

2023 D&I REPORT

# F5 Diversity & Inclusion Report for FY23

# Our 2023 Diversity & Inclusion Report



**Mary Fairchild**

VP, TALENT AND CULTURE  
DEVELOPMENT

In the rich tapestry of our organization, every thread is a unique narrative. This Diversity and Inclusion Report is a glimpse into our ongoing commitment to a workplace where everyone can be themselves and reach their full potential.

With humility, we recognize that despite our commitment, our Belonging Score has gone

down. Hard work lies ahead, but we believe in facing it openly and are dedicated to continued transparency. For the first time, we share leadership demographics and the breakdown of demographics in participation of our development programs. We believe sharing this information will fuel our efforts to continue raising the bar.

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Within these pages, you'll be introduced to not only our Diversity and Inclusion data, but also programs and the people who make our community unique. We'll reflect on our accomplishments that make us proud and set specific commitments improve ourselves in the coming year.

This report is not just a reflection but a call to action – for us and others. Join us as we navigate the path toward a workplace where everyone thrives and where transparency paves the way for transformation.

**Thank you for being a part of our journey.**

2023 D&I REPORT

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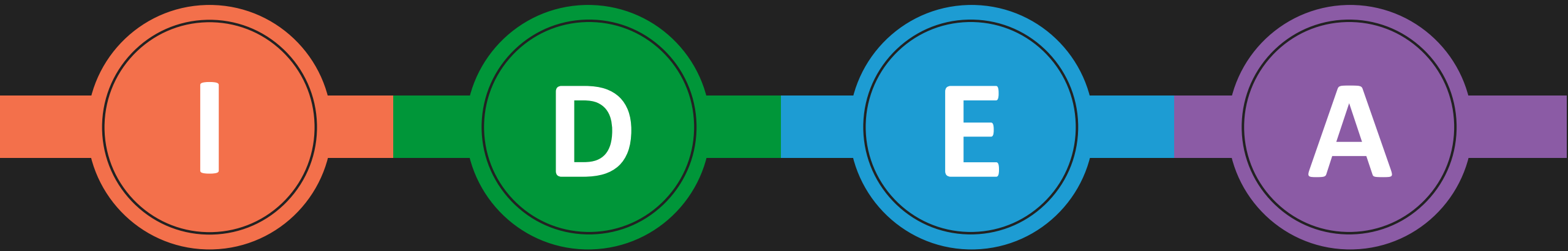
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# Introducing our IDEA Framework

At F5, we work to build an inclusive culture where everyone can be themselves and reach their full potential. This requires each one of us to be intentional in our actions everyday.

We use a framework we call IDEA when discussing our efforts at F5. Each letter of this framework represents a concept which 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

At F5, Inclusion is about how we make others feel. Our aim is to create a sense of belonging for everyone at F5 that helps employees love what they do and the company they do it with.

## Diversity

Diversity at F5 is about our employee demographics. Our aim is to incorporate diverse backgrounds, thinking, and viewpoints into the innovation of our products.

## Equity

We don't believe in a one-size-fits-all solution and work to ensure that every employee has access to the resources, opportunities, and information specific to their needs to reach their full potential.

## Allyship

We believe listening and learning from those whose experiences are different from our own will make us all better allies. This means taking action to help each thrive and getting feedback to be sure our intent and impact are aligned.

# Inclusion at F5

# Leadership Message



**Kate Zimberg**

INTERIM HEAD OF HR AND SVP,  
GLOBAL HR

“At the core of our organizational mission is a profound commitment to our IDEA Framework—an integrated approach encompassing Inclusion, Diversity, Equity, and Allyship. Grounded in the belief that embracing diversity is not just an ethos but a strategic necessity, this commitment aligns seamlessly with our core principles of "Human First" and "High Performance". We champion the idea that every individual, irrespective of background, plays an integral role in our collective success. "Human First" is not just a mantra but a fundamental aspect of fostering a workplace where everyone feels valued and empowered to contribute.

