



2021 D&I REPORT

# F5 Open House on Diversity + Inclusion



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**\$2.6 billion**

in revenue in FY21

**Forbes 50**

Culture Champions

## Who lives in this house?

To our neighbors, F5 is a multi-cloud application security and delivery company that enables our customers—which include the world’s largest enterprises, financial institutions, service providers, and governments—to bring extraordinary digital experiences to life.

To employees, F5 has a small-company vibe because we care so strongly about each other, how we work together, and how our culture helps us "BeF5"—as human beings who put people first, speak from the heart, value others’ contributions, and invest in each other’s growth and success. That's what powers our D&I efforts.

**18k customers**

in 43 countries

**9.4**

customer satisfaction rating



**Still, we can't realize our  
potential without  
performance.**

**And as with any house,  
some areas need work.**





# The F5 Renovation Team for our D&I House



**François Locoh-Donou**

CEO AND PRESIDENT



**Ana White**

CHIEF PEOPLE OFFICER



**Mary Fairchild**

SENIOR DIRECTOR, D&I



# The Blueprint: IDEA

F5's D&I Strategy  
Framework

## A Complex System of Change

Each concept is comprised 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

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

## Diversity

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

## Equity

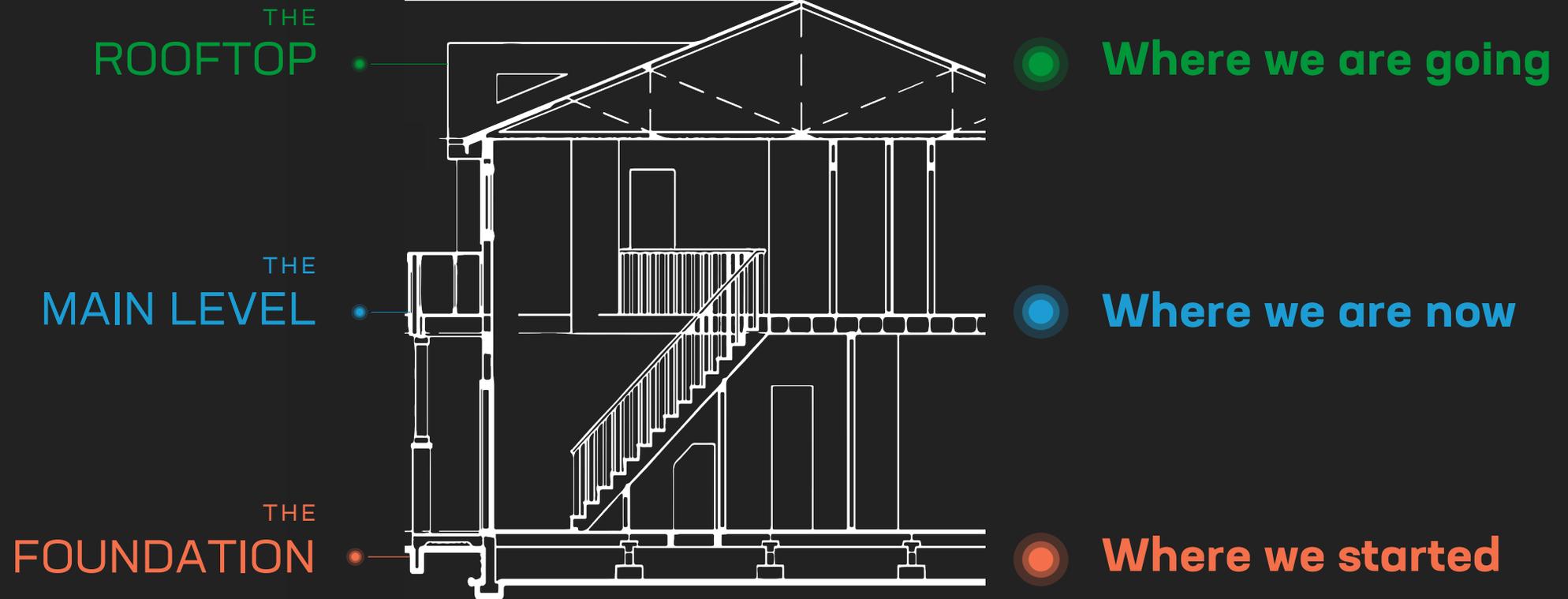
Ensuring everyone has access to the resources, opportunities, and information they need to succeed.

## Allyship

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



THIS IS OUR HOUSE.





LET'S START WITH

# House Rules

(THE D&I VERSION OF TAKING OFF YOUR SHOES AT THE DOOR)



# Our pledge for racial equality, diversity, and inclusion.

At F5, our guiding principle is to do the right thing—for each other, our customers, our shareholders, and our communities.

By focusing on anti-racism and anti-discrimination, we each pledge to:

- 1 Be accountable for the impact of bias and inequity that our words and actions may have on others.
- 2 Solicit feedback to discover and repair our own blind spots toward inequality.
- 3 Speak up to interrupt bias or microaggressions.
- 4 Diversify our networks inside and outside of F5, holding ourselves responsible for developing and attracting diverse talent.
- 5 Continually listen and learn when others share their experiences in order to more fully understand and accept that those experiences may be different from our own.

Join us in signing the pledge, which can be downloaded [here](#).





WHERE WE STARTED

# Our D&I Foundation

FY18 - FY20\*

\* Based on F5's fiscal year which runs October - September



# FY18

## GLOBAL

Belonging*	Female	Male
72%	20.3%	79.8%

## UNITED STATES

American Indian or Alaskan Native	Asian	Black	Hawaiian or Pacific Islander	Latinx	Two or More Races	White
0.3%	21.6%	1.9%	0.3%	3.8%	2.9%	69.0%

In 2018, we recognized the lack of diversity in our workforce and acknowledged the work needed to foster change.

We got started.

