

# For All

DEI Annual Report  
2021



Diversity  
Equality  
Inclusion



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# Year in review



# Holding ourselves accountable

## A message from President and Chief Executive Officer Sanjay Mehrotra

Over our 43-year history, Micron has grown into an international corporation with 43,000 team members worldwide, more than 47,500 lifetime patents globally and fiscal year 2021 (FY21) revenue of \$27.7 billion. That success is rooted in our people, who bring diverse ideas and experiences to work every day to fuel innovation *for all*. To be inspired to do their best work, our team members must feel seen, heard, valued and respected. Fostering this environment requires all of us, especially our leaders, to take responsibility and hold ourselves accountable.

For four years, we've affirmed our deep, global commitment to diversity, equality and inclusion (DEI) by publicly sharing key data and perspectives in our DEI report. This year, we've gone a step further by also publicly disclosing our [Equal Employment Opportunity \(EEO-1\) Component 1 diversity data and EEO-1 Component 2 pay data](#) for the first time. It's our hope that, by doing so, we'll encourage others in our industry to do the same.

In addition to assigning responsibility for our [six DEI commitments](#) to specific leaders, we also added DEI targets to our annual incentive plan goals for all our team members and executives. This tied team member and executive compensation to Micron's overall DEI goals

and commitments for the first time. These goals encompassed our efforts to increase representation of underrepresented groups, achieve comprehensive pay equity and increase our inclusion index score in our engagement survey. We're especially proud that 99.9% of our team members completed inclusion ally training courses developed and led by our various employee resource groups (ERGs). In fact, thousands of our team members completed more than one course, demonstrating a commitment to a growth mindset and active allyship. Working together, we accomplished nearly all of them.

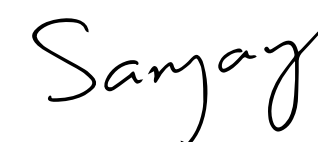
In a difficult year still marred by the ongoing pandemic, we were gratified to find ways to support the careers and wellbeing of our global team members. I collaborated with other CEOs of Idaho-headquartered companies to [recognize Pride Month](#) and support equal rights for all of our team members. In Asia, we celebrated the launch of our first five PRIDE+Allies ERG chapters, with more than 1,000 team members participating. Our [Women Innovate \(WIN\)](#) program has doubled the annual number of women inventors named on Micron's original patent applications since it was established in 2018.

We also applied a DEI lens to how we showed up and gave back in our communities. In India, for example, we raised more than \$1.3 million to support communities responding to the COVID-19 surge caused by the delta variant. These funds

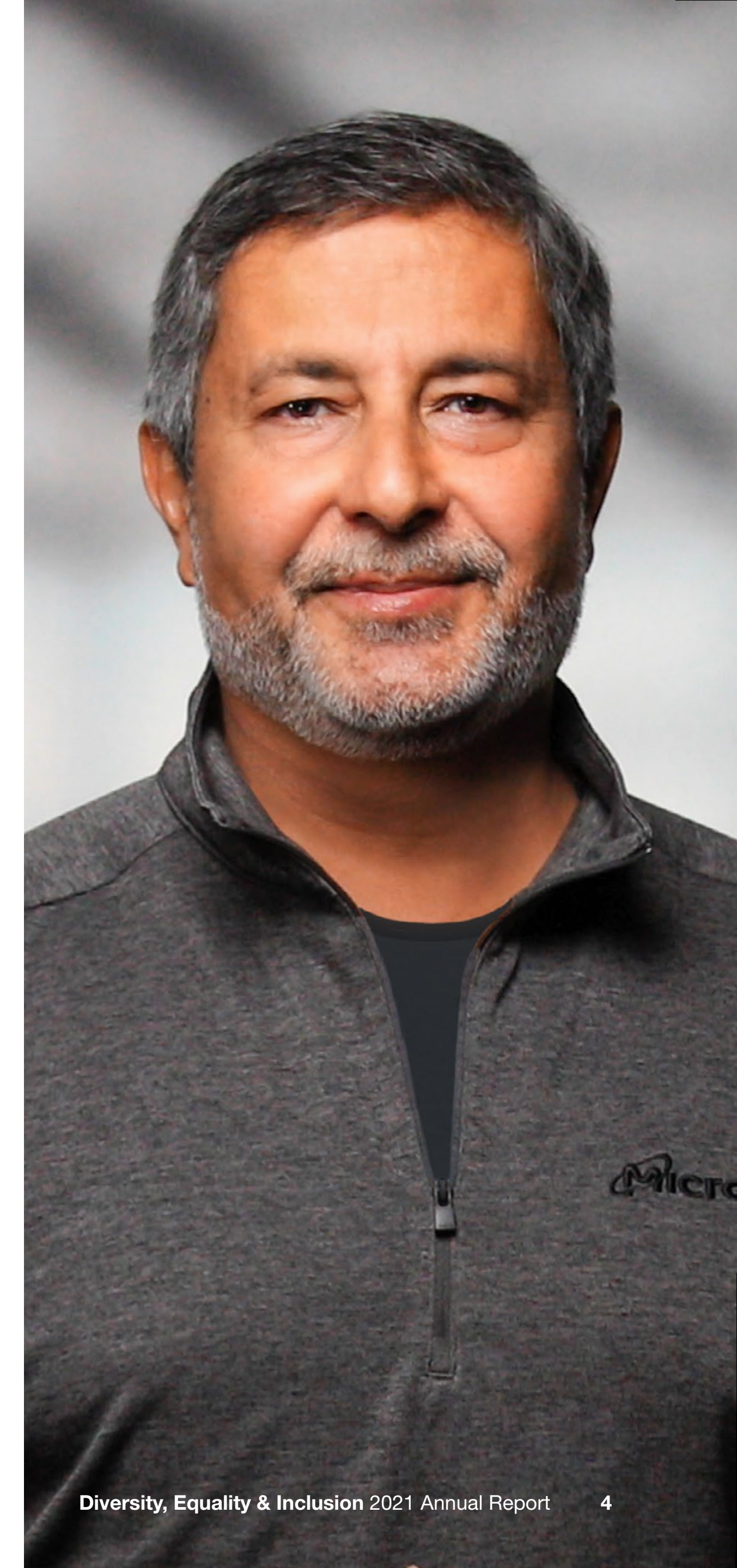
came from Micron Foundation grants and team member donations to our Micron Gives program.

One key realization along our DEI journey is that we cannot solve these challenges alone. That's why we engaged in a greater number of strategic global partnerships. For example, we joined the [Alliance for Global Inclusion](#) to work together with our peers to tackle diversity issues in the semiconductor industry. We also became a member of [Disability:IN](#) and the [Valuable 500](#) to gain insights on how to overcome ableism and empower team members of all abilities to access our facilities and use new ways of working to perform at their best. And we partnered with [Out & Equal](#) to help us incorporate and advance best practices that foster growth for our team members who identify as LGBTQ+.

We achieved excellent business results during these unprecedented times and are positioned to emerge stronger than ever. While we have more work ahead of us and more work to do on our long-term DEI commitments, I'm confident 2022 will be a year of new milestones achieved for Micron, our team members and the communities where we work and live.



**Sanjay Mehrotra**  
President and Chief Executive Officer



# A deep and sustained commitment

## A message from Chief People Officer April Arnzen

At Micron, our strong commitment to diversity, equality and inclusion (DEI) *for all* forms a foundation for how we operate our business, connect our 43,000 team members and engage with communities in the 17 countries where we live and work. This commitment also requires bold actions and sustained follow-through. I'm proud to share our accomplishments in our fourth annual DEI report.

Because DEI is so essential to the way we work and support our team members, we established [six DEI commitments](#) in 2020 that are owned and championed by members of our executive team. These leaders are accountable for ensuring that our entire team collaborates to diversify our workforce, drive equitable pay and benefits, strengthen our culture of inclusion and create an equal voice for everyone.

We're proud to have achieved nearly every goal we set and to have made significant progress across all our DEI commitments. In March, we delivered [comprehensive global pay equity](#) for all underrepresented groups, eliminating statistically significant differences in total compensation (including base pay, cash bonuses and stock rewards) for team members who are veterans, Black or Hispanic/Latino in the U.S., as well as for people with disabilities and

women globally. We exceeded our goals in engaging with diverse financial institutions for cash management and increasing representation and spend with diverse suppliers. We grew our culture of inclusion, doubling membership in our employee resource groups, adding 20 chapters around the world and forming a new ERG, the [Asian American and Pacific Islander Network \(AAPIN\)](#). And we connected our ERGs to the business. Our first ERG summit empowered ERG leaders to deploy a best-in-class strategic model to set and achieve goals focused on 4Cs: community, career, commerce and culture. That model informed a partnership with the Micron Foundation, in which our ERGs were collectively given \$500,000 to distribute to nonprofits whose missions aligned with their charters. The nonprofits were touched to receive grants resulting from our team member voices.

We've learned much about how we are succeeding and where we need to do more. Representation is one notable example. We increased representation of women on our team at all levels and around the world, and our sites in India, Malaysia and Taiwan now exceed semiconductor industry benchmarks for representation of women. We have also led the way on board diversity, achieving 50% female representation on our board of directors in February and more than 60% diversity accounting for race and gender. These results mean we exceeded the Board Diversity Rule set by the

Nasdaq Stock Market LLC months before it was announced in August 2021. But our racial and ethnic diversity held steady, meaning there's more we can do to attract, hire and retain people from these underrepresented groups on our team.

As we reflect on all that we've accomplished, we'll continue to hold ourselves accountable to do more. We plan to lead by partnering with peer companies in the semiconductor industry and championing initiatives that address shared opportunities and challenges in DEI. This work is critically important and stems from our firm belief that DEI spurs innovation, advances our corporate mission, drives market competitiveness and is the right thing to do *for all*.



**April Arnzen**  
Chief People Officer



# Micron's six DEI commitments

The six bold, global commitments to diversity, equality and inclusion (DEI) that we set last year are embedded in our business. We assigned accountability for their strategy and execution to members of our executive team and engaged our team members around the world to work toward meeting them. We knew that, to propel the kind of powerful change that's true to Micron's tenacity and people values, our leaders and team members had to be in this together. While we're on track with most of the commitments, there's more work to do. To build on that momentum, we're deepening our focus on these same commitments for fiscal year 2022 (FY22).

Throughout this report, we'll dive deeper into what we've done and what's to come. Here's a brief overview.

	1	2	3	4	5	6
<b>Our Commitments</b>	<b>Increase representation of underrepresented groups.<sup>1</sup></b>	<b>Drive equitable pay and inclusive benefits.</b>	<b>Strengthen our culture of inclusion.</b>	<b>Advocate for racial and LGBTQ+ equality.</b>	<b>Engage with diverse financial institutions for cash management.</b>	<b>Increase representation and spend with diverse suppliers.</b>
<b>Executive Owner</b>	<b>Scott DeBoer</b> Executive vice president of technology and products	<b>Sumit Sadana</b> Executive vice president and chief business officer	<b>April Arnzen</b> Senior vice president and chief people officer	<b>Joel Poppen</b> Senior vice president of legal affairs, general counsel and corporate secretary	<b>David Zinsner</b> Executive vice president and chief financial officer	<b>Ben Tessone</b> Corporate vice president and chief procurement officer
<b>Status</b>	■	●	●	■	●	●
<b>FY21 Key Achievement</b>	Representation remained flat for U.S. race/ethnicity in FY21, but underrepresented hires increased <b>5.4%</b> for new hires and <b>7.3%</b> for new college graduates.  Representation increased <b>2.5%</b> for female vice presidents.	We achieved <b>comprehensive global pay equity</b> in total employee compensation across base pay, cash bonuses and stock awards for all team members.	<b>99.9%</b> of global team members completed one or more <b>inclusion ally</b> training sessions.  We achieved an inclusion index score of <b>85%</b> , up seven points from FY20.	We defined five key areas of focus for our <b>Social Justice Council</b> , seeking equality in the following areas: <ul style="list-style-type: none"><li>• Economics</li><li>• Education and the workplace</li><li>• Technology</li><li>• Civic</li><li>• Environment and health</li></ul> We also provided <b>\$2.9 million</b> to support racial and LGBTQ+ causes.  The Micron PAC committed to donating <b>\$100,000</b> over the next three years to PACs supporting diverse congressional candidates.  We provided DEI training to local police and municipal employees in Lehi, Utah, and Manassas, Virginia.	We exceeded our goal to <b>invest 3% of our cash investments</b> with diverse financial institutions.	We increased our annual spend with diverse suppliers to <b>\$332 million<sup>2</sup></b> — up from \$104 million in FY20. <ul style="list-style-type: none"><li>• \$212 million in tier 1 spend<sup>3</sup></li><li>• \$120 million in tier 2 spend<sup>4</sup></li></ul>
<b>FY22 Focus</b>	Continue to focus on inclusive hiring	Explore other ways to keep our benefits inclusive	Retain and advance team members from underrepresented groups	Transition the Social Justice Council to an advisory board	Increase cash investments to \$500 million in FY22	Increase and advance opportunities for diverse suppliers

● on track      ■ needs attention

<sup>1</sup> Underrepresented group definitions are listed in the [data dictionary](#).

<sup>2</sup> Scope of spend: Tier 1 and tier 2 diverse supplier spend.

<sup>3</sup> Micron purchases with diverse tier 1 suppliers ("tier 1").

<sup>4</sup> Micron's supplier spend with diverse suppliers that is directly tied to a Micron purchase order or contract where Micron has operational influence or control ("tier 2").



# Representation *for all*

# Commitment 1: Increase representation of underrepresented groups.\*

## Representation overview