Our dedication to the IDEA Framework, synchronized with the principles of "Human First," extends beyond a commitment to numbers; it is a strategic imperative driving both high performance and innovation. Diverse teams, reflective of a multitude of perspectives and backgrounds, serve as catalysts for innovation and creativity. Fostering a culture where unique

viewpoints are not only recognized but celebrated enhances our problem-solving capabilities, driving a culture of high performance that draws strength from its diversity. We also recognize the crucial role that metrics on representation play in shaping our progress. These metrics serve as vital indicators of our dedication to fostering a workplace that mirrors the rich tapestry of perspectives and backgrounds. By actively measuring representation, we ensure accountability and transparency, driving continuous improvement and fine-tuning our strategies to attract, retain, and advance diverse talent. This commitment to measurable progress underscores our pledge to create an environment where everyone, regardless of their background, not only feels valued but also sees themselves reflected in the diverse mosaic that makes us stronger collectively.”

# Listening to Our Employees

We believe a high sense of belonging ensures everyone is an integral part of our collective success and unlocks the full potential of our diversity. As such, we include this measure in all our listening surveys to employees and track the results over time.

## Measured Belonging Sentiment

Unfortunately, the reported sentiment of belonging at F5 has declined with the most recent survey cycle, returning to levels below those recorded in 2019. We can attribute this decline, in part, to the uncertainty of the macro environment. However, we can do better to assure our employees that they belong at F5, and we will make targeted efforts in the coming fiscal year to return belonging sentiment back to strength of F5s.

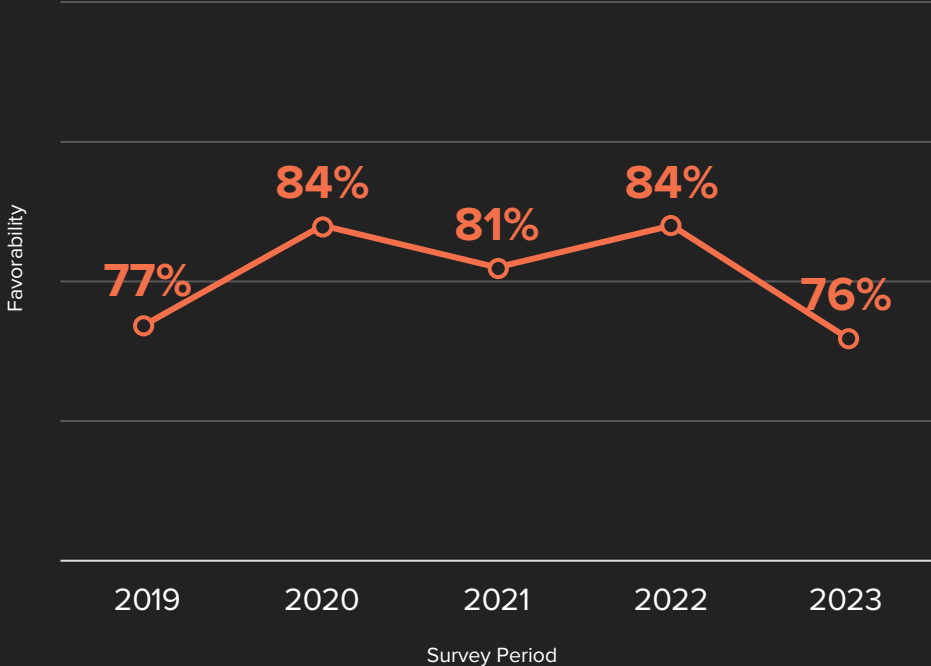
It's worth noting that while belonging results declined, F5 employees reported during this same time:

**92%**  
being treated with respect at work

**89%**  
trust in their manager

**88%**  
diverse perspectives are valued and encouraged

F5 Belonging Trend



# F5 Employee Inclusion Groups (EIGs)

## Build Global Connection

Started in 2013 with one group, F5 now has six EIGs that stand as vital pillars of support, bringing together F5 employees from across the globe. Each group has a team of dynamic leaders making great things happen, including an executive sponsor who is a senior executive at F5 (vice president or above).