\*Belonging reflects the last survey for each year



# Laying the Foundation

Our effort to make F5 into a more diverse and inclusive place to work began to get traction in 2018 as we placed the fundamental elements for any D&I strategy.

## FY18 to FY20

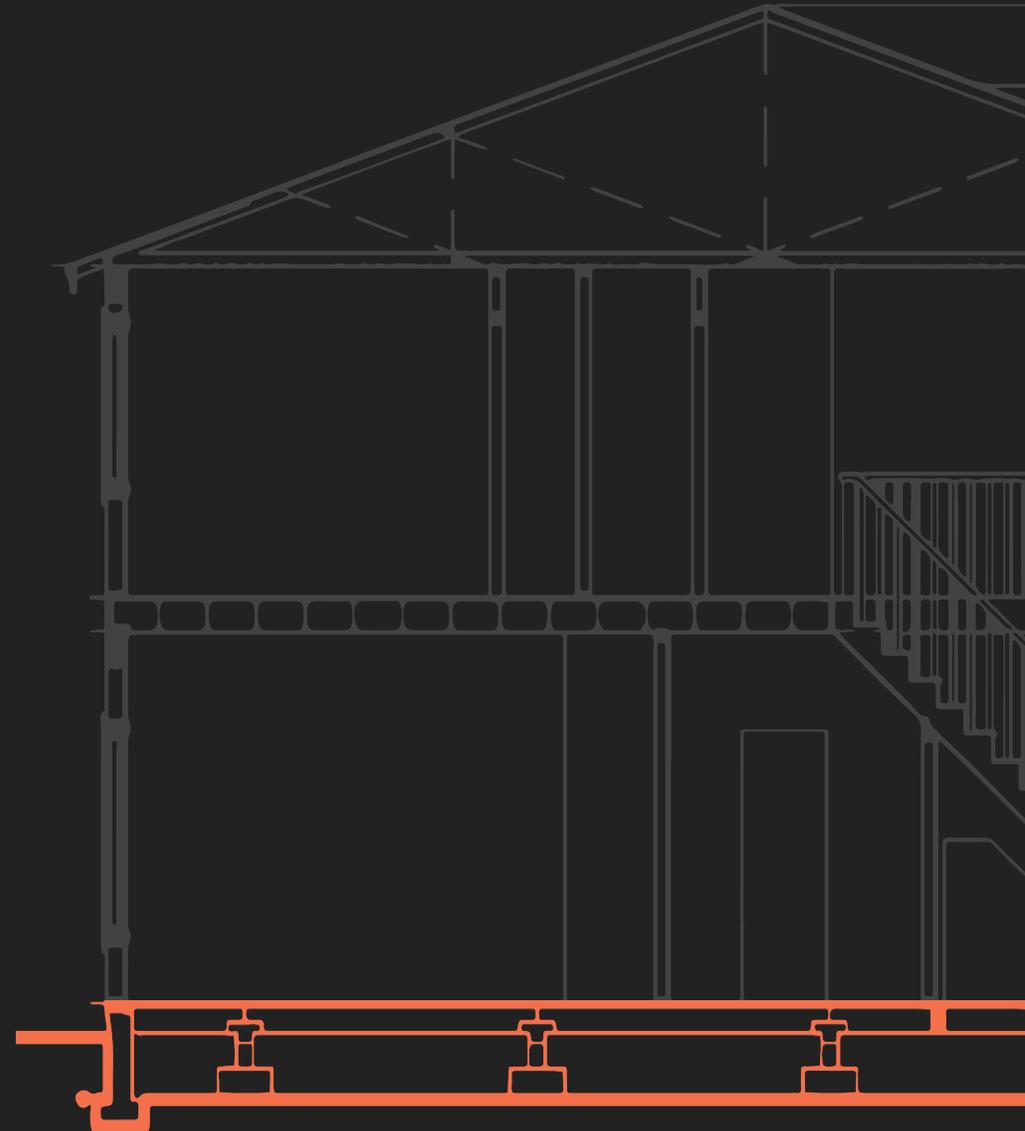
Reinvented our hiring program to increase requirements for balanced interview slates (1 female/global position and/or a racially/ethnically underrepresented person/US position).

Grew to 7 global employee inclusion groups (EIGs) open to all F5ers, with 23 chapters in 11 countries, each with executive sponsors. The EIGs include F5 Ability, F5 Appreciates Blackness, F5 Multicultural Group, F5 Military Veterans, F5 Connects Women, F5 Latinx e Hispanos Unidos, and F5 Pride.

Implemented mandatory unconscious bias training for all employees and inclusive leadership training for senior leaders.

Served as founding members of the [Reboot Representation Tech Coalition](#), whose aim is to double the number of Black, Latina, and Native American women receiving computing degrees by 2025.

Signed the [CEO Action Pledge](#) with other business leaders taking collective action on diversity, equity, and inclusion.





WHERE WE ARE TO DATE

# The Main Level

FY21



# FY18 - FY21

## GLOBAL

## UNITED STATES

	Belonging*	Female	Male	American Indian or Alaskan Native	Asian	Black	Hawaiian or Pacific Islander	Latinx	Two or More Races	White
FY21	81%	24.1%	75.8%	0.3%	24.4%	2.7%	0.3%	4.5%	3.0%	64.3%
FY20	84%	23.2%	76.8%	0.3%	24.6%	2.5%	0.3%	4.5%	2.9%	64.6%
FY19	77%	22.3%	77.7%	0.4%	22.4%	2.1%	0.3%	4.1%	2.8%	67.6%
FY18	72%	20.3%	79.8%	0.3%	21.6%	1.9%	0.3%	3.8%	2.9%	69.0%

\*Belonging reflects the last survey for each year



# Our Metrics Drive Our Action Plan

Our metrics reveal the work that's been done and our progress as well as the need for more work.

Not only has the general Female representation increased by 3.8% but we went from no Female Executive Vice Presidents in FY17 to 40% today.

Our diversity achievements have been consistent but are not accelerating.

