoring program, open mentoring program, and emeritus program for retiring employees.
- **Tool Kits and Guides** – Toolkits and guides for employees and managers support post-program behaviors, performance, and change management.

# MyVoice Program

Employee engagement and feedback guide our continuous improvement. Our inclusive environment offers all employees the opportunity to cast their voice, sentiment, perspective, and ideas in a variety of ways. The MyVoice Program invites employee feedback and integrates company strategy, culture, and people engagement practices through yearly pulse surveys, with transparent results available to all employees. Based on feedback, managers may hold team alignment discussions, leading to new learning solutions.

## Professional Development

Keysight's mission is to accelerate innovation to connect and secure the world. The company recognizes that our employees' professional growth is crucial to advancing individual and operational success. We offer various programs and platforms that provide customized development opportunities for employees across all levels.

Across Keysight, a variety of new Learning & Development initiatives are initially targeted to a limited audience. A successful execution of a small pilot, such as a next generation leadership program for a specific audience, can lead to an even bigger impact once the program is rolled out to a larger population of the company.

## Measurement of Impact on Business Performance

Keysight's learning strategy, execution and impact are measured through two key performance indicators. The first being that the learning and development initiatives and investments are aligned to the business priorities. The second indicator ensures that the learning program will change people's behavior and performance. Our leadership competency map helps employees build the mind-set, skills and expertise that will set them up for success.

In addition, we closely track operational excellence across our learning programs to measure how well investments and resources are used.

## Career & Skills Development

To keep the workforce engaged and sustain our competitive advantage our learning strategy leverages the capabilities of digital learning technologies to enhance new ways of working and support business performance.

- **Learning Pathways** — Utilize our Degreed platform to create learning pathways to continually upskill and reskill our workforce.
- **Customized Skill-Based Training Solutions** — Are designed in partnership with the business and aligned to critical business needs such as project management skills, sales enablement skills and growth mindset.

- **Performance and Development Discussions** — All employees receive annual performance and career development opportunities through their Value Creation Plans. Quarterly meetings are held with a scheduled annual review for managers to meet with their employees to discuss and plan opportunities for individual growth and development.
- **Mentoring and Coaching** — Provides one-on-one and group format programs, and customized opportunities to learn from others.
- **Internal Guides** (Thrive Guide, Project Inspire) — Provides current and relevant information on world events, engagement best practices, work-life balance, leading remote teams, and more.
- **Keysight Leadership Toolkit** — Offers a comprehensive collection of resources and guidelines to manage employees and develop leadership expertise.
- **Value Creation Plans** — Allows for employee-specific performance and development objectives to be stated clearly and in alignment to Keysight's business strategy.

## Leadership Growth and Development

Program Name	Description	Duration
Keysight Executive Development (KED)	Annual meeting of Keysight's top leaders to engage in interactive presentations focused on company strategy, priorities, and key focus areas.	3-day annual program
Keysight Strategy Activation (KSA)	Provides training designed to connect individual employee objectives to company strategies, elevate leadership behaviors, ideation, engagement and networking across the enterprise.	3/4-day virtual program
Executive Edge Program (EEP)	Provides leadership development to new General Managers and Vice Presidents.	6-month virtual program
Advanced Leadership Program (ALP)	Provides leadership development opportunities for high-potential mid-level managers or new high-potential senior leaders in preparation for a senior leadership role.	6-month virtual program
Emerging Leaders Program (ELP)	Leadership development program designed to identify and develop Keysight's emerging leaders for a trajectory of future high-impact leadership contribution and influence Keysight's leadership pipeline.	6-month virtual program
Evolve	Designed for middle managers to develop core skills and address the ongoing needs of managing self, people and the changing business environment to drive business outcomes.	13-month virtual program
Launch	All new managers continue their leadership development to know themselves, focus and engage their team to create a high-performance culture.	7-session virtual program
Build	All newly promoted managers, and managers joining Keysight through acquisition or external hire are assigned the Build curriculum which reviews operational and administrative aspects of managing at Keysight.	6-month on-demand program

