



Diversity  
Equality  
Inclusion

UNITED FOR ALL  
VALUED UNIQUE  
EQUAL HEARD  
UNITED STRONG  
BOLD

# WE ARE MICRON

2022 DEI Report



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**YEAR IN  
REVIEW**

# A message from President and Chief Executive Officer Sanjay Mehrotra

## Bold commitments and accountability

I am proud to share our fiscal year 2022 (FY22) DEI report, “We Are Micron.” The data and stories we share demonstrate how we promote diversity, equality and inclusion and how we hold ourselves accountable. Micron’s global commitment to DEI stems from our belief that it drives competitiveness, spurs innovation and advances our corporate mission.

Micron’s people are the heart of our innovation and the reason why our company continues to drive leading-edge memory and storage solutions. Each of us plays a role in our DEI journey. From our front-line employees to our CEO staff, our entire team contributes to creating an inclusive culture and increasing diverse representation across our global workforce.

Following the passage late in FY22 of the U.S. CHIPS and Science Act, we announced significant investments in our U.S. manufacturing capacity, including an expansion of our Boise, Idaho, headquarters with a leading-edge fab as well as a leading-edge memory megafab in Clay, New York. With those investments, we outlined a plan to engage diverse suppliers, starting with our construction contracts. We will also be expanding access to STEM education in marginalized communities to prepare our workforce of the future.

Our commitment to DEI extends globally. In FY22, we invested more than \$2 million to make our worldwide facilities more accessible for people with disabilities.

We have also made progress in advancing women in leadership and technology roles. Programs such as the Women’s Innovation Network — a partnership of the Micron Women’s Leadership Network employee resource group and the patent team in our legal department — continue to inspire greater female inventorship. We are proud that the number of women named as inventors on Micron original patent applications increased 10% in FY22 over FY21.

Through [Micron’s six DEI commitments](#), we hold ourselves accountable for embedding DEI into our business practices. One example is the Mansfield Rule certification that our legal department attained in FY22. The program, which provides in-house legal departments a standard for measuring DEI efforts, supports the principle that diverse teams lead to better results.

Another way we hold ourselves accountable is through active participation in diversity and inclusion indexes, which help us track our progress and gain valuable insights to strengthen our programs. In FY22, Micron was recognized in India and Japan for our performance in indexes that measure inclusive policies and benefits that support LGBTQ+ team members. And for the second year in a row, we earned a perfect score on the U.S. Human Rights Campaign’s Corporate Equality Index for the LGBTQ+ community.

I’m also proud of the achievements of our supplier diversity team, ending the year with \$454 million in spending with diverse businesses and exceeding our goal of \$404 million.

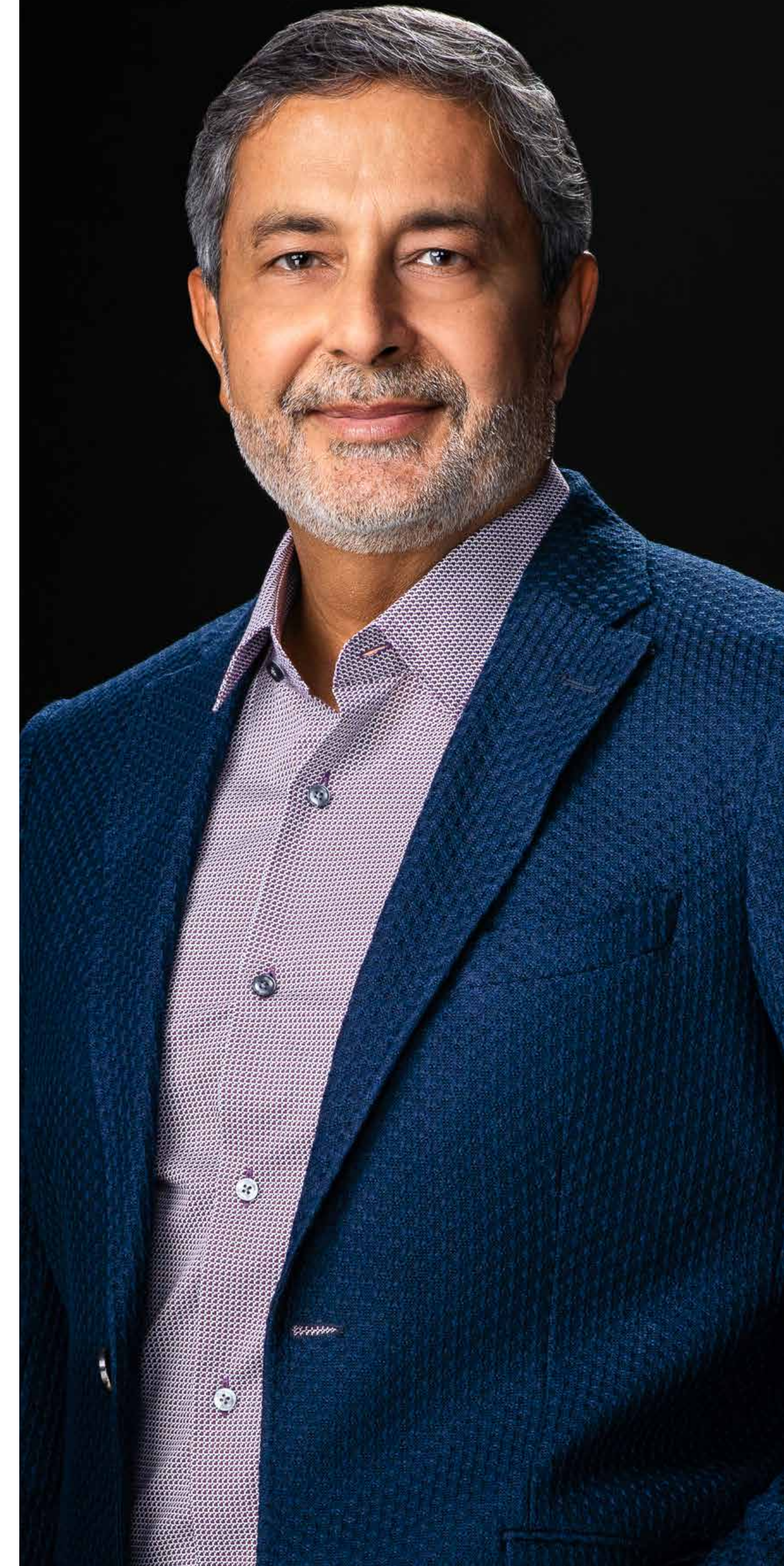
Despite our achievements, fully delivering on our DEI commitments remains a long journey and there is more for us to do. We are not satisfied with the balance of voices represented in our technology and leadership positions. While we work to expand access to the early STEM education that will create tomorrow’s leaders, we must employ bolder strategies to attract more than our fair share of the available diverse talent today.

To that end, we are increasing our visibility to diverse talent by investing in relationships with [historically Black colleges and universities \(HBCUs\)](#). In 2022, we were especially proud to have been [recognized by the engineering deans of HBCUs as a top supporter of these institutions](#). And were equally honored to receive the Golden Torch Award from the [National Society of Black Engineers](#) for demonstrating Micron’s commitment to creating greater access to STEM careers for people who are Black.

Our report contains many more examples, both of successes and areas where we know we can improve. I believe that our continued focus and actions will lead to further progress that will help advance Micron, our team members and the communities where we work and live.



**Sanjay Mehrotra**  
President and Chief Executive Officer



# A message from Senior Vice President, Chief People Officer and President of the Micron Foundation, April Arnzen

Diversity, equality and inclusion is how Micron does business. It's not only the right thing to do, but also what we must do to develop the global semiconductor workforce needed to accelerate our innovation as we prepare to meet the growing global demand for memory. As I reflect on how we advanced our DEI initiatives in FY22, I am proud that our efforts continue to mature, although we still have miles to go on our journey. Our fifth annual DEI report, "We Are Micron," transparently shares our progress. It is how we hold ourselves accountable to our shareholders, stakeholders, team members and the communities where we work and live.

In my role as chief people officer and president of the Micron Foundation, it's my goal to ensure that our investment in STEM education around the world intentionally creates greater opportunities for women and underrepresented communities. We're demonstrating this commitment by expanding programs such as [Chip Camp and Girls Going Tech](#) to more locations globally and increasing our support for HBCUs and other [minority-serving institutions](#).

Our commitments to helping more communities have access to STEM education include an investment in STEM educators. Research shows that when kids from systemically and historically marginalized communities have a teacher who looks like them, it helps them build confidence in their own potential. And to develop the talent we need for the future, we must increase STEM access in rural areas, Indigenous communities and racially diverse, historically underserved communities.

As an advocate for women in the workplace at all stages of their careers, I'm excited about our new partnership with Catalyst, a global organization committed to building workplaces that encourage women. To support the parents that work on our Idaho campus, we recently announced a partnership with the Treasure Valley Family YMCA to build a world-class child care facility near our corporate headquarters. Not only will this facility create convenient access to child care for Micron parents, but it will also boost interest in STEM by providing STEM-based programming through age-appropriate activities.

Over the past year, we have continued to build relationships with the veteran community. As the daughter of a veteran, I am proud to see our work with groups such as Mission 43 and the Mountain Home Air Force Base paying off, demonstrated by the increase in our veteran hires in FY22. Veterans now represent 9% of our U.S. workforce and 17% of our U.S. new hires, excluding interns. We are building even greater relationships with veteran communities with our planned expansion into Central New York, including our new partnership with Syracuse University's D'Aniello Institute for Veteran and Military Families. We announced an ambitious goal to hire more than 1,500 veterans in Central New York over the next two decades.

I truly believe inclusion is a cornerstone for a thriving workplace. As the executive sponsor of our DEI commitment to strengthen our culture of inclusion, I'm excited to see our employee resource groups (ERGs) continue to grow around the world. We now welcome 82 global chapters, and more than 18,000 team

members belong to an ERG. Participation is making a measurable difference, and the proof is in the numbers — our inclusion index score went up for the third year in a row to 86%.

To show support for the important work of our ERG leaders and the significance of their influence, in FY22, we began offering stock grants to these leaders. From participating in outreach to nurturing new college graduates to volunteering in K-12 programs that spark interest in semiconductor careers, our ERG members truly make Micron a better place *for all*.

As I look ahead, I'm excited about our momentum but far from satisfied with our progress. The only way we can increase representation around the world is to maintain a determined commitment to DEI. Overcoming years of imbalance in the semiconductor industry takes time, but I believe Micron's tenacity and focus will help us get there.



## April Arnzen

Senior Vice President, Chief People Officer and President of the Micron Foundation



# Introducing Vice President and Chief Diversity Inclusion Officer Fran Dillard

Transforming how the world uses information to enrich life *for all* — it's the Micron way.

I firmly believe that transformation always starts within, and it's the driving force leading our diversity, equality and inclusion work each and every day.

This 2022 annual DEI report, "We Are Micron," reflects our steady and measured accomplishments and ongoing progress. Without a doubt, this year's report illuminates the power of our global team members and our collective influence in creating ripples of change around the world.

What I know for sure is that, when we work together to unleash inclusion in the workplace, we create breakthrough innovation. Here at Micron, we are setting the stage for a new generation of diverse and inclusive ideas that strengthen culture, elevate diversity as a business imperative and lead to better workplace experiences *for all!*

So heading into our fifth annual DEI report, we are more committed than ever!

Passionate. Bold. Inclusive. United.

We will continue to move our bold initiatives forward through our unyielding efforts to increase representation. We are united in our commitment to enhance the DEI capability and capacity of our global workforce as we strive to be best in class and amplify our brand globally.

I firmly believe the key to building an inclusive culture in our industry is courageous leadership, strong and action-oriented industry alliances, and intentional focus on embedding DEI strategies into all aspects of our business — with passion and partnerships.

As we lean into what's next, and honor the progress of now, we know that the future of this work will improve lives, enhance the global blueprint of workplaces, and strengthen community *for all!*

Onward,



**Fran Dillard**

Vice President and Chief Diversity Inclusion Officer



# We are informed and accountable<sup>1</sup>

Armed with a fierce determination to cultivate a more diverse, equal and inclusive ecosystem — paired with an organizational culture that celebrates inclusion and the uniqueness that each of our employees (called team members) bring — Micron has six DEI commitments that prioritize our efforts.

These key commitments, initially defined in FY21, serve as the roadmap of our DEI work internally, within our industry and in the community at large. And because information is power, this report is important for demonstrating how Micron's intentional approach to our DEI commitments aligns with and raises the standards on how Micron does business.

The level of accountability is deliberate — to hold each executive assigned to a commitment, as well as our leaders and team members, responsible. We are all in this together, which is why delivering on our commitment goals is also tied to executive and team member compensation goals. We explain the details of our DEI journey throughout our report.

As with any paradigm shift, opportunities for improvement and growth arise. Ensuring Micron's success at increasing representation of underrepresented groups will take bold actions and time to achieve the talent we desire. Hiring talented people from underrepresented groups isn't enough; we need to retain that talent. So in addition to seeking diverse talent, we will also continue focusing on retention to maintain consistency and stability in our workforce.

<sup>1</sup> As part of Micron's commitment to diversity, Micron does not discriminate against any employee, applicant for employment, supplier, client, or customer because of race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, genetic information or any other trait protected by law. In addition, Micron is fully committed to taking affirmative action to ensure that Micron treats all persons without regard to their race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, genetic information or any other trait protected by law.



# Micron’s six DEI commitments

● On track ▲ Not on track

Our commitments	Executive owner	Status	FY22 key achievements	FY23 focus
<b>1. Increase representation of underrepresented groups (URGs)<sup>1</sup></b>	<b>Scott DeBoer</b> Executive vice president of technology and products	▲	<ul style="list-style-type: none"> <li>Overall URG representation is up slightly from FY21 to 36%</li> <li>We did not achieve our entry-level management targets for underrepresented groups</li> <li>Our percentage of women increased for vice presidents, senior leaders, leaders and technical positions</li> <li>Our new college graduate URG hiring was down 3.8%<sup>5</sup> from FY21</li> </ul>	<ul style="list-style-type: none"> <li>We will engage with minority-serving institutions in bold new ways to diversify our talent pipeline and develop regional networks that reach rural and Indigenous communities, in addition to continuing our partnerships with historically Black colleges and universities</li> <li>We are also developing sponsorship and mentoring programs to help members of URGs thrive, grow and advance their careers</li> </ul>
<b>2. Drive equitable pay and inclusive benefits</b>	<b>Sumit Sadana</b> Executive vice president and chief business officer	●	<ul style="list-style-type: none"> <li>We maintained global pay equity in FY22</li> <li>We added Singapore Malay as a race/ethnicity category outside the U.S. in FY22</li> </ul>	<ul style="list-style-type: none"> <li>We will continue our assessment of global benefits to ensure they are inclusive</li> <li>We are aligning U.S. benefits to Human Rights Campaign requirements</li> </ul>
<b>3. Strengthen our culture of inclusion</b>	<b>April Arnzen</b> Senior vice president, chief people officer and president of the Micron Foundation	●	<ul style="list-style-type: none"> <li>The unique percentage of team members joining employee resource groups increased by 47% from FY21 to 39%</li> <li>Our inclusion index score increased for the third year in a row to 86%</li> </ul>	<ul style="list-style-type: none"> <li>Leaders will participate in inclusive learning training, anchored in psychological safety</li> </ul>
<b>4. Advocate for gender, LGBTQ+ and racial equality<sup>2</sup></b>	<b>Courtney Geduldig</b> Corporate vice president of government and public affairs	●	<ul style="list-style-type: none"> <li>We became a member of the Congressional Black Caucus Institute (CBCI) 21st Century Council</li> <li>We sponsored and participated in a panel about STEM education and Latino students at the CHCI Issues Summit on Education &amp; Economic Empowerment</li> <li>We invested in the Global Women’s Innovation Network (GlobalWIN)</li> <li>Micron signed on to a Human Rights Campaign letter in support of the Respect for Marriage Act</li> <li>We became an original member of the Economic Opportunity Coalition (EOC), a public-private partnership to address economic disparities and accelerate economic opportunities in underrepresented communities</li> </ul>	<ul style="list-style-type: none"> <li>We will add gender to this commitment, strengthen our commitment to elevating marginalized communities through our global Micron expansion and transition Micron’s Social Justice Council to a corporate purpose advisory board</li> </ul>
<b>5. Engage with diverse financial institutions<sup>3</sup> for cash management</b>	<b>Mark Murphy</b> Executive vice president and chief financial officer	●	<ul style="list-style-type: none"> <li>We achieved our goal to grow fixed income investments managed by diverse financial institutions to \$500 million</li> </ul>	<ul style="list-style-type: none"> <li>We will increase our fixed income investments managed by diverse financial institutions and/or support the development of underrepresented communities to \$750 million</li> <li>We will also collaborate with large banks to mentor diverse financial institutions</li> </ul>
<b>6. Increase representation and spend with diverse suppliers<sup>4</sup></b>	<b>Ben Tessone</b> Senior vice president and chief procurement officer	●	<ul style="list-style-type: none"> <li>We achieved \$454 million in spend with diverse suppliers, exceeding our goal of \$404 million</li> </ul>	<ul style="list-style-type: none"> <li>We have defined a multiyear program to achieve best-in-class inclusive sourcing practices by implementing various strategic actions to increase representation in our supply chain in a way that positively impacts our business and the communities where we operate</li> </ul>

<sup>1</sup> Micron’s definition of underrepresented groups is listed in the [data dictionary](#). Learn about why we are committed to increasing representation of underrepresented groups in the section [We invest for the future](#).

<sup>2</sup> Gender has been added to Commitment 4 for fiscal year 2023.

<sup>3</sup> Micron’s definition of diverse financial institutions is listed in the [data dictionary](#). Learn about why we are committed to investing with these firms in the section [We advance](#).

<sup>4</sup> Micron’s definition of diverse suppliers is listed in the [data dictionary](#). Learn about why we are committed to increasing representation and spend with diverse suppliers in the section [We source with intention](#).

<sup>5</sup> FY21 and FY22 calculation includes Singapore Malays.





**WE INVEST  
FOR THE  
FUTURE**

COMMITMENT 1 EXECUTIVE OWNER

“At Micron, we know diversity is a strength. It’s embedded in the way we do business and drives our innovation and our ability to remain a technology leader in the semiconductor industry.”

**Scott DeBoer**

Executive Vice President of Technology and Products



# Building the US workforce of the future to benefit *all*

As Micron expands our global leading-edge manufacturing, research and development capabilities over the next decade, we have made significant commitments that will help build our diverse workforce for the future. This has been a centerpiece of Micron's plan for new advanced manufacturing fabrication plants in Boise, Idaho, and Central New York.

"From the very start of our U.S. expansion, we have prioritized investment and partnerships in Idaho and New York to cultivate the next generation of diverse talent, accelerate economic opportunities for underserved communities, support regional infrastructure and develop advanced skills across the regions to sustain leading-edge semiconductor manufacturing," said Scott Gatzemeier, corporate vice president of front end and U.S. expansion.



Scott Gatzemeier, Corporate Vice President, Front End and U.S. Expansion

In New York, we established an industry-first [Community Investment Framework](#), in partnership with state government. This framework reflects shared community priorities, including training and education programs to expand employment opportunities for women, people of color, veterans and other underrepresented communities. The \$500 million designated for the Community Investment Framework fund will support development of Central New York's community and workforce over the duration of the project. Micron will invest \$250 million to target education, community assets and organizations, child care and housing in underrepresented communities.

Micron has established education programs that expand both traditional and nontraditional workforce development pathways to make STEM careers accessible *for all*, particularly for individuals in underrepresented and underserved communities. Micron is working across Idaho to create a workforce development plan that will build a high-skilled talent pipeline. This effort includes targeted [investments in Idaho's higher education institutions](#) that share Micron's priorities in creating equitable access to diverse students and preparing students for the future workforce needs. As an industry partner to these schools, Micron is helping modernize existing curricula and developing new curricula. These partnerships will raise awareness about semiconductor careers and start students and job seekers on a path to success.

We have initiated partnerships and investments in Idaho and New York to bolster registered apprenticeships, military veteran outreach and women-focused programs. In addition, Micron invests in K-12 STEM programs across the U.S., including in underserved communities. We are also helping to establish the first STEAM (STEM plus arts) school in Central New York. Together, these efforts will inspire the next generation to pursue engineering and technical training at regional colleges and universities, leading to STEM careers.

As part of this growth, Micron is committed to identifying quality, affordable and accessible child care solutions for the direct workforce and broader community. Micron expects to open a world-class child care facility in Boise, operated by our local partners at the Treasure Valley Family YMCA. Located across from Micron's corporate headquarters, the center will provide STEM-based instruction and easy access for

parents and caregivers to interact with their children during the day and ease the transition for those returning to the workforce.

We are also prioritizing diversity across the New York megafab's construction workforce. We have partnered with local trade unions to promote employment opportunities for veterans and established a fund to boost minorities and women in the project's workforce. We are committed to designating substantial portions of our construction and operations spend to socially and economically disadvantaged businesses, in alignment with our [supplier diversity commitment](#).

We are extremely proud of Micron's expansion in New York and Idaho, as well as of the investments we are making to support the communities where we work and live to accelerate opportunities *for all*.



Micron's new megafab development New York.  
Preliminary illustration, subject to change.

# Commitment 1

## Increase representation of underrepresented groups<sup>1</sup>

Following the August 2022 passage of the [CHIPS and Science Act](#), we proudly announced our intention to design and manufacture leading-edge memory in the U.S. We plan to invest [approximately \\$15 billion](#) through the end of the decade to construct a new fab for leading-edge memory manufacturing in our hometown of Boise, Idaho, and [up to \\$100 billion](#) over the next 20-plus years to construct a new megafab in Clay, New York.

We are committed to expanding responsibly, which includes a strategic focus on growing the science, technology, engineering and math (STEM) talent pipeline with people from historically underserved communities, and recruiting our fair share of talented and diverse people from those communities. We describe our efforts and progress throughout this report.

Our strategies to increase representation include deepening our relationships with post-secondary institutions that have strong programs to advance diversity and women in STEM, as well as with minority-serving institutions.

As part of our involvement with the [Alliance for Global Inclusion](#), we have committed to hiring 5% or more of our workforce from nontraditional pathways by 2030. This commitment includes investing in [apprenticeships](#) and programs focused on skills-based training and education. Learn more about our [alliance partnership](#).

### Talent retention strategy

At Micron, the core of our success is our people. Building and maintaining our underrepresented group (URG) representation means placing equal effort not only into attracting diverse talent but also into retaining that talent once they're here.

We aspire and actively work to create an inclusive culture where everyone feels seen, heard, valued and respected. In addition, our leadership, mentors, employee resource groups (ERGs), wellbeing programs, volunteerism, and matching programs and development opportunities contribute to engaging all team members to perform at their best. Learn more about our programs to [strengthen our culture of inclusion](#).

The table on the following page shows our URG retention for fiscal year 2022 (FY22). Note that FY21 was the first year we disclosed U.S. and global retention. FY22 is the first year we are including Singapore Malay in our URG definition, as our diversity, equality and inclusion (DEI) model matures to better reflect our global footprint.

[A retention rate of 90% or greater is considered good.](#)

Our retention rate for Black team members increased by 1% to 93%, but the rate declined by 1% across most other URGs. Building retention takes time, and we will remain focused on monitoring our progress.

We also actively monitor our hiring of experienced talent and new college graduates (NCGs) among URGs. While the number of our experienced hires increased for the second year in a row, the number of NCG hires reflects a slight downturn. To directly address this shift, we are broadening our recruitment even more to hire from historically diverse institutions. Learn more about our [inclusive hiring initiatives](#).

### Global onboarding program

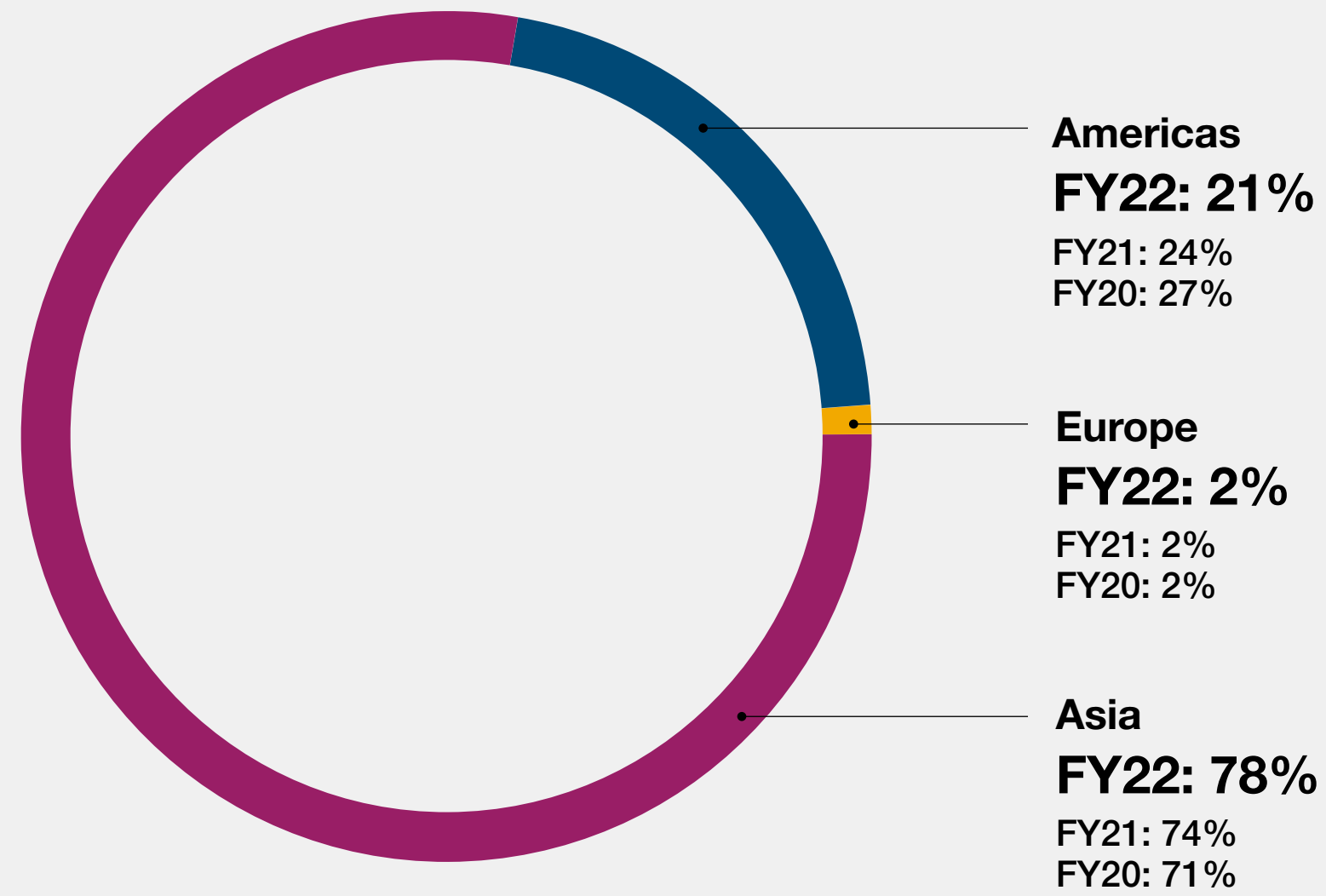
In FY23, as part of our retention strategy, we are enhancing our global onboarding program. We know one important factor to ensuring retention is creating an exceptional onboarding experience that lasts beyond the first day on the job. According to research conducted by [Glassdoor](#), organizations with a strong onboarding process can improve the retention of new hires by 82% and boost productivity by 70%. Our new program will leverage our DEI, wellbeing and other programs to foster cultural engagement and accelerate our team members' productivity at all sites around the world.



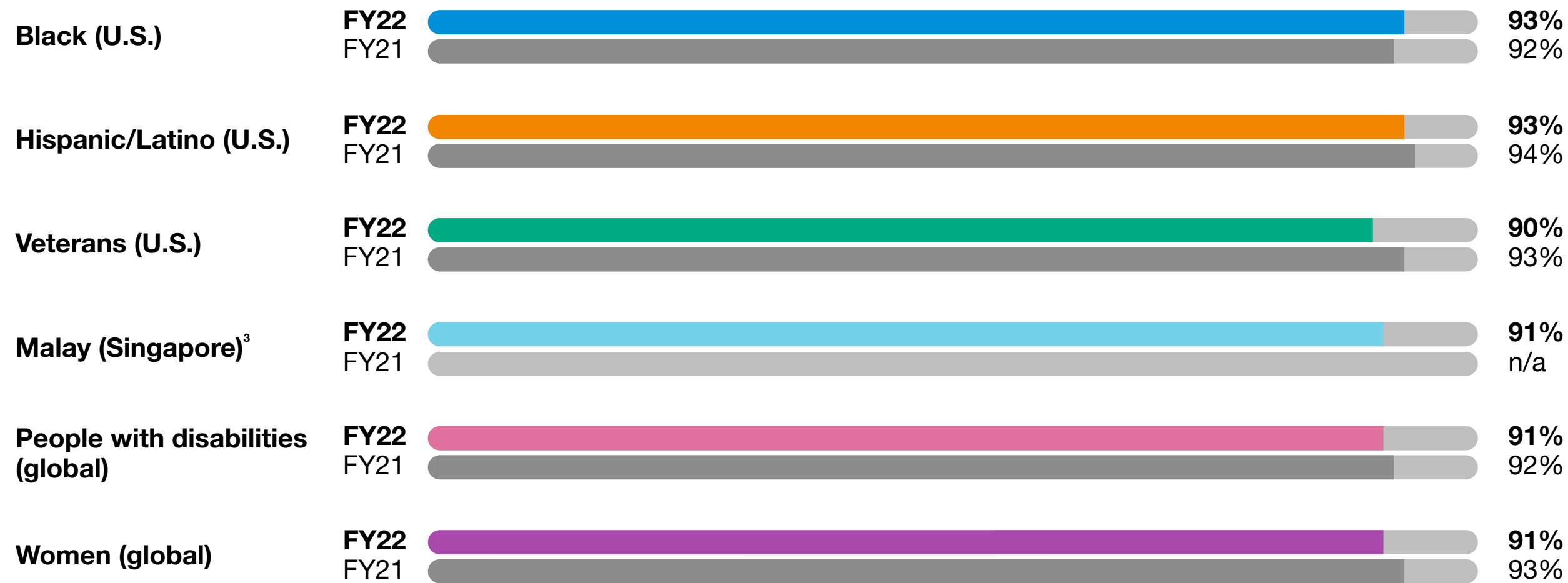
<sup>1</sup> This commitment is to ensuring the representation of our workforce reflects the global community. We want to build a diverse slate and hire the best talent.

This aspirational commitment goal does not influence or involve employment selection decisions. Micron will never compromise on our goal to hire only the best candidate for a given position.

### FY22 headcount by region<sup>1</sup>

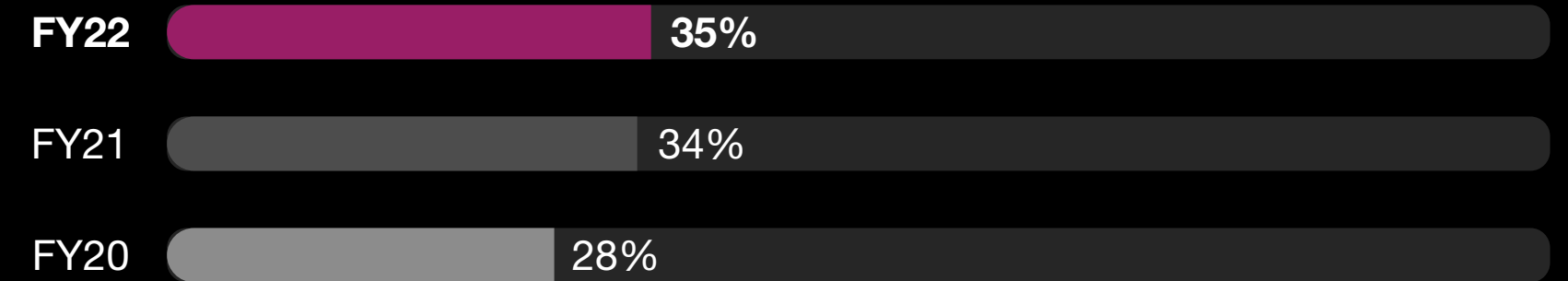


### FY22 retention<sup>2</sup>

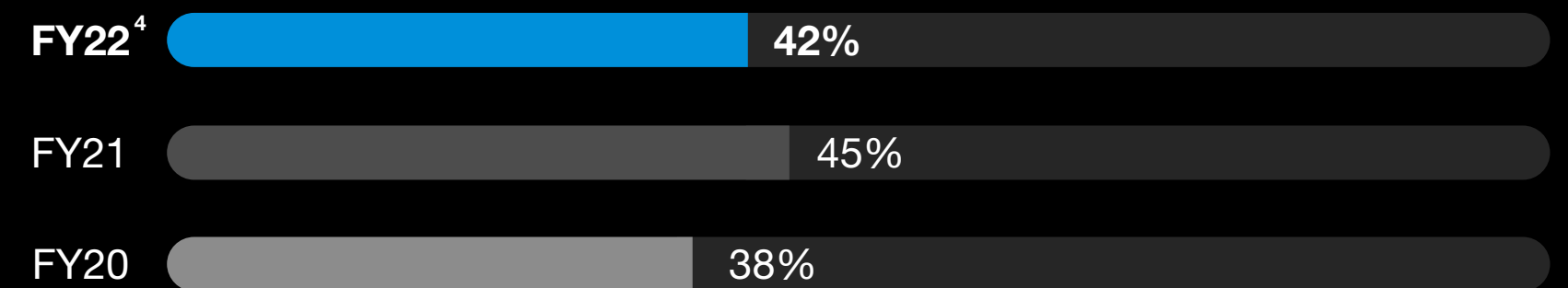


### Global hiring from underrepresented groups<sup>2</sup>

↑ Experienced hires up 1%



↓ New college graduates down 3%



<sup>1</sup> Percentage may not total 100 due to rounding.

<sup>2</sup> Find data definitions in the data dictionary.

<sup>3</sup> Singapore Malay not tracked in FY20 and FY21.

<sup>4</sup> Now includes Singapore Malays.

## SPOTLIGHT

# One voice can impact accessibility

Micron engineer Jerry Chong has lived with cerebral palsy since birth. The condition is caused by abnormal brain development that controls movement, balance and posture. “I’m very fortunate in that I’m not too badly affected,” he said. “My left lower limb is not as flexible as my right limb.”

The condition affects his ability to control his left leg, but thanks to care he received as a child, he can walk independently and perform all of his job functions in Micron’s Singapore fab. Team members who work in a Micron cleanroom are required to wear smocks to keep the manufacturing environment sterile. After years of having to sit down to put on the two-piece, bottom-up smock, Chong used his ingenuity to identify a new top-down smock design that made the dressing process easier.

“I did research and learned there was a different design available. I saw Fu Wei, the leader of the global Capable employee resource group, and shared my idea,” he said.

Chong documented the design for Tong Ling, Singapore Capable lead, who took the proposal to leadership and helped navigate approvals. Chong says the new design makes smocking up much less of a burden. Instead, it’s equitable to the smocking up experience of his coworkers. He says he has learned the importance of speaking up not only for yourself, but also for others, “Have the courage and the faith that your voice will have a positive impact. Don’t just follow. Be the one to make the change.”

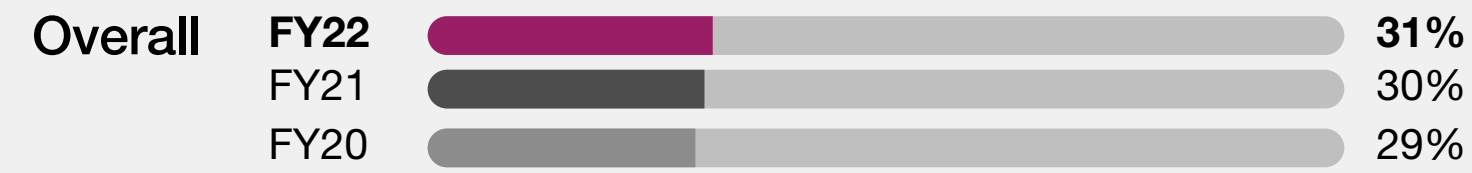


*Jerry Chong, Micron Singapore engineer who identified a more accessible smock that's now in use in Singapore and will soon be shared globally*

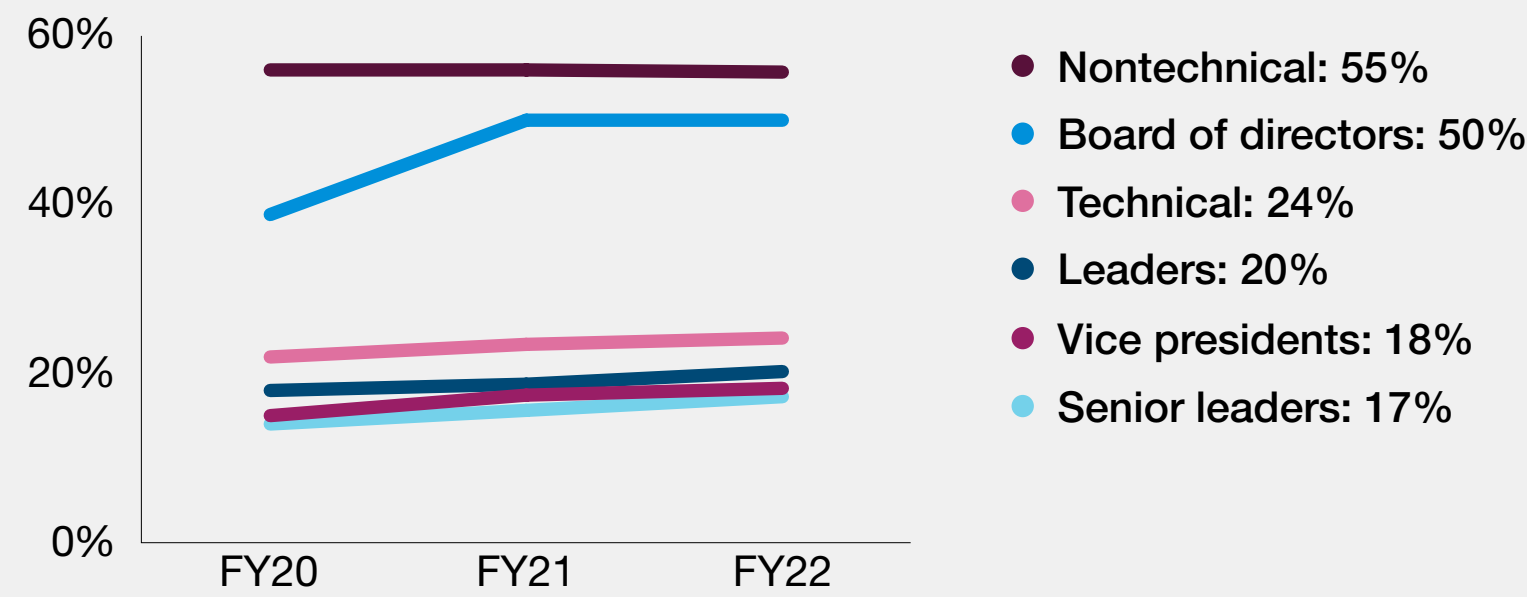
# Women’s representation strategy

For four consecutive years, Micron’s global percentage of women has increased. Women now represent 31% of our overall workforce. According to the Accenture/Global Semiconductor Alliance’s “[Doubling Women in Semiconductor Leadership](#)” report, the median for representation of women in the total semiconductor workforce lies in the 20% to 25% range. We are above the industry standard but far from satisfied. For this reason, we are recommitting to helping women thrive inside and outside Micron by adding gender to our DEI advocacy commitment. Learn more about our [expanded advocacy](#).

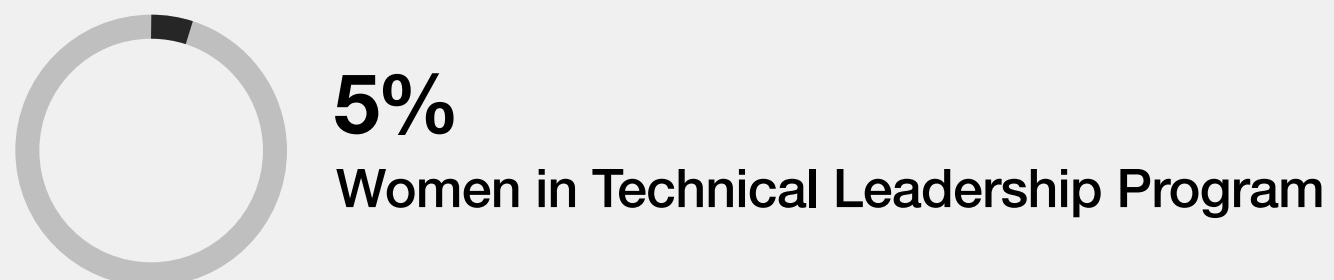
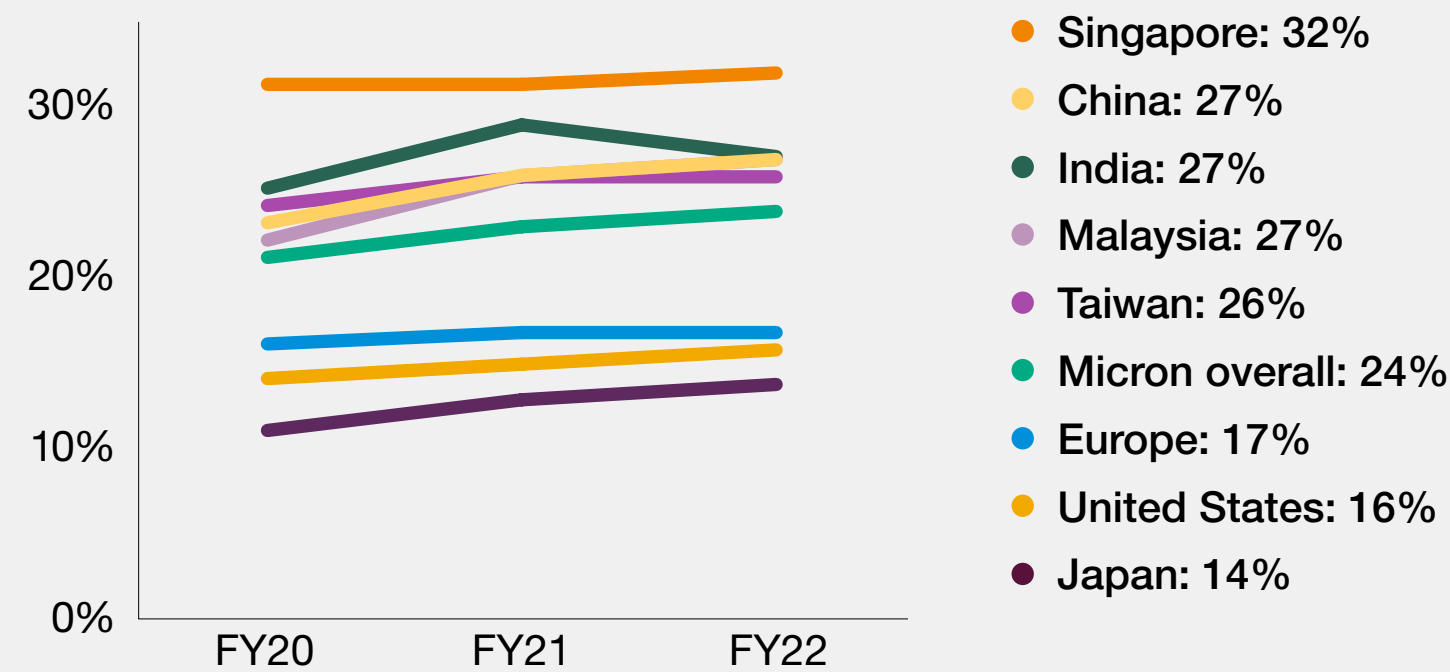
## Global percentage of women<sup>1</sup>



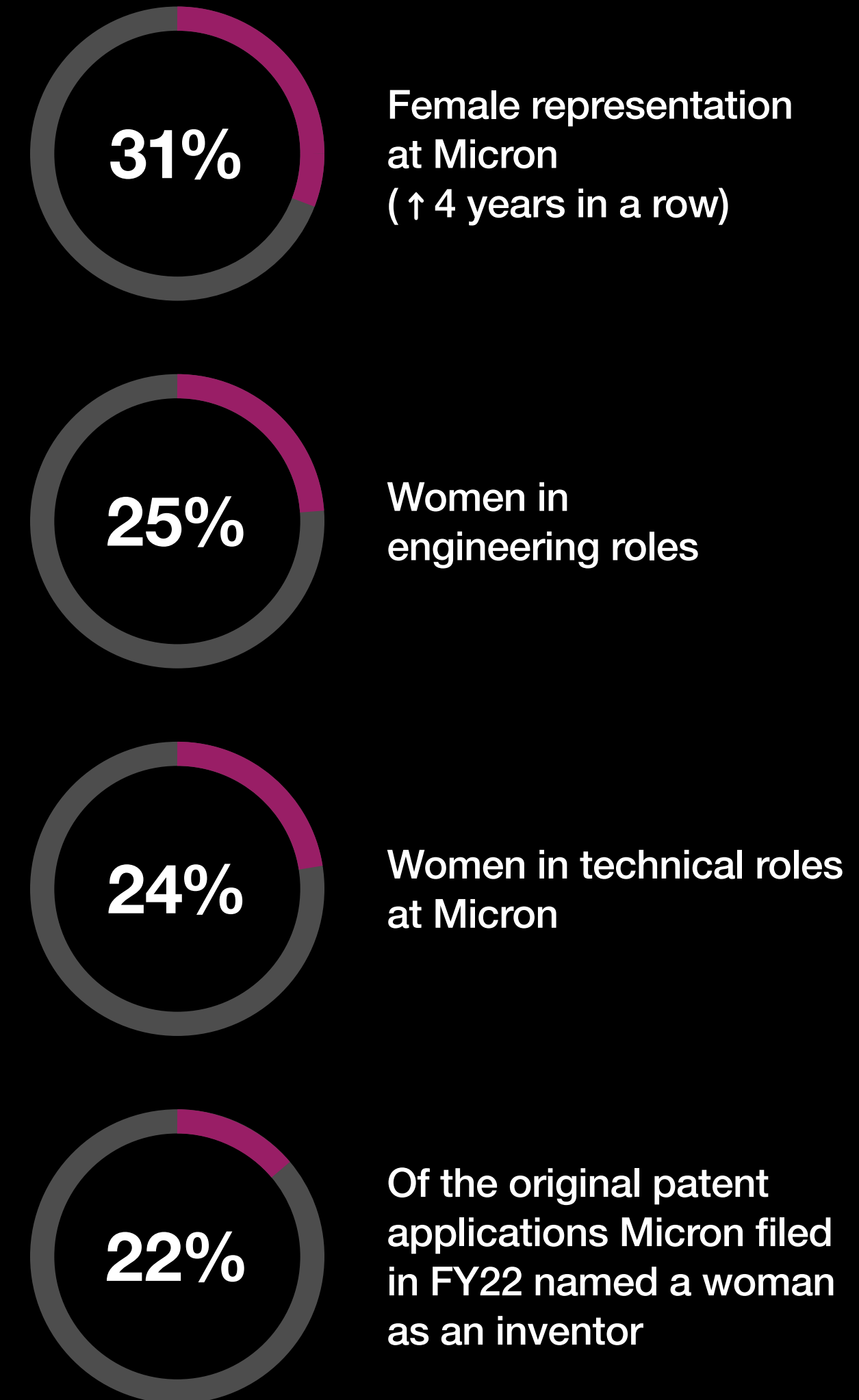
## By group<sup>1</sup>



## Women in technical roles by region<sup>1</sup>



# Key wins for women in FY22



<sup>1</sup> Find data definitions in the [data dictionary](#).

## SPOTLIGHT

# Number of Micron female inventors up 10% from FY21

“Micron’s female inventors helped us achieve our 52,000-plus lifetime patents.”

– Sanjay Mehrotra, Micron President and CEO

As an innovation company, Micron is proud to have achieved more than 52,000 lifetime patents in our 44-year history. And we’re equally proud of our commitment to increasing our number of female inventors. More than 22% of the original patent applications Micron filed in FY22 named a woman as an inventor. That’s 182 female team members named as inventors on those applications — an increase of 10% over FY21. Take Bhumika Chhabra, senior manager of the DRAM product engineering group and a Micron inventor. Chhabra is a leader in the Micron Women Innovate (WIN) program, a partnership between the Micron Women’s Leadership Network ERG and Micron’s patent team. Through diverse group sessions with patent mentors and innovation allies, the program is helping more women achieve their dream of being named inventors. “These individuals can be called upon to provide insight to help teams through sticky points in the innovation and disclosure process,” Chhabra explains. “They are subject matter experts across multiple areas and can offer both technical and procedural feedback.” This action-based allyship is making a difference for women at Micron.



*Bhumika Chhabra, senior manager  
DRAM product engineering group*



# Developing an inclusive talent strategy

At Micron, we consider professional development an investment and not an expense. Giving team members the opportunity to strengthen skill sets, learn ways to perform more effectively, raise awareness about aspects of organizational culture and enhance leadership skills helps to grow capacity and core competencies.

## Mentoring at Micron

Micron’s mentorship program champions a growth mindset — to thrive on challenges and learn from them. We believe this is essential to empowering women to succeed and advance their careers. Micron offers mentoring for all team members because we believe it is critical to everyone’s success. Mentoring promotes culture, increases knowledge sharing, drives performance and expands the global network of relationships that nurture innovation and interconnectivity.

We also offer a targeted program — the Technical Leadership Program (TLP) — for mentoring technical team members and accelerating their growth. Our TLP members are highly experienced technical experts with strong track records of innovation, collaboration and performance. Such programs help advance all our technical leaders.

## New sponsorship and mentoring programs coming in FY23

Micron’s Inclusive Sponsorship Program (MISP)<sup>1</sup> will include a cohort of 25 to 30 diverse and high-potential senior leaders to be partnered with Micron executive sponsors, who will serve as their coaches and champions. The relationship will last nine months to one year and includes training, job shadowing, feedback and special projects. Research from the [Center for Work-Life Policy](#) shows sponsorship provides a statistical benefit of up to 30% when it comes to stretch assignments, promotions and pay raises.

## Mentoring the future female STEM workforce

Micron continues to invest in the Global Women’s Mentorship Program, a unique opportunity for talented, emerging women in STEM to build meaningful relationships with professional technical women. Micron’s female leaders raise awareness about our company and opportunities in the semiconductor field for young women around the world. In FY22, 46 Micron female mentors supported 193 female STEM students from 11 countries and 110 different universities.

<sup>1</sup> As part of Micron’s commitment to diversity, Micron does not discriminate against any employee, applicant for employment, supplier, client, or customer because of race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, genetic information, or any other trait protected by law. In addition, Micron is fully committed to taking affirmative action to ensure that Micron treats all persons without regard to their race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, genetic information, or any other trait protected by law.

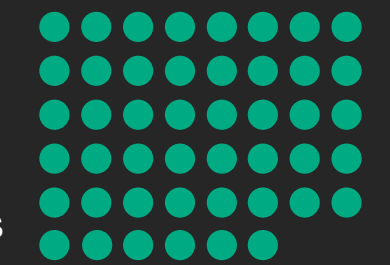


Boise, Idaho

## Fast facts: Mentoring females in STEM

46

female mentors



193

female STEM students

11

countries



110

different universities

# Supporting women around the world

## Women Automotive Summit

Because Micron has one of the industry's [largest portfolios of automotive-compliant memory and storage solutions](#), supporting the advancement of women in the automotive field is second nature to us.

In June, Micron sponsored the [Women Automotive Summit](#) where more than 500 attendees from 40 countries gathered online for two days of networking, learning and inspiration. One workshop featured two Micron team members — Alice Bennati, an automotive senior manager, and Daniela Ruggeri, a product application engineering senior manager — who gave a presentation titled “Be innovative in automotive! Be women in automotive!”

The [International Labour Organization](#) cites a significant opportunity for women in the industry. For example, in European Union member states alone, there are three times as many men as women in the automotive sector.



Alice Bennati, an automotive senior manager



Daniela Ruggeri, a product application engineering senior manager

“The bias that the automotive industry is male dominated persists; however, there are women that day after day contribute to overcoming it with their professional competencies and commitment. These women also enrich the automotive industry with their creativity and empathy. I am proud to be one of them,” said Ruggeri.

## Women’s Leadership Initiative sponsorship

Micron is proud to be a Champion of Women sponsor of the [Women’s Leadership Initiative](#), a program of the Global Semiconductor Alliance. Through our sponsorship, we seek to significantly increase the number of women entering the semiconductor market and to elevate their participation both on boards and in leadership positions. Micron’s Hui Zhao was featured on [LinkedIn](#) where she shared her journey from interning at Micron 29 years ago to participating in the launch of Micron’s Shanghai Design Center. She is now a senior manager helping with the start-up of our Atlanta Design Center in Atlanta, Georgia.



Hui Zhao, workforce development senior manager

## Micron’s legal department achieves Mansfield Rule certification

Micron’s legal department is proud to have achieved [Mansfield Rule](#) certification, following an intensive two-year process that began in 2020 when the legal department joined the Mansfield Rule: Legal Department Edition 2.0 program. The program is named after Arabella Mansfield, who in 1869 became the first woman admitted to practice law in the U.S. The program provides in-house legal departments a standard for measuring DEI efforts. To earn certification, Micron’s legal department had to consider at least 50% historically underrepresented lawyers for 70% or more of the department’s significant leadership roles and activities, including its hiring opportunities, high-visibility opportunities, internal promotions, written and transparent job responsibilities and processes for advancement, and outside counsel representation during the two-year period.

“The Mansfield Rule certification process affirmed our ongoing commitment to diversity, equality and inclusion and helped advance our goal of promoting DEI in the legal profession and in our company. We will continue



Anne-Marie Dega, Micron assistant general counsel

to build on our progress and work toward meaningful change,” said Anne-Marie Dega, Micron’s assistant general counsel who championed the process.

Micron believes that attorneys from underrepresented groups bring deep broad experiences, cultural perspectives and backgrounds that inspire creative, innovative solutions. By building diversity and inclusion into talent decisions, our legal department demonstrates to team members, candidates and partners how DEI issues are a top priority for Micron.

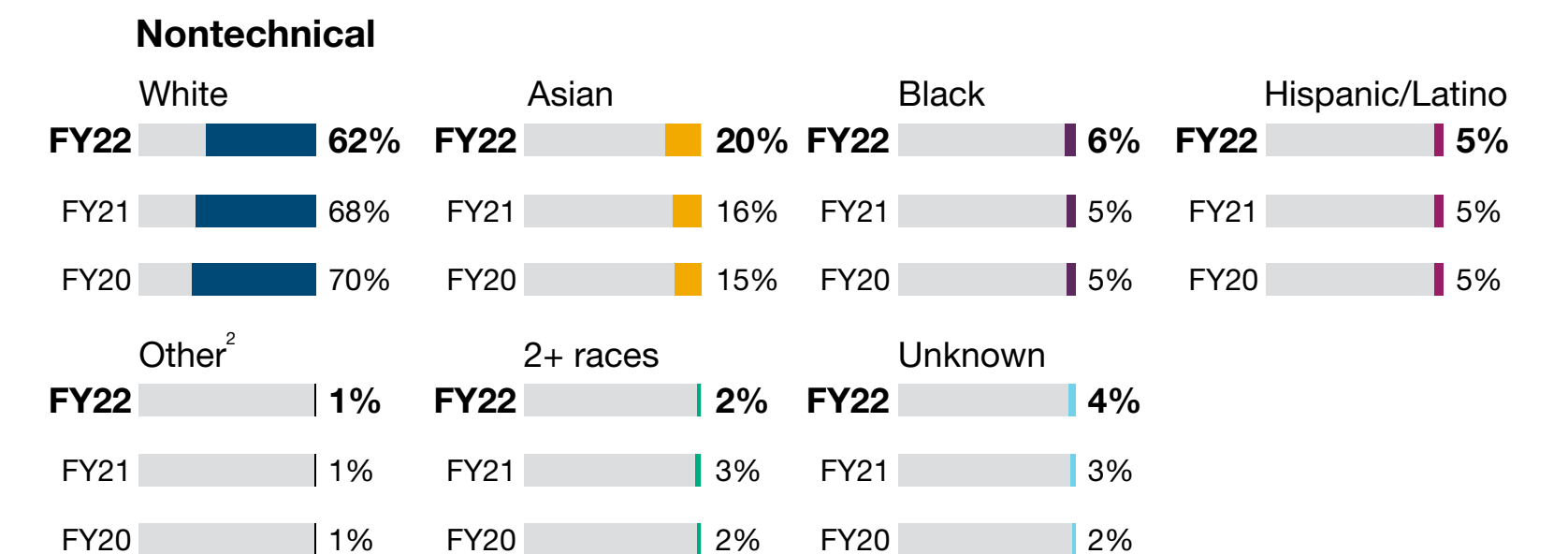
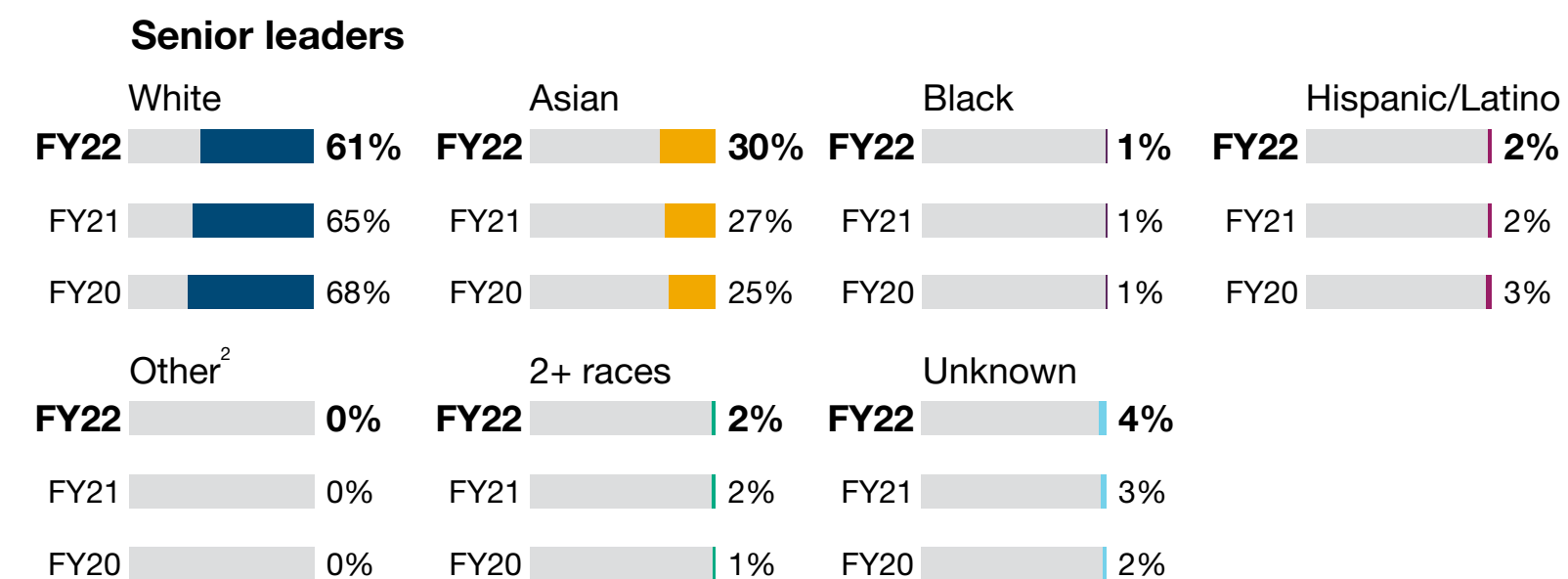
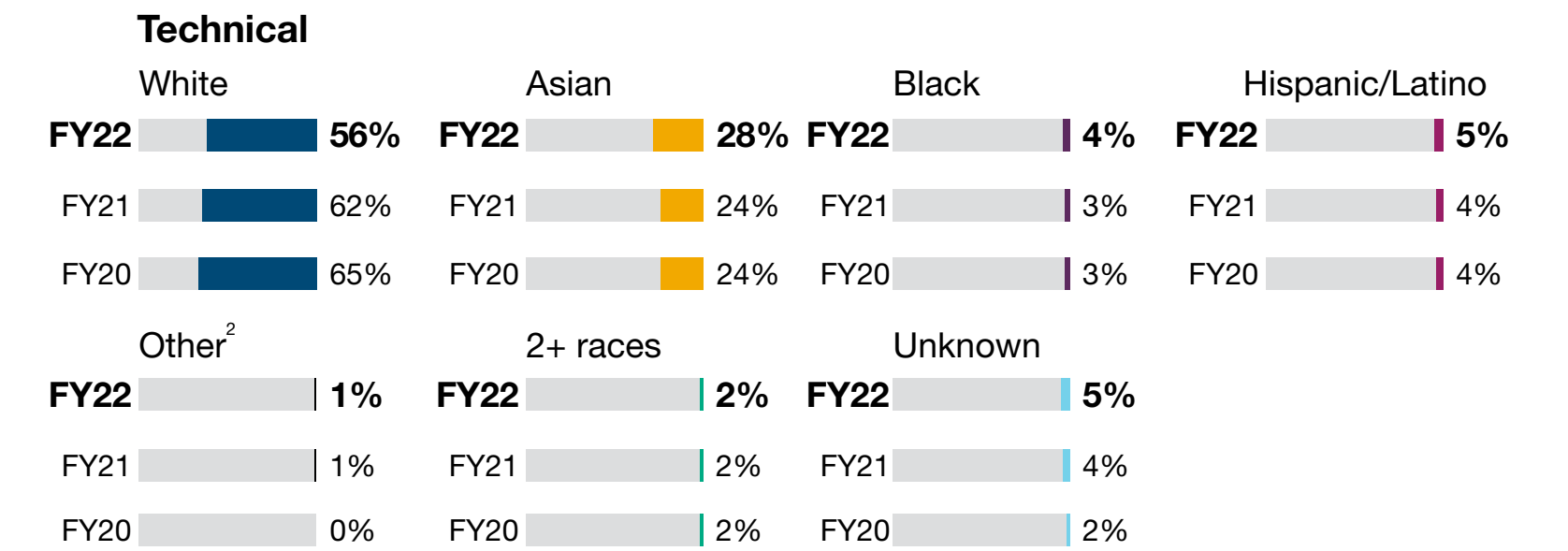
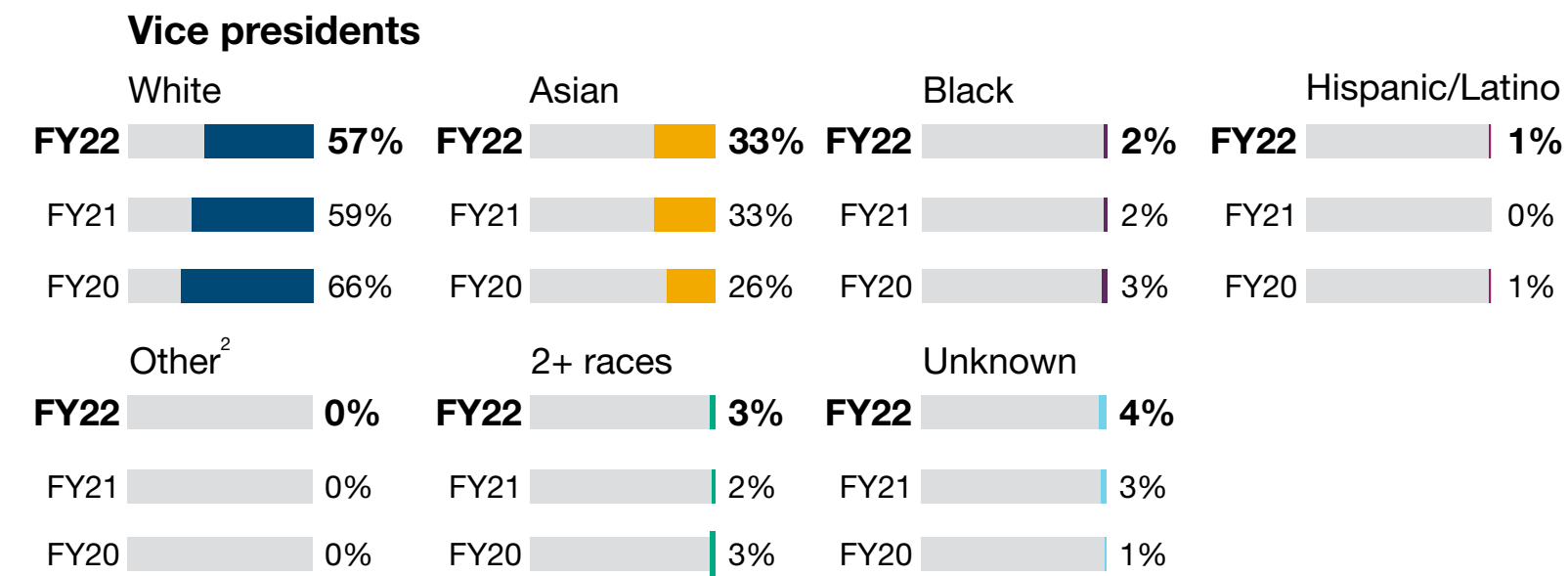
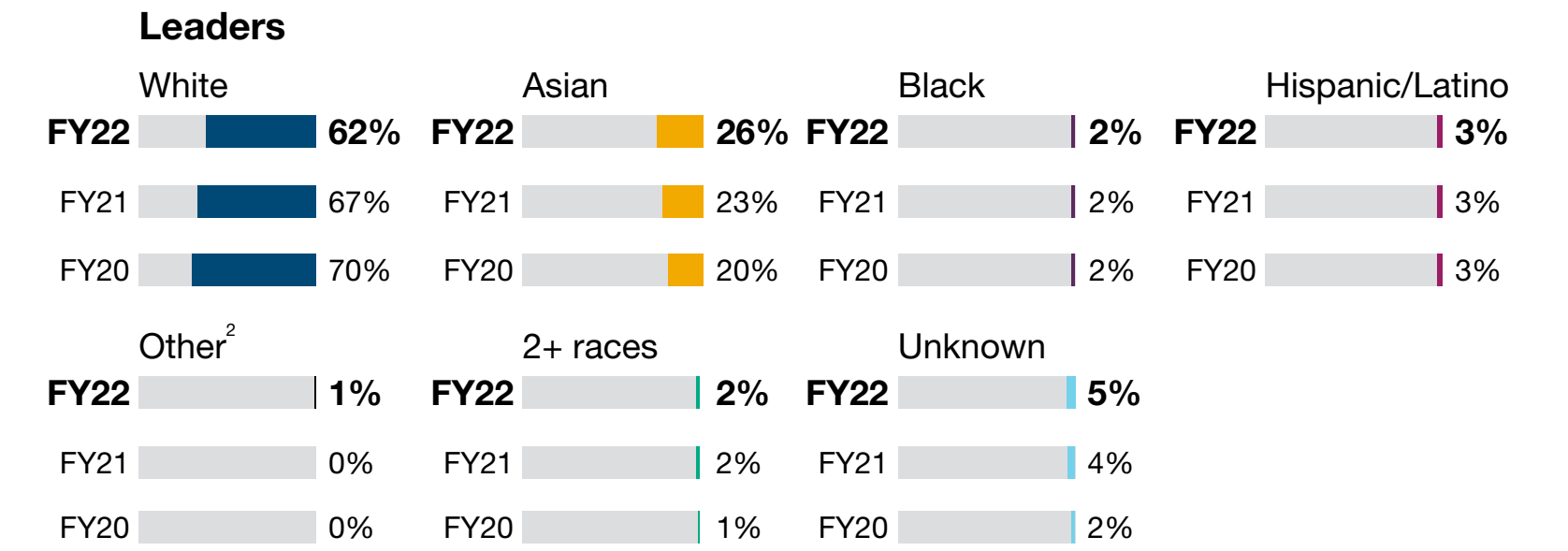
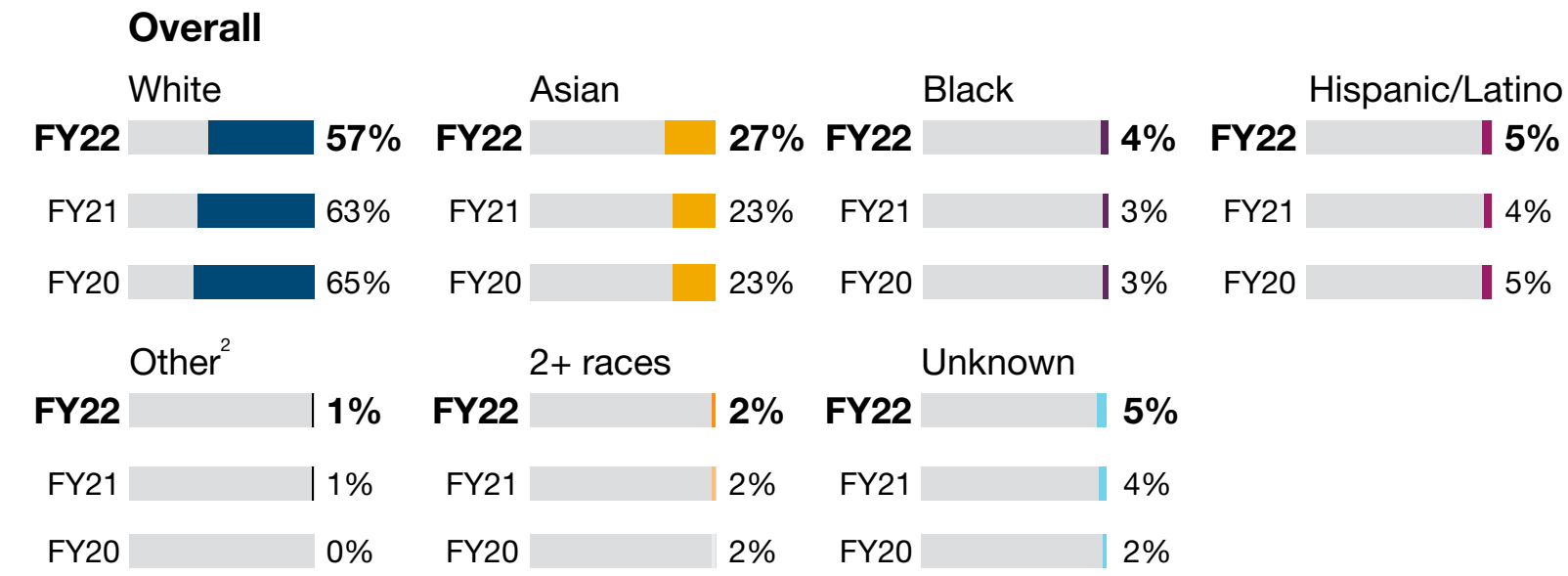
As Rob Beard, Micron’s senior vice president, general counsel and corporate secretary, recognized, “Micron’s Mansfield Rule certification led to significant and intentional advancements in our consideration and hiring of diverse and underrepresented individuals to fill important roles on the legal team and to serve as outside counsel on critical matters. Micron recognizes that diverse teams lead to better results, and we are committed to continuing to lead by example, both in the legal team and across the company.”

# US race and ethnicity

At Micron, our DEI commitment to increasing representation for underrepresented groups is unwavering. We believe that all aspects of diversity drive the innovation our customers need every day. With this in mind, in FY22, we saw an increase at the vice president level for people who identify as two or more races or as Hispanic/Latino. In addition, the percentage of people who identify as Black increased at all levels except in the role of vice president.

While we're encouraged by this progress, we know we must do more if we're to achieve our desire to meet or exceed the percentage of underrepresented talent available. To succeed, we are evolving our [inclusive hiring strategies](#). In the meantime, we continue our transparency by disclosing our data, which helps Micron and our stakeholders understand our opportunities for action and improvement.

## US race/ethnicity by group<sup>1</sup>



<sup>1</sup> Find data definitions in the [data dictionary](#). Percentages may not total 100 due to rounding.

<sup>2</sup> Other underrepresented races/ethnicities.

# Commitment to a comprehensive view of US race and gender

Micron has reported on the intersectionality of race and gender in the U.S. since FY19. Social categorizations such as race and gender can create overlapping and interdependent systems of disadvantage. By monitoring representation based on more than one factor, we can better fine-tune our understanding of our population and address their unique needs more specifically.

Micron’s ERGs are increasingly addressing intersectional considerations through their programs. For example, our Asian American Pacific Islander (AAPI) Network ERG partnered with members from our Capable ERG to host a powerful conversation about being Asian and having disabilities. And our PRIDE+Allies ERG partnered with our Black Employee Network (BEN) ERG to host a program on being Black and a member of the LGBTQ+ community.

During the Micron Women’s Leadership Network (MWLN) Growth Summit, Fran Dillard, Micron’s vice president and chief diversity inclusion officer, shared how Micron is a pay equity leader. For example, the company takes a global intersectional view and considers factors besides gender, such as disability, race/ethnicity and veteran status, to ensure our pay is equitable around the world. [Learn more about Micron’s commitment to pay equity.](#)



<p><b>White</b></p> <p>● Women <b>FY22: 10%</b> FY21: 10% FY20: 10%</p> <p>● Men <b>FY22: 48%</b> FY21: 53% FY20: 55%</p>	<p><b>Hispanic/Latino</b></p> <p>● Women <b>FY22: 1%</b> FY21: 1% FY20: 1%</p> <p>● Men <b>FY22: 4%</b> FY21: 3% FY20: 4%</p>	<p><b>Asian</b></p> <p>● Women <b>FY22: 7%</b> FY21: 6% FY20: 6%</p> <p>● Men <b>FY22: 20%</b> FY21: 17% FY20: 17%</p>
<p><b>Unknown</b></p> <p>● Women <b>FY22: 1%</b> FY21: 1% FY20: 0%</p> <p>● Men <b>FY22: 4%</b> FY21: 4% FY20: 2%</p>	<p><b>Black</b></p> <p>● Women <b>FY22: 1%</b> FY21: 1% FY20: 1%</p> <p>● Men <b>FY22: 3%</b> FY21: 3% FY20: 2%</p>	<p><b>2+ races</b></p> <p>● Women <b>FY22: 0%</b> FY21: 0% FY20: 0%</p> <p>● Men <b>FY22: 2%</b> FY21: 2% FY20: 2%</p>
<p><b>Other underrepresented races/ethnicities</b></p> <p>○ Women <b>FY22: 0%</b> FY21: 0% FY20: 0%</p> <p>● Men <b>FY22: 1%</b> FY21: 0% FY20: 0%</p>		

<sup>1</sup> Find data definitions in the [data dictionary](#). Percentages may not total 100 due to rounding.

“We’re all guilty of relying on our own assumptions, but we need to step out of our comfort zone and learn about people’s different experiences. It makes us stronger as leaders, advocates and allies.”

**Fran Dillard**  
Vice President and Chief Diversity Inclusion Officer

# US veterans

Micron recognizes and honors the sacrifices our U.S. veterans make in service of their country — from placing their lives on the line to being away from their families for months at a time. Once their service is complete, they may have difficulty transitioning to a civilian career. At Micron, we acknowledge and value the experience of veterans and we are focused on the veteran community as we develop our hiring strategies and partnerships. Our veterans also play an important role through the Veterans Employee Resource Group (VERG) in identifying veteran-owned diverse suppliers.

For four consecutive years, our veteran representation has continued to increase and now comprises nearly 9% of our U.S. workforce. In FY22, veterans represented more than 17% of our U.S. new hires, excluding interns.

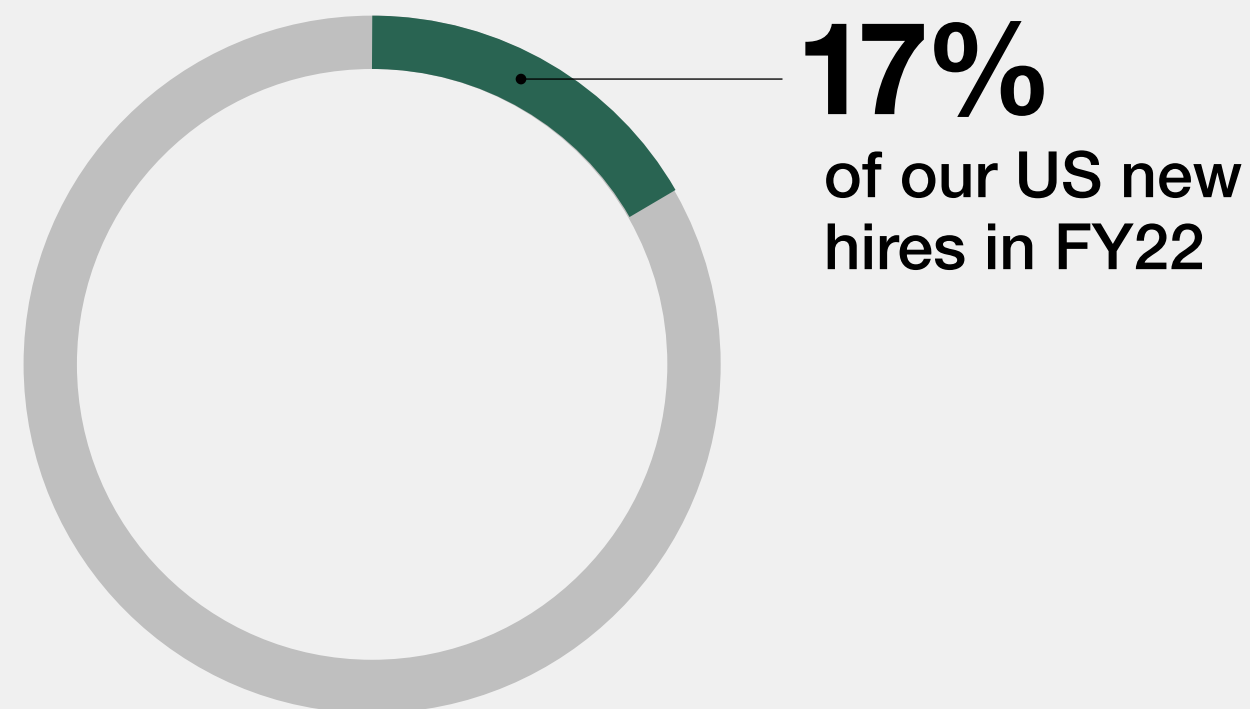
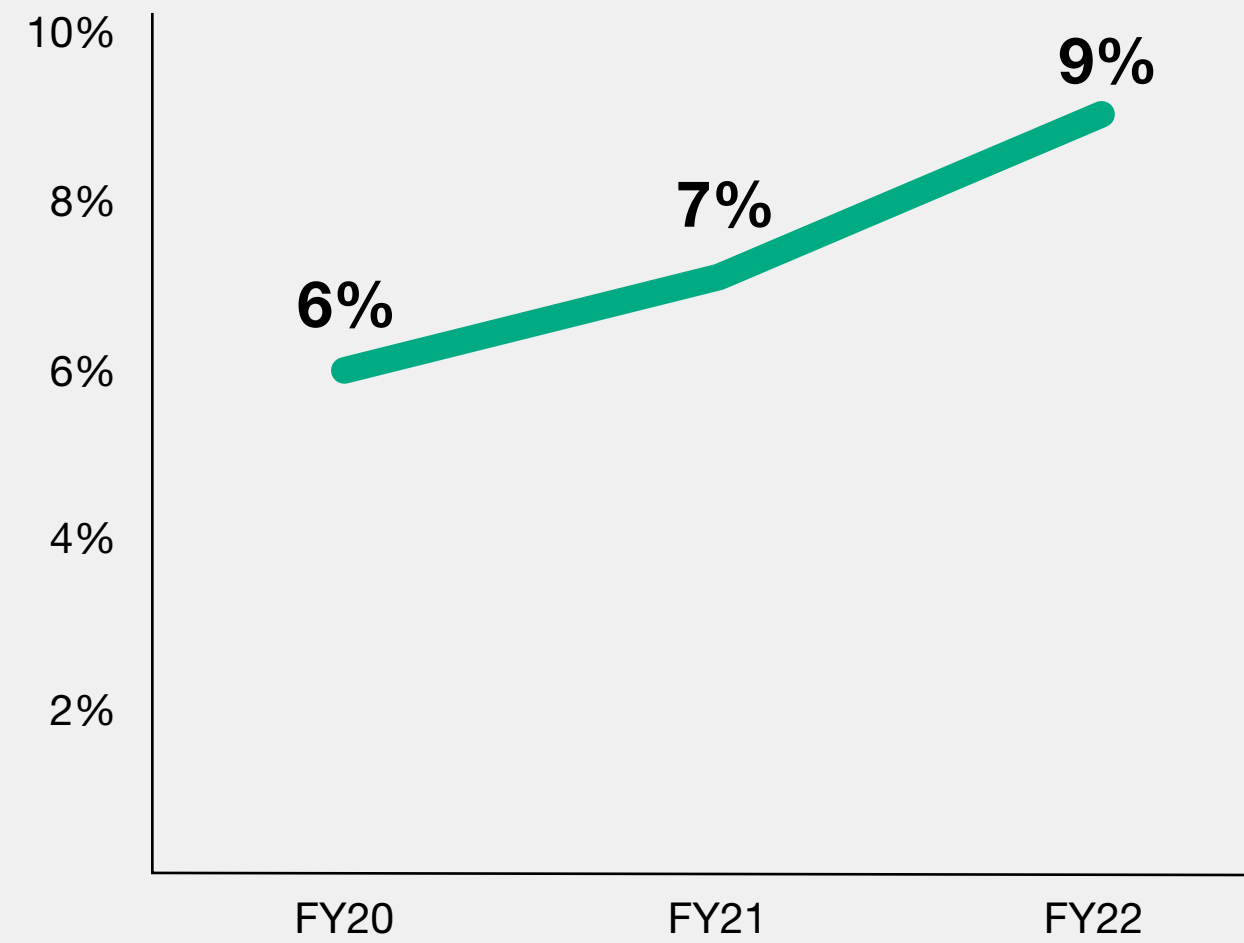
Learn more about our [veteran hiring strategies](#).

## Military to civilian skills translator

For FY23, we are working closely with [Military.com](#) to enhance the experiences of military veterans who are seeking jobs. This effort allows veterans and Micron recruiters to articulate how military skills translate to civilian careers. Our work with Military.com includes creating a skills translator tool to attract and help former servicemembers accurately connect their skills and secure semiconductor careers with Micron.

### US veterans<sup>1</sup>

↑ **3%**  
since FY20



<sup>1</sup> Find data definitions in the [data dictionary](#).



## Other diversity dimensions now measured globally

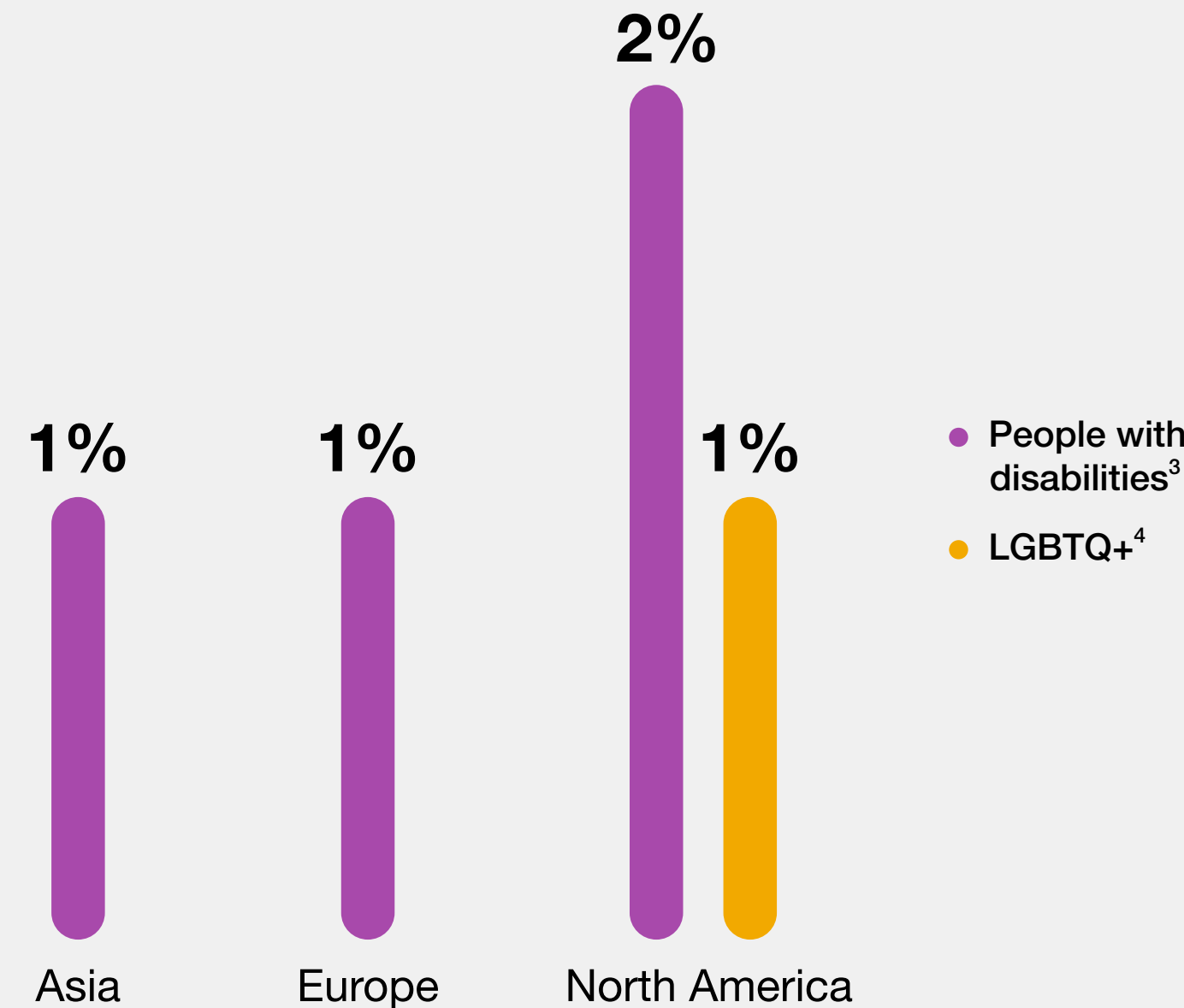
Each year, Micron conducts a campaign to encourage team members to disclose their diversity dimensions, as it helps the company better understand how to create programs that support them. As of FY22, 66%<sup>1</sup> of global team members disclosed their diversity dimensions.<sup>2</sup> We follow rigorous security and privacy protections to ensure the information provided is not disclosed to team members' leaders without their consent.

Micron does analyze the data in aggregate form to foster a better understanding of our population, and the DEI team may reach out to team members to offer unique programs based on their diversity dimensions, unless they opt out of being contacted.

In mid-2021, Micron transitioned to a new human resources information system. As a result, for FY22, we are resetting our baseline to our new system, where we now have a full year of global data for people who identify as having a disability or belonging to the LGBTQ+ community.<sup>2</sup>

Our data for FY22 reflects self-reporting by our global population, where data from FY20 and FY21 reflects only our U.S. population. We will continue our global comparison moving forward with FY22 as our baseline.

## FY22 global people with disabilities and LGBTQ+ representation by region<sup>2</sup>



People with disabilities

↑ 1%

LGBTQ+

↑ 1%

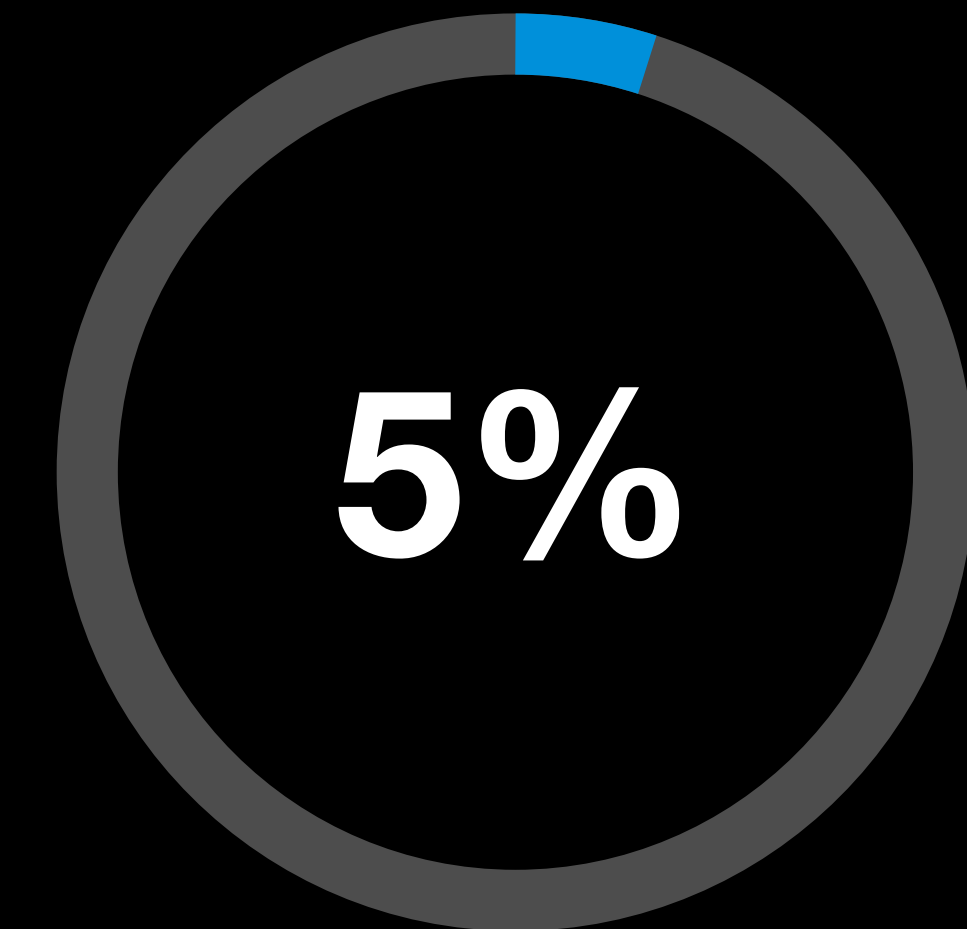
<sup>1</sup> Excludes biological sex and date of birth.

<sup>2</sup> Find data definitions in the [data dictionary](#). FY22 numbers are different from earlier reports because — new this year — we are using HRIS global data instead of U.S. Great Place to Work survey data.

<sup>3</sup> Micron does not generally make disability-related inquiries of applicants for employment, nor does Micron make disability-related inquiries of employees unless such inquiries are job-related and consistent with business necessity. To comply with its obligations as a federal contractor, Micron invites applicants and employees to voluntarily self-identify as individuals with disabilities.

<sup>4</sup> LGBTQ+ data is not collected in Europe and Malaysia due to region and country laws.

## Singapore race and ethnicity<sup>2</sup>



As a global organization, Micron is equally committed to DEI wherever we operate around the world. To that end, in FY22, we included Singapore Malay as an underrepresented group and are disclosing our data for the first time. The Singapore Malay diversity dimension is also included in our measures for URG hiring and in our [pay equity](#). We will continue to evaluate opportunities to broaden our dimensions of race and ethnicity around the world.

# Micron's inclusive hiring practices

Micron aims to improve our recruitment of diverse talent by enhancing our inclusive hiring practices and building an inclusive slate of candidates. In addition to using artificial intelligence to ensure we draft inclusive job descriptions and remove identifiable information in the initial resume review process, we leverage candidate allies from our ERGs around the world to participate in the interview process and represent Micron's culture and values. Our candidate allies not only interview candidates, but they actively participate in post-interview discussions to listen for and help us avoid unconscious bias. We continue rewarding diverse referrals with a focus on new college graduates from institutions that serve historically marginalized communities. In FY22, we grew our diverse hiring teams around the world to ensure we have the right talent in place to help us identify and attract a diverse slate of candidates.

## Creating academic partnerships

Micron is developing extensive relationships with minority-serving institutions across the country. As part of our strategy, we help engineering students gain access to summer training programs and fellowships. We are committed to ensuring the science and technology programs at these institutions have equitable access to the resources they need to develop the next generation of semiconductor talent.

In FY23, we are helping to increase the pipeline and hiring of diverse top talent by developing regional university networks, so that institutions serving historically marginalized communities and rural areas can

collaborate in support of the important work of faculty, staff and students. This will include targeted outreach through network schools to Indigenous communities.

## Investing in future education

"Working together, the business community, academia and the public sector can create new pathways to careers for students from traditionally underrepresented backgrounds." – Senior Vice President, Chief People Officer and President of the Micron Foundation April Arzen.

Another way we will prepare a broader group of students for our workforce is by entering into a \$10 million partnership with the National Science Foundation (NSF) fund and developing semiconductor curricula in colleges and universities across the country. In 2022, the Micron Foundation also announced a future investment of \$5 million over the next five years to help accelerate the preparation, training and retention of new and existing STEM educators to advance the overall aim of increasing diversity and equity in the STEM teacher workforce. This includes people of color, women, veterans and rural residents. In addition, we will partner with the NSF to identify programs, including the NSF's Robert Noyce Teacher Scholarship Program (Noyce), to help increase the number of STEM K-12 teachers who are both interested in and prepared to teach individuals of all races, ethnicities and backgrounds across the nation — including in some of the most distressed and under-resourced K-12 schools.

## Hiring veterans

With Micron's U.S. expansion, we need people who possess both the values and technical skills to help us succeed. Our experience is that former service members demonstrate our values, such as collaboration, innovation and tenacity, so recruiting from this population is imperative to building our U.S. manufacturing workforce.

Micron's talent acquisition team already has strong partnerships with [Mission 43](#) and the [Mountain Home Air Force Base](#) and will continue those relationships as we expand in Idaho. We also have a solid partnership with the Department of Defense [Skillbridge](#) program, which gives active-duty service members valuable civilian work experience and has been a solid partner with us in Virginia.

Moving forward, we are excited to announce our new partnership with Syracuse University's [D'Aniello Institute for Veteran and Military Families](#), higher education's first interdisciplinary academic institute for this population. The organization is focused on advancing the post-service lives of the nation's military veterans and their families, and this relationship will play an integral role in helping us source candidates as we develop a world-class semiconductor manufacturing facility in Clay, New York, and aspire to hire more than 1,500 veterans in Central New York over the next two decades.



## SPOTLIGHT

# Meet Showna Price, director of early career talent acquisition

To meet or exceed our goal of attracting underrepresented talent from around the world, Micron is investing in experienced talent acquisition leaders like Showna Price whose proven strategies deliver results. As director of talent acquisition, Price is building a cadre of recruiting professionals laser focused on developing our relationships with organizations and institutions committed to developing STEM talent from all communities, including veteran organizations, the Society of Women Engineers, the National Society of Black Engineers, the Society of Hispanic Professional Engineers and Out in STEM. Her team, partnering with the Micron Foundation's university relations team, is building deeper, stronger and bolder relationships with key institutions that are aligned to Micron's diverse talent efforts, including students and professors at historically Black colleges and universities and Hispanic-serving institutions.

"Micron's future workforce will require us to invest in and increase the pipeline of people from all backgrounds and experiences in the workplace," said Price. "We recognize the market for top talent is competitive and we are committed to early education about the semiconductor industry, early investment in key STEM programs and early career talent opportunities to build the technology workforce of the future. In the next few decades, the students in STEM programs today will be creating the innovations of the future that will fuel Micron's technology advancements."



*Showna Price, director of talent acquisition*





**WE ARE  
EQUITABLE**

## COMMITMENT 2 EXECUTIVE OWNER

“Equitable pay and inclusive benefits are the foundation to building deep trust with our team members — and more importantly, it is just the right thing to do. We are proud to have achieved pay equity for women and people with disabilities globally, plus race and ethnicity in the U.S. and Singapore. We continue to seek new opportunities to ensure equity around the world to continue on this journey to lead the industry with our high standards.”

**Sumit Sadana**

Executive Vice President and Chief Business Officer



## Commitment 2

# Drive equitable pay and inclusive benefits

Micron believes our commitment to equitable pay and inclusive benefits is both a competitive advantage and the right thing to do. The morale of our team members depends on their confidence in our equitable pay practices. In 2018, Micron achieved pay equity for women globally and has maintained it since then. Since 2020, we have expanded our global analysis to include people with disabilities and, in the U.S., our analysis also includes veterans, race and ethnicity. For the first time, in fiscal year 2022 (FY22) we included race and ethnicity outside the U.S. to examine the experience of Malays in Singapore. This reflects our commitment to continuously evaluating our opportunities to expand our diversity, equality and inclusion (DEI) initiatives around the world.

Our pay equity practice includes the use of technology to analyze and understand pay variances and, if any statistically significant differences are discovered, making adjustments to eliminate them.

### EEO-1 Component 2 pay data

Micron continues to raise the bar on transparency by releasing pay data for calendar year 2021. This [EEO-1 Component 2 pay data](#) is collected from all U.S. Micron team members and does not include global information. This pay data (November pay period snapshot) includes W-2 information by gender, race and job category; however, it does not align with Micron's job groups and compensation structure (DEI report numbers).

### Helping women return to work in India

In addition to pay equity, Micron knows that benefits designed to support team members from all backgrounds and experiences create a workplace infrastructure that helps everyone succeed. We have partnered closely with our PRIDE+Allies employee resource group (ERG) to enhance benefits for LGBTQ+ team members in the U.S.

As we explore opportunities around the world, one example of enhancing our global programs is the New Beginnings returnship program in India, where female employment fell steeply during the COVID-19 pandemic, [plummeting to 19% in 2022 according to World Bank Data and as low as 9% by some economists in Mumbai](#).

Hiring managers received training to help them objectively assess returnees' skills, rather than focusing on career gaps on resumes. The program helps women relaunch their careers after a break, which may have been due to caring for family, especially following the COVID-19 pandemic, or pursuing other interests. The program is full time, with mentorship and support, so that women returning to work feel empowered in their transition back and don't have to start again at the bottom of the career ladder.

In FY22, the program's first year, the New Beginnings initiative onboarded 15 female engineers and one female contractor. When the program launched, the team set a target to onboard five female engineers, but due to the enthusiastic response, that number tripled in just six months. More than 100 people applied for the program with backgrounds including data science and data engineering.

Micron is looking for opportunities to expand the New Beginnings program in India and around the globe.



## SPOTLIGHT

## Successfully returning to work after a 10-year gap

Pawani Kumari, a software engineer in Micron's global IT team in Hyderabad, was able to rejoin the workforce after a decades-long gap. She says the returnship program helped her overcome fear and self-doubt about reentering the workplace. "Micron's New Beginnings program was not only about returnship, but it also focused on helping me ease back into the workforce."

This appreciation was echoed by Shweta Arora Sahu, who also returned to the workforce through her participation in the returnship program and says, "Confidence once lost can be regained. Stay positive, be open to new avenues for learning and enjoy the journey."



*Pawani Kumari, participant in Micron India's returnship program*



*Shweta Arora Sahu, participant in Micron India's returnship program*

# Wellbeing around the world

In a world shaped by the pandemic, we've learned that culturally relevant and regionally sensitive benefits are crucial to helping a diverse workforce perform at its best. Our global wellbeing team has formed a deep relationship with the DEI organization to intentionally connect and support team members from all backgrounds and life experiences around the world. They are especially sensitive and responsive to the needs raised by our ERGs. Whether they are forming support groups for parents of LGBTQ+ children or hosting events to reunite team members after COVID-19 levels subsided, our wellbeing team is focused on addressing all our needs.

## Healing conversations

Unimaginable crises erupted in FY22, from the shooting deaths of 21 students and teachers in Uvalde, Texas, to the war in Ukraine. Through it all, our wellbeing teams helped our team members know they were not alone in coping with tragedies. Following the Uvalde shooting and another shooting in Buffalo, New York, which affected Black and Hispanic/Latino communities, the wellbeing team facilitated counselor-led listening sessions to give members of our Micron Hispanic Professionals and Black Employee Network ERGs a safe environment to share their experiences and feelings in support of each other's healing. In addition,

they reminded team members of employee assistance program (EAP) resources available for the counseling and support they and their families might need to overcome such triggering and traumatic events.

## Connect Groups

Once again, our Connect Groups — peer-supported communities of team members with similar shared experiences — provided emotional support and resources for caregivers, those having lost a spouse, parents of LGBTQ+ children and more. These support groups often help members identify strategies for managing their experiences and for coping with unique challenges. They can share in a safe and caring environment, nurture trusted relationships and improve their mental health by knowing they are not alone.

## Global resource guides about disabilities in the workplace

The wellbeing team partnered with team leaders in the people organization and our EAP vendor around the world to develop resource guides for supporting people with disabilities in the workplace. The guides provide information and strategies for understanding and accommodating seen and unseen disabilities from both team members' and leaders' perspectives. These guides

can prepare team members for conversations with their leaders and co-workers and support leaders in creating a more accessible and inclusive workplace environment.

## Access to quality child care

Micron knows access to quality child care supports the wellbeing of our families with children. Around the world, Micron supports child care in a variety of ways based on the needs and requirements of each location where we operate. Examples include exclusive access to near-site, company-sponsored child care centers, financial subsidies to help families with cost and partnerships with community centers. In FY22, we announced U.S. child care facilities will be designed into our expansion plans. And, in FY23, we will launch a new facility in Malaysia as part of a public-private partnership. We will continue to provide updates on our efforts to support parents around the world.



Singapore

# Global wellbeing support

Around the world, the wellbeing team partnered with site leaders to host Reunited events as pandemic levels decreased. Events started in May and wrapped up in August. Our teams showed tenacity over the past two years while COVID-19 spread globally. Although some team members continued working at their sites, others quickly transitioned to remote work. These events celebrated our team members' agility and joy in being together again in person.

**Germany**  
In partnership with the Micron Women's Leadership Network (MWLN) ERG, the wellbeing team hosted an all-European webinar focused on heart health with cardiologist Dr. Alessandra Boscheri. Dr. Boscheri helped raise awareness of the risk factors of heart disease for women and actions they can take to prevent it.

**China**  
In partnership with several ERGs, the wellbeing team helped host Family Day. More than 2,000 families participated to celebrate achievements at the Micron Xi'an site.

**Japan**  
In partnership with the MWLN ERG, the wellbeing team helped launch a child care support program.

**Taiwan**  
In partnership with ERGs and the employee relations and equality team, the wellbeing team hosted an event to raise awareness of bullying and inappropriate actions in the workplace. A psychiatrist and law professor spoke from the perspectives of mental wellbeing and legal consequences.

**Singapore**  
In partnership with the Tenured and Experienced at Micron ERG, the wellbeing team hosted a team member talk with a professor on the topic of aging with health and humor. Participants were encouraged to think about financial wellbeing in retirement and also offered insights on providing caregiving support for aging loved ones.

**Malaysia**  
The wellbeing team helped our sites become certified by the Department of Occupational Health and Safety, which is the industry benchmark in Malaysia for employee wellness programs.

**India and Taiwan**  
In partnership with the DEI organization, the wellbeing team helped create and publish gender transition guidelines — locally customized versions of guidelines that had already been available in the United States to support team members and their leaders through the transition process.

**United States**  
In partnership with several ERGs and the Idaho Department of Health & Welfare, the wellbeing team hosted a program on suicide prevention training. Experts say [U.S. suicide rates increased during the COVID-19 pandemic](#), especially among 15- to 24-year olds.



**WE ARE  
INCLUSIVE**

## COMMITMENT 3 EXECUTIVE OWNER

“We are creating a culture where it is safe for team members of all backgrounds to bring their bold ideas and challenge the status quo. Inclusion is the bedrock of our innovation, driving us all to excellence.”

**April Arnzen**

Senior Vice President, Chief People Officer and  
President of the Micron Foundation





## Commitment 3

# Strengthen our culture of inclusion

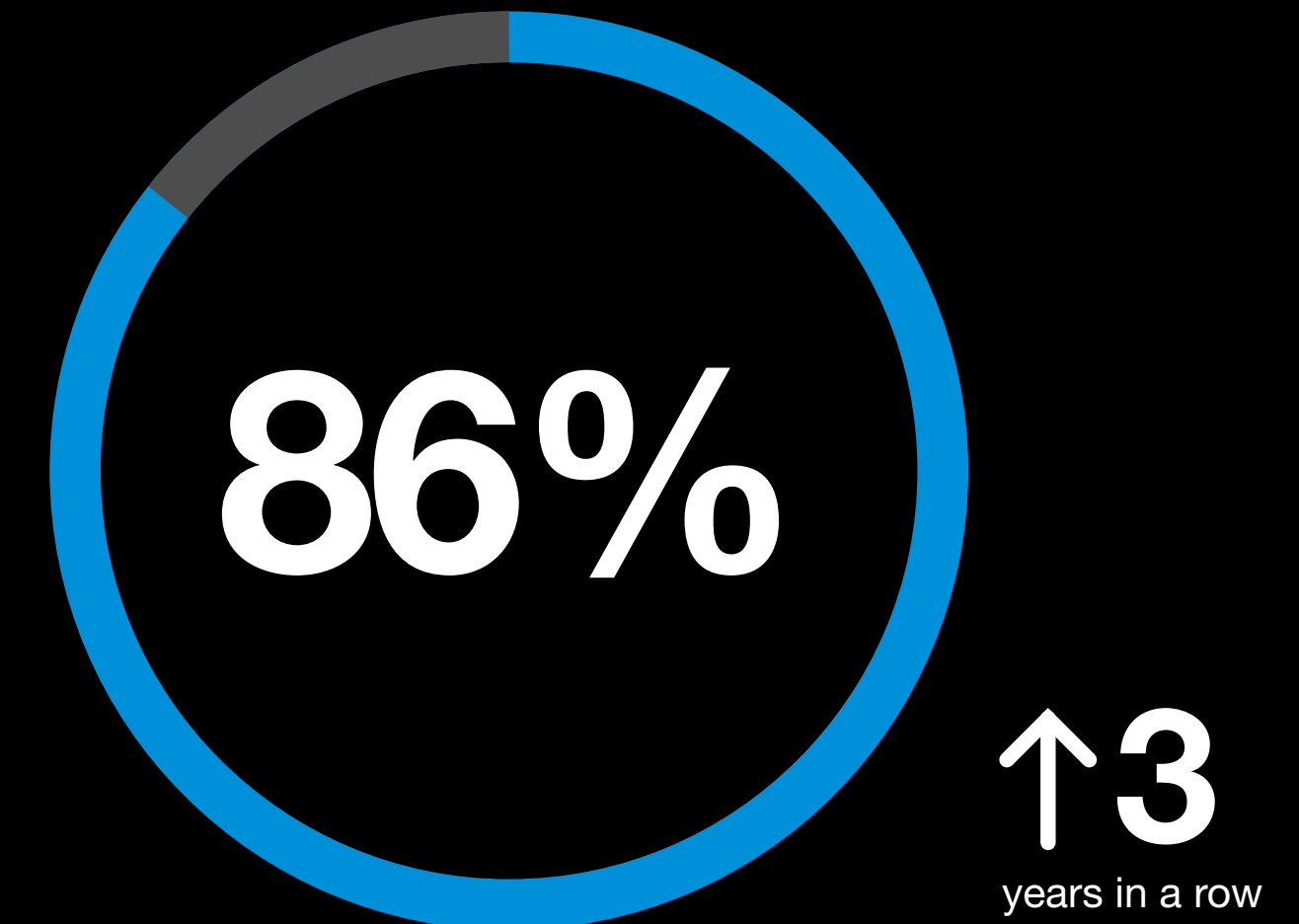
At Micron, we recognize that creating a strong culture of inclusion is everyone's responsibility. From inclusive hiring to training on inclusive behaviors, we encourage our leaders and all team members to support and celebrate the differences that make us unique. One way we keep inclusion our priority is through honoring days or months of recognition for people from historically marginalized communities. Our employee resource groups ([ERGs](#)) are invaluable partners to the diversity, equality and inclusion (DEI) team in determining this programming

Throughout the year, we feature speakers, programs, learnings, and volunteer and giving opportunities to engage our entire workforce in reflection and celebration. Often these activities include question-and-answer sessions for team members with a member of the community, frequently a scholar or an executive. According to a [Harvard Business Review](#) study, 82% of companies who lead in diversity and inclusion encourage open conversations about DEI issues among employees. Since we started these conversations regularly three years ago, our inclusion index score has increased each year and is now at 86%.

### Engaging leaders around the world

In fiscal year 2022 (FY22), Micron's global leaders were trained in disabilities in the workplace. People with disabilities are proven problem solvers — skills that Micron values to drive our innovation. To create a more inclusive workplace, Micron developed this training — which provides foundational information and learnings to help leaders engage with their team members with disabilities — in partnership with [Disability:IN](#). The training dispelled myths and offered practical solutions for everyday interactions. It's now a part of our leadership core curriculum.

## Inclusion index score



In FY22, our inclusion index score increased for the third year in a row. The survey is based on a subset of questions from our engagement survey. Anonymous results are shared with leaders and team members through the engagement survey process. Collecting, understanding and acting on feedback helps us monitor and improve our team members' sense of inclusion.

## Using indexes to track our progress

Each year, Micron participates in several surveys to help us benchmark our inclusivity and discover opportunities for improvement.

### Supporting our LGBTQ+ communities

For the second year in a row, in FY22, we achieved a perfect score on the [Corporate Equality Index](#) by the Human Rights Campaign. This index measures a company's key workforce protections, inclusive benefits, and supportive and inclusive cultures for team members who identify with the LGBTQ+ community. In addition, we participated for the first time in similar indexes in India and Japan, where we earned [silver awards](#) in each index.

### Creating inclusion for people with disabilities

For the second time, in FY22, we participated in the [Disability Equality Index](#), a joint initiative between the American Association of People With Disabilities and Disability:IN. Our score of 80 recognizes Micron on the list of Best Places to Work for Disability Inclusion.

Some of our activities this past year included an investment of more than \$2 million to increase accessibility in our global facilities. These improvements included installing emergency flashing lights to correspond with audible alarms, adding accessible meeting areas, installing automatic doors and enhancing washrooms for people who use wheelchairs.

### Implementing inclusive hybrid workplace practices

The future of work challenges global organizations, especially after hybrid, flexible and remote work arrangements became necessary for health safety in the early part of the pandemic. In FY21, Micron formally introduced a pilot program for workforce flexibility, which became a formal program in FY22. Depending on their roles, team members may be eligible for virtual days, hybrid or fully remote work. Flexible working arrangement are also subject to local applicable laws.



# ERGs – The foundation of our inclusive culture

According to the Deloitte “[Unleashing the Power of Inclusion](#)” report, 47% of respondents said one of the most important cultural aspects they look for when choosing a job is, “an atmosphere where I feel comfortable being myself.” At Micron, our ERGs are the foundation of our inclusive culture, helping everyone feel seen, heard, valued and respected.

Our 10 ERGs, with 82 chapters around the world, provide community for team members from various groups, equally welcoming members who affiliate with a community and their allies. Coming together, they help all team members learn about and celebrate their unique attributes and create a strong voice of advocacy within the workplace and the communities where we live.

In FY22, our ERG membership grew to more than 18,000 people. That means nearly 39% of our workforce belongs to at least one ERG, up 47% from FY21.

## Supporting ERG leaders

If ERGs are the foundation of our inclusion programs, ERG leaders are the bedrock of that foundation. As our appreciation for the work of these innovative leaders grows, we continue to seek ways to reward their contribution to Micron. So, in FY22, we provided compensation to ERG leaders for the first time through stock grants. According to the [ERG Leadership Alliance](#), just 6% of companies compensate their ERG leaders, and we are proud to be among those who recognize the contributions they make above and beyond their regular roles.



We also continued providing development opportunities through our second annual [ERG Leadership Summit](#), Stronger Together. As April Arnzen, senior vice president, chief people officer and president of the Micron Foundation, shared during her opening remarks, the summit is an opportunity for ERG leaders to reflect and refocus on their contributions to the organization — “Think about the impact all of you have. You make us all better, and you make Micron better.”

Leaders participated in interactive sessions about practicing wellbeing, influencing through personal storytelling and inspiring trust. They were also joined by ERG leaders from other companies, including the San Francisco 49ers football team, Google, Lam Research, Sunrun and Uber, where they networked and discussed the importance of engaging allies in ERG work.

# Micron ERGs in action

# 47%

increase in ERG membership from FY21

# 39%

of team members in an ERG

# 82

ERG chapters worldwide

# 10

ERGs worldwide

# 25+

touch points: Number of times our CEO engages with ERGs around the world each year

# 90K

paid hours: Total number of hours eligible for members to work on ERG activities

## Micron’s 10 global ERGs



Asian American and Pacific Islander Network



Black Employee Network



Capable



Micron Hispanic Professionals



Micron Women’s Leadership Network



Micron Young Professionals



Mosaic



PRIDE+ Allies



Tenured & Experienced at Micron



Veterans Employee Resource Group

# \$505,000

total amount Micron Foundation granted ERG-selected charities through the ERG grants challenge in FY22

## STEM education

From K-12 schools to college campuses, our ERG members drive engagement with young people, introducing the possibilities of STEM careers. In FY22, members of the Manassas Black Employee Network (BEN) and the Micron Women's Leadership Network (MWLN) ERGs helped the Micron Foundation launch our first Chip Camp at Norfolk State University, a historically Black college and university (HBCU). In 2022, Chip Camp celebrated its 20th anniversary.

## Girls Going Tech in China

In China, MWLN members hosted nearly 60 female students for a Girls Going Tech session in the summer of 2022. Girls Going Tech activities are designed to drive innovation and encourage more female students to consider a career in a technical field. The event featured interactive STEM activities and opportunities to meet with women who work in STEM careers at Micron. The students left with a deeper understanding of their career possibilities, including that they are valued in a high-tech world.

## Professional development for women

The MWLN ERG hosted a Women's Growth Summit called StrongHER Together in Manassas, Virginia, and Boise, Idaho. The keynote speaker on day one was Emmy Award-winning talk show host Tamron Hall. Hall shared her commitment to



helping women from all walks of life as the conversation centered on a simple theme, "know your worth."

## TE@M life plan seminar in Japan

The Tenured and Experienced at Micron ERG hosted four life plan seminars to assist experienced team members in financial planning, especially after retirement. More than 600 team members participated in the events, which featured Kazue Wakabayashi of Hiroshima Bank Ltd.

## Juneteenth celebration

Members of BEN held celebrations across the U.S. in honor of Juneteenth. The day began with a live broadcast of raising the BEN flag at Micron U.S. sites. Micron board member Linnie Haynesworth joined team members at the Manassas, Virginia, site for the flag raising, a presentation led by Dr. Courtney P. Joseph from Lake Forest College about the history of Juneteenth and a discussion with Norfolk State University President Javaune Adams-Gaston about the importance of HBCUs in developing talent for STEM fields.

## MYP school adoption project in Malaysia

Micron Young Professionals ERG members joined with the Rotary Club of Sungai Petani to support under-resourced schools in FY22. Members tutored students in English, math and science.



## Mosaic India's first celebration of World Cultural Diversity Week

Mosaic India led its first World Cultural Diversity Week in May. India team members showcased their country's cultural diversity through events broadcast throughout the Asia Pacific region while countries across Asia presented films highlighting their diverse heritage.



## US Black and Asian solidarity

During Black History Month, members of the Black Employee Network and the Asian American Pacific Islander Network ERGs partnered with the Black ERG from the company Flex to explore the issues and challenges to solidarity between the two communities.



## Greater accessibility for people with hearing limitations

The Micron Capable ERG, in partnership with the IT and procurement teams, launched American Sign Language translation for Zoom meetings in March. This functionality greatly increases accessibility to our digital and collaboration tools for team members who have impaired hearing.

## Event to celebrate female conductor

MWLN Europe ERG members welcomed female orchestra conductor [Beatrice Venezi](#) during Women's History Month in March. Venezi is principal guest conductor of the Orchestra della Toscana, as well as principal conductor of the Orchestra Milano Classica and of the Nuova Orchestra Scarlatti. According to Marin Alsop, chief conductor of the Ravinia Music Festival, it is more likely [a woman would head a G7 country or become a four-star general than lead a major American orchestra.](#)

## SPOTLIGHT

# Team members contribute more when they're seen

When team members are seen as their authentic selves, they are more committed to the company.

“When you walk in and feel like you're embraced for who are, you show up and you want to contribute more because people really see you.”

– Melynda Kassis, PRIDE+Allies California Co-Lead



*Melynda Kassis, PRIDE+Allies California Co-Lead*

# Diverse corporate leaders inspire through their journeys

Throughout the year, Micron’s DEI team in partnership with our ERGs invited inspiring leaders from several companies to share the secrets of their success.

In October 2021, for Hispanic Heritage Month, our team members heard Samuel A. Ramirez Jr., senior managing director of Ramirez & Co. and president and CEO of Ramirez Asset Management, share how his father started one of the first Hispanic-owned investment banking firms on Wall Street. Ramirez & Co. is also one of the diverse-owned firms that manages Micron’s cash assets as part of our DEI commitment to [engage with diverse financial institutions for cash management](#).

In March 2022, for International Women’s Day, two of Micron’s female board of directors, Linnie



Samuel A. Ramirez Jr., senior managing director of Ramirez & Co. and president and CEO of Ramirez Asset Management



Linnie Haynesworth, member of Micron’s board of directors

Haynesworth and Lynn Dugle, joined a panel discussion with Sanjay Mehrotra, Micron’s president and CEO, and Cher Whee Sim, Micron’s vice president of global talent acquisition and mobility, about breaking the bias. Later in March, for Women’s History Month, April Arnzen, Micron’s senior vice president, chief people officer and president of the Micron Foundation, engaged in a fireside chat with Revathi Advaiti, president and CEO of Flex, about her role in architecting the company’s strategic direction and leading it through transformation. And the month wrapped up with a powerful and inspiring discussion between Robert Simmons, Micron’s director of social impact, and Stacy Brown-Philpot, former CEO of TaskRabbit, about how women



Lynn Dugle, member of Micron’s board of directors



Revathi Advaiti, President and CEO of Flex

of color in tech succeed amid various challenges and opportunities.

In May 2022, we heard from several leaders within the Asian American Pacific Islander (AAPI) community for a check-in conversation because this community had faced increased acts of violence and discrimination since the outbreak of the COVID-19 pandemic, including Dr. DJ Ida, executive director of the national AAPI Mental Health Association, Connie Chung Joe, CEO of Asian Americans Advancing Justice-Los Angeles, and May Lee, broadcast journalist and professor.

And in June, for International Women in Engineering Day and in honor of Micron’s female inventors, Sanjay Mehrotra, Micron’s president and CEO, invited former CEO of Xerox Ursula Burns to share her journey from being an



Stacy Brown-Philpot, former CEO of TaskRabbit



Ursula Burns, former CEO of Xerox

engineer to becoming the first Black female CEO of a Fortune 500 company. Burns works tirelessly to boost STEM education, serves as a chairwoman at Teneo Ltd., and is on the board of directors for numerous companies, including Exxon Mobil Corporation, Nestlé and Uber. She is also a co-founder of the Board Diversity Action Alliance, which helps companies think creatively about how to diversify representation at the board level. Burns praised Micron for having a veteran on our board, as well as achieving equal gender representation. Micron’s board diversity representation exceeds 60%<sup>1</sup> when accounting for gender and race/ethnicity.

<sup>1</sup> Note: Board member race and ethnicity includes Asian, African American or Black, Hispanic or Latino, two or more races or ethnicities, Native American, Alaskan Native, Native Hawaiian or Pacific Islander and white. Two or more races or ethnicities means a person who identifies with more than one of the following categories: white (not of Hispanic or Latino origin), African American or Black, Hispanic or Latino, Asian, Native American or Alaskan Native, and Native Hawaiian or Pacific Islander.

# ERG grants challenge gives \$505,000 around the world

Micron's ERGs are important community partners, supporting our responsibility to increase opportunities and drive social impact around the globe. One important way they meet these responsibilities is through our ERG grants challenge. For the third year in a row, Micron's ERGs came together with the Micron Foundation to select nonprofit organizations that represent their communities to receive grants to support their initiatives. Micron uses a crowd sourcing method to nominate and vote on the charities. The Micron Foundation allocates \$50,000 for each of our 10 ERGs to award up to two charities each. New this year, the ERG with the greatest level of participation received an additional \$5,000 to give. That award went to the Black Employee Network ERG, who awarded its entire \$55,000 grant to the [Black Women's Health Imperative](#).

## Micron ERGs select 19 charities to receive \$505K

- [Immigrant History Initiative](#)
- [National Asian American Pacific Islander Mental Health Association \(NAAPIMHA\)](#)
- [Black Women's Health Imperative](#)
- [CaringSG](#)
- [Family of Developmental Delay Care Association](#)
- [Idaho Latino Scholarship Foundation](#)
- [Immigrant Justice Idaho](#)
- [Muslim Missionary Society Singapore \(JAMIYAH\)](#)
- [United Nations High Commissioner for Refugees Japan \(UNHCR\)](#)
- [WAAW Foundation \(Working to Advance STEM Education for African Women\)](#)
- [All Japan Women's Shelter Network](#)
- [Shanti Bhavan Educational Trust](#)
- [Taiwan Fund for Children and Families](#)
- [The Naz Foundation \(India\) Trust](#)
- [Oogachaga](#)
- [Big Brothers Big Sisters of America](#)
- [The Nature Conservancy](#)
- [Check-6 Foundation](#)
- [Tragedy Assistance Program for Survivors \(TAPS\)](#)

“The ERG grants challenge is special in many ways, especially because it combines our philanthropic efforts with our people focus. The impact we can make in our communities is even greater when we collaborate across the company, and we are grateful to work with our ERGs to make this program a success.”

**April Arnzen**  
Senior Vice President,  
Chief People Officer and  
President of the Micron Foundation



**WE ADVOCATE**



## COMMITMENT 4 EXECUTIVE OWNER

“To fulfill our vision of creating a world that enriches life *for all*, we use our brand and position as leader in the industry to eliminate barriers, advance opportunities and impact change. To that end, I’m thrilled we are expanding our advocacy commitment to include gender equality, formalizing the work we’ve been doing for the last several years. Our commitment to advocating for gender equality will accelerate our efforts in advancing women within Micron, STEM and the semiconductor industry.”

**Courtney Geduldig**

Corporate Vice President of Government and Public Affairs



## Commitment 4 Advocate for gender, LGBTQ+ and racial equality

Micron's vision to transform how the world uses information to enrich life *for all* is exemplified in our commitment to advocate for equality. In fiscal year 2023 (FY23), we are expanding our commitment to include gender, as we continue to find opportunities to increase the number of women in technology and leadership roles across the semiconductor industry.

In FY22, we began several partnerships to influence public policy in support of underrepresented populations around the world. To promote gender equality, we joined [Catalyst](#), a global nonprofit supported by many of the world's most powerful CEOs and leading companies to help build workplaces that work for women. We also invested in the [Global Women's Innovation Network \(GlobalWIN\)](#), an organization that provides a forum for female leaders in innovation-driven fields to grow professionally and personally while contributing to key policy debates.

In addition to our participation in Catalyst and GlobalWIN, Micron is a supporter of the [Congressional Black Caucus Institute \(CBCI\)](#) and the [Congressional Hispanic Caucus Institute \(CHCI\)](#). Through our participation in these organizations, we work with the business community and members of Congress to create actionable solutions to policy and regulatory concerns impacting the country.

This past year, Micron embraced our role as a leader in advocating for diversity and racial equality. Diversity and equitable access to education are critical to producing the workforce of the future. We were proud to join with 82 corporations and business groups to sign three [amicus briefs in the U.S. Supreme Court in support of college admission policies that foster diversity](#). April Arnzen, Micron's senior vice president, chief people officer and president of the Micron Foundation, represented the company at the U.S. Department of Commerce's Black history event, "CHIPS Roundtable With HBCUs: Investing in Our Future," which focused on creating equitable talent pipelines into high-growth industries.

In July, Micron announced its participation as a founding member in the [Economic Opportunity Coalition](#), an effort by the Biden-Harris administration to catalyze and align public and private investments that address economic disparities and accelerate economic opportunity in communities of color and other underserved communities.

Micron continued its efforts to champion LGBTQ+ equality. During global Pride month in June, Micron executive allies [published a video](#) demonstrating the company's support for the LGBTQ+ community and the importance of all team members to be their authentic selves at work.

This year, we partnered with the Human Rights Campaign on multiple initiatives, including sponsoring the HRC annual dinner in Atlanta, joining over 200 major U.S. companies to oppose [anti-LGBTQ+ state legislation](#) and signing [a letter of support for the Respect for Marriage Act](#). Additionally, Micron facilitated a team member letter-writing campaign in support of the act, which ultimately was signed into law in December 2022.

In Taiwan, Micron is partnering with other organizations to launch an LGBTQ+ index, similar to those in India, Japan and the U.S., to assess an organization's commitment to creating an inclusive workplace for the LGBTQ+ community. Micron also flew flags at our global locations to support our diverse communities, including the Pride and transgender flags, the Black Employee Network flag and the Capable flag, and we lit many buildings around the world to commemorate these communities' days of recognition.

Micron will continue to advocate for equality *for all* everywhere we do business.



Boise, Idaho

## SPOTLIGHT

# Congressional Hispanic Congress Institute

Micron sponsored and participated in a panel about STEM education and Latino students at the CHCI Issues Summit on Education & Economic Empowerment. Karina Colotl, a member of the Micron Hispanic Professionals employee resource group, participated in the multi-industry panel saying, “It was an honor to represent Micron and I look forward to all the ways we can keep increasing Hispanic and Latino representation in STEM.”



*Karina Colotl, Micron Hispanic Professionals ERG member*

**O**

**F**

**WE ADVANCE**

## COMMITMENT 5 EXECUTIVE OWNER

“We are selecting investment partners for impact, which is a powerful catalyst for progress. Each year we learn more about how our support of underrepresented firms ripples out to create opportunities within the communities they serve. Through our investments, we live our values and create greater equity *for all.*”

**Mark Murphy**

Executive Vice President and Chief Financial Officer



# Commitment 5 Engage with diverse financial institutions for cash management

Micron believes our vision to enrich life *for all* includes making intentional investments with diverse-owned financial institutions. These organizations play an important role in providing vital financial services to underserved communities. These investments will have a multiplying effect on the economies of underrepresented communities. They also help to promote diversity on Wall Street. In fiscal year 2022 (FY22), we achieved our goal to grow fixed income investments managed by diverse financial institutions to \$500 million.

Micron has increased our use of diverse firms for other finance-related activities, such as debt issuances and share repurchases. For example, we issued \$2 billion of notes/debt and included four diverse firms in the transaction.

**Ramirez & Co.**  
**(Hispanic-owned)**

**R. Seelaus & Co.**  
**(woman-owned)**

**Siebert, Williams and  
Shank (woman- and  
Black-owned)<sup>1</sup>**

**Academy Securities**  
**(disabled veteran-owned)<sup>1</sup>**

Ultimately, we want our investments to benefit people and their quality of life. In FY23, we are growing fixed income investments managed by diverse financial institutions to \$750 million, generating even more powerful access to opportunities.

<sup>1</sup> Helped with Micron's share repurchase program

# \$500M

fixed income investments  
managed by diverse  
financial institutions

# \$50M

to support Black  
homeownership and  
small businesses

# \$350M

Ramirez & Co.  
(Hispanic-owned)

# \$100M

R. Seelaus & Co.  
(woman-owned)

## SPOTLIGHT

# Micron investment advances a career

Theresa Mensah always dreamed of a career in finance. She just wasn't sure it was possible. Without a degree in finance — and as only the second person in her family to graduate college — she wasn't sure where to begin. At first, she was tempted to settle for the first job she was offered in clinical research. But that changed when one of her mentors encouraged her to apply to the Seelaus Asset Management analyst program.

**R. Seelaus** is a women-owned investment firm that manages Micron cash assets. Owner Ann Seelaus says that Micron's investment helps support the firm's analyst program Mensah participated in. This program aims to develop underrepresented talent in finance.

Mensah said, "Getting accepted into this program exposed me to different aspects of finance, and it was really fun."

In one year, she gained firsthand exposure to all areas of the asset management business, from trading and research to marketing and operations. She had monthly assignments, an equity research project and opportunities to tour Goldman Sachs and Wells Fargo. "This definitely was a one-in-a-million chance that I got. I appreciate that Seelaus gives people, especially people like me, a chance to train so we can succeed in the investment sector."

After completing the program, Mensah accepted a full-time analyst position with a leading private credit firm. And she's thinking about how to mentor future generations. "I really want to one day be a resource to women, especially women of color," she said. "I want to provide them with the information they need to be successful and financially stable so they can thrive."



*Theresa Mensah, participant in the Seelaus Asset Management program*



**WE SOURCE  
WITH INTENTION**



## COMMITMENT 6 EXECUTIVE OWNER

“A resilient supply chain is built and ultimately relies on resilient communities, a diverse and innovative supply base. Our inclusive procurement practices support Micron’s vision of enriching life *for all* by generating economic opportunities that further Micron’s community impact while delivering value to our business.”

**Ben Tessone**

Senior vice president and chief procurement officer



# Commitment 6

## Increase representation and spend with diverse suppliers

### Impact

Our program consists of four pillars to achieve these results:

- 1. Direct impact:** We understand the collective impact that our sourcing decisions have on our business and communities. In fiscal year 2022 (FY22), we continued to invest resources and strengthen our inclusive sourcing practices in end-to-end procurement processes. We improved identification of and access to procurement opportunities and focused on the retention and growth of incumbent diverse businesses. We also prioritized the inclusion of diverse businesses in new sourcing activities to expand our competitive sourcing pool. As we move into FY23, increasing business with and supporting a competitive pipeline of diverse suppliers at the Tier 1<sup>1</sup> level will continue to be a focus.
- 2. Indirect impact:** As a global leader in the semiconductor industry, we can significantly influence the larger supply chain ecosystem. By asking our partners to have supplier diversity programs in place and work to engage diverse businesses to fulfill Micron contracts, we amplify our influence and foster opportunities at the Tier 2<sup>2</sup> level and higher. We hold our partners accountable by embedding these requirements into Micron's expectations of supplier responsibility and performance management processes. As we move into FY23, we will build on these expectations and help our suppliers to establish and strengthen their supplier diversity programs and practices.

- 3. Ecosystem impact:** We invest in external partnerships to support diverse businesses' growth and success through greater access, capacity building, advocacy and training. We are a proud corporate member of the [National Minority Supplier Development Council](#), [the National Gay and Lesbian Chamber of Commerce](#), [WEConnect International](#), [Disability:IN](#), and most recently, the [National Association of Minority Contractors](#). Moving into FY23, we will further develop these relationships to support a diverse, inclusive and sustainable business ecosystem.
- 4. Industry impact:** As a corporate member of the [SEMI Manufacturing Ownership Diversity](#) working group, we collaborate with our peers to increase ownership diversity in the semiconductor supply chain by promoting awareness, developing best practice standards and driving adoption. In FY23, we will continue to participate in industry organizations to support the inclusion and competitiveness of diverse suppliers in our industry.

Our partnerships with diverse businesses are invaluable to strengthening our supply chain and communities. Micron's business requires the kind of innovation and resilience that can only be delivered by a supply chain that embraces inclusive sourcing practices. These advancements mean more when paired with our dedication to sustainable manufacturing practices and strategies to support our communities.

### Diverse spend by year

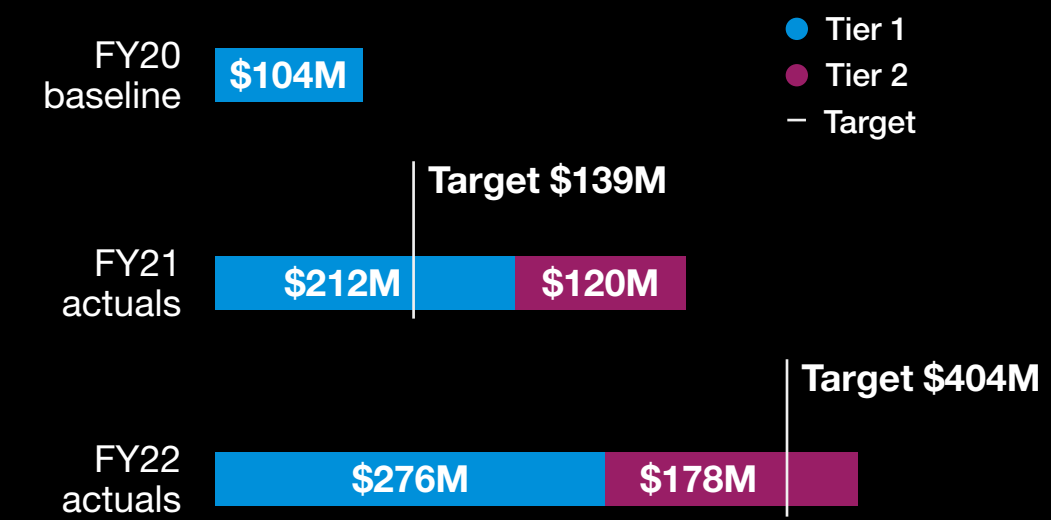
**FY19** Micron's Supplier Diversity and Inclusion program was established to build mutually beneficial partnerships with businesses that are majority owned by women, people with disabilities, members of the LGBTQ+ community, veterans and historically underrepresented communities.

**FY20** In FY20, Micron made a corporate-level commitment to increase the representation of and spending with diverse businesses in our supply chain. We set the goal to double our spending with diverse suppliers by FY23.

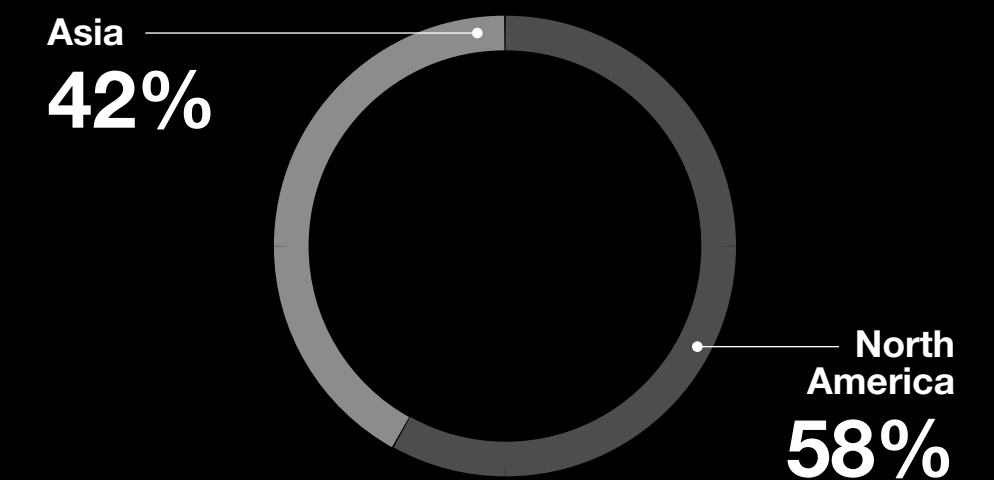
**FY21** By the end of FY21, Micron exceeded the three-year goal set in FY20, more than tripling our spending with diverse suppliers in just one year.

**FY22** In FY22, we set the ambitious target of \$404 million. Micron exceeded this goal, ending the year with \$454 million in spending with diverse businesses.

### Spend with diverse suppliers in FY22



### Tier 1 spend by region



Geographic breakdown of Tier 1 spend; 42% occurred in Asia.

Scope of spend: Tier 1 and Tier 2 spend with diverse suppliers.

<sup>1</sup> Tier 1: Diverse businesses from which Micron makes purchases directly.

<sup>2</sup> Tier 2: Diverse businesses from which Micron's Tier 1 suppliers make purchases. "Tier 2 actuals" are purchases made by Tier 1 suppliers that can be tied to a Micron purchase order or contract.



**WE GIVE**

# Inclusive giving

Micron Gives encompasses all of the company's philanthropic endeavors, both through the Micron corporation and through the charitable Micron Foundation. The program couples corporate giving with Micron team member matching, volunteerism and philanthropic contributions made via the Micron Foundation. This combined philanthropy results in innovative programs that increase equitable access to STEM education for underrepresented populations. It also provides critical responses to humanitarian relief and community needs.

## Singapore Disability Sports Council

The Micron Foundation donated more than US\$48,000 to supporting key [Singapore Disability Sports Council \(SDSC\)](#) initiatives. Through our grants, Singaporeans living with disabilities can pursue and enjoy athletics — from participating in competitions to learning a sport or training to enhance their athletic skills. The SDSC engages more than 1,000 people with disabilities a year and encourages them to lead healthy lives through participating in sports and athletic communities.

## \$1 million toward engineering diversity in Idaho

Providing equitable access to education *for all* is a top priority for Micron. To that end, Micron provided \$1 million in grants to the colleges of engineering at Boise State University (BSU) and the University of Idaho (U of I).

At BSU, Micron's grant supplied seed money to establish and support the College of Engineering's Micron Student Success Center. The SSC aims to build a diverse community for all engineering and computer science students by fostering experiential learning, mentoring, internships and valuable life skills that enable students to develop people-to-people connections across the university and with their professional peers. BSU's College of Engineering is the largest engineering college in Idaho and serves over 2,600 students.

The U of I's Micron Student Center resides within the College of Engineering and prepares students to meet competitive industry expectations through professional and ethical skill-building and through inclusive leadership training. The Micron Student Center brings student support staff, advising, career services, tutoring and other resources into one central location, with remote options as well.

## Continued efforts to end anti-Asian hate

As a part of our pledge to help end anti-Asian hate, the Micron Foundation continued its support of [The Asian American Foundation \(TAAF\)](#) with a \$200,000 commitment over four years, as part of our five-year, \$2 million commitment announced in 2021. TAAF acts as a convener, incubator and funder committed to accelerating opportunity and prosperity for Asian American and Pacific Islander communities.

## Support for Ukraine

When war broke out in Ukraine, Micron Gives identified trusted organizations to aid children and families in the region. According to the [United Nations](#), the devastating humanitarian crisis is resulting in Europe's largest refugee migration since World War II. With their company match, Micron team members demonstrated their compassion by donating nearly \$400,000 toward the crisis. We also demonstrated our support for the people of Ukraine by lighting Micron buildings around the world in the colors of the Ukrainian flag.

In calendar year 2022, Micron Gives saw record-breaking participation from our team members and exceeded over \$200 million in giving since 2000.

**78%**

of team members  
volunteered or donated

**6.1M**

lives reached across 49 countries

**\$8.2M**

distributed in grants globally

**\$3.5M**

provided in matching gifts

## SPOTLIGHT

# Hiring for impact: Meet the Micron Foundation's social impact directors

“The Micron Foundation is committed to driving opportunity *for all* to create lasting social impact. An important part of our work is reducing access gaps to STEM education and removing economic inequities that create barriers to education for underrepresented populations. Part of our commitment to truly driving social impact is having leaders on our team with the right skills and lived experiences. Robert and Antara lead from the front in their daily work — truly demonstrating the collective social impact we can have.”

— **Dee Mooney, Executive Director of the Micron Foundation**



**Meet Antara Lahiri**, director of Micron Gives Asia Pacific and Europe. A Fulbright scholar with a master's degree in public administration from Harvard University's Kennedy School of Government, Lahiri brings 16 years of multicountry experience in philanthropy, evidence-based social policy, human rights and advocacy working with organizations like UNICEF India and Indonesia, the World Bank, Washington D.C. and Ashoka: Innovators for the Public. Her experience building programs and policies that benefit vulnerable children, youth and women, as well as her background as a former attorney, is helping to create targeted programs designed to drive positive social impact throughout the Asia Pacific region and Europe.

**Meet Dr. Robert Simmons III**, director of social impact and STEM programs in North America. Simmons is leading the development of no-cost STEM programs in communities where Micron team members live and work. He also serves as a scholar in residence in the School of Education at American University. Through his experience as a former middle school STEM teacher in the Detroit Public Schools, as well as his experience leading innovation and research in the District of Columbia Public Schools, Simmons understands firsthand the needs to create greater STEM opportunities for historically marginalized children. He is working to ensure Micron's education and philanthropic opportunities are distributed equitably. His 20 years of experience is helping Micron develop key partnerships across North America to elevate our social impact.



*Antara Lahiri, director of Micron Gives Asia Pacific and Europe*



*Dr. Robert Simmons III, director of social impact and STEM programs in North America*

The background is a solid magenta color. On the left side, there are large, stylized teal shapes. The first is a thick, curved shape resembling a partial circle. To its right are two stacked, rounded rectangular shapes with a central circular cutout, resembling donuts or thick rings. The text 'WE PARTNER' is centered horizontally and partially overlaps these teal shapes.

**WE PARTNER**

# We partner

At Micron, we understand that delivering on our diversity, equality and inclusion (DEI) commitments cannot be done alone. It requires strategic partnerships that provide feedback, research and insights.

## Collaboration for competitive advantage

Our membership in the [Alliance for Global Inclusion](#) is helping to accelerate the adoption of inclusive business practices across our industry. This alliance is a consortium of 12 companies who are combining their collective power and global resources to bring inclusivity and full equity to the workplace.

## Other strategic partners

We are proud of all our strategic partnerships. We believe that working together with these leading organizations and their members will accelerate our DEI progress.

- [ASPIRE PAC](#)
- [Blue Sky Institute](#)
- [BOLD PAC](#)

- [Catalyst](#)
- [CEO Action for Diversity & Inclusion](#)
- [China Disabled Persons' Federation](#)
- [Congressional Black Caucus Institute](#)
- [Congressional Hispanic Caucus Institute](#)
- [DRR Advisors](#)
- [Disability:IN](#)
- [Equality PAC](#)
- [Global Semiconductor Alliance](#)
- [Global Women's Innovation](#)
- [Grace Hopper Celebration](#)
- [HBCU Partnership Challenge](#)
- [INROADS](#)
- [National LGBT Chamber of Commerce](#)
- [National Society of Black Engineers](#)
- [Out in Science, Technology, Engineering and Mathematics](#)
- [Out & Equal](#)
- [OUT JAPAN](#)
- [Singapore Council of Women's Organisations](#)
- [Society of Hispanic Professional Engineers](#)
- [Society of Women Engineers](#)
- [Tent Partnership for Refugees](#)
- [The Valuable 500](#)
- [Year Up](#)

Through our Alliance for Global Inclusion membership, our CEO and CEOs from member companies have signed onto three goals to improve DEI outcomes by the end of the decade.



## People

Developing inclusive leadership



## Market

Publishing guidelines for artificial intelligence in human resource systems



## Society

Driving inclusive STEM access by hiring from nontraditional pathways

## SPOTLIGHT

# The importance of industry collaboration

In May, April Arnzen, Micron's senior vice president, chief people officer and president of the Micron Foundation, appeared at the Intel Vision Conference with Christy Pambianchi, Intel's executive vice president and chief people officer, and Susan Winchester, Applied Materials' senior vice president and chief people officer. On an Alliance for Global Inclusion panel, these leaders discussed the importance of industry collaboration as a competitive advantage. During the discussion, Arnzen said, "It's so important for all tech companies to work together on creating an inclusive and equitable workplace *for all* in the midst of our changing workforce."



April Arnzen at the Intel Vision Conference



**WE INSPIRE**

# We inspire

We are proud of the recognition we received in fiscal year 2022 (FY22) for our global diversity, equality and inclusion (DEI) efforts and their local impact. Here are a few recognition highlights.

## Micron ranks No. 1 on the Great Place to Work's Best Workplaces list in Italy

Micron Italy received the highest honor on the [Best Workplaces list](#) by the Great Place to Work Institute, the global authority on workplace culture. Although it's the first time a Micron location topped the list, this was the company's fourth consecutive year as a Great Place to Work-certified company in Italy. This award is possible thanks to the daily commitments of Micron Italy team members and leaders to excellence in corporate culture and organizational wellbeing.

## Micron India wins JobsForHer DivHERsity awards

Micron India was recognized in the JobsForHer [DivHERsity Awards 2022](#) in four categories:

- Top 20 Most Innovative Practices — Women Learning and Development (L&D) Programs
- Top 20 Most Innovative Practices — Women Returnee Programs
- Top 20 Most Innovative Practices — DivHERsity Programs
- Top 20 DivHERsity Champions (Large Enterprises) — An individual award given to Radhika Chennakeshavula, Micron's senior director of IT

## Micron India and Japan achieved first awards for LGBTQ+ inclusion

Our commitment to global inclusion for members of the LGBTQ+ community was recognized in India and Japan in FY22. Micron India was through the India Workplace Equality Index, while Japan's recognition came through the Japan Pride Index. This was the first certification attempt for each country through indexes similar to the U.S. Human Rights Campaign Corporate Equality Index, where we earned a top score for the second year in a row. Feedback from these indexes helps us develop clear and rigorous action plans for fostering a welcoming and inclusive workplace environment.

## Micron receives Golden Torch Award from the National Society of Black Engineers

Micron received the 25th Annual Golden Torch Award from the [National Society of Black Engineers](#) for the category of Corporate-Education Partnership. This award recognizes organizations that demonstrate outstanding contributions to community educational programs to improve access to quality education, employment and technology for African Americans.

# Awards and partnerships



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APPENDIX

# Data dictionary

This report covers Micron Technology’s worldwide operations. Most workforce data is based on our global headcount data with representation captured at the end of fiscal year 2022 (FY22). Other data sources include internal survey data for our inclusion index score and Micron technology groups for employee resource groups data. The Micron Foundation is a separate legal entity with a different fiscal calendar than Micron Technology — from January to December 2022. Micron Foundation data is sourced from its stand-alone system.

Some percentages shown may not add up to 100%, as they are rounded to the nearest percent.

U.S. race and ethnicity categories follow the definitions used within U.S. Equal Employment Opportunity (EEO-1) reporting guidelines. Data includes all regular team members regardless of leave status. Contractors and interns are excluded. The diversity, equality and inclusion (DEI) data playbook, which governs our data collection process, has been reviewed by a third party, [Buck](#), an HR and employee benefits consulting firm.

We revised some data definitions for FY22. In previous years, our U.S. people with disabilities and LGBTQ+ data came from the Great Place to Work survey, but in FY22, we started a new baseline of global data from our human resources information system. For a comprehensive review of Micron’s broader environmental, social and government commitments, see our [sustainability webpage](#).

Metrics	Description
<b>Asian</b>	A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent.
<b>Black</b>	A person having origins in any of the Black racial groups of Africa.
<b>Board of directors</b>	Board member race and ethnicity include Asian, African American or Black, Hispanic or Latino, two or more races or ethnicities, Native American, Alaskan Native, Native Hawaiian or Pacific Islander, and white. Two or more races or ethnicities means a person who identifies with more than one of the following categories: white (not of Hispanic or Latino origin), African American or Black, Hispanic or Latino, Asian, Native American or Alaskan Native, and Native Hawaiian or Pacific Islander.
<b>Diverse financial institutions</b>	A company, which is at least 51% minority-owned, managed and controlled, engaged in the broad range of business operations within the financial services sector, including banks, trust companies, insurance companies, brokerage firms and investment managers.
<b>Diverse suppliers</b>	A company that is at least 51% owned and operated by members of a historically underrepresented group, such as women, minorities, LGBTQ+ individuals, persons with disabilities, veterans, and small businesses. To be certified as a diverse supplier, companies must typically meet specific criteria set forth by government agencies or private organizations, which means that some definitions may vary per region.
<b>Engineers</b>	All team members who are in the job-level framework for technical engineering.
<b>Experienced hires</b>	Candidates who have worked in engineering or professional levels and above.
<b>Global percentage of technical women</b>	Female makeup of all workforce levels in technical roles.
<b>Global percentage of women overall</b>	Female makeup of all workforce levels.
<b>Global workforce</b>	Gender and ethnicity makeup of all workforce levels.
<b>Hispanic/Latino</b>	A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.
<b>Leaders</b>	All team members who lead a team, including senior leaders and vice presidents.
<b>LGBTQ+</b>	The makeup of the global workforce, with the exception of Europe and Malaysia where disclosure is prohibited by law, who voluntarily identify as lesbian, gay, bisexual, transgender, queer/questioning, plus others.
<b>Native American or Alaskan Native</b>	A person having origins in any of the original peoples of North and South America (including Central America) and who maintain tribal affiliation or community attachment.
<b>Native Hawaiian or Pacific Islander</b>	A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
<b>New college graduate hires</b>	Candidates who have a college graduation date less than or equal to two years from their hire at Micron.
<b>Nontechnical</b>	All team members whose job responsibilities include a nontechnical role or who supervise those in a nontechnical role.
<b>People with disabilities</b>	The makeup of the global workforce who voluntarily identify as having any physical, mental, visual, hearing, learning, speech or other disabilities.
<b>Senior leaders</b>	All team members with a global job structure (GJS) level equal to and above director, including vice president.
<b>Technical</b>	All team members whose job responsibilities include a technical role or who supervise those in a technical role.
<b>Technical Leadership Program (TLP)</b>	All team members who are in the job-level framework for the Technical Leadership Program.
<b>Two or more races</b>	A person who identifies with more than one of the following categories: white (not of Hispanic or Latino origin), Black, Hispanic/Latino, Asian, American Indian or Native Alaskan, and Native Hawaiian or Pacific Islander.
<b>U.S. race/ethnicity</b>	The makeup of the U.S. workforce who voluntarily disclose their race or ethnicity as Asian, Black, Hispanic/Latino, two or more races, American Indian or Native Alaskan, Native Hawaiian or Pacific Islander, and white. Two or more races means a person who identifies with more than one of the following categories: white (not of Hispanic or Latino origin), Black, Hispanic/Latino, Asian, American Indian or Native Alaskan, and Native Hawaiian or Pacific Islander.
<b>Underrepresented groups</b>	Team members with one or more of the following diversity attributes. Global: women and people with disabilities; Singapore only: Singapore Malay; U.S. only: veterans, Hispanic or Latino, Black or African American, two or more races, or other underrepresented races/ethnicities.
<b>Veterans</b>	The makeup of the U.S. workforce who voluntarily identify as a protected or nonprotected veteran.
<b>Vice presidents</b>	All team members with a global job structure (GJS) level of vice president.
<b>White (not Hispanic/Latino)</b>	A person having origins in any of the original peoples of Europe, the Middle East or North Africa.

# Data tables

Percentages may not total 100 due to rounding.

## Headcount by region

	FY20	FY21	FY22
Asia	71%	74%	78%
Americas	27%	24%	21%
Europe	2%	2%	2%

## Global hiring from underrepresented groups

	FY20	FY21	FY22
Experienced hires	28%	34%	35%
New college graduates	38%	45%	42%

## Retention of team members from underrepresented groups

	FY21	FY22
Black (U.S.)	92%	93%
Hispanic/Latino (U.S.)	94%	93%
Veterans (U.S.)	93%	90%
Malay (Singapore) <sup>1</sup>	n/a	91%
People with disabilities (global)	92%	91%
Women (global)	93%	91%

<sup>1</sup> Singapore Malay not tracked in FY21.

## Global percentage of women

	FY20	FY21	FY22
Women	29%	30%	31%
Men	71%	70%	69%

## Global percentage of women by group

	FY20	FY21	FY22
Board of directors	38%	50%	50%
Vice presidents	14%	17%	18%
Senior leaders	13%	15%	17%
Leaders	17%	18%	20%
Technical	21%	23%	24%
Nontechnical	56%	56%	55%

## Women in engineering roles and Micron's Technical Leadership Program

	FY20	FY21	FY22
Women in engineering roles	21%	23%	25%
Women in the Technical Leadership Program	4%	4%	5%

## Women in technical roles by region

	FY20	FY21	FY22
Micron overall	21%	23%	24%
China	23%	26%	27%
Europe	16%	17%	17%
India	25%	29%	27%
Japan	11%	13%	14%
Malaysia	22%	26%	27%
Singapore	31%	31%	32%
Taiwan	24%	26%	26%
United States	14%	15%	16%

Percentages may not total 100 due to rounding.

**US race/ethnicity**

Overall	FY20	FY21	FY22
Asian	23%	23%	27%
Black	3%	3%	4%
Hispanic/Latino	5%	4%	5%
Other underrepresented races/ethnicities	0%	1%	1%
Two or more races	2%	2%	2%
White	65%	63%	57%
Unknown	2%	4%	5%

Senior leaders	FY20	FY21	FY22
Asian	25%	27%	30%
Black	1%	1%	1%
Hispanic/Latino	3%	2%	2%
Other underrepresented races/ethnicities	0%	0%	0%
Two or more races	1%	2%	2%
White	68%	65%	61%
Unknown	2%	3%	4%

Technical	FY20	FY21	FY22
Asian	24%	24%	28%
Black	3%	3%	4%
Hispanic/Latino	4%	4%	5%
Other underrepresented races/ethnicities	0%	1%	1%
Two or more races	2%	2%	2%
White	65%	62%	56%
Unknown	2%	4%	5%

Vice presidents	FY20	FY21	FY22
Asian	26%	33%	33%
Black	3%	2%	2%
Hispanic/Latino	1%	0%	1%
Other underrepresented races/ethnicities	0%	0%	0%
Two or more races	3%	2%	3%
White	66%	59%	57%
Unknown	1%	3%	4%

Leaders	FY20	FY21	FY22
Asian	20%	23%	26%
Black	2%	2%	2%
Hispanic/Latino	3%	3%	3%
Other underrepresented races/ethnicities	0%	0%	1%
Two or more races	1%	2%	2%
White	70%	67%	62%
Unknown	2%	4%	5%

Nontechnical	FY20	FY21	FY22
Asian	15%	16%	20%
Black	5%	5%	6%
Hispanic/Latino	5%	5%	5%
Other underrepresented races/ethnicities	1%	1%	1%
Two or more races	2%	3%	2%
White	70%	68%	62%
Unknown	2%	3%	4%

Percentages may not total 100 due to rounding.

**Intersectionality of US race/ethnicity and gender**

		FY20	FY21	FY22
Asian	Men	17%	17%	20%
	Women	6%	6%	7%
Black	Men	2%	3%	3%
	Women	1%	1%	1%
Hispanic/Latino	Men	4%	3%	4%
	Women	1%	1%	1%
Other underrepresented races/ethnicities	Men	0%	0%	1%
	Women	0%	0%	0%
Two or more races	Men	2%	2%	2%
	Women	0%	0%	0%
White	Men	55%	53%	48%
	Women	10%	10%	10%
Unknown	Men	2%	4%	4%
	Women	0%	1%	1%

**US veterans**

	FY20	FY21	FY22
Veterans	6%	7%	9%

**Global people with disabilities and LGBTQ+ representation by region**

	Asia	Europe	North America
People with disabilities	1%	1%	2%
LGBTQ+	0%	0%	1%

**Singapore Malay**

	FY22
Singapore Malay	5%



This report contains forward-looking statements that involve a number of risks and uncertainties. Such forward-looking statements may be identified by words such as “goal,” “commitment,” “anticipate,” “expect,” “intend,” “pledge,” “committed,” “plans,” “opportunities,” “future,” “believe,” “target,” “on track,” “estimate,” “continue,” “likely,” “may,” “will,” “would,” “should,” “could,” and variations of such words and similar expressions. However, the absence of these words or similar expressions does not mean that a statement is not forward-looking. Specific forward-looking statements include, but are not limited to, statements such as those related to our DEI commitments and our plans to achieve those commitments. These forward-looking statements are subject to a number of risks and uncertainties that could cause actual events to differ materially. Please refer to the documents we file with the SEC, including our most recent Annual Report on Form 10-K and our Quarterly Report on 10-Q. These documents contain and identify important factors that could cause our actual results to differ materially from those contained in the forward-looking statements. Although we believe that the expectations reflected in the forward-looking statements are reasonable, we cannot guarantee future results, levels of activity, performance, or achievements. We are under no duty to update any of the forward-looking statements to conform these statements to actual results.

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