The groundwork is done. Now we need to roll up our sleeves and dig deeper to improve the diversity design of our workplace.

This F5 Open House is both a report on our progress and an action plan for renovations that will make our company stronger and more inclusive.



# We Continue to Reference Our Blueprint: Our IDEA Framework

A Complex System of Change

Inclusion

Diversity

Equity

Allyship

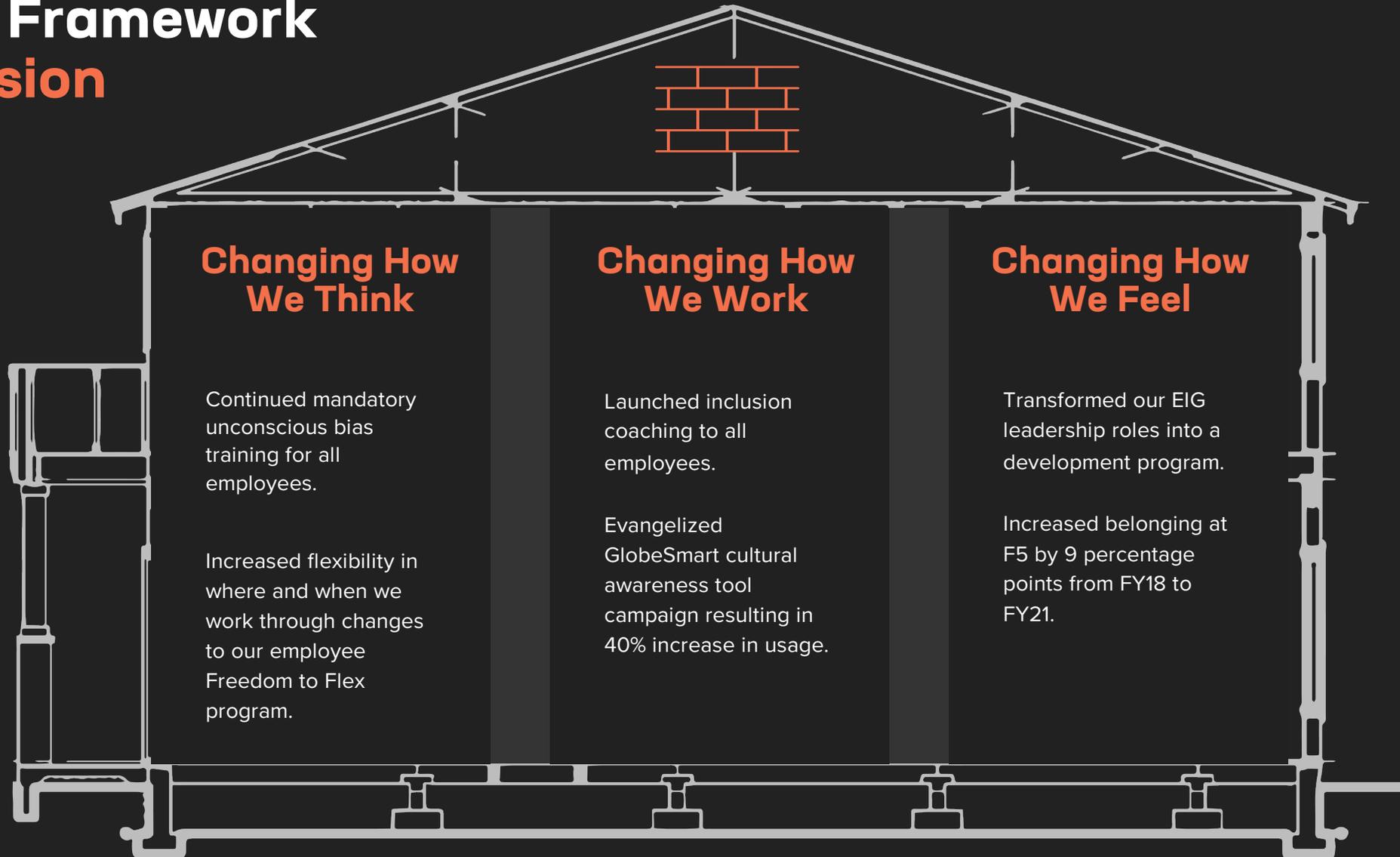


Let's go deeper into the details of what F5 has accomplished and how we're applying what we've learned.



# IDEA Framework

## Inclusion





# The Details: Inclusion

## Changing How We Think

Our unconscious bias training became mandatory in FY21 and was met with applause by employees who sent notes of gratitude and remarked on its efficacy. In FY22, microlearning will be required throughout the year and will include inclusive hiring, allyship, and microaggressions training.

F5 Freedom to Flex (what we call our telecommuting program) expanded out of necessity due to COVID, prompting us to get creative in how we connect with one another and stay open to ways of working we never imagined before. We will continue these new practices in FY22 as some choose to continue working remotely, others return to the office, and everything in between.

## Changing How We Work

In FY21, we launched BeF5 Inclusion Coaching available to all employees worldwide. This service provided F5ers with access to a certified coach who specializes in D&I. F5ers explored new information, processed situations, and created individual goals through the program. We are expanding this coaching in FY22 to include group coaching for teams.

As a global company, we recognize the importance of working across cultures. To help guide employees and teams in learning how to work across differences, we evangelized our GlobeSmart tool. In FY21 we saw an increase in usage by 40% globally. F5ers most visited guides on communication, giving feedback, and evaluating employees across cultural styles.

