

2022 D&I REPORT

The Bridge: Diversity + Inclusion at F5

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Contents

Introductions

Foundation: Getting Grounded

Support: Strength for the Journey

Span: Going the Distance

Inclusion

Diversity

Equity

Allyship

The Journey Continues

Guides on our Journey



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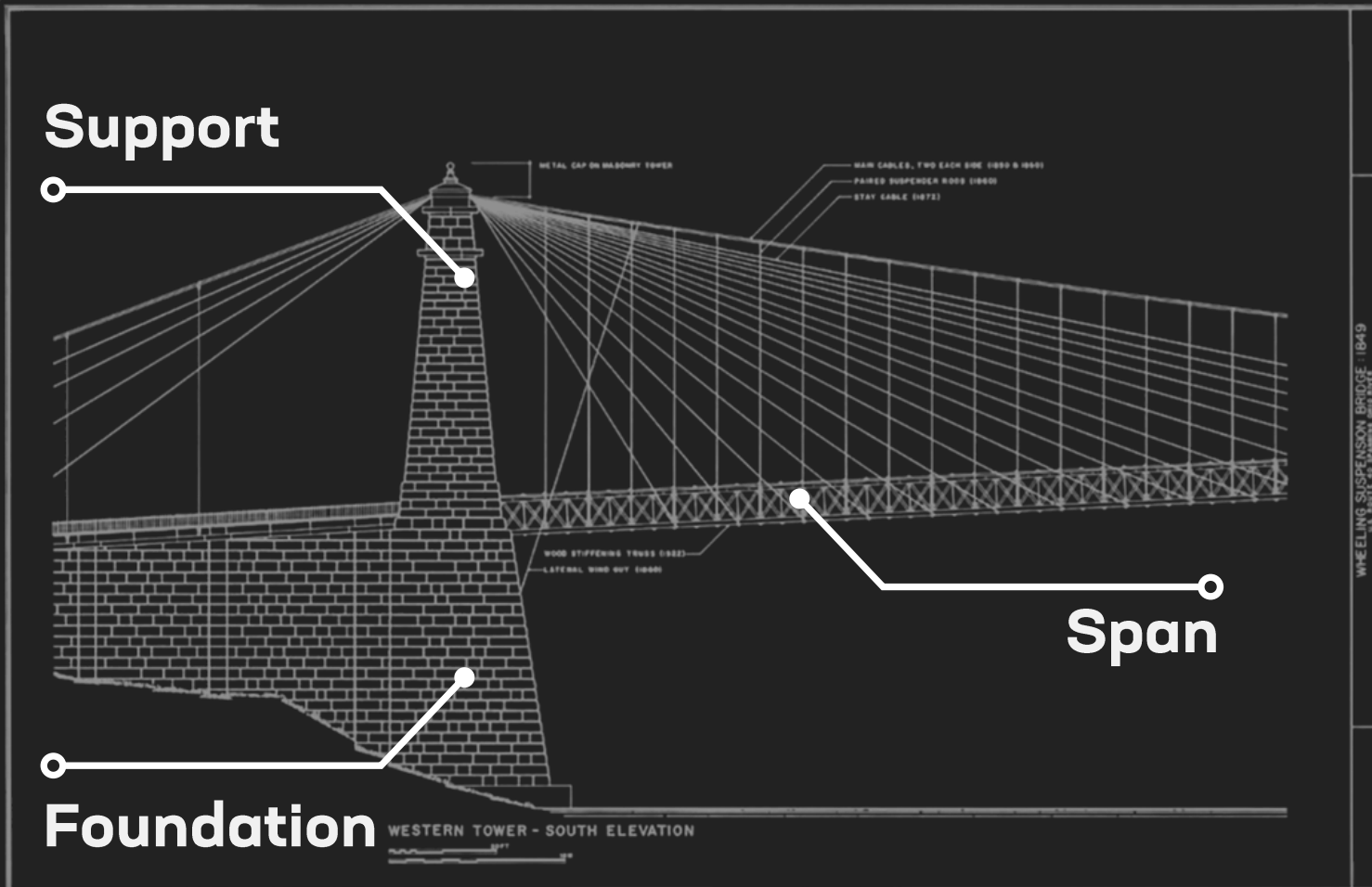
The Bridge

Our 2021's D&I report used a house to illustrate F5's commitment to a diverse, and inclusive workplace. We now expand upon the concept of building and construction by way of the bridge.

