

Keysight's Diversity and Inclusion

Our Core Value and Competitive Advantage

“We have always placed a high value on diversity and inclusion, and we did so long before it made headlines. One of our core values is to embrace diverse cultures and different ways of thinking. It’s built into our policies, our practices, and is the very fuel that propels our mission, our innovation, and our competitive advantage. But most importantly, it’s the right thing to do.”

- Ron Nersesian, Chairman, President & CEO

Who We Are

With over 30,000 customers in more than 100 countries, Keysight is a technology company that delivers state-of-the-art design and validation solutions that help accelerate innovation to connect and secure the world. Nearly 13,900 employees strong, we have a long history of advancing engineering to make the world a better place.

What We Believe

Keysight's Hewlett-Packard heritage encompasses a strong culture of respect for the individual that has fostered practices ahead of their time. In the 1980s, for example, the company founded its first LGBT employee resource group¹ and a decade ago before it was required by law, the company included protection against discrimination and harassment on the basis of gender identity and expression.

At Keysight, we believe that when people feel a sense of belonging, they can be more creative, innovative, and thrive at all points in their careers.

We believe everyone should be respected in the workplace and in their communities regardless of race, color, age, gender, sexual orientation, gender identity and expression, ethnicity, religion, disability, veteran status, national origin, or any protected class.

¹ Source: [First LGBT resource group in 1980s](#)

We expect all employees and those with whom we do business to be treated with respect, dignity, and courtesy.

We do not tolerate harassment or discrimination, nor do we tolerate violence in any situation, for any reason.

We believe that in an inclusive environment that seeks unique points of view, innovation thrives. And we believe this is at the core of our competitive advantage.

Our Vision and Strategy

Our diversity and inclusion (D&I) values are embodied in our **Keysight Leadership Model**, the framework for how we run the company. D&I is also one of four CEO-level priorities with quantifiable goals and actions tracked by the leadership team and the Keysight Board of Directors. To drive change and continuously challenge ourselves, our D&I practices are focused on these areas:



Advancing
STEM



Assembling a
Diverse Team



Fostering Inclusion
For Everyone



Creating a Place
to Thrive

Advancing STEM

Our purpose is to push the boundaries of engineering and our passion is to share science, technology, engineering, and math (STEM) disciplines with new generations of students. We consider the low numbers of STEM students in underrepresented communities a global problem and we are committed to expanding the pipeline of future engineers from all backgrounds through company sponsorships and employee-led educational programs.

Diversity-focused K-12 Programs

Black Girls Code. We support the Black Girls Code organization through activities such as virtual hackathons where company engineers participate as mentors.

MESA. Keysight employees volunteer with MESA (Math, Engineering, Science Achievement), an organization focused on helping underserved and underrepresented students achieve success in STEM studies and careers.

Mike Hauser Academy. Keysight sponsors the Mike Hauser Academy to support English Language Learners through 3-week algebra-focused summer school programs

Introduce a Girl to Engineering Day and Community WISE (Women Investing in STEM Equity).

We sponsor programs specifically focused on STEM education for young women and girls, including Introduce a Girl to Engineering Day for students grades 6 through 12 and Community WISE, which is a program focused on preparing middle school and high school girls to pursue STEM education and careers.

Keysight After School Program and other mentoring engagements. After school programs, high school intern programs, and online mentoring engagements broaden our reach to support additional underrepresented minorities (URM²) and female students in STEM.

Targeted Partnerships. Keysight provides online and in-person STEM education materials and our employees volunteer and mentor students globally, including students from Title 1 school districts in the US. Keysight women engineers participate in school visits to share their experiences as women in technology and to encourage young women to see a career in technology as achievable and within their reach.

University and Lifelong Learning

Rewriting the Code. A sponsoring member of the non-profit organization Rewriting the Code, Keysight engages with a growing virtual community of over 11,000 exceptional Black/African American and Hispanic/Latina college and early career women with a passion for technology. Coming from 700 colleges and universities, these women are preparing to thrive as next-generation engineers and tech leaders.