## Thought Leadership

Keysight develops thought leadership through various programs to continue to innovate for company and customer success. Some of Keysight's thought leadership programs include:

- **Keysight University as part of Keysight Global Marketing**
- **Research & Development Collaborations with Universities** — Keysight sponsors research at universities to help accelerate development of Keysight priority programs. Keysight mentors will have the opportunity to leverage external collaborations to bring better solutions to market faster

## External Professional Development

- **Microlearning** — Learning is broken down into smaller components and reinforced through strategic activation sprints.
- **Degreed** — Offers personalized professional development via a digital platform.
- **ExecOnline Applied Experience Courses** — Available to all Keysight employees at no cost. Employees have access to world-class, university-level programs that help develop new skills and support future leadership potential.
- **Education Assistance** — Financial support for employees pursuing education aligned with Keysight business objectives and their professional development plans.

## Employee Network Groups (ENGs)

ENGs are voluntary, employee-led groups that provide growth, development, and leadership opportunities in key focus areas. Keysight currently has the following ENGs:

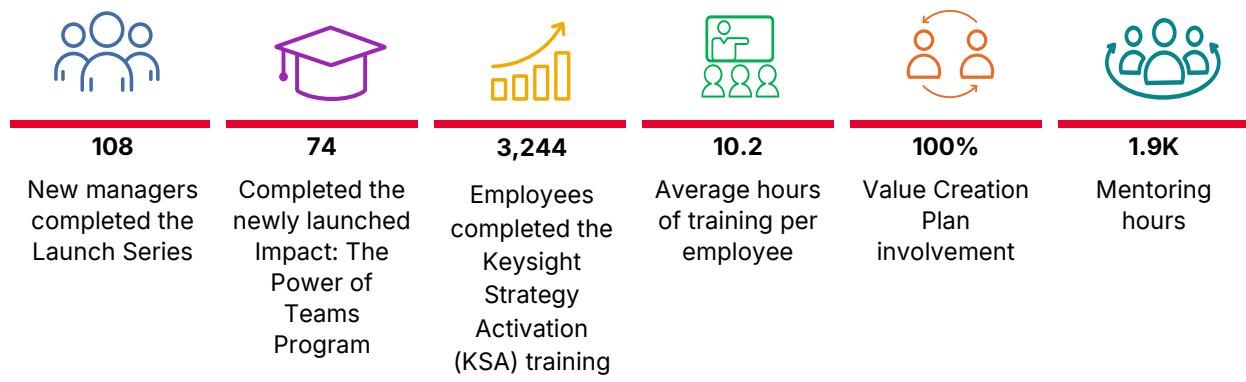
Colorado Springs NextGen	LGBTQA+
Colorado Springs Women's Networking Group	Spectrum
Employee Network Gorup for Underrepresented Minorities (ENUM)	Santa Rosa NextGen
Fountaingrove Toastmasters	Santa Rosa Caretakers
KeyChains	Spectrum
Keysight Roots	Wavelets
Keysight Source	Women's Leadership Development (WLD)
Keysight Women's Council (KWC)	Women's Initiative for Success & Empowerment (WISE)

## Community Engagement

These initiatives provide various opportunities for employees to develop themselves and give back to their communities. Some of Keysight's community engagement initiatives include:

- Science, Technology, Engineering, and Math (STEM) education for primary, secondary, university and career learners.
- Society of Women Engineers (SWE), where we offer sponsored memberships to all employees and support their volunteer engagements.
- The Keysight Internship Program drives future workforce development and provides a unique learning and engagement opportunity for future employees.

## Snapshot of Professional Development As of End Fiscal Year 2024



## Employee Training & Awareness

All employees complete various training courses (some mandatory and some optional) to maintain consistency of training and stay up to date with continuous global and industry developments. Training topics range from policy and operations to functional items such as health and safety. Examples of training topics are listed below.