These executives not only elevate the group's mission but also offer invaluable counsel that enhances the alignment of EIG initiatives with F5's strategic priorities. This alignment significantly contributes to cultivating internal networks and fostering a strong sense of community.



### Global Participation

Approximately 43% of our employees actively participate in EIGs, showcasing the widespread embrace of inclusive practices within the F5 community.



### Continuous Growth

This year witnessed a notable increase, with EIG memberships rising by 5.2% compared to the previous year. This growth underscores our commitment to inclusivity and the expanding engagement of our employees in these important groups.



# Our Diverse Communities Are Represented



**F5 Ability** creates a more inclusive F5 by including those who have visible and invisible differences in their abilities.



**F5 Latinx e Hispanos Unidos** is on a mission to create an open community to share our experiences, traditions, and values. We are committed to growing the Latinx/Hispanic presence at F5 globally.



**F5 Appreciates Blackness (FAB)** creates and maintains an environment respectful of diverse traditions and experiences. We're committed to sharing the culture and background of all people of African descent.



**F5 Military Veterans** group strives to actively promote, recruit, and support military veterans and families via programs of recognition, assistance, and outreach.



**F5 Connects Women (WEIG)** is focused on creating a diverse and inclusive organization that ensures women are represented and retained equally and equitably at every career stage.



**F5 Pride** is focused on creating a safe space for LGBTQIA+ employees by ensuring representation, building community, addressing equality issues, and conducting education for corporate policies and workspace climate.

# Spotlight on FAB



**Carl Mosby III**

RETIRING F5 FAB | EIG GLOBAL  
CHAIR

“My time as the FAB EIG co-chair has brought so much to my life personally and professionally. I have been fortunate to engage with FAB members around the world to discuss the common professional challenges and concerns that we all share as Black people in corporate America. Beyond that, we have created a safe space to advocate for and push each other to be the best employees we can be for F5. We have also been given the time and resources to make an impact on the communities we live in.

It has also been encouraging to see the strong and consistent support that our allies have provided to the FAB EIG. For FAB to be as successful as we have been it requires the commitment and belief of the wide spectrum of F5ers that what we are trying to accomplish is a worthy effort. We remain committed to the pillars that FAB was founded upon which focus on FAB Member Engagement, FAB Ally Engagement, Career & Leadership Development, and Community Impact.”

# EIGs as a Leadership Program

At F5, we invest in future leaders who are dedicated to cultivating inclusive environments for our employees.

**Our objective is to strengthen and elevate leadership capabilities through the opportunity to lead an EIG.**

During a two-year assignment, EIG Global Chairs have the unique opportunity to:



**Expand** their professional network and be mentored and coached by an Executive Sponsors.



**Build** important leadership skills like communication, collaboration, strategic planning, decision making, budgeting, and program management.



**Contribute** to significant change efforts, making a positive impact at F5.



In **recognition** of their voluntary efforts, each EIG Chair is given a quarterly spot bonus.

# Spotlight on Military Veterans EIG



**Chris Meredith**

RETIRING F5 MILITARY VETERANS |  
EIG GLOBAL CHAIR

“It has been an incredibly rewarding and humbling honor to act as the Global Chair of the Military Veterans EIG for the last few years. F5’s strong culture and commitment to recognizing, developing, and supporting our communities of diversity is unlike anything I have ever seen in my nearly 30-year career. It was so incredibly important for me to join the #VETSEIG when I first found out about it in 2016 and jumped at the chance to take on the co-chair role in 2020. Many of our Veterans served during The Global War on Terror – deploying many times into the region and leaving friends and family and years of memories behind. Helping to shape the way our Military Veterans are seen, heard, and represented within F5 and to the world is something I don’t take for granted.