Inclusive Engineering Consortium. An external organization aimed at fostering education advancement in Historically Black Colleges and Universities (HBCUs), our sponsorship in this consortium has enabled us to increase visibility into Keysight internships, employment opportunities, and mentorships for URM students.

HBCU Grants and Student Scholarships. Keysight provides annual scholarships to students in their 4th year of an engineering degree to foster engagement with HBCUs and their students and to develop a candidate pipeline for the company. In addition, Keysight Engineering Education Development grants provide Keysight test equipment to HBCUs to support advances in engineering education.

SWE Sponsorship and Engagement. Keysight has hosted SWE (Society of Women Engineers) events in Singapore, Malaysia, Europe, India, and China, and sponsors memberships for all interested Keysight employees.

Partnership with Women in Quantum (WIQ). To create global connections between women working in quantum engineering in universities and in industry, Keysight founded and sponsors the WIQ Mentoring Program, which promotes networking, knowledge-sharing, and the growth and retention of women in this critical technology field.

² URM as defined by California Assembly Bill 979 (AB979): Black, African American, Hispanic, Latino, Asian, Pacific Islander, Native American, Native Hawaiian, or Alaska native, or as gay, lesbian, bisexual, or transgender

Diversity-focused Events. Keysight employees participate in global and regional diversity-focused events, including hackathons, innovation contests, career fairs, and conferences in the US, Asia, and Europe.

Keysight University. To encourage lifelong learning and support the needs of engineers at all levels, Keysight launched this eLearning platform for engineers, taught by engineers.

Assembling a Diverse Team

Keysight aims to create a workplace that reflects the diversity of the world we live in. We need employees who bring diverse perspectives and life experiences, and we put programs in place to grow our talent pipeline of women and other underrepresented groups into technology careers with the company.

In the US, we are specifically seeking to expand our Asian, Black/African American, Hispanic/Latinx, Native American, and Pacific Islander representation in our workforce. Our recruiting practices begin with proactive efforts to increase the number of women and URM candidates applying for positions with Keysight. We also engage in national and local recruiting events geared toward URM talent:

- We participate in diversity-focused career fairs and conferences in the US, Asia, and Europe and support employee involvement in professional diversity organizations.
- We identify diversity recruiting champions and college campus recruiters to develop business-specific talent acquisition plans and opportunities.
- Our HBCU recruiting outreach and partnership activities involve building relationships with university career centers, students, and department chairs. We attend career fairs, host information sessions, and proactively post opportunities to HBCU engineering schools.

Fostering Inclusion for Everyone

Assembling a diverse team is only the beginning. Keysight is committed to creating an environment where everyone can be their best through opportunities for employee engagement, inclusive policies, resources and practices, and leadership support.

Inclusive Benefits. We provide a comprehensive suite of benefits to all employees, some of which are geared toward members of diverse populations. In the US, 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.

Employee Network Groups. Keysight's employee network groups support professional development, foster networking, and build community. Each group is sponsored by members of Keysight's executive team and include:

- **Employee Network for Underrepresented Minorities**
Provides mentorship and enhances URM inclusion at Keysight with a focus on increasing the recruitment, retention, and development of Black/African Americans, Hispanics/Latinx, Native Americans, and Pacific Islanders. Executive sponsor: Jay Alexander, Chief Technology Officer.

- **Lesbian, Gay, Bisexual, Transgender, Queer, Allies (LGBTQA)**
Provides educational opportunities focused on barriers to inclusion and diversity. The group identifies and addresses barriers that prevent employees from marginalized groups from feeling safe, included, or valued. Executive sponsor: Marie Hattar, Chief Marketing Officer.
- **Keysight Diversity Allies**
Provides employees tools and support to become active allies for individuals who identify with marginalized or underrepresented groups. Executive sponsor: Leslie Camino, Senior Director of Diversity & Inclusion.
- **Woman's Leadership Development**
Connects women to each other to mutually support their professional growth and motivate them to make an impact in their local community. Executive sponsors: Ingrid Estrada, Chief Administrative Officer and Hamish Gray, Senior Vice President of Corporate Services.