Through the integration of the bridge as symbol, we can understand that a diverse and inclusive workplace is both a goal (a meeting point) and a process (a journey).

A structure intentionally built to span obstacles, a bridge connects people, places, and ideas. Bridges reduce isolation and foster relationships, collaboration, partnership, and interdependence.

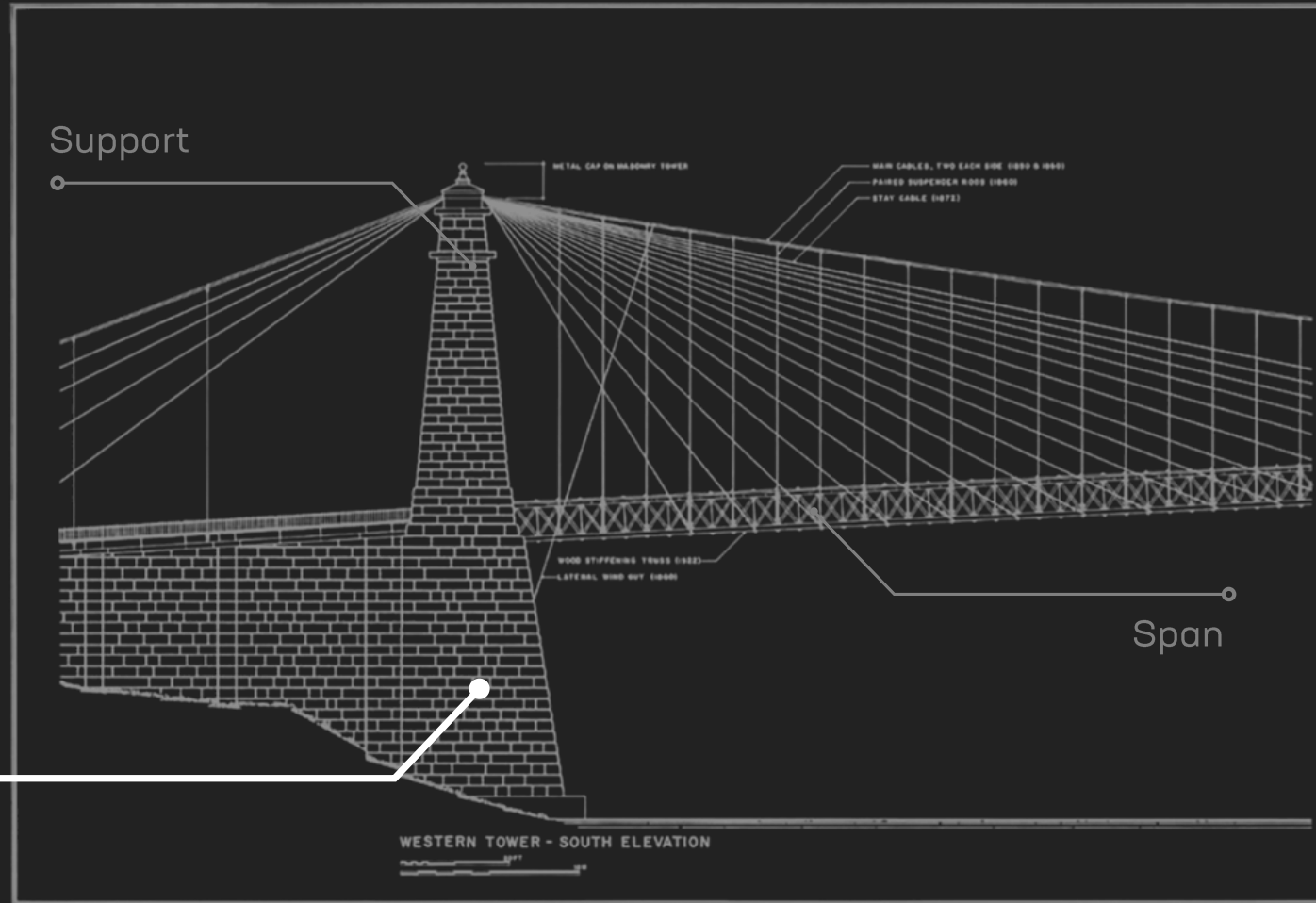
The journey across may not always be comfortable, but the process remains: one foot in front of the other. No one can make this journey for us, and we cannot do it alone.



