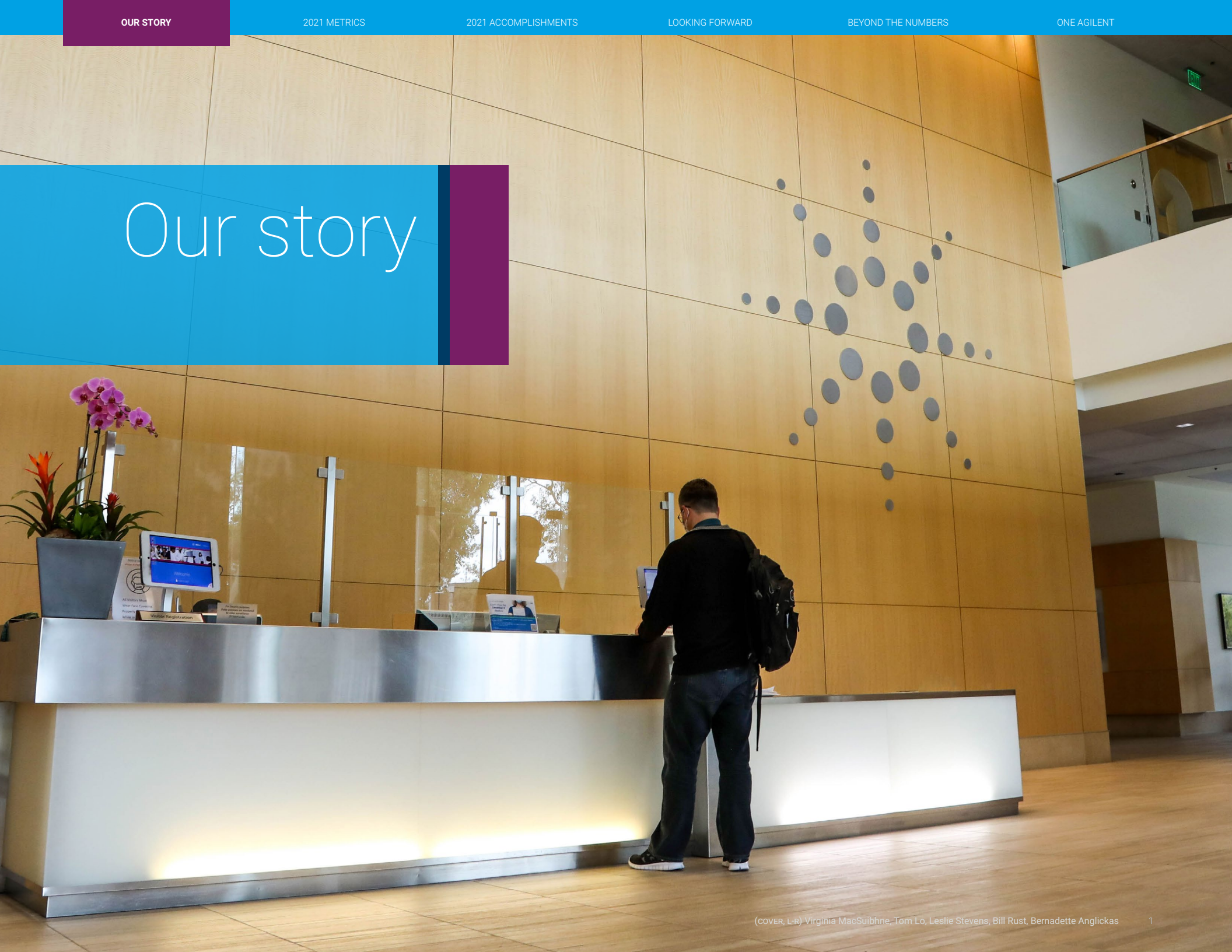


2021 Diversity & Inclusion Report



Our story



Our story is our culture.

We are one family, one team, One Agilent.

At Agilent, we welcome diversity of backgrounds, beliefs, and ideas. We foster an atmosphere of inclusion, where all employees can feel comfortable being their authentic selves at work. And we make sure our employees know they are valued partners in our success by supporting them as individuals, even as we prioritize a strong commitment to teamwork.

In this report, we are excited to highlight the programs and initiatives we're investing in to support and empower our employees. We'll share our metrics and tell you where we're headed. And we will introduce you to the amazing people who make up our vibrant, diverse, and inclusive culture.

At Agilent, we are innovators, collaborators, givers, doers, and storytellers. We represent many races, cultures, genders, sexual identities, and physical abilities. We live our values out loud every day.

At Agilent, we are all about our people.



(TOP, L-R) Manmeet Singh, Justin Sam, Bai Vang, Gabe Anglickas; (BOTTOM, L-R) Jordan Schneider, Kshama Billore



2021 metrics

(L-R) Chris Ferlin, Jarred Caldwell, Jose Ceja

2021 metrics

Agilent has historically measured its progress toward global D&I goals with three metrics:

- global gender pay equity
- representation of women in leadership
- the diversity index on our annual all-employee survey

These data points provide a distilled perspective on the diversity work we're doing across the organization – but they are not the only metrics we monitor and manage.

In the 30+ countries where we do business, we collect demographic data (as local privacy laws allow). Within those limitations, we report gender statistics at Agilent

sites worldwide, as well as race and ethnicity statistics for our U.S. sites. Although race and ethnicity data are U.S.-focused, the Diversity Office works with HR business partners to create programming that addresses local diversity challenges. This is especially important because Agilent is a global company where even small teams can have members all over world. The nuance of local customs, national culture, and religious affiliation requires that managers have a high level of emotional and cultural intelligence. In partnership with our learning and development team, the Diversity Office provides the tools and resources managers need to be truly inclusive leaders.



"My colleagues and I are truly multi-cultural (or 'multi-kulti,' as we say) – we have team members from Canada, Croatia, Italy, Malaysia, and Scotland. I really enjoy working in such a diverse environment – we come from varied backgrounds, but the more we talk, the more we realize that we are not so different. We all want the same thing in the end."

Nicole Sera

Global Marketing and Communications Specialist, Agilent Germany



Patrice Jimerson

Associate VP,
Diversity and Inclusion

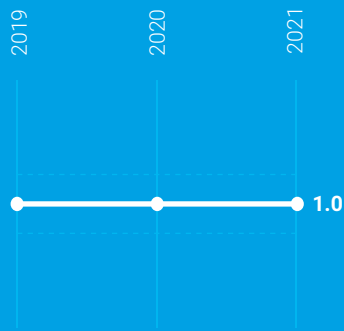
"Diversity and inclusion are integral elements of our corporate culture. At Agilent, our mission to advance the quality of life is inherently inclusive and elemental to a shared human experience.

Our diversity office seeks to improve representation at all levels. We work to nurture a culture that values and supports diverse talent and perspectives, and we provide our leaders with tools and resources that empower them to hire and retain top talent. Our intention is to continue to evolve through this work to be an equitable employer of choice.

I am pleased to share an update on our progress against the three metrics we have been tracking for the past several years, and also highlight the impact of our D&I strategy on the Agilent employee experience. Because underrepresented identities vary around the world, I've purposefully aligned the Agilent Diversity & Inclusion strategy to the career cycle of an employee. That cycle is foundational to human resource management, and as you will see, our five elements ensure a consistent set of goals and actions while allowing for customization. It's a single global strategy that drives local results."

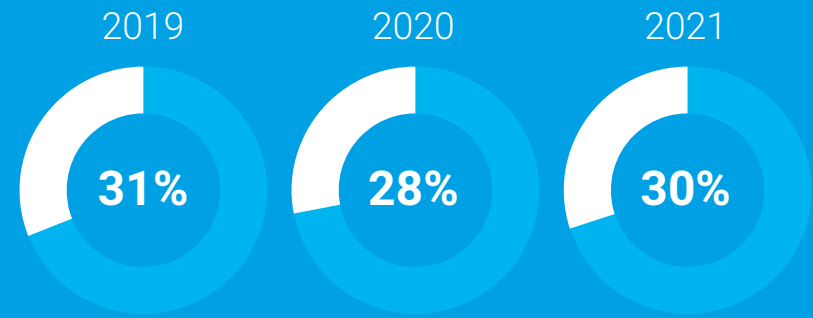
Ratio of pay equity, by gender

To determine pay equity by gender, we calculate the ratio of women's salaries to those of men in similar roles and responsibilities. We target a ratio of 1.0, which means women and men are being paid equally.



Women in leadership

The gender diversity of senior and executive leadership has remained strong even with fluctuations in the market brought on by the pandemic.



Employee survey results

As part of our annual survey of all employees, we ask five questions that comprise our 'diversity index.' Our goal is to score at least 80% on each question, across all demographics.

91%

'In my organization, managers and employees value diversity and inclusion.'

90%

'Agilent enables people from diverse backgrounds to excel.'

88%

'My team has a climate where diverse perspectives are valued.'

85%

'Agilent provides support for me to feel connected to the Agilent culture.'

81%

'Overall, I believe that my career goals can be met at Agilent.'

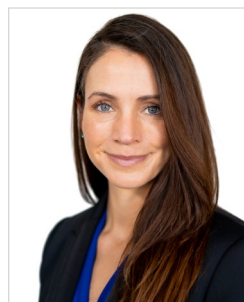
In 2021, our executive team welcomed three women to the CEO staff:



Dr. Kate Knobil

Chief Medical Officer

Kate drives our industry leadership in precision medicine and other innovations that improve patient outcomes.



Allison Ballmer

Senior Vice President, Strategy and Corporate Development

Allison was promoted from VP of business development for diagnostics and genomics.



Jenipher Dalton

Senior Vice President, Global Quality and Regulatory Affairs

Jenipher leads a newly created office to oversee our regulatory and quality assurance teams.



2021 accomplishments



Dominique Grau

Senior Vice President,
Human Resources and
Global Communications

“These awards are a reflection of Agilent’s continued commitment to being a great place to work. We are committed to creating a culture where employees have a sense of connection and belonging not only to their teams and managers, but also to the organization as a whole. We expect that leaders will personify our corporate values by building diverse teams that welcome and leverage diversity of thought and perspective while ensuring all dimensions of identity are seen and heard. Our Diversity Office has curated outstanding tools and resources for managers and employees that drive self-awareness, cultural competence, and inclusive leadership.”



(L-R) Carlo Suba, Aini Nor, Sheryl Gulapa

2021 awards



Newsweek

JAN— Named one of the world’s most responsible companies



THE STRAITS TIMES

APR— Named one of Singapore’s best employers



Forbes

APR— Named one of the best U.S. companies for diversity.



GREAT PLACE TO WORK

AUG/DEC— Great Place to Work certifications: Agilent U.S. (Aug) & U.K. (Dec)



Forbes

OCT— Named one of the world’s best employers of 2021



Forbes

NOV— Named one of the top 100 female-friendly companies in the world



FT

NOV— Named to the Diversity Leaders list in Europe



WSJ

DEC— Named to the Wall Street Journal’s Management Top 250 list



INVESTOR'S BUSINESS DAILY

DEC— Named one of the best ESG companies

Agilent Foundation

The Agilent Foundation's mission is to support STEM education – particularly for students from underrepresented communities – through a combination of grants, donation matching, and employee volunteerism.

- Agilent earmarked \$300,000 to support Historically Black College and Universities (HBCUs) with scholarships in addition to lab technology and regular engagement with Agilent science and technology professionals.
- In most regions, Agilent employees are given six days of paid volunteer time off (VTO) to do community service during the work day. Our employees have used VTO to donate blood, pack grocery care packages during the pandemic, clean up beaches, and build homes for disabled veterans.
- For volunteer opportunities outside of work hours, the Dollars for Doers program gives employees a \$25 credit that can be donated via our giving platform to a charity of their choice.
- In partnership with the Diversity Office, the Foundation created giving campaigns aligned to national and international diversity celebrations like Black History Month and International Women's Day.



Aaron Evans

We represent 30+ countries united by a singular passion: to transform labs that transform the world.



Isadora McCullough



"When I first started at Agilent, I don't really remember any other Indian executives here. But now, it's remarkable how there's so much more diversity of orientation, gender, ethnicity, and age in leadership positions.

When you get people from different walks of life, who have different thought processes, and different points of view, that adds to the richness of our company. We need to understand and mirror our customers if we are to be successful."

Sam Raha

President, Diagnostics and Genomics Group



"At Agilent, we choose to challenge boundaries to create a better workplace for everyone. Inclusivity means not just, 'We're allowed to be here,' but that we are valued. Smart teams will do amazing things, but truly diverse teams will do impossible things."

Swapnil Srivastava

Work Load Administrator, Agilent India

Global allyship & advocacy

Allyship is a key driver behind making our corporate environment more inclusive. Our leaders play active roles as both allies and sponsors for allyship education and programming.

The Diversity Office has curated an allyship learning path that clarifies the attributes and evolution of allyship in transformational ways. Completed independently or in cohorts, the program uses computer-based modules, articles, Ted Talks, discussion prompts, and journal exercises to reinforce the practice, not just the theory, of allyship. To drive behavior change, the key elements of the learning path are condensed into concise evaluation guides for managers to monitor and access learning impact as part of the performance review process.

Unconscious-bias training

After requiring this training for all Agilent leaders in 2020, the feedback was so positive that we rolled it out to all Agilent employees around the world (about 16,000 people in 2021). Our completion rate was 98% and we are now developing formal learning paths on inclusive leadership and allyship.

Unconscious Bias is a foundational D&I course, the first step in a series of D&I learning paths that all employees and managers have access to at Agilent.

HBCU Connect

To expand our pipeline of racially diverse candidates, Agilent's recruiting team has partnered with HBCU Connect, a social platform that provides Black and Afro-Latinx candidates in the U.S. with networking and professional opportunities. In 2021 we held recruiting events for college students and recent graduates, and we expanded our recruiting targets to include professionals and alumni.

Expanded use of smart recruiting software

Agilent's recruiters expanded their use of artificial-intelligence software that identifies potential unconscious bias in job descriptions. Since we started using it, benefits have included an increase in the number of female candidates for traditionally male-dominated roles.



"As an executive who is a person of color, I have a special responsibility to raise awareness of the challenges faced by my fellow employees of color and other underrepresented groups, and to speak up for the respect that all of us are entitled to."

Mike Tang

Senior Vice President, General Counsel and Secretary



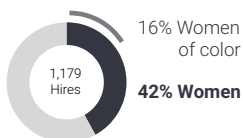
"As a white man, it's difficult to imagine being rejected because of your appearance. But I started to understand these struggles when my kids were being questioned about their skin color or their hair at school, and my wife felt unwelcome at high-end fashion shops."

That's why I try to understand others' motivation and reasoning before judging their responses. I also try to be more welcoming when meeting colleagues from underrepresented countries. It may not compensate for some of the pain they have experienced, but I hope it will help."

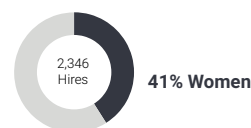
Olivier Martin

Strategic Sourcing Manager, Agilent France

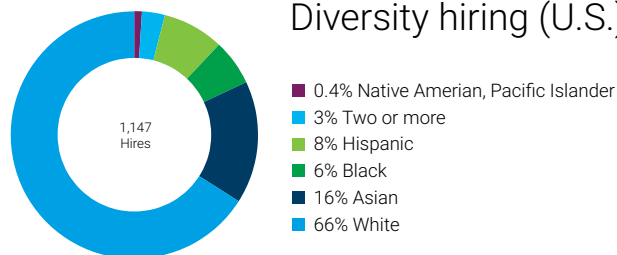
Gender (U.S.)



Gender (global)



Diversity hiring (U.S.)



Justin Sam

Building connection and belonging requires an understanding of the whole person, as well as a bit of vulnerability; seek to understand, not reply.



"My team consists of about 15 nationalities, spread across Australia and Europe. There are a lot of people who have immigrated from different countries and they're all smart, driven, and very nice. I think it's fantastic that in Agilent, there are so many of us from all around the world.

At other companies I've worked at, taglines like "partnership" or "values" were common. But here, these are not just words on a wall – we really do treat people with respect."

Michel van den Berge

Senior Marketing Director,
Agilent France



"This is a company that values people. We really are listening and trying to figure out better ways to reach out to the Black community. I joined HBCU Connect to help push that forward, because I know Agilent will go above and beyond in taking the initiative to bring in more diversity."

LaDell Bush

Field Service Engineer,
Agilent USA



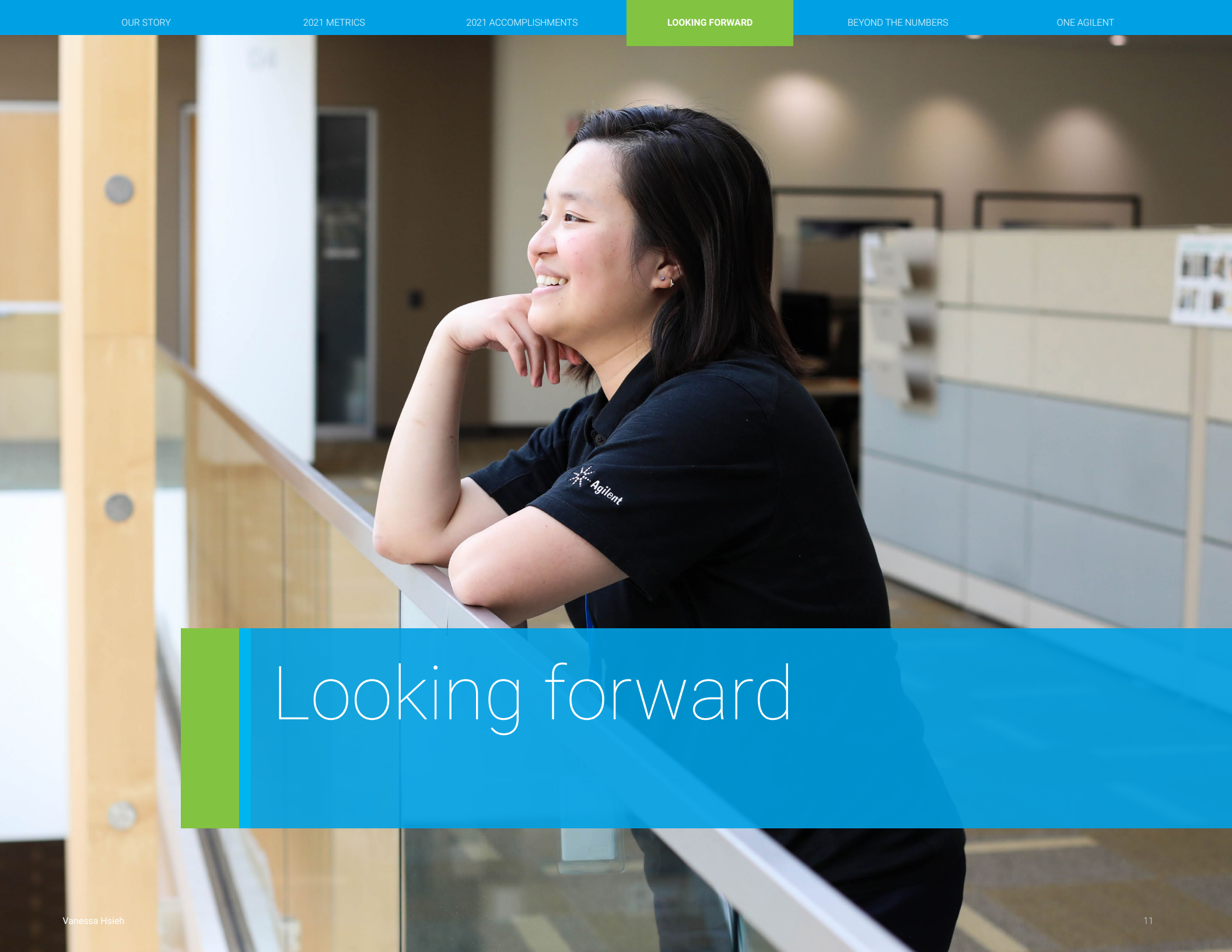
Oscar Torres



"Agilent has always made sure that people matter, even during COVID-19. Equal opportunity, safe workspaces, and being valued give me the ability to be myself and empathetic to everyone, including customers. The strength of One Agilent is that every individual is celebrated. Every day I feel empowered to contribute to our culture of diversity and inclusion, and to promote a healthy work environment."

Aishwarya Nair

Field Service Engineer,
Agilent India



Looking forward

Looking forward: Our five key elements



Seema Mazloom

In 2022 we are expanding our D&I metrics to ensure a robust and international approach, particularly regarding intersectionality. For example, our goals for women in leadership and pay equity have expanded to include breakouts for race and ethnicity.

At Agilent, we integrate diversity and inclusion into our HR policies and practices, and, by extension, into our structure and culture. With the launch of our new HR platform, we are now able to analyze data more deeply to discern trends across demographics.

Our strategy to improve representation, nurture our One Agilent culture, and drive an exceptional employee experience is supported by five key elements.

In 2021 we broadened our operational metrics and expanded the development and engagement of our employee population at every stage. We believe this model will enable even greater global impact while allowing for customization locally.

We also believe this model will support a One Agilent culture that drives an exceptional employee experience throughout the full lifecycle of employment.



A global strategy that drives local impact

While the key elements are consistent worldwide, we customize them by region to drive impact.

For example, in the U.S., Agilent partners with historically Black colleges and universities to reach their alumni, whereas in China, our recruiting efforts focus on gender diversity.

Meanwhile, in the U.K. and Brazil, we are working to attract individuals from underrepresented categories such as differently abled professionals and early-career groups, and we fully leverage flexible work schedules for caregivers.

We also encourage our global recruiters to use the platforms their audiences prefer. We create specialized content for each market and use the appropriate platforms for the geography.

In the end, these practices allow all Agilent sites to remain aligned with our corporate initiatives, while maintaining flexibility in meeting the needs of our diverse candidates around the world.

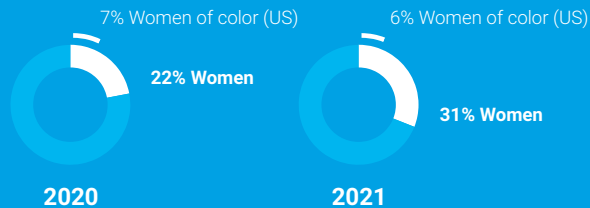
Global gender, U.S. race and ethnicity

Goal: Diversity index on our all-employee survey at or above 80% favorable

	US Agilent	Women	Women of color	Asian	Black	Hispanic Latinx	Native American Pacific Islander	Two or more races
<i>'In my organization, managers and employees value diversity and inclusion.'</i>	91%	89%	87%	91%	75%	88%	96%	87%
<i>'Agilent enables people from diverse backgrounds to excel.'</i>	90%	87%	84%	89%	71%	83%	100%	87%
<i>'My team has a climate where diverse perspectives are valued.'</i>	88%	86%	85%	88%	75%	86%	92%	82%
<i>'Agilent provides support for me to feel connected to the Agilent culture.'</i>	85%	85%	87%	87%	85%	86%	92%	85%
<i>'Overall, I believe that my career goals can be met at Agilent.'</i>	81%	81%	78%	78%	77%	80%	83%	78%

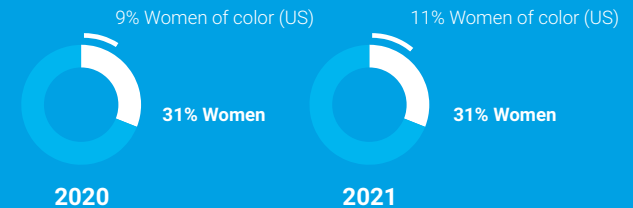
Global gender, Vice President

Goal: Diversity in leadership year over year improvements



Global gender, Associate VP

Goal: Diversity in leadership year over year improvements



How we measure & define success

We use straightforward measures to define success for every key element. For instance, to measure how well we attract diverse candidates, we look at representation rates and new-hire representation. We use our Diversity Index to measure how well we retain employees, and we track engagement by monitoring voluntary attrition by demographic.

Measuring our engagement

In the aggregate, our engagement survey results are outstanding. However, after parsing the results by race, geography, and function, we've learned how the Agilent experience varies. So in 2021, we broadened our survey architecture to allow us to analyze results by race, gender, and ethnicity. This allows us to better address the challenges that minorities may face within the organization.

Stronger measurements of pay equity

At Agilent, we target a gender compensation ratio of 1.000, meaning men and women in similar roles with similar responsibilities are paid equally. Agilent is expanding our compensation analysis to include race and ethnicity, in addition to gender. Understanding how underrepresented minorities are compensated within a role's pay range can provide insight into how well Agilent is competing in the current race for talent.

Broaden diversity at leadership levels

Our year-over-year gender representation is moving in the right direction, and our numbers for associate vice president and director roles show that we have a strong pipeline of women for future senior leadership roles.

Even though we're improving, we want to do much better. We want our leadership levels to mirror those of the entire organization, which means 40% of our leaders should be women and at least 16% should be women of color.

Improve representation in the pipeline to senior and executive leadership

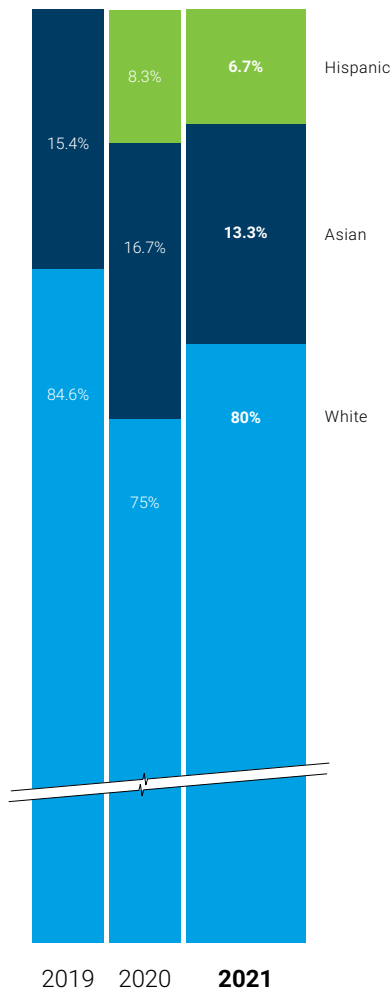
Agilent takes a holistic approach with our D&I strategy, which is aligned to the HR lifecycle of an employee. Creating a diverse team isn't just about recruiting. At each step in the cycle there must be purposeful, people-first actions.

As we drive toward greater diversity in our leadership ranks, we focus not only on being thorough in how we find talent, but also on giving managers the tools and resources they need to support diverse teams.

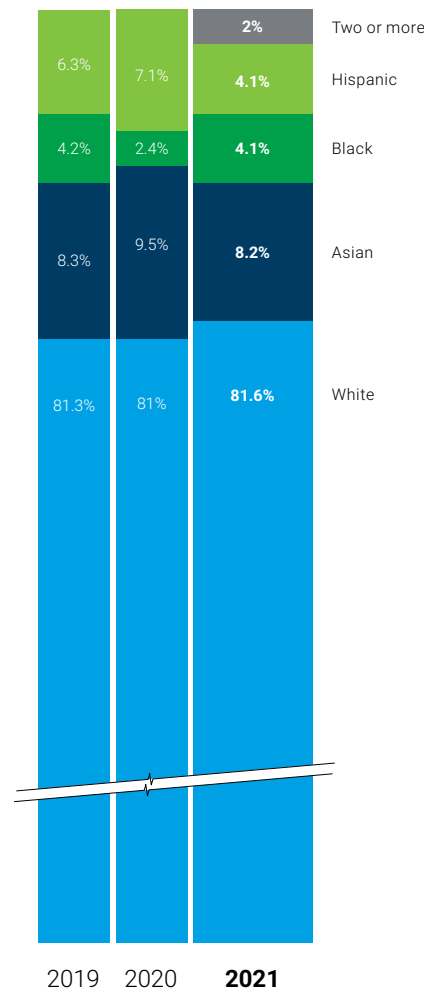
In addition, our recruiting office is actively elevating its diversity expertise to drive an exceptional candidate experience, and executives see the hiring demographics of their organizations every quarter.

In the year of upheaval that was 2021, when women left the workforce in droves and society wrestled with racial and social unrest, Agilent was able to maintain its strong pipeline of talent. We improved our gender equity at the associate vice president and director levels, and we made strides in racial diversity as well.

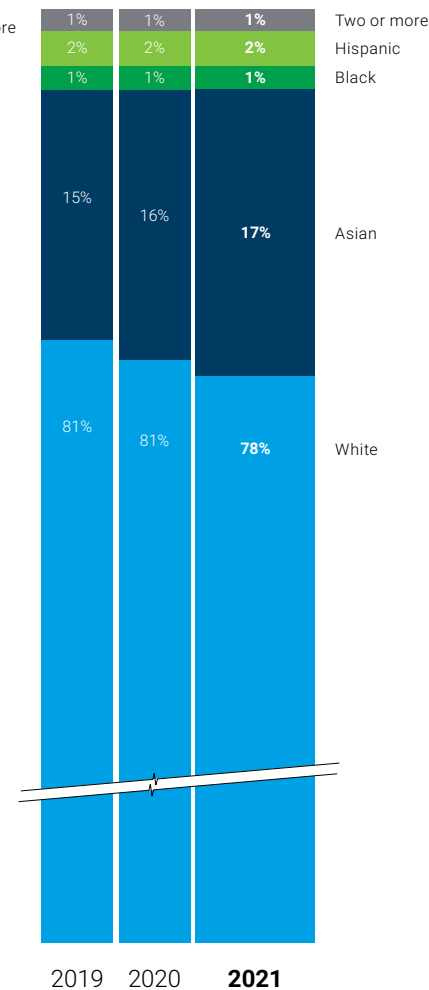
CEO Staff & Officers

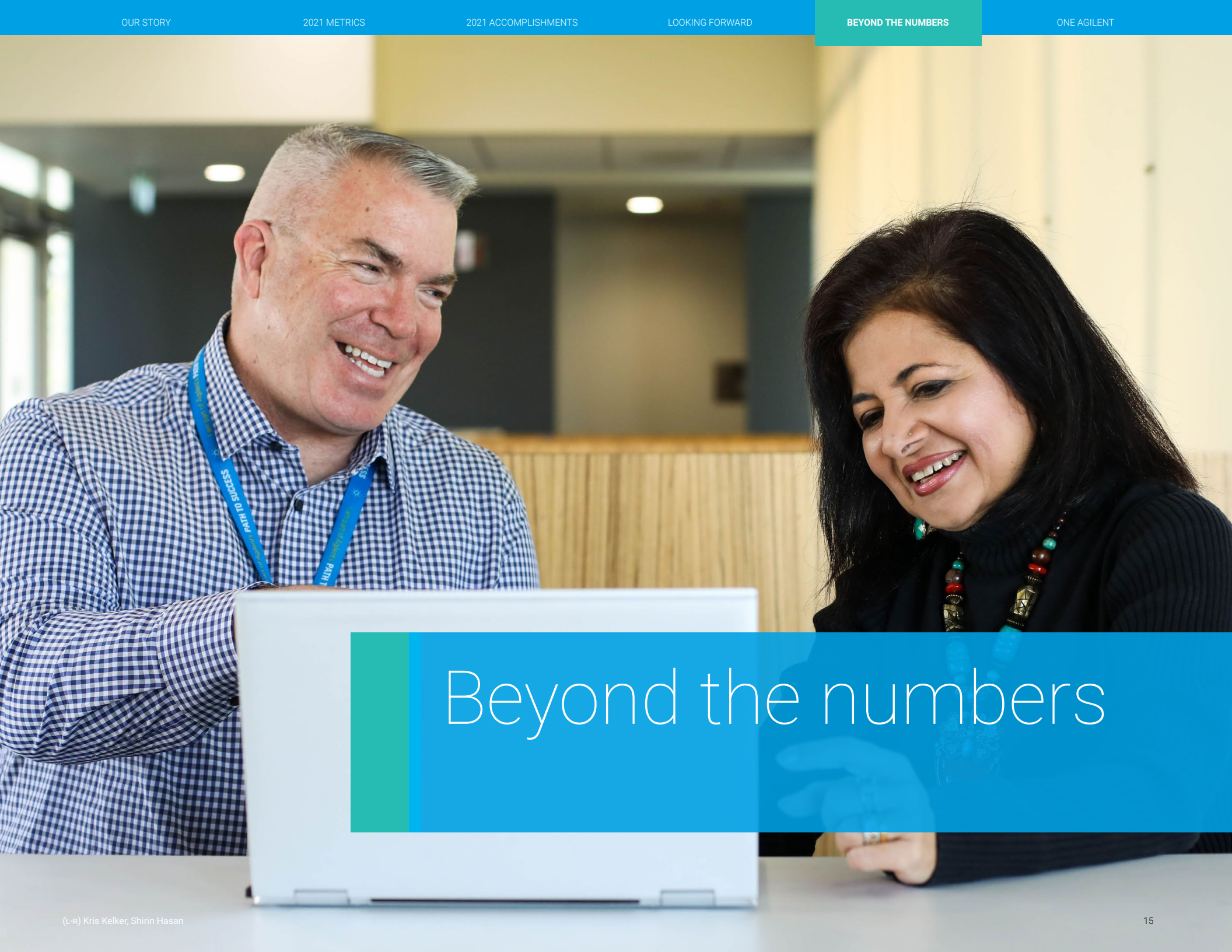


Vice Presidents



Associate Vice Presidents





Beyond the numbers

The Women's Acceleration Program in finance

This internal curriculum is designed to create a robust pipeline of female executives in finance. Of the eight women who have entered the yearlong program since it started two years ago, five have already moved into new roles.

Participants undergo one-on-one mentoring, networking assignments, coaching in executive presence and delivery. They also participate in projects to enhance strategic thinking skills.

The program was founded two years ago by **Agilent Finance VP Annette Leder**. She is now expanding it into other departments at Agilent. "We want to catch women who are early in their careers and make sure they're getting the right development," Annette said. "Our participants have been able to do things they didn't know they were capable of."

Greater employee support and engagement

In 2021, Agilent's employees helped expand our employee-network program by launching two new ENGs and expanding the global reach of our two existing ones.

While each ENG has its own mission, all four share a commitment to building community, offering development pathways, and facilitating opportunities for employees to interact with executive and senior leaders.



David Chau

Beyond the numbers

As we said from the outset, Agilent's story isn't just a set of numbers – we are greater than the sum of our parts.

That's why we develop programs to help leaders do a better job of creating and leading inclusive teams. It's also why we give employees more resources to improve their professional and personal skills. Being inclusive is not a personality trait, it's a learnable skill.

Diversity Office program pilots

The Diversity Office designed two new learning paths that build upon the foundational work of our unconscious-bias training. The goal is to enhance the skills and behaviors that drive a truly inclusive culture, such as self-awareness, cultural humility, and introspection.

- The **Level Up program** helps leaders develop their inclusive leadership and management skills. It helps managers build the skills and behaviors they need to grow and manage diverse teams. It also leverages mentorship and advocacy skills to drive systemic change.
- The **Allyship in Action program** helps employees and leaders build their allyship skills. Participants learn what allyship is, how to demonstrate it in the workplace, and where to drive systemic change to improve the overall employee and customer experience.



"I'm Brazilian, but I've been living in Asia for 12 years. At Agilent, you don't feel like you are working for an American company. The teams are so diverse and the meetings are full of people from everywhere, but we are all working toward the same goal. At Agilent, they don't care about my accent or if I'm from a developing nation – they care about what I can bring to the table. That acceptance makes all the difference for people like me. Agilent is a great place to work – we walk the talk."

Potira Ama

Director for Global Supply Chain, Agilent Singapore



Council of Black Employees

In its inaugural year, CoBE worked to build a vibrant community for our Black employees and local communities. CoBE members matched mentors with mentees to foster career enhancement, and the team provided 10,000 meals through Rise Against Hunger.

Looking ahead, CoBE is exploring partnerships with AfroTech and the National Organization of Black Chemists and Engineers, HCBUs and Base11, a STEM-prep program. It is also planning to celebrate Juneteenth and produce podcasts with Black leaders in Agilent.



Rainbow Spark

Our LGBTQIA+ community¹ networking group came together in late 2021 with two goals: to provide a supportive environment where employees can express themselves, and to increase visibility for the LGBTQIA+ community at Agilent.

The group is working with our CEO and head of HR on ways that Agilent can become more inclusive. Suggestions include having Agilent sponsor Pride and LGBTQ+ events, and advocating for on-site accessibility enhancement such as gender-neutral bathrooms.

¹ LGBTQIA+: Lesbian, gay, bisexual, transgender, queer/questioning, intersex, asexual, plus other members of the community



Society of Women Engineers

The Agilent chapter of Society of Women Engineers, active at two Agilent sites around the world, establishes a community for women in tech to network, collaborate, and develop their leadership skills. It hosts two annual events for all employees, and also participates in recruiting activities and outreach programs.



Agilent VETS

Our group for U.S. military veterans launched in Delaware with plans to expand to our sites in California, Texas, Tennessee, and elsewhere.

Agilent has made it a priority to hire veterans, and has joined RallyPoint, a social-media platform that connects companies with the largest military network community in the U.S.



Women @Agilent

In 2021, Women@Agilent added chapters in Brazil, India, Korea, Mexico, and Spain, for a total of 14 chapters around the world.

This group establishes a community for professional women to network, develop, and collaborate. We also focus on diversifying Agilent's recruiting pool to attract top female talent, and we support girls in preparing for the STEM roles of the future.



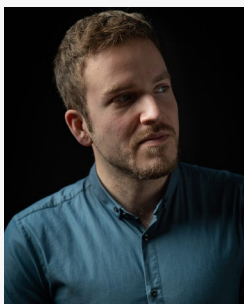
"I'm so proud of the work our ENGs are doing to make Agilent more inclusive, at work and in our communities.

We remain committed to creating an environment where all dimensions of identity are welcome and every employee is able to craft the career of their dreams."

Padraig McDonnell

Chief Commercial Officer and President, Agilent CrossLab Group





"I came out when I was 17 and I stopped completely hiding myself a few years after. It has cost me so much that I simply could not hide ever again – hiding myself would betray all this.

I am open to friends and colleagues to talk about anything without judging. I also love to hear about other people's experiences and thoughts. I learned that to understand a person you need to know their background and history. And then acceptance comes naturally, because then you can empathize."

Max Schütte

Remote Support Engineer and Rainbow Spark Core Team Member, Agilent Spain



"Being a gender-nonconforming trans person doesn't come with a whole lot of invisibility, especially when going through a physical transition. Thankfully I've felt safe at Agilent.

It is also rewarding when colleagues who are parents of transgender children come to me for advice, cheering up, and resources. I feel deeply that the Agilent values of trust, respect, and uncompromising integrity have helped me bring my authentic self to work – even if it was never much of a choice."

Rei McKay Mansa

Lab Technologist and Rainbow Spark Core Team Member, Agilent Denmark



"I am originally from St. Thomas, Virgin Islands. We have deep and strong roots in African culture and I do think about how much my ancestors sacrificed to pave the way for us. Now I have a renewed sense of urgency to reach back and help those who are coming up behind me in any way that I can, especially for young Black men and entrepreneurs in St. Thomas."

Odel Frett

Finance Director, Agilent USA



"I come from a background where post-secondary education for girls is seen as unnecessary. When I joined Agilent, my colleagues trained not just my hands, but they also helped me learn a new culture.

Agilent maintains a culture in which everyone feels they belong, is treated with dignity, and is encouraged to fully participate as themselves."

Ruchi Hooda

Work Load Administrator, Agilent India

Everyone has a story...
and being an inclusive leader means making room for all of them.



Sharon Basil



One Agilent

One Agilent

Letter from Mike



At Agilent, we believe strongly in the power of teamwork. Our people are our strength, and we know that as One Agilent we are more creative when we have diversity of perspectives; we are more engaged when we bring diversity of experience; and we are more innovative when we encourage diversity of thought.

As we shared in our 2020 D&I report, we are committed to building a solid foundation that supports a sustained and intentional D&I strategy.

While our journey is still in its initial stages, our efforts are already beginning to move the needle – modestly at first, and with more aggressive aims in coming years. We are strengthening our internal pipeline of diverse candidates while also improving how we recruit talent. In addition, I was pleased to welcome three women to my executive team, and as a company we maintained gender pay equity.

These successes were driven by Agilent's Diversity Office, and also by leaders who continue to demonstrate allyship and advocacy. Together we're building a diverse, dynamic workforce and a culture of belonging, especially in a year when 70% of our workforce shifted to a remote working model.

As we look forward, we will continue to recalibrate our networking, mentoring, and performance-management practices as needed to ensure that employees always feel engaged and connected.

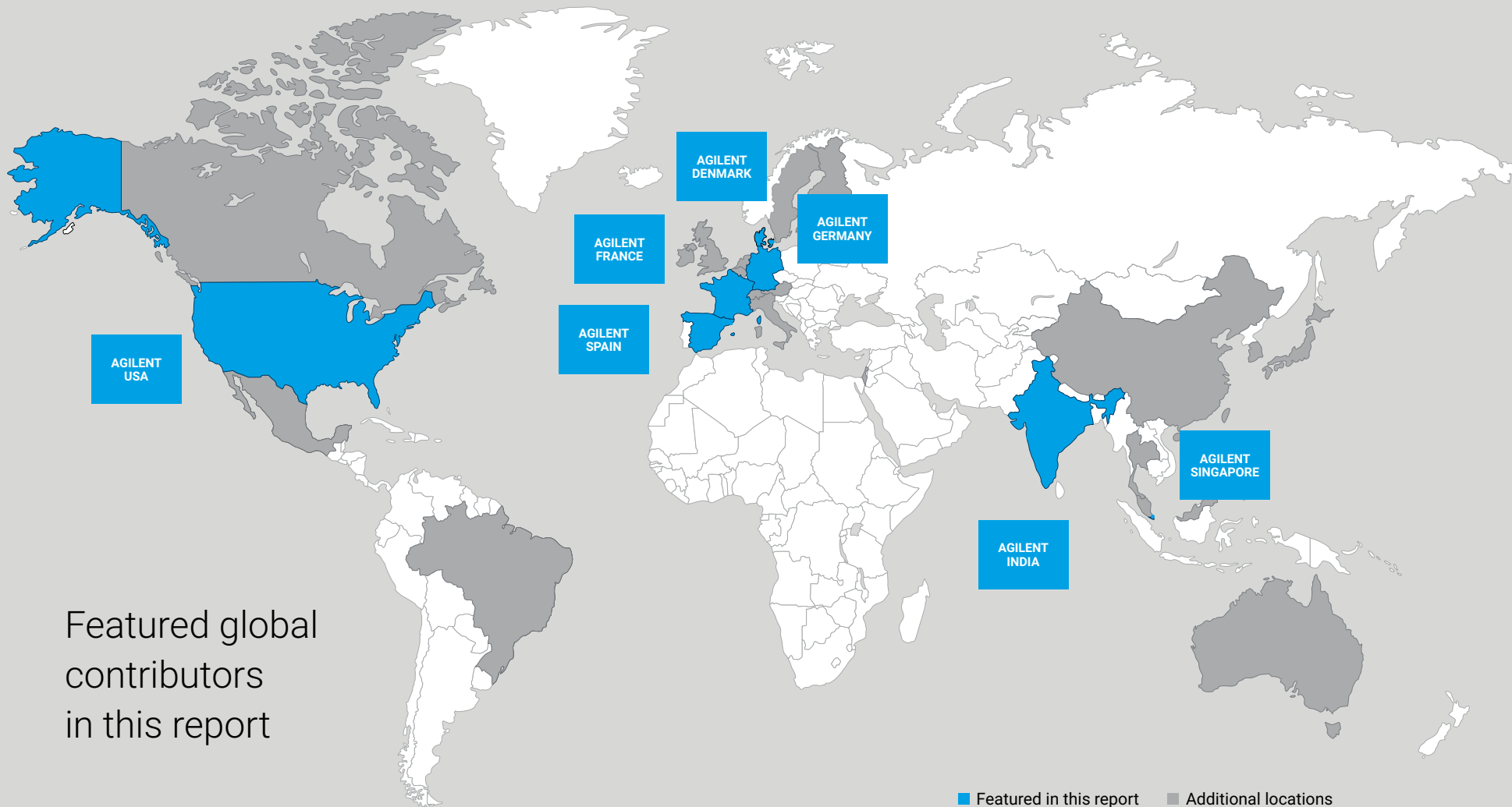
We are also investing in our employee-network groups, from our established ENGs for female scientists and employees, to our recently launched groups for Black and LGBTQ+ employees, to our groups now forming for veterans, Hispanic/Latinx, and Muslim employees.

At Agilent, we're proud of how far we advanced along our D&I journey in 2021. Our One Agilent team is excited to continue building on this foundation, and to continue delivering trusted answers to our employees and customers all over the world. This is an exciting time for Agilent – and as the Agilent team has heard me say many times, **the best is yet to come.**

Mike McMullen

President and Chief Executive Officer,
Agilent Technologies Inc.





Featured global contributors in this report

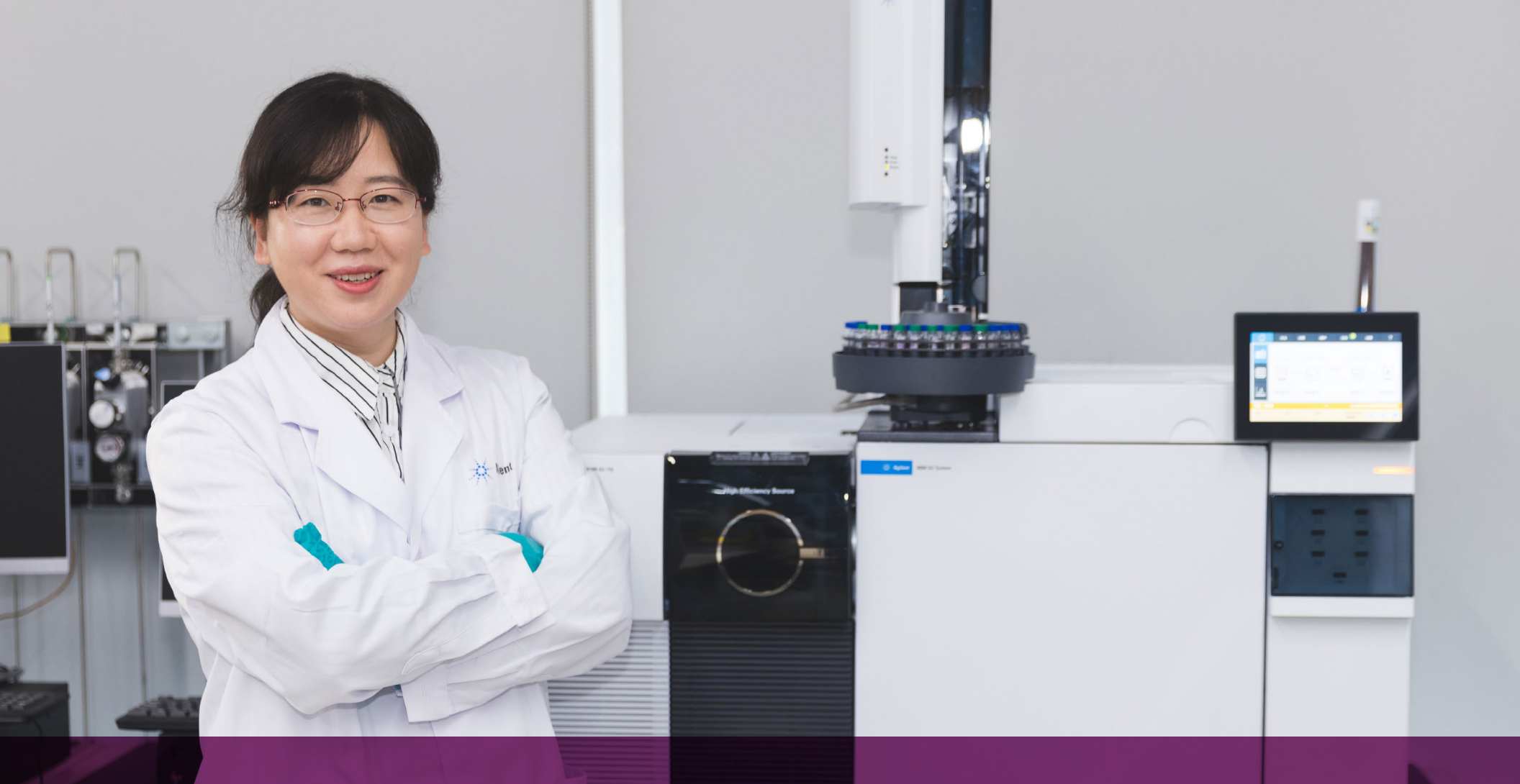


About the photography: *"It is my passion as a photographer to bring out people's energy and their personality and to never hear them say again, 'I don't like the way I look.' When you are empowered, you naturally show your true beauty and self, which enables the audience to experience these feelings and emotions. In these portraits, I want people to experience the joy, the friendship, and the fulfillment that I experienced. I hope you enjoy these stories that I photographed."*

Vanessa Hsieh

Photographer; Inside sales rep for CMS Team, Agilent USA; and co-founder of the Rainbow Spark employee-network group. Vanessa has been a freelance photographer for nine years. (Images are taken using a Canon EOS 5D Mark IV.)

NOTE: *Agilent building exteriors and interiors provided by Sukhmani Brar and the sidebar vignette photographs were each provided by the individual contributors.*



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