My own experience helps to shape and inform how I try to help lead the #VETSEIG. I spent 6 years in the United States Navy – mostly aboard a long-since decommissioned aircraft carrier (the

USS John F. Kennedy, CV-67) and had no idea how to translate my military experience into a civilian workforce or how to convert my Navy promotions, training, and advanced schooling into a resume. This experience helped to make me who I am today, but it also makes me want to help our Veterans to have a much easier time going from “Boots to Suits”. As an EIG, we spend our time finding new and innovative ways to actively promote, recruit, and support our fellow Veterans – especially those who are recently coming out of the service and looking for careers in the civilian workforce. We all know how hard that can be! I hope to continue my contribution to this EIG – and actively engage with the other incredibly talented groups we have at F5- even after I spin out of the Global Chair role. We have BIG PLANS ahead for our Veterans community and I want to be part of these successes.”

# EIG Program Impact

## **Ability EIG Promotes Mental Health Awareness:**

Addressed Mental Health Awareness Month and Memorial Day through a roundtable discussion led by the Abilities EIG in collaboration with other EIGs.

## **FAB Celebrates to Connect:**

In celebration of Black History Month, FAB hosted a series of events with notable community figures, including Todd Finley, Evette Dion, and MMA Champ Demetrious Johnson.

## **WEIG Exchanges Ideas:**

Launched leadership events fostering intersectionality, partnership, and idea exchange for collaborative growth among EIG programs.

## **Veterans EIG Builds Support:**

Provided four workshops supporting members in the transition from active duty to F5, building an internal community and support network.

## **LatinX EIG Grows Future Leaders:**

Implemented a program combining F5 values with “The ABCs of Latinx Leadership” by José Piñero, fostering a deeper understanding of assets, blind spots, and competencies.

## **Pride EIG Grows in Every Corner of the World:**

Demonstrated outstanding commitment with a notable 19% increase in global membership, and the Pride India chapter led to an impressive 45% growth through renewed programming efforts.

# Spotlight on WEIG



**Linda Caudle**

RETIRING F5 CONNECT WOMEN | EIG  
GLOBAL CHAIR

“When I began my career at F5, I had a strong desire to become a part of an Employee Inclusion Group and contribute positively to the organization beyond my regular job. I aimed to meet new people from different parts of the world and assist F5 in promoting a culture of inclusivity. I realized the significance of creating a sense of community and belonging among colleagues by facilitating social and professional connections and encouraging employee interaction.

Since I became the Global Chair of the Women's EIG, I have had an incredibly positive experience that has exceeded my expectations. This position

has enabled me to establish strong relationships with amazing people throughout the company whom I might never have met otherwise. I have had the opportunity to participate in WEIG events, working together with other EIGs. Moreover, this role has broadened my understanding of various cultures, traditions, and beliefs. It has made me a more compassionate coworker and a more passionate promoter of employee inclusion. Above all, this role has enabled me to learn and grow, and for that, I will always be grateful.”

**Inclusion:**

# Our Path to Growth

In FY24, our primary focus is on high-quality, intersectional events focused on community building, culture, talent development, and diverse talent attraction, while sustaining engagement by EIG members throughout the year. This will lead us to restore belonging scores to 80% or higher favorability rating.

# Diversity at F5



## Leadership Message

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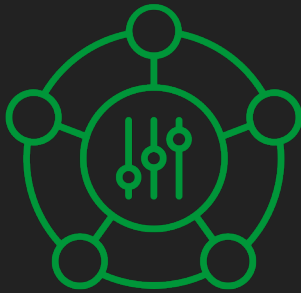


**Jamila Conley**

VP TALENT ACQUISITION

“In Talent Acquisition we believe that to deliver the best talent you must be diligent in building an inclusive pipeline”

# Picturing Inclusivity: Unveiling the Canvas of Our Diversity Metrics



We leverage the **transformative power of data** to deepen our understanding of the workforce dynamics at F5.

Our approach is **rooted in transparency**, utilizing data to lead us in identifying areas that demand additional attention, ensuring a targeted and proactive response.

While F5 has experienced increased diversity in its representation over the past five years, we acknowledged that **this progress is not enough**. We are committed to refining our strategies, informed by data insights. The utilization of data not only serves as a diagnostic tool but also as a catalyst for strategic recalibration, enabling us to navigate the intricate landscape of diversity and inclusion effectively.