## Changing How We Feel

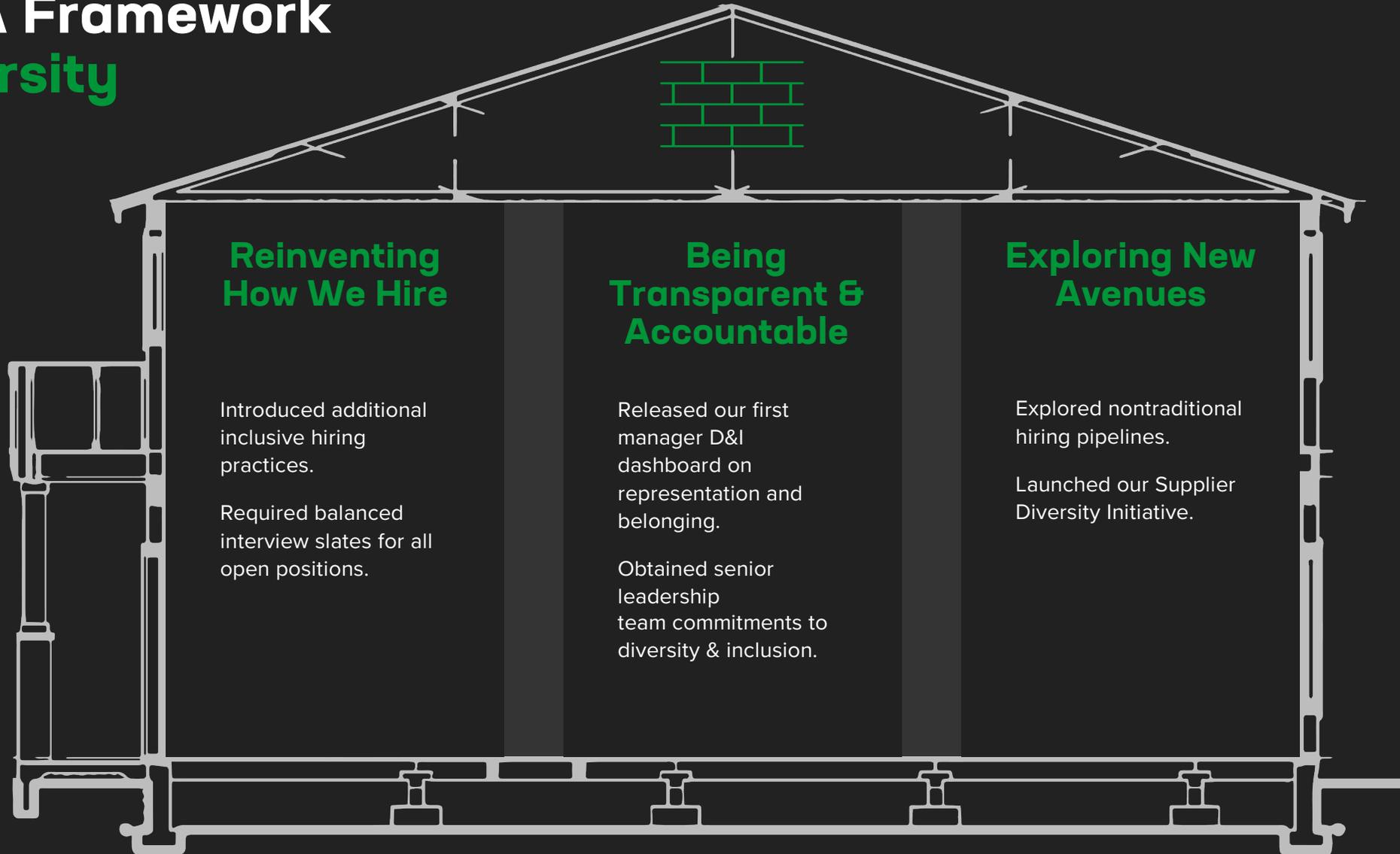
Employee inclusion groups (EIGs) are F5's version of employee resource groups. Importantly, EIGs help build a sense of community to combat the loneliness of "only-ness." We continue to develop our EIG leaders into future business leaders at F5 by providing them with coaches, leadership development courses, and executive sponsorship. They also receive hands-on experience managing volunteers, a budget, and a strategy. They are eligible for a performance bonus for their work. This program will continue in FY22.

We increased our belonging score on our employee survey by 9 percentage points from FY18 to FY21 due to the ongoing efforts and partnership of the D&I team and EIGs.



# IDEA Framework

## Diversity





# The Details: Diversity

## Reinventing How We Hire

Since 2019 we have been introducing additional inclusive hiring practices into the F5 hiring process, including recommendations for the removal of resumes during the interview, a limited number of interviewers, and use of a standardized question bank. These actions, along with training about bias awareness and mitigation, have helped us widen the net to find more diverse candidates and create a more inclusive hiring process.

Starting in FY18, we began requiring balanced slates at the interview stage of hiring for positions at the director level and above. In FY21, this requirement expanded to all positions. While we recognize diversity broadly, we define a balanced slate as including one female (globally) and/or one underrepresented minority in the US. We regularly remind F5ers of the importance of these practices—they cannot be a check-the-box exercise.

## Being Transparent & Accountable

We made important strides on our journey to transparency and accountability in FY21 by releasing our first diversity and inclusion manager dashboard internally. Data plays an important role in understanding our current state and planning for the future. All managers are empowered with the knowledge and resources to participate in this change at F5.

Each of our senior leadership team members made a personal commitment to diversity and inclusion in FY21. Every quarter, the team of approximately 100 leaders revisits those commitments and our progress. These practices will continue in FY22, as we recognize we need to push ourselves further.