GETTING GROUNDED

Foundation

For a bridge, the foundation is the element that transfers weight to the earth, where it can be held. At F5, our D&I foundation began in 2018.



Reflections on Our D&I Foundation

Knowing where we started is essential to understanding how we've arrived at where we are today.

FY18 was a pivotal year. After taking a hard look at the demographics of our company, we formalized our diversity and inclusion strategy to accelerate change. We took action.

Over the next five years, we transformed our hiring program, expanded our employee inclusion groups, implemented unconscious bias and inclusive leadership trainings, signed the CEO Action Pledge, and much, much more.

We invite you to begin the journey with us by reviewing our FY18 data.

FY18

GLOBAL

Belonging	Female	Male
72%	20.3%	79.8%

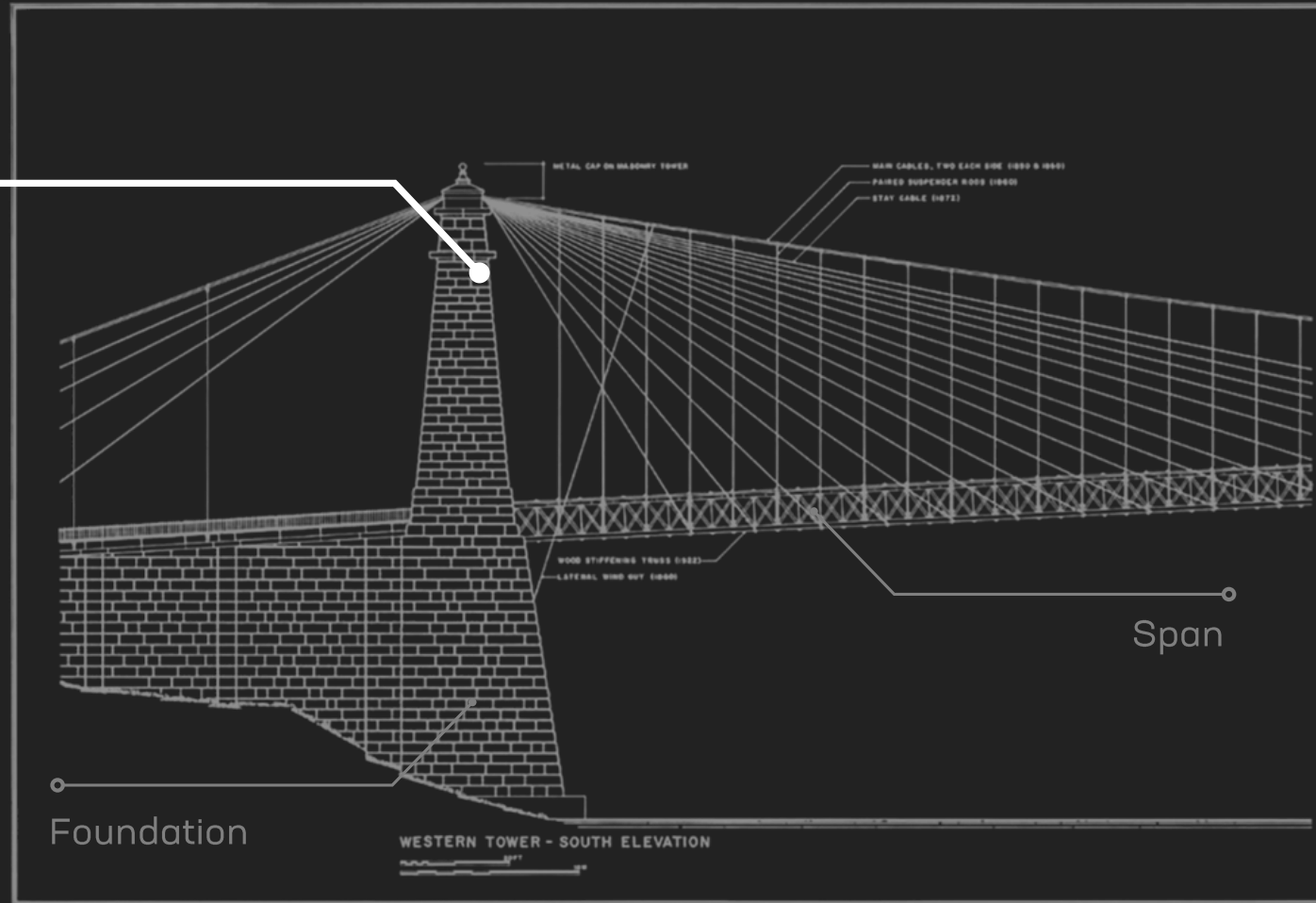
UNITED STATES

American Indian or Alaskan Native	Asian	Black	Hawaiian or Pacific Islander	Hispanic/Latino(a)	Two or More Races	White
0.3%	21.6%	1.9%	0.3%	3.8%	2.9%	69.0%

STRENGTH FOR THE JOURNEY

Support

For a bridge, the support is what connects the disparate pieces to form the whole. It reinforces the structure. At F5, we believe data transparency and accountability are the support needed to strengthen our D&I journey.



Accountability & Transparency

FY20 and Before

ACCOUNTABILITY

D&I Pledge:

F5 invited all employees to sign the D&I Pledge and hosted a day of learning to support those efforts. The pledge was signed by all our executive team, members of our board, and 1,200 F5ers.

FY21

VP+ Commitments:

Beginning in FY21, we mandated that each VP and above at the organization make a commitment to diversity and inclusion and share it with their orgs.

FY22

D&I Tied to Executive Compensation:

Beginning in FY22, we set D&I goals for F5 and incorporated them into executive bonuses.

TRANSPARENCY

Executive Quarterly Reports:

On a quarterly basis, the executive team reviewed the diversity representation and inclusion data and discussed ways to create change in the organization.

Manager+ D&I Report:

Beginning in FY21, we made representation and belonging survey data available to all managers and above who had five or more direct reports (for privacy protection).

External Representation Release:

Beginning in FY22 with our open house report, we began sharing representation and belonging data internally and externally. We do so again today.

FY18 - FY22

GLOBAL

	Belonging	Female	Male
FY22	84%	25.3%	74.5%
FY21	81%	24.1%	75.8%
FY20	84%	23.2%	76.8%
FY19	77%	22.3%	77.7%
FY18	72%	20.3%	79.8%