Creating a Place to Thrive

Keysight invests in its employees by providing tools to support their development and engagement at every stage of their career, and in doing so, we make sure we continuously challenge ourselves to grow in our understanding of inclusion and how to harness our diversity.

Training Programs

Keysight Executive Development (KED). Starting with our top leaders, the KED program aligns our core values, with a focus on D&I, and the business strategy for the coming year.

Leadership Diversity Training. The *Fostering Inclusion & Diversity* program by Yale University is required training for all managers to complete by the end of 2021 and is also open to all employees.

Keysight Leadership Model Training. This is required of all leaders and employees yearly and emphasizes the importance of inclusive leadership skills.

Keysight U. This is an internal, online education platform for employee training and development which provides access to inclusive leadership training and resources.

Mentoring Programs

A robust set of Keysight mentorship programs foster inclusion, engagement, and development for all employees throughout their Keysight careers. These programs match mentors and mentees based on gender and ethnicity, experience, personality, and skills. Programs include: New Hire Mentor Program, Keysight Society for Women Engineers, Emerging Leaders Program where the majority of 2021 nominations were women, Advanced Leadership Program, Employee Network for Underrepresented Minorities, and Accelerating Women Leaders Series.

In the US, Keysight's Emeritus program allows those in our best-in-class workforce who are approaching retirement to leave a legacy by mentoring the next generation. 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.

Listening to Our Employees

At Keysight, another way we practice inclusivity is by listening to our employees. The MyVoice program fosters inclusion through engagement surveys that give us insights on what employees' value and help us identify where to prioritize our efforts. This program was instrumental the past two years in mitigating the impact of COVID-19 and wildfires in California on our employee base while increasing a sense of belonging.

Governance

D&I is a strategic CEO priority with quantitative and actionable goals ranging from Board of Director representation, to leadership and employee representation goals at every level. To ensure we are making progress, we have established the following governance and leadership processes:

- Keysight's Chairman of the Board and CEO Ron Nersesian and Chief People & Administrative Officer Ingrid Estrada regularly review D&I priorities and actions and communicate these efforts and progress to the board.
- CEO Ron Nersesian is a pledge signatory with CEO Action for Diversity & Inclusion, an organization whose goal is to collectively take measurable action in advancing D&I in the workplace.
- Keysight's Senior Director of D&I identifies and drives the implementation of new and ongoing initiatives to continue to foster an inclusive and diverse environment.
- D&I is part of Keysight's Corporate Social Responsibility (CSR) effort and is included in the company's CSR Management System and governance structure.
- Employee network groups have company support and sponsorship from members of the executive leadership team.

By the Numbers

Keysight is a global, multi-generational company, with employees spanning five generations and representing more than 80 self-identified nationalities working across approximately 30 countries. We measure our progress on D&I in several ways, including through MyVoice surveys and reviewing industry benchmarks and best practices against our hiring and compensation practices. An important aspect of measuring our progress in this area is tracking the makeup of our employee base over time at all levels.

Keysight Board of Directors

As of May 20, 2021, Keysight has a 10-member board consisting of 9 independent directors plus our CEO. Women and URM comprise 4 (40%) of the board.

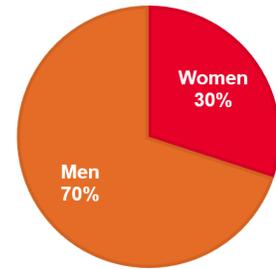
Women. Three of the nine independent directors are women, one of whom has served on the board since 2014.

URMs. We have one URM member of the board and we continue to actively seek additional URM representation. It is our practice when seeking new members to include URM candidates, specifically Black candidates, in the interview process.

Employee Base - Gender ³

With approximately 13,900 employees worldwide as of FY2020, women represented 30% of our global workforce. From FY2015 through FY2020, the percentage of women in executive positions⁴ increased by 4 points while women in leadership positions⁵ maintained at 23%.