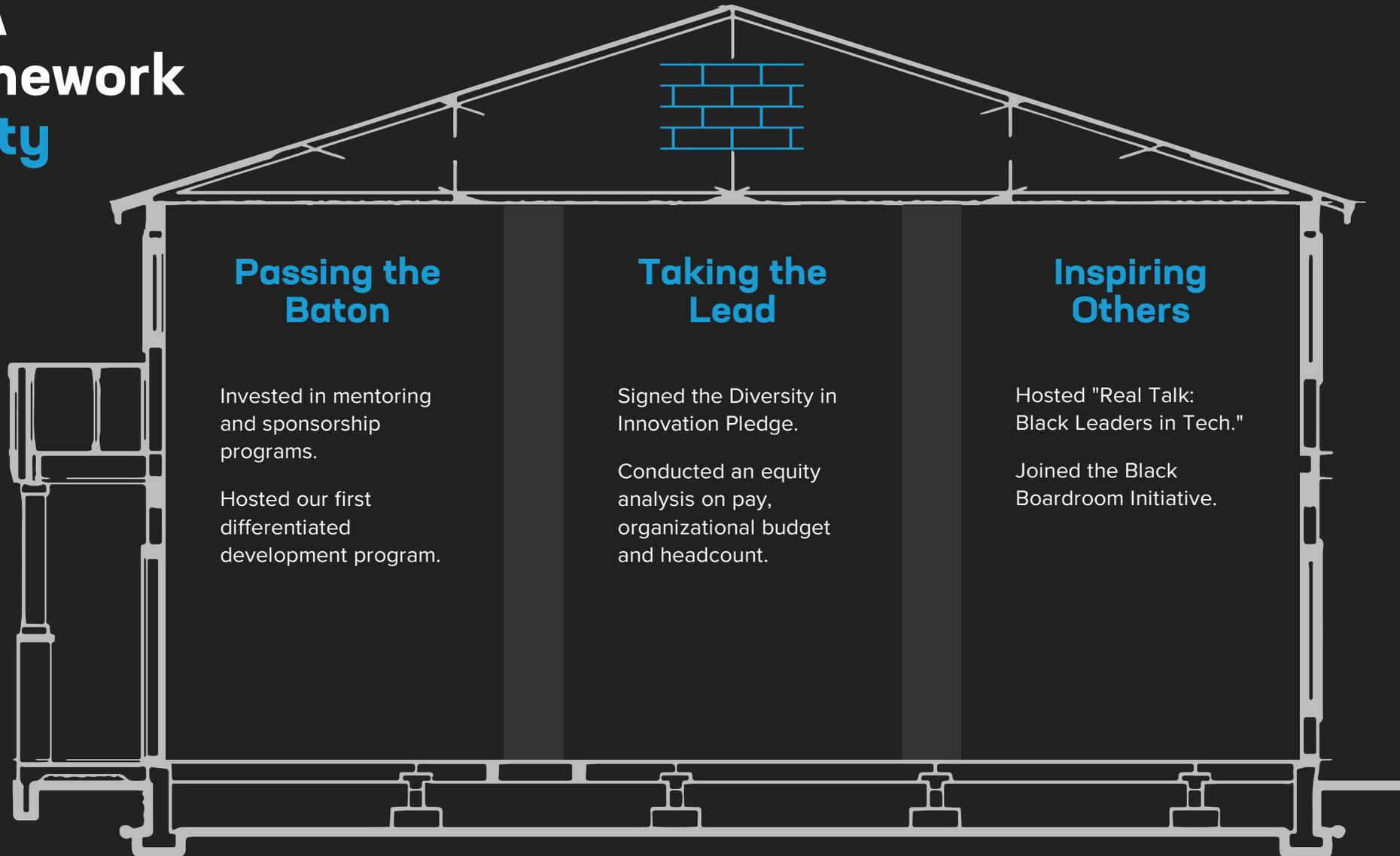
## Exploring New Avenues

Change requires trying new things in new places. In FY19, F5 hosted Girls Who Code in our Seattle headquarters. This year, our F5 Appreciates Blackness (FAB) EIG partnered with Howard University and brought students inside our virtual walls for hands-on experience and training in F5 technology. Similarly, our Singapore Women's EIG partnered with United Women Singapore to provide workshops, career advice, and connectivity to grow future female leaders in the region. These events provided an opportunity for a diversity of youth to explore careers in technology and learn about F5.

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.



# IDEA Framework Equity





# The Details: **Equity**

## Passing the Baton

At F5, we know the importance of intentionally creating pathways. Since FY18, 16% of women at F5 have been mentored through our F5 Connects Women mentoring program. In FY21 we introduced a sponsorship program with both our F5 Appreciates Blackness EIG and F5 Connects Women EIG. Our vice presidents are committed sponsors, and we're excited to continue this pilot into the coming year and envision scaling it for the future.

Hundreds of F5ers attended our virtual week-long conference to grow and connect our F5 Appreciates Blackness EIG members in FY21. We continued the effort by providing members access to external coaches, sponsorship, career-path tools, and more. We will host this event again in FY22 to include our Latinx EIG and then move to a biennial cadence.

## Taking the Lead

Equity at F5 is not confined to HR or people processes and outcomes. In FY21 we became founding signatories of the [Diversity in Innovation Pledge](#), which commits to equitable representation in our IP and inventor community with expected improvements made over a three-year horizon.

Pay equity analysis is an important effort but not enough if done solely. In FY21, we conducted pay equity analysis, but we also conducted an equity analysis on our leaders' budgets and headcounts, finding no statistically significant differences. We will repeat this analysis in the future.