UNITED STATES

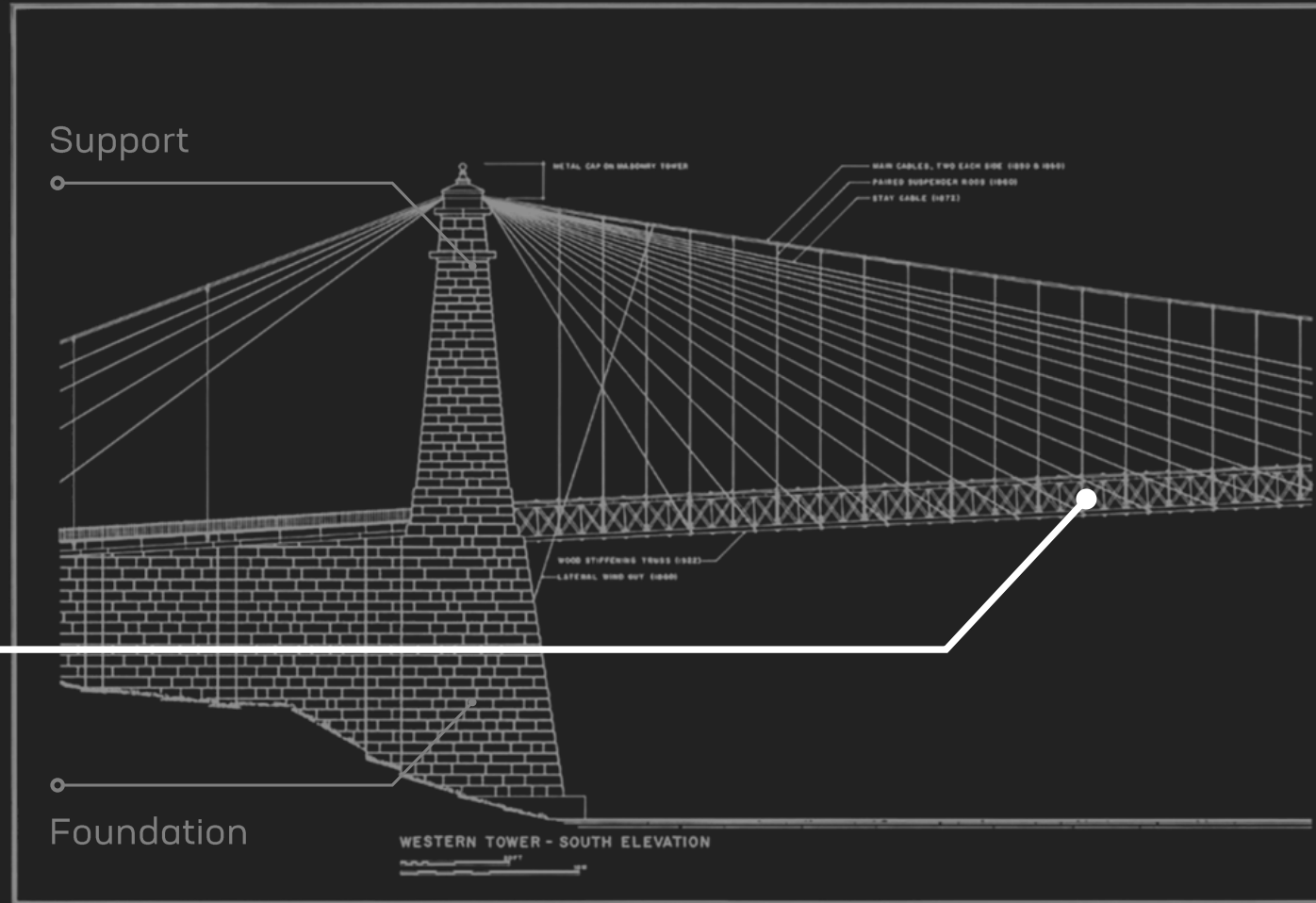
	American Indian or Alaskan Native	Asian	Black	Hawaiian or Pacific Islander	Hispanic/Latino(a)	Two or More Races	White
FY22	0.3%	24.8%	3.4%	0.3%	4.5%	3.3%	62.7%
FY21	0.3%	24.4%	2.7%	0.3%	4.5%	3.0%	64.3%
FY20	0.4%	22.6%	2.5%	0.3%	4.5%	2.9%	64.6%
FY19	0.4%	22.4%	2.1%	0.3%	4.1%	2.8%	67.6%
FY18	0.3%	21.6%	1.9%	0.3%	3.8%	2.9%	69.0%

*Beginning in FY23, our D&I report will align to the EEO reporting definition of Hispanic/Latino(a)