GLOBAL GENDER DATA



Global Representation Trend of Women

Year	2018	2019	2020
% of workforce	30%	31%	30%

Role Representation Trend

Role	2015	2020
Women on the Board	12.5% (1 of 8)	22.2% (2 of 9)*
Women in executive positions	13%	17%
Women in leadership	23%	23%

* In May 2021, the board was expanded to 10. Woman representation is now 30% (3 of 10)

Pay Parity

Our salary ratio, comparing men to women, is nearly 1:1 worldwide, based on an average comparable pay ratio as reported in the Global Reporting Initiative (GRI). The industry average has women earning 82 cents to the dollar compared to men according to the US Census data of 2020⁶.

Year	Men	Women
2020	1	0.98

Employee Base - Ethnicity

Underrepresented Community

California Assembly Bill 979 (AB979) defines an underrepresented community as Black, African American, Hispanic, Latino, Asian, Pacific Islander, Native American, Native Hawaiian, or Alaska native, or as gay, lesbian, bisexual, or transgender. Underrepresented community employees represented 34% of our US workforce at the end of FY 2020. Underrepresented community representation in US executive positions increased by 10 points and representation in US leadership roles increased by 9 points, from FY 2015 - FY 2020.

³ Data as of end of Fiscal Year (FY) 2020 based on headcount from our system of record

⁴ Executive: Officer, Senior Vice President, Vice President

⁵ Leadership (Mgmt.): Officer, Senior Vice President, Vice President, Senior Manager, Integrating Manager, Operating Manager, Supervisor

⁶ <https://www.census.gov>

Underrepresented Community Representation in the US

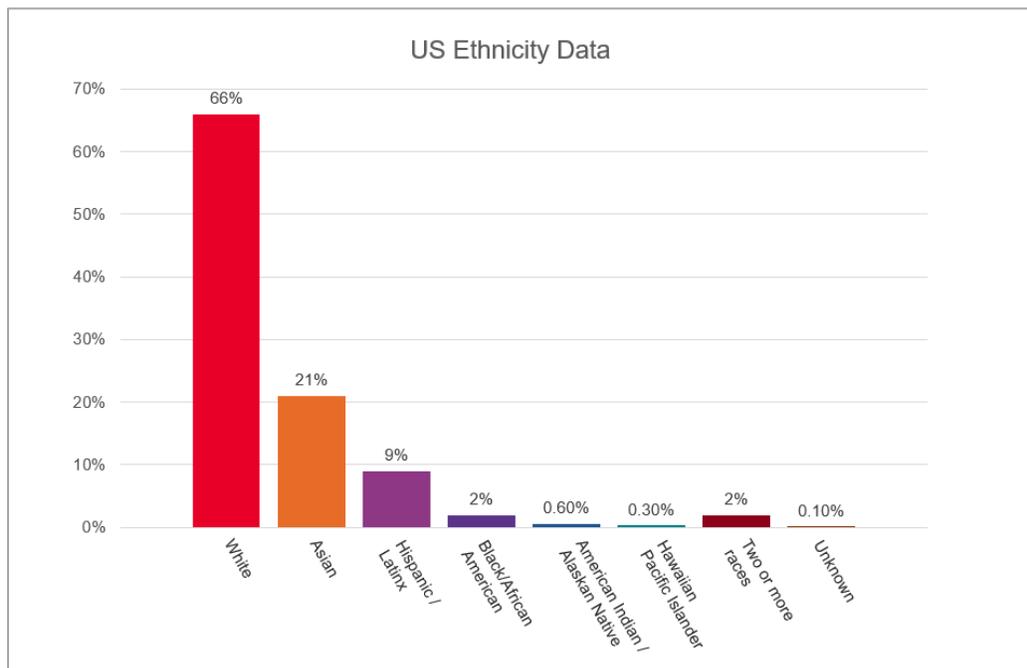
Year	2018	2019	2020
% of workforce	33%	33%	34%

Underrepresented Community Representation by Role in the US

Role	2015	2020
URM on the Board	12.5% (1 of 8)	11% (1 of 9)*
URM in executive positions	7%	17%
URM in leadership	22%	31%

* In May 2021, the board was expanded to 10. URM on the board is now 10% (1 of 10)

Black/African American, Hispanic/Latinx, Native American and Pacific Islander



Representation of Black/African American, Hispanic/Latinx, Native American, and Pacific Islander populations was unchanged on the Board, declined 1 point in executive positions, and increased 1 point in leadership positions from FY 2015 - FY 2020.