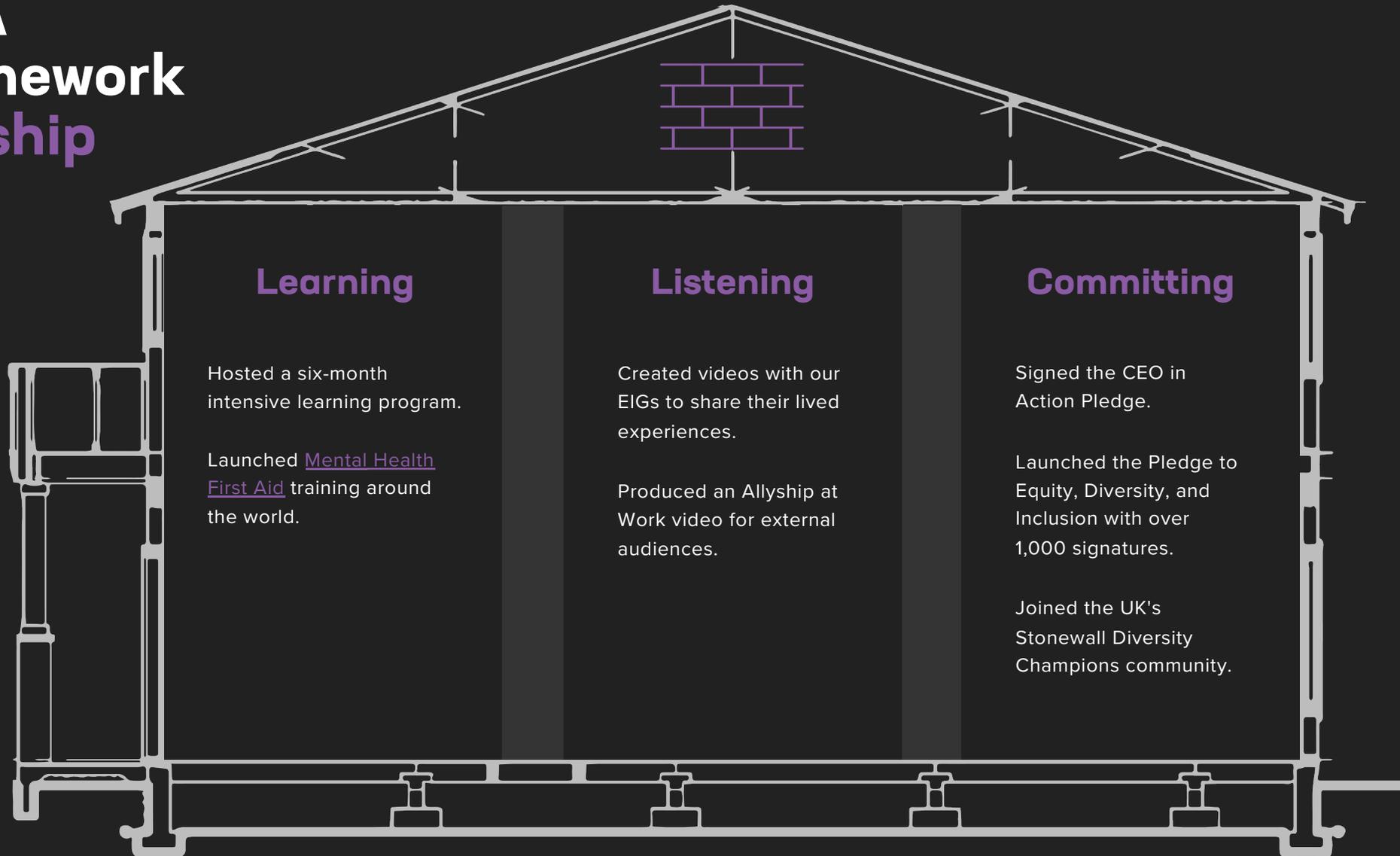
## Inspiring Others

In FY21, F5 hosted [Real Talk: Black Leaders in Tech](#). We believe the showcase of talent across the tech industry and the dialogue that day made an impact in the community. This event is open to everyone, and F5 will host a similar event in FY23, then biennially going forward.

F5 has [increased](#) the diversity in our board representation over the last several years, with three women and six diverse directors on our 10-member board. In FY21 we added our first Latino director. We also recently became gold sponsors of the [Black Boardroom Initiative](#), which provides training and support to Black executives looking to join for-profit boards. We are especially excited to have an executive at F5 participating in this year's cohort.



# IDEA Framework Allyship





# The Details: Allyship

## Learning

We help each other thrive has always been a core behavior at F5, but over the last few years we have begun to investigate allyship and the intention behind it.

During our FY21 D&I conference, we offered a specific track for allies, which launched an intensive six-month allyship program for learning and practicing allyship skills. For FY22, we will introduce microlearning at scale.

F5 launched a [Mental Health First Aid](#) initiative around the globe that prepared hundreds of F5ers to support others. These sessions were held in seven countries this first year, and we will continue the sessions in FY22.

## Listening

F5 EIGs produced a profound video series of members sharing personal stories. While we know there are many ways for allies to learn about experiences other than their own, we are grateful for those who came forward and asked to share. Many employees commented on the personal impact these videos had on their understanding.

One important learning for many was to speak up. We know everyone has the power to speak up and be an ally, so we partnered with our EIGs in FY21 to produce [this video](#) on the importance and positive impact of speaking up. We're making it available to all. Please feel free to use it in your own organization to help others better understand.