Through this commitment, we aspire to achieve more inclusive and equitable outcomes for our workforce.

# Our Diversity Metrics

\* FY23 data is current as of September 30, 2023. FY19 is as of September 30, 2019

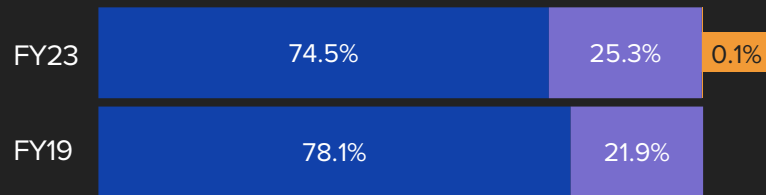
\*\* In FY22, F5 began to include Nonbinary as a category (U.S. only)

\*\*\* Leadership is defined as having one or more direct report

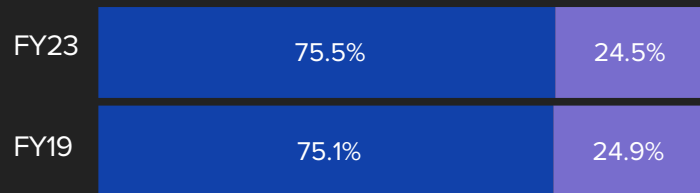
Numbers may not add up to 100% and include employees who did not disclose

## Global Gender\*

### Total Workforce



### Leadership\*\*\*



Men Women Non-Binary\*\*

## U.S. Race & Ethnicity\*

### Total Workforce



### Leadership\*\*\*

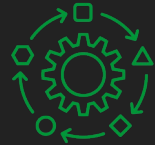


Amer. Indian /Alaskan Native Asian Black White Hawaiian / Pac. Islander Hispanic or Latino(a) 2+ Races

# Talent Acquisition Programs Focused on Diversity



Launched the **Balanced Slate Policy** to ensure that highly qualified diverse talent is considered for every open role



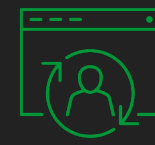
Created an **outcome-driven alignment** with our EIGs to be thoughtful in how we utilize our existing diverse networks and show up together at relevant events



Reinforce the use of our hiring philosophy to **reduce bias throughout the interview process** by assessing for competencies vs over-reliance on resumes



Intentional in **how and where** we source candidates



Removed friction in the internal transfer process and put a focus on adjacent skills versus hard requirements to **allow existing talent the opportunity to grow within F5**

Diversity:

# Our Path to Growth

In FY24, we continue our commitment to diversity by sustaining balanced slates for open positions at the interview stage. We aim to increase our global female representation by 3%, our Hispanic/Latino representation (U.S. only) by 2%, and our Black/African American representation (U.S. only) by 9% in FY24.

# Equity at F5

# Growing A Diversity of Leadership

F5's human-first approach is a key part of what makes F5's culture so special. Our talent development programs are designed to support every employees at each step of their career journey. To enable our employees to reach their full potential, we offer opportunities to work on their professional and personal development goals through the following programs:

## Sponsorship

Our sponsorship program disrupts conventional networking patterns, fostering meaningful relationships between VP+ leaders and EIG members to promote greater equity. We provide comprehensive tools for both parties, allowing individuals to shape their sponsorship experiences based on their unique goals.

Unlike traditional sponsorship, our program avoids systematic matching, encouraging sponsors to actively endorse and advocate for individuals they meet at our networking events. We are committed to genuine, impactful career sponsorship that propels professional growth for all involved and we follow up with success metrics to this program.