In addition to increasing representation of underrepresented communities across our business, Keysight is specifically focused on increasing representation by Black/African American, Hispanic/Latinx, Native American, and Pacific Islander populations, which historically are underrepresented in the high-tech industry.

Black/African American, Hispanic/Latinx, Native American, and Pacific Islander Representation in the US

Year	2018	2019	2020
% of workforce	11%	11%	11%

Black/African American, Hispanic/Latinx, Native American, and Pacific Islander Representation by Role

Role	2015	2020
Black/African American, Hispanic/Latinx, Native American and Pacific Islander in executive positions	3%	2%
Black/African American, Hispanic/Latinx, Native American and Pacific Islander in leadership	7%	8%

External Recognition



Top Employers Institute (Spain and Germany). Keysight Spain and Germany have been named top employers by the Top Employers Institute for the second year in a row.

JUST List (US). Keysight has been included on Forbes' list of America's Most Just Companies each of the past four years.

- Workforce Demographics – 2nd in the industry
- DEI Policies – 6th in the Industry

FORTUNE's 100 Best Workplaces for Diversity (US). Keysight was included in FORTUNE Magazine's list of 100 Best Workplaces for Diversity each of the past two years.

A complete list of awards can be found on our [Employer Awards webpage](#).

What Comes Next

Updating Engineering Terminology.

Recent events have created awareness that terms widely used by engineers, in some cases for decades, are terms of bias and exclusion. These terms may be spoken or found in engineering output and documentation across many industries. Terms such as “whitelist” and “blacklist” and “master” and “slave” are now understood to be discriminatory.

In 2020, Keysight established a committee to investigate the usage of these specific terms. Usage of the terms were found in documentation as well as software code, so the company decided to replace the terms where found. The remediation efforts, including testing, is expected to be completed in 2021 at an approximate \$1-2M cost.

Holding Ourselves Accountable

Though we are moving in the right direction, the work to create a more inclusive and diverse workplace has a long way to go in our communities, in our industry, and in our company. We recognize that to continue to improve, we must enable transparency within and outside the company; we must continue to set and track aggressive goals; and we must continue to nurture D&I programs, implement new initiatives, and involve all our employees.

Starting May 2021, our annual hiring goals are as follows:

- 35% Global new hires are women (2020 31%)
- 45% US external regular hires are URM (2020 42%)
- 80% of our managers will be expected to go through the Yale University Fostering Inclusion & Diversity program. 2022 goal of 100%

In addition, we will:

- Continue to invest in STEM education to nurture future engineers
- Globally increase our sourcing and recruiting of diverse candidates, which will focus on Asian, Black/African American, Hispanic/Latinx, Native American, and Pacific Islander representation
- Expand our D&I training and development
- Implement a Global Inclusion Council in 2021 to align and track Keysight’s D&I progress
- Continue executive- and board-level tracking and governance of our D&I program
- Publish a global D&I 2022 report and enhance our visibility in diverse communities, colleges, and universities to remain a magnet for the best talent

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). US 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.

Resources

[CSR Page](#)

[Affirmative Action and Equal Employment Opportunity Policy Statement](#)

[Black Girls Code](#)

[Careers D&I Page](#)

[CEO Action for Diversity & Inclusion](#)

[Corporate Social Responsibility](#)

[CSR Management System](#)

[Employer Awards](#)

[Inclusive Engineering Consortium](#)

[Introduce a Girl to Engineering Day](#)

[Keysight After School](#)

[Keysight's EEO-1](#)

[Keysight Leadership Model](#)

[MESA – K-16 Mathematics, Engineering, Science Achievement programs](#)

[Mike Hauser Academy](#)

[Our culture \(YouTube D&I video tells our strategy\)](#)

[SWE – Society of Women Engineers](#)

Learn more at: www.keysight.com

For more information on Keysight Technologies' products, applications, or services.