GOING THE DISTANCE

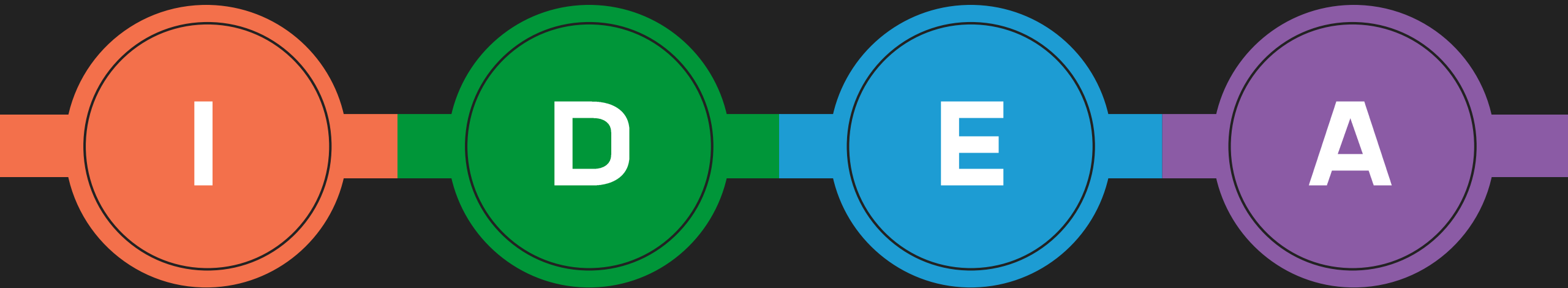
Span

We believe that the IDEA framework will bridge us to a workplace where everyone can be themselves and reach their full potential.



A Complex System of Change

F5's framework for diversity and inclusion is a dynamic model. Each concept is composed of multiple factors that require focus and engagement at all levels of the organization. As a company, we are making these efforts part of the way we do business.



Inclusion

Creating a sense of belonging for everyone at F5 that helps employees love what they do and the company they do it with.

Diversity

Encouraging variety in our employee demographics to incorporate diverse backgrounds, thinking, and viewpoints into our innovation.

Equity

Ensuring everyone has access to the resources, opportunities, and information they need to succeed.

Allyship

Listening and learning from those whose experiences are different from our own and getting feedback on the impact of our actions.

Inclusion

FY20 and Before

Unconscious Bias Training:

This training was issued to F5 employees and continues today.

BeF5 Inclusion Coaching:

Coaching was made available to all employees. One-on-one coaching provides them with the support they need when faced with uncomfortable conversations and situations.

Globe Smart:

This tool was introduced for cultural awareness training by focusing on bridging diverse work styles, communication styles, and cultural differences - ensuring our employees are effectively and productively working across differences.

FY21

Employee Inclusion Survey:

Our first inclusion survey was launched with a section on expansive and affirming self-identification options. This survey is now incorporated into our ongoing listening system to continually check in on inclusion at F5.

Employee Inclusion Groups (EIGs):

EIGs are F5's version of ERGs and their impact is widely felt. We honored the role they play by transforming the global co-chairs into future leaders of F5. Beginning in FY21, they have been provided with coaches, courses, executive sponsors, and hands on experience. They are also eligible for a performance bonus for this work.

FY22

Self-Identifier Expansion:

We changed the way we collect demographic information from candidates and current employees who are in the U.S. to be more affirming by expanding our gender options, collecting pronouns, and offering multi-selection on ethnicity and race.

D&I Learning Opportunities:

We evolved our trainings by making them micro-learnings throughout the year and by expanding the coverage to include inclusive hiring, allyship, and microaggression training.

Diversity

FY20 and Before

Balanced Slate Initiatives:

We began requiring balanced slates at the interview stage of hiring. While we recognize diversity broadly, we define a balanced slate as including one female (globally) and/or one underrepresented minority in the U.S.

F5 Reinvent Practices:

We have been introducing additional inclusive hiring practices into F5 processes, including recommending removal of resumes during the interview, limiting the number of interviewers, and a standardized question bank. These actions have helped us to widen the net to find more diverse candidates and create a more inclusive hiring process.

FY21

First Hispanic Board Member:

We previously increased the gender diversity of our board representation and, in FY21, expanded that diversity by adding our first Hispanic director to the F5 board.

Supplier Diversity Initiative:

As a large organization, we know our buying power can have an impact, and we want to be intentional about who receives our dollars. In FY21, we improved collection of data on our suppliers and committed to 2.5% of our annual spend going to diverse suppliers by the end of 2023.

FY22

Black Equity Index:

F5 took part in the inaugural survey to benchmark and share practices across industries and organizations.

Forming New Connections:

This year, we teamed up with HBCU Connect to shine a spotlight on our internal Black professionals and meet new people. We continued to engage with our external group, “Black Leader in Tech,” to spotlight new roles and programs F5 is offering.

Global Good:

97% of F5 Global Good grants funded non-profits that support majority BIPOC and under-served communities. Our grant recipients are also selected by committees of F5ers.