## Mentorship

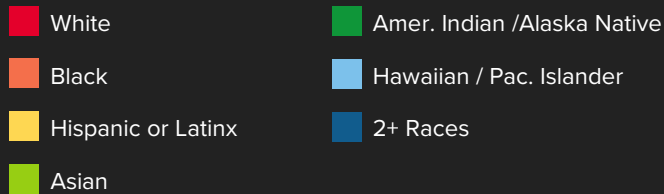
Our mentoring program is open to all employees globally. Whether mentees or mentors, participants are matched based on shared focus areas of growth and strengths (respectively). This ensures meaningful connections are being fostered. The program cultivates relationships across the global F5 community and promotes diversity by connecting participants with members of EIGs. With flexible scheduling and access to diverse resources, the program provides a robust foundation for continuous learning and development within the larger F5 community, and in our EIGs specifically.

## LeadF5 Coaching

Our LeadF5 coaching program empowers leaders at all levels with six months of unlimited one-on-one coaching from external professionals. Open to both people managers and individual contributors, the program provides on-demand coaching in areas aligned to our LeadF5 behaviors like diversity and inclusion, change management, and wellness. The program offers personalized feedback and support for a transformative development experience. We continuously measure the representation of participants within F5 along with evaluations to ensure the program is meaningful to the development of future leaders at F5.

# Development Programs Impact

We consider these three programs as crucial components of our company's initiatives. Our commitment is to treat each program with equal importance and significance. It is critical to not only measure participation in these programs but also to actively amplify the contributions and impact of our EIGs associated with them. This dual focus ensures that we not only track engagement in these vital initiatives but also spotlight the collaborative efforts and achievements within our diverse and inclusive community, underscoring our commitment to equality and the success of these programs.



## Sponsorship:

FY23 Sponsees | 58

**76%**  
Female

**24%**  
Male

**0%**  
Non-binary



*\*Ethnicity is available in the U.S. only*

## Mentorship:

FY23 Mentees | 965

**43%**  
Female

**57%**  
Male

**0%**  
Non-binary



## LeadF5 Coaching:

FY23 Mentees | 548

**37%**  
Female

**63%**  
Male

**0%**  
Non-binary



*\*Ethnicity is available in the U.S. only*



**Equity:**

# Our Path to Growth

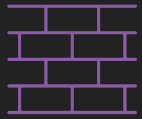
In FY24, will focus on equity by enhancing pay transparency and implementing a robust job architecture/career pathing system for 30% or more of the organization. This initiative aims to provide clarity and structure to career progression, ensuring employees have a clear understanding of their roles and potential advancement opportunities.

By doing so, we are fostering a culture of openness, empowering our employees to navigate their career journeys with clarity and purpose. This marks a significant step forward in our commitment to the ongoing equitable development and satisfaction of our workforce.

# Allyship at F5

# Cultivating Allyship at Work

## Program Outcomes



**Generate awareness** of the unique experiences and barriers faced by underrepresented and marginalized groups around the world



Communicate F5's definition of allyship – it's not a badge you give yourself – and **increase allyship behaviors through education**



**Build champions of IDEA** across our organization



**Bolster engagement** with our EIGs

# Cultivating Allyship at Work

## Program Components

### Allyship 101 Micro-learning

This self-paced curriculum featuring 15 essential topics is tailored for those new to the program or seeking a refresher on behavioral aspects of allyship. The goal is to ensure all program participants share a comprehensive understanding of allyship at F5.

### D&I Library and Book Clubs

In collaboration with our EIGs, this repository of 40 carefully chosen book titles delve into crucial topics such as allyship, inclusive leadership, and the experiences of historically marginalized identity groups. As part of our ongoing program, employees sign up to receive a book at no cost to them. Each quarter, participants have an opportunity to participate in a book club that is run by dedicated volunteer F5ers and supported by the D&I team. This provides a variety of learning opportunities and modalities to fit employees' preferences.

### Allyship at Work Learning Journey Newsletter

These monthly newsletters delve into the practical application of allyship skills. Packed with valuable content, the newsletters extend invitations to events, share learning resources, and highlight opportunities aligned with key observances of our EIGs. This consistent flow of information ensures that participants keep inclusion at the forefront of their minds and serves as a reminder of the wealth of resources available through the program year-round.