## Compliance & Ethics

- **Standards of Business Conduct (SBC) Plus Training** — To protect both Keysight and its customers, **all employees** are required to complete the **Standards of Business Conduct (SBC) Plus Training**. This initiative reflects our commitment to maintaining a secure and compliant workplace. The training includes:
  - **Whistleblowing:** Educates employees on how to report misconduct.
  - **Trade Compliance – SBC+ 2025:** Covers global trade laws and responsibilities.

- **IT Security Essentials:** Reinforces information security best practices through scenario-based learning.
- **Anti-bribery/Anti-corruption**
- **Anti-harassment**
- **Conflicts of interest**
- **Global Human Rights and Labor Standards**
- **Anti-Harassment Training** (assigned in Brazil, Canada, Mexico, and the U.S.)
- **Regulatory Compliance**
- **Responsible Sourcing** – Specialized training provided for procurement employees emphasizing the importance of ensuring that Keysight's suppliers abide by Keysight's Supplier Code of Conduct.
- **Keysight's Supplier Code of Conduct** – Communicated to suppliers annually to build their awareness and understanding of our expectations, including ethical business practices, social responsibility, environmental sustainability, and product quality.
- **Environmental Health & Safety (EHS)** – Training of all employees and subcontractors working on premises on environmental, health and safety risks and good working practices.

## Additional Training

In addition to policy and functional training, Keysight implements specific operational training, awareness programs, and real-time innovation sharing and collaboration opportunities that include:

- **Attrition and Engagement**
- **Annual Facility and Emergency Preparedness Drills**
- **Customer Site Safety**
- **On-the-Job Training**
- **Insight** – Allows global sales team to be at the leading-edge of products, software, and services.
- **Keysight Technical Conference** – World-class forum aimed to deliver breakthrough innovation by connecting our engineers, scientists, and technologists with each other and with business leaders.
- **Degreed** – Offers personalized learning via a digital platform.

## Employee Training and Awareness

Training	All Employees	Employees Based on Job Requirements/ Roles	All Employees Based at a Keysight Location	All Employees Accessing a Customer Location
Regulatory Compliance		✓		
Standards of Business Conduct	✓			
Responsible Sourcing		✓		
Supplier Code of Conduct		✓		
IT Security Awareness	✓			
Privacy/Data Privacy	✓	✓		
Environmental Health & Safety	✓	✓	✓	
Standards of Business Conduct	✓			
Attrition and engagement	✓			
Facility and emergency preparedness drills			✓	
Customer site safety				✓
On-the-job training	✓			
Insight		✓		
Keysight Technical Conference		✓		

### Snapshot of Employee Training and Awareness as of End of Fiscal Year 2024



100%

Standards of Business Conduct completion rate



178K

Courses completed by employees through continuous learning and virtual environment tools

# Recognition | Learning & Development

Keysight has received recognition for our commitment to learning and development.

- **California Employment Training Panel (ETP)** – On October 30, 2023, Keysight was awarded a fifth California ETP contract for learning and development. ETP is a joint business-labor agency that provides monies to advanced manufacturers like Keysight to offset the direct cost of employee learning. ETP enables California employers to attract and develop skilled employees and be better suited to compete locally and globally.

## Keysight Learning & Development Resources

[Annual CSR Report](#)

[CSR - Our People](#)

[Keysight CSR Resources](#)

[Keysight CSR News, Awards, Recognition](#)

[Keysight Human Rights & Labor Policy](#)

[Keysight Commitment to Human Rights and Labor](#)

[Keysight Employee Harassment Policy](#)

[Keysight Environmental, Health & Safety Commitment](#)

[Keysight Standards of Business Conduct](#)

[Keysight Supplier Code of Conduct](#)

Keysight enables innovators to push the boundaries of engineering by quickly solving design, emulation, and test challenges to create the best product experiences. Start your innovation journey at [www.keysight.com](http://www.keysight.com).



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