## Committing

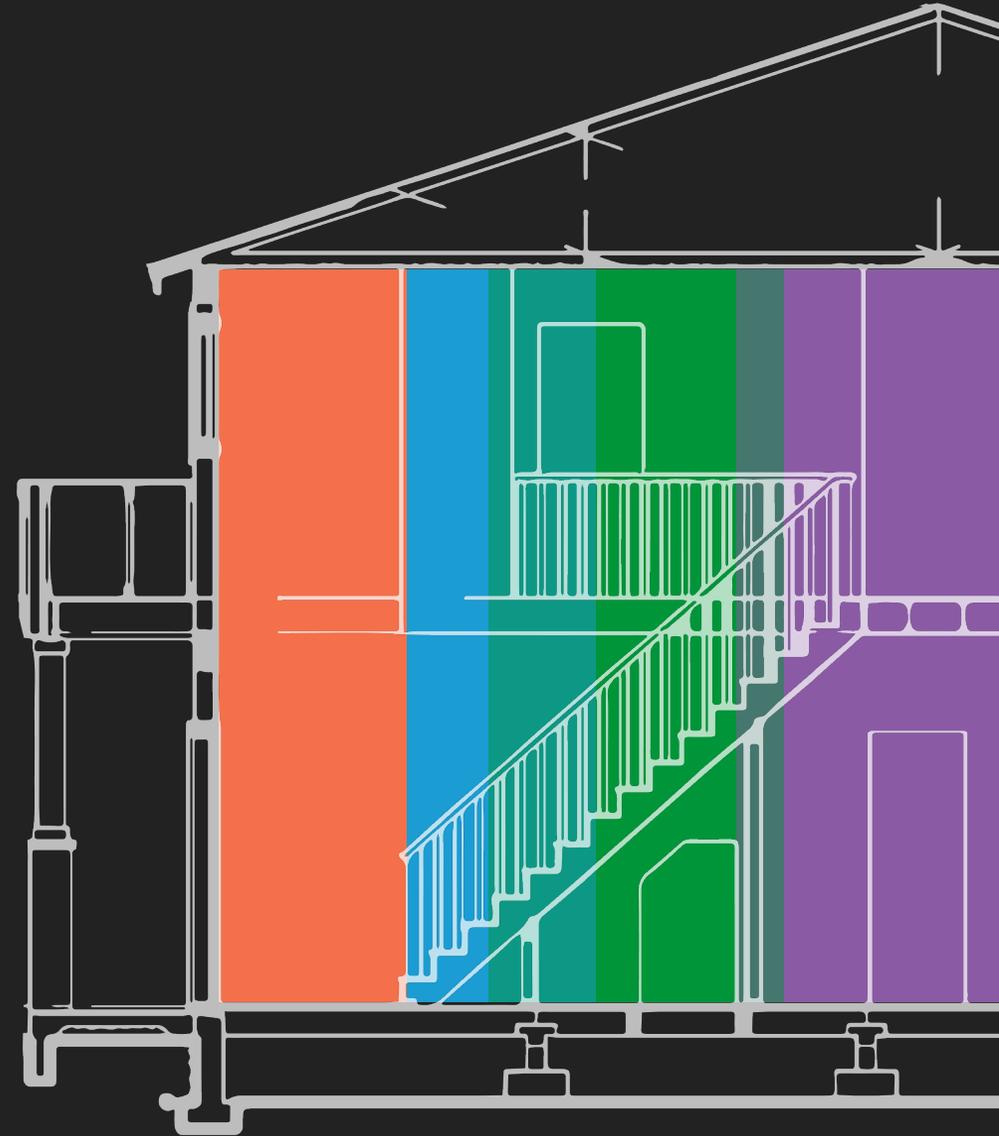
In FY18, F5 signed the pledge to diversity and inclusion through [CEO Action for Diversity & Inclusion](#), and we have recommitted each year since signing.

In FY20, our entire executive team, many of our board members, and over 1,000 F5ers signed the [Pledge for Diversity, Inclusion, and Equality](#), which offers specific allyship behaviors that F5ers hold ourselves to every day.

In FY21, F5 became Stonewall Diversity Champions to help us identify impactful ways to create an LGBTQ+ friendly workplace in the UK. In partnership with Stonewall, we continue to build training and improve our processes and policies in FY22 and beyond.

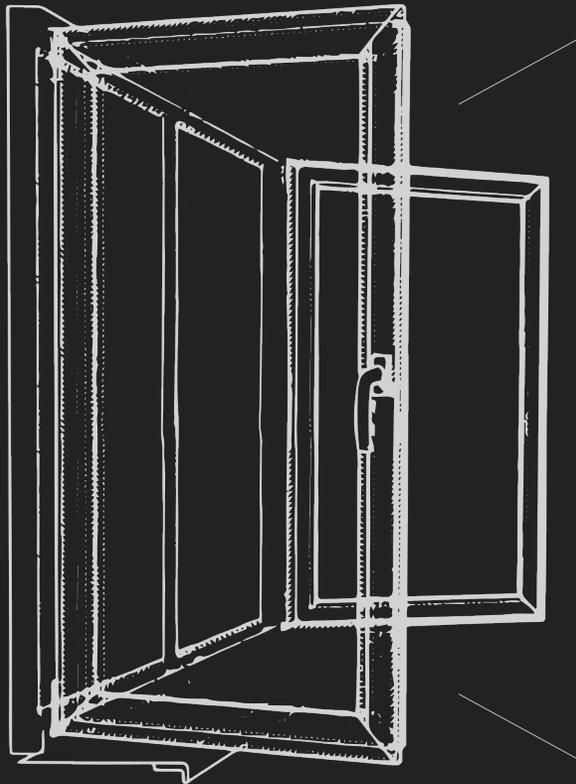


**The result of this work  
is a redesigned F5  
house full of color and  
inclusivity.**





# D&I Strategy External Messaging



## ANTI-ASIAN HATE

“ We are fighting for a world that is radically inclusive—where we, as a global community, don’t just tolerate differences, we celebrate them.”

GENG LIN EVP & CTO

## BLACK LIVES MATTER

“ We can all do more to celebrate and advance Black professionals in Corporate America.”

FRANÇOIS LOCOH-DONOU PRESIDENT & CEO

## INTERNATIONAL WOMEN IN ENGINEERING

“ Coding and technology are now so important to the global economy—and life in general—that everyone should have an opportunity to participate.”

KARA SPRAGUE EVP & GM, APP DELIVERY & ENTERPRISE PRODUCT OPS

## GAY PRIDE

“ We all have a part to play in effecting change—to help make our society a safer place for transgender people.”

SCOT ROGERS EVP & GENERAL COUNSEL

## HISPANIC HERITAGE MONTH

“ At F5, we encourage and build each other up. I work in a community where we help each other thrive.”

ANDREA FIGUEROA GUADALAJARA CAREER AMBASSADOR



# Community Investments

As a founding member of [Reboot Representation](#), F5 fulfilled a three-year, \$1.5M grant commitment to support women and girls of color in STEM.

\$450,000 in [F5 STEM Education Grants](#) reached 9 non-profits in 4 countries serving at least 50% women and girls of color.