Equity

FY20 and Before

Mentoring Program:

Mentoring at F5 was started by our Women's Employee Inclusion Group and is now available to all. Through mentoring, we continue to connect people across roles and locations in support of career and personal development.

Coaching Program:

Business leaders are invested in 1:1 coaching to support their team members' development goals. The cohort of coaching recipients continues to be analyzed to ensure equity in opportunity to develop across multiple demographics.

Black Boardroom Initiative:

This initiative provides training and support to Black executives looking to join for-profit boards. F5 became a founding member and has participated each year since.

FY21

FY21 Black Leaders in Tech:

This event was open to everyone and made an impact on the tech community by having open and candid conversations and spotlighting talented Black leaders in the tech industry.

Diversity in Innovation Pledge:

As signatories in the pledge, we committed to equitable representation in our patent recipients and inventor community.

Equity in Budget & Headcount Analysis:

Pay equity analysis is an important effort but not enough if done in a vacuum. In FY21, we conducted a pay equity analysis, but we also conducted an equity analysis on our leaders' budgets and headcounts, finding no statistically significant differences. We continue to conduct analysis of this nature to ensure equity in resources and opportunity at F5.

FY22

Leadership Development Conference:

An expanded version of a previous conference, this event focused on the unique workplace experiences of Black and Latinx employees and took place globally. The objective was to provide tactics and advice for members of these communities so they can thrive in the workplace and connect with one another. The participation in this conference increased three-fold and received 4.6 of 5.0 points on the satisfaction survey.

Sponsorship Program:

We expanded the advocacy power of our sponsorship program to include our F5 Appreciates Blackness, Latinx, and Women's EIGs. This program connects F5ers at VP level or above to EIG members in an interactive session intended to form new relationships.

Allyship

FY20 and Before

Pledge to D&I:

Our entire executive team, many of our board members, and many F5ers signed the Pledge for Diversity, Inclusion, and Equality, which offers specific allyship behaviors to which we hold ourselves to every day.

BeF5 Behaviors:

F5's culture is described by a set of behaviors that we expect all F5 employees to exhibit. One such behavior is to create a more diverse and inclusive F5. This behavior holds equal importance to the behaviors focused on ownership, agility, and customer needs. We believe D&I is a key to success.

CEO Action:

F5 signed the pledge to diversity and inclusion through CEO Action for Diversity & Inclusion. We believe that allyship is displayed from the top down and is a public commitment. We have signed the pledge each year since.

FY21

Allyship at Work Program:

We launched our allyship program to continue the work started in FY20 and engage allies at F5 to continue their commitment and fulfill the pledge made through learning, intentional action, and requesting feedback.

Allyship Track at the D&I Conference:

We hosted a track in our biennial conference that included trainings and opportunities to practice increased empathy, active listening, speaking up, and taking accountability for the impact of your actions. All the necessary skills for our allies to continue the journey.

FY22

Allyship Reading Library:

F5 hosts four days a year dedicated to learning that we call Learning Day. During this fiscal year, we offered more than 40 different books at no expense to our employees to help expand employee's IDEA acumen.

Allyship Book Clubs:

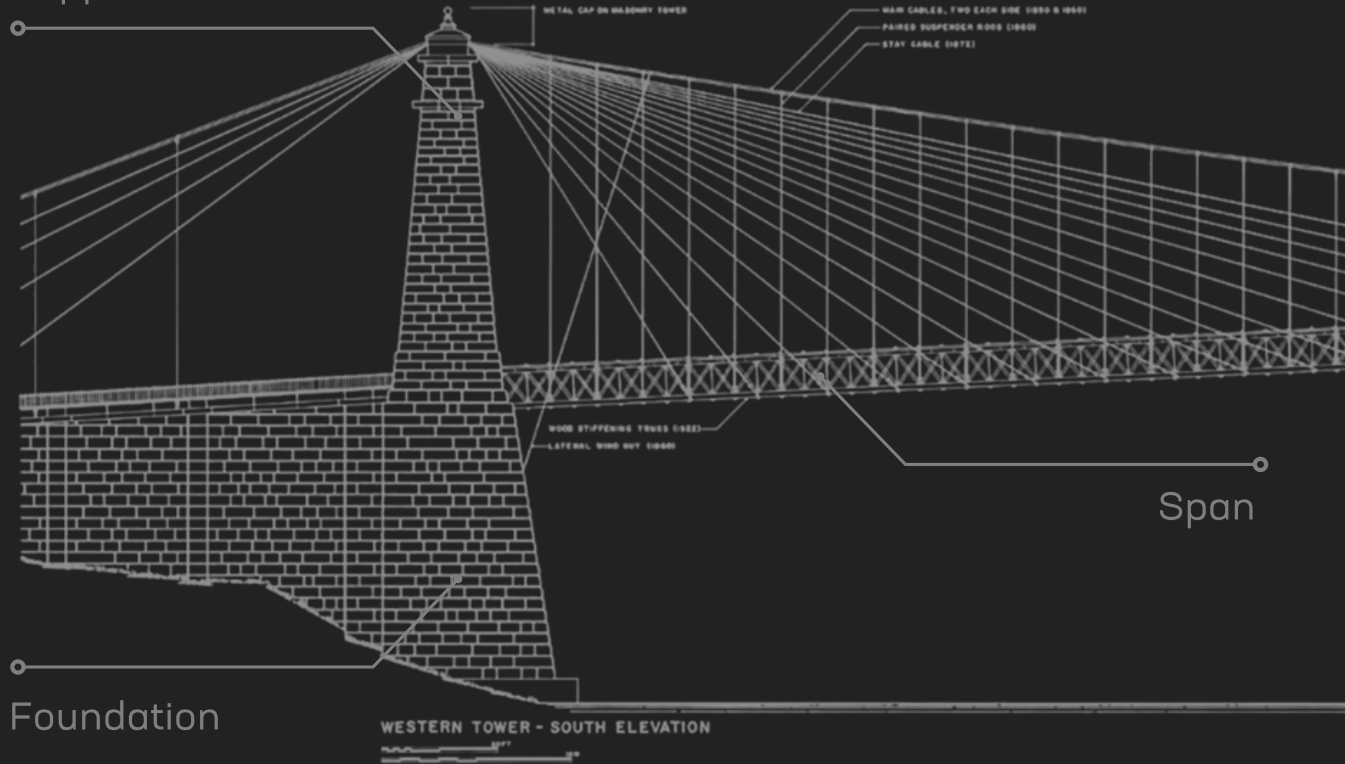
Employee-run and supported by D&I, these book clubs provide members with education on actions they can take to create an inclusive culture along with proven strategies for affecting positive change.

Allyship Required Learning:

Employees were provided mandatory allyship training that guided F5ers on creating a more equitable and inclusive environment at F5.

KEEPING THE MOMENTUM

Support



The Journey Continues

Dedicated to our current work, we know much lies ahead. Each year, F5 selects at least one new large initiative from each area of our D&I strategy framework (IDEA) to bring to life.

Initiatives That Move Us Forward

Each year, F5 selects new initiatives that use the guidelines of our IDEA framework. Below are the initiatives we look forward to in FY23 to help us continue our journey across the bridge.

Inclusion

Continue to require inclusion trainings of all employees, to invest in our EIGs and their leaders by providing a performance bonus to each global EIG leader. Maintain 80% or above favorability in global belonging on our employee engagement survey.

Diversity

Continue to require balanced slates for all open positions at the time of interview and increase global female representation by 5%, Hispanic/Latinx (U.S. only) by 6%, and Black/African American (U.S. only) by 15%.

Equity

Launch a curated leadership program to our Latinx EIG members internally, provide recordings from our D&I conference on thriving in leadership externally, and continue to expand our equity analysis of talent processes and programs within F5.

Allyship

Engage and expand our Allyship at Work group, form a Mental Health First Aider community of practice internally, and require that all members complete training to equip them to practice allyship and advocate for a diverse and inclusive F5.

Accountability & Transparency

Expand our D&I dashboard to include participation rates for programs related to IDEA and an accompanying playbook to help leaders move from advocacy to activism.

**Thank you for
being an integral
part of this journey.**

We are hiring: www.f5.com/company/careers