### Allyship at Work Channel

This is a dedicated space for program members to connect, exchange information, and foster collaboration. The channel serves as a hub for the D&I team to share program updates and for EIGs to share invitations to participate in their programming, ensuring participants stay informed about the latest developments.

## Allyship at Work Program Impact

Our program participation soared, more than doubling in FY23, signifying a growing commitment to allyship within our community. We continue to see readership of the newsletter in the high 80% and have qualitative data indicating the strategic alignment with the EIGs' calendars bolstered their efforts. Our book clubs have not seen the same levels of engagement, but our library remains available to all employees.

**Allyship:**

# Our Path to Growth

Our commitment to fostering allyship at F5 remains unwavering. In the upcoming year, our focus has two main objectives: deepening the understanding of applying allyship to specific identities across the organization and continuing to provide foundational learning resources for those new to the program.


## **Enhanced Discovery Process**

To make allyship more accessible, we're streamlining the discovery process to encourage an increased 25% allyship engagement. Our goal is to attract participation from all levels of the organization, ensuring a diverse and inclusive allyship community.

## **Repackaged Learning Resources**

Acknowledging the valuable insights gained from previous years, we're evolving our approach to Book Clubs. While we won't continue to invest heavily in traditional book clubs, we recognize the importance of having resources readily available. These resources will be repackaged in a new format, ensuring flexibility and accessibility for all members at F5, should the need arise.

# FY24 Path to Growth

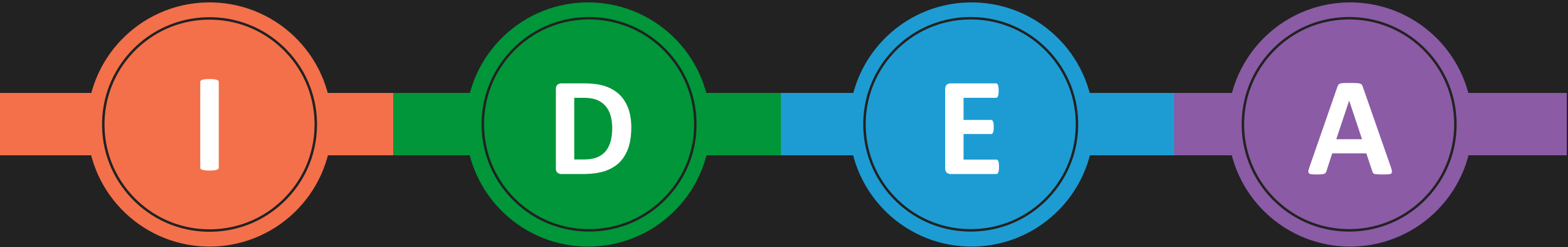


Our leadership team is **unwavering in its commitment to fostering the development and support** of our employees while concurrently **elevating the sense of belonging and diversity** within our company.

Each year, our commitment to diversity and inclusion drives us to select at least one new or substantial initiative from each component of the F5 D&I strategy framework, IDEA. This deliberate approach reflects our dedication to continuous improvement, pushing the boundaries, and consistently raise the bar.

The summary of initiatives outlined for F5 in FY24 is just a glimpse, and it's important to note that these actions represent a subset of the comprehensive range of activities and efforts planned for the year. To hold us accountable to our intended impact, we share this openly with you and with all employees at F5.

# FY24 Path to Growth



## Inclusion

Produce high-quality, intersectional events focused on community building, culture, talent development, and diverse talent attraction, while sustaining engagement by EIG members throughout the year.

Restore belonging scores to 80% or higher favorability rating.

## Diversity

Sustain balanced slates for open positions at the interview stage.

Increase our global female representation by 3%, our Hispanic/Latino representation (U.S. only) by 2%, and our Black/African American representation (U.S. only) by 9% in FY24.

## Equity

Focus on equity by enhancing pay transparency and implementing a robust job architecture/career pathing system for 30% or more of the organization.

## Allyship

Achieve a 25% boost in allyship engagement while both deepening the understanding of applying allyship to specific identities across the organization and continuing to provide foundational learning resources for those new to the program.