\$700,000 in funding from the [F5 Black Education Empowerment Initiative](#) was dedicated to 3 nonprofits focused on technology access and career readiness for Black students.

20 nonprofits serving majority BIPOC communities in 4 countries received \$10,000 each in [F5 Tech for Good Grants](#) to fill their technology gaps.

10 students received \$5,000 [F5 Women in STEM Scholarships](#) from the United Negro College Fund.

Learn more: [F5 FY19-FY20 ESG Report](#)





WHERE WE ARE GOING

# The Rooftop

FY22



# Raising the Roof

Each year, F5 selects at least one new or large initiative from each area of the D&I strategy framework, IDEA. In doing so, we keep pushing ourselves further—brick by brick—and continually setting a new bar for ourselves. The summary of those initiatives at F5 for fiscal year 2022 below is not exhaustive of the actions or activities that will take place.

## Inclusion

Provide a performance bonus to our global EIG co-chairs. Invest in the expansion of EIG chapters around the world, with the goal of a chapter in every region for each of our global EIGs: Multicultural, F5 Appreciates Blackness, Latinx e Hispanic, F5 Connects Women, Ability, and Pride. (Our Veteran EIG is US only).

## Equity

Expand our Differentiated Development Program to include our Latinx community, engage on a global level, and make select opportunities available externally to other tech companies.

## Diversity

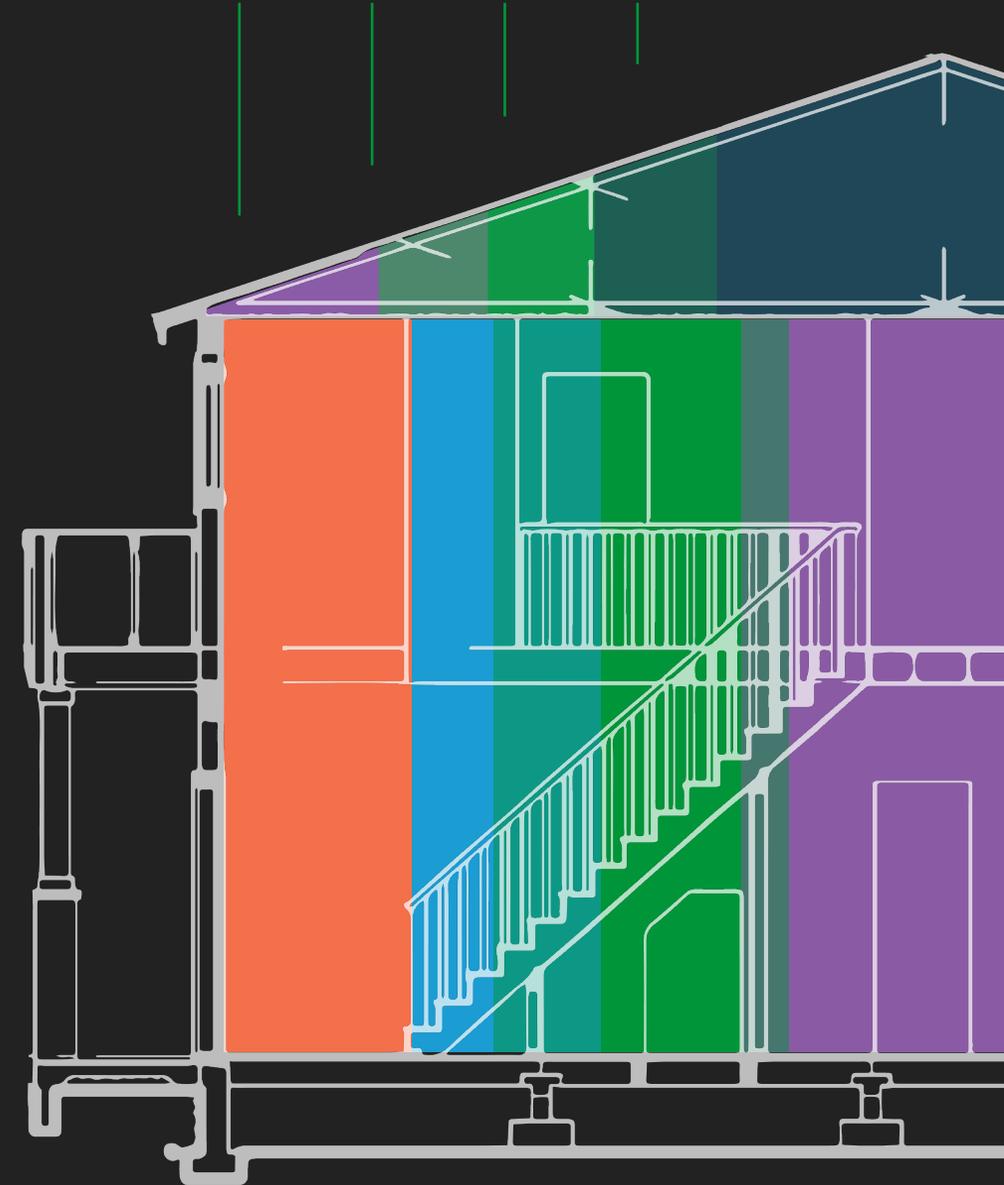
Increase the diversity in representation at F5 for the following communities: Black (26%↑), Latinx (11%↑), and female (8%↑) over the next fiscal year alone.

## Allyship

Pilot a scalable allyship program, supplemented by mandatory microlearning, to engage F5ers in all our locations around the world.

**Our leadership team is committed to ensuring development and support of our employees and an increase in belonging and diversity as a company.**

We will meet regularly throughout this fiscal year to review the bi-directional participation in our mentoring, sponsorship and development program, participation in our EIGs and Mental Health initiatives, and the representation and belonging score changes by department.





# Thank you for joining the F5 Open House.

Together, we actively build a culture at F5 where everyone feels they can be themselves and reach their full potential. We hope you join us for the journey.