

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, 1-1 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 the Greatest Generation to Boomers, Gen X, Gen Y and Millennials. This depth of experience combined with our agile global diversity and inclusive practices enable 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. Learning at Keysight aligns 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. Our learning and development strategy supports the business priorities across five key talent management areas as outlined below:



Keysight expects employees to achieve high levels of contribution at the pace of our always-evolving technology environment. The collective skills of our employees drive our capability, making them critical to our success.

Keysight's learning and development resources help enhance skills, knowledge, and productivity to achieve business objectives and prepare for future challenges. We place an emphasis on:

- Strengthening leadership ability and employee productivity
- Producing innovative and engaging learning solutions
- Using technology to deliver flexible learning solutions

Our learning matrix 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, inculcating our values, principles and competencies build the mindset, skills, and behaviors in alignment to 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.

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 updated and 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 organization needs.

Leadership Growth and Development

In partnership with the business the L&D team pivots quickly to launch capability-building programs to support the success of the business. Learning and development is 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, cultural, and strategic alignment throughout the company as One Keysight.
- Business Learning solutions - Designed by specific business needs to advance the technology, business, and change leadership.
- Functional Learning Solutions - Advance functional expertise, functions such as finance, controllership, Workplace Solutions, IT, R&D.
- Regional Learning Solutions - As a global company, addressing regional needs in EU, Americas, And Asia support the growth in our local regions.
- 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 is used to consider future top talent and develop them to meet critical business needs, business strategy, the Keysight Leadership Model, inclusion and diversity.
- Assessments - Self-awareness is an important element in the leadership development process, as such Keysight provides access to personal leadership and personality assessments, 360-degree feedback to help inform leadership development plans.
- Coaching - Internal and external coaching programs provide support for business leaders to grow the leadership skills within themselves 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 others. Some of these programs include new employee mentoring program, Keysight society women engineer, new hire program, underrepresented minority mentoring program, advanced leaders mentoring program, emerging leaders mentoring program, women's leaders mentoring program, open mentoring program, finance high potential women mentoring program, emeritus program for retiring employees.
- Tool Kits and Guides - Supporting behaviors and action through toolkits and guides for employees and managers provided as post-performance program support and as part of change management & crisis interventions stemming from an external dynamic environment.

MyVoice Program

Employee engagement and feedback guides 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 enables employee feedback and integrates company strategy, culture, and people engagement practices through yearly pulse surveys, with transparent results available to all employees. Discussions, resources, and team alignment are built into the solution set to enhance team effectiveness and action on feedback. Learning solutions are often derived from this program.

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 in advancing individual and operational success. We offer various programs and platforms that provide customized development opportunities for employees across all levels.

Across Keysight many 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 the entire company or customized aligned to business focus areas.

Measurement Of Impact on Business Performance

Keysight's learning strategy, execution and impact are measured through a number of key performance indicators. The first indicator ensures that the learning and development initiative 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** — 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 to provide a conduit to discuss and plan opportunities for individual growth and development.
- **Mentoring and coaching** — provides one-on-one, customized opportunities to learn from others
- Internal guides (Thrive Guide, Project Inspire) — provides current and relevant information on world events, best practices on engagement, work-life balance, leading remote teams, and more
- **Keysight Leadership Toolkit** — offers a comprehensive collection of tips, resources, and guidelines to manage employees and develop leadership expertise
- **Value Creation Plan** — 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; cascades annual company strategy, leadership behaviors, ideation, engagement and networking across the enterprise	3/4-day virtual program
Executive Edge program (EEP)	Provides leadership development to new GM /VP's	6-month virtual program
	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
Advanced Leaders Program (ALP)	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
Emerging Leaders Program (ELP)	Provides development to high-potential women through mentorship from a Keysight senior leader; program is designed to close the gender gap in technology	6-month virtual program
Accelerating Women Leaders Program	Provides leadership development for experienced managers to prepare them for next level roles and emerging challenges	6-month virtual program
Evolve	Provides a series of core development for all new Keysight managers on leading teams starting from an inside-out perspective	12-month virtual program
Launch	All new managers are automatically assigned the Build curriculum to learn how to navigate Keysight's operational and administrative aspects of managing employees' life cycle	12-session virtual program
Build	Annual meeting of Keysight's top leaders to engage in interactive presentations focused on company strategy, priorities, and key focus areas	6-8 hours on-demand

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 through 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 programs sponsored & supported | professional development

- **Microlearning** – Learning is broken down into smaller components and reenforced through strategic activations sprints, learning nudges through text messages.
- **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 while helping them secure higher education goals individually

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:

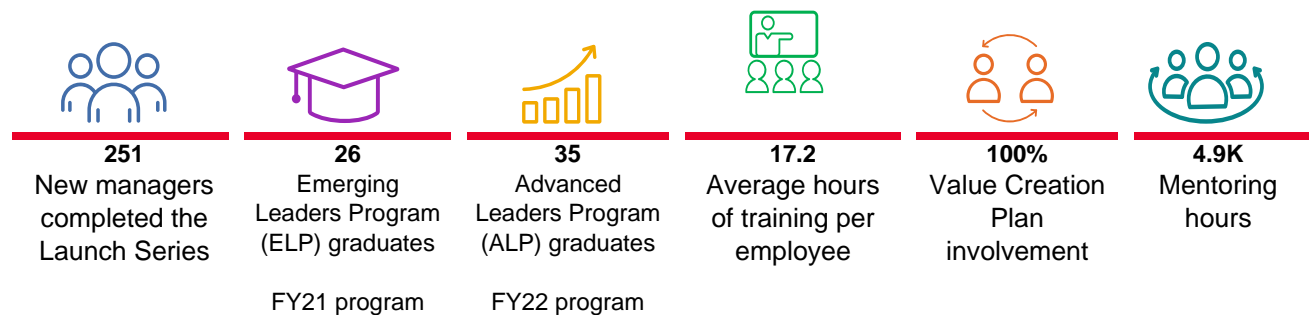
• Keysight Diversity Allies	• LGBTQA+	• Keysight Source
• Employee Network Group for Underrepresented Minorities	• Women’s Council Women’s Leadership Development	• KeyChains
• Next Generation Hires (Santa Rosa and Colorado Springs)	• Keysight Society of Women Engineers Enterprise Program (KSWEEP)	• Spectrum
• Toastmasters (Fountaingrove and Beijing)	• Keysight Roots	• WISE
	• Wavelets	• Colorado Springs Women’s Group
		• Caretakers

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 sponsor employee membership as well as support employee volunteer engagements
- Multiple women in technology programs to advance and support gender equality in technology
- Support for summer internships that drive future workforce development and provide a unique learning and engagement opportunity to current employees

Snapshot of Professional Development As of End Fiscal Year 2021



Employee Training & Awareness

All employees complete various trainings (some mandatory and some optional) upon joining Keysight and throughout their employment with the company 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. An example of training topics is listed below.

Compliance & ethics

- **Standards of Business Conduct (SBC)** — all employees complete this training as part of onboarding and then take an annual refresher course.
 - Human Rights & Labor
 - Eradication of Slavery and Human Trafficking
 - Anti-discrimination/Anti-harassment
 - Business Ethics

- Data Privacy
- Anti-bribery/Anti-corruption
- Corporate Social Responsibility/Environmental Social Governance
- **Regulatory Compliance**
- **Responsible Sourcing** – specialized training provided for procurement employees that emphasizes 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.
- **Diversity, Equity, and Inclusion (DEI)** – 100% of employees received training on diversity, equity, and inclusion.
- **IT Security Awareness**
- **Privacy/Data Privacy**
- **Environmental Health & Safety (EHS)** – training of all employees and subcontractors working on premises on environmental, health and safety risks and good working practices.

Diversity, equity & inclusion | courses

Program name	Course description	Audience
Fostering Inclusion & Diversity Program	Teaches skills to build inclusive and diverse teams that are more collaborative, innovative, and effective	Managers
Select – The Neuroscience of Better Hiring Decisions	Teaches inclusive hiring skills	Managers
Developing & Marketing Job Descriptions More Inclusively	Teaches how to use inclusive language to attract diverse talent	Managers
Working Inclusively	Teaches DEI fundamentals as well as mitigating unconscious bias and microaggressions. Includes resources to enable reflections, DEI dialogue and contributions from all	All Employees

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

External Program Sponsored | Employee Training and Awareness

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		✓		
Responsible Sourcing		✓		
Supplier Code of Conduct		✓		
Diversity, Equity, and Inclusion		✓		
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 Fiscal Year 2021



100%

Standards of Business Conduct completion rate



226K

Courses completed by employees through continuous learning and virtual environment tools



1,291

Managers completed the Fostering Inclusion and Diversity program

Awards & Support | Learning & Development

Keysight has received global and national recognition for our commitment to learning and development:

- **Best Unique or Innovative Leadership Program** – In 2021, Brandon Hall Group recognized Keysight's Launch Series with Gold for Best Unique or Innovative Leadership Program in the Leadership Development Program category.
- **Best Advance in High Potential Development** – In 2022, Brandon Hall Group recognized Keysight's use of mentoring in its high potential programs with a Silver award.
- **California Employment Training Panel (ETP)** – On November 19, 2021, Keysight was awarded a fourth 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.
- **2021 Top Supporter of Historically Black Colleges and Universities (HBCUs)** – The 2021 top supporter award recognizes Keysight's broad and multi-faceted approach to HBCU education and employment goals, including scholarships, advisory board participation, mentoring, and equipment donations.

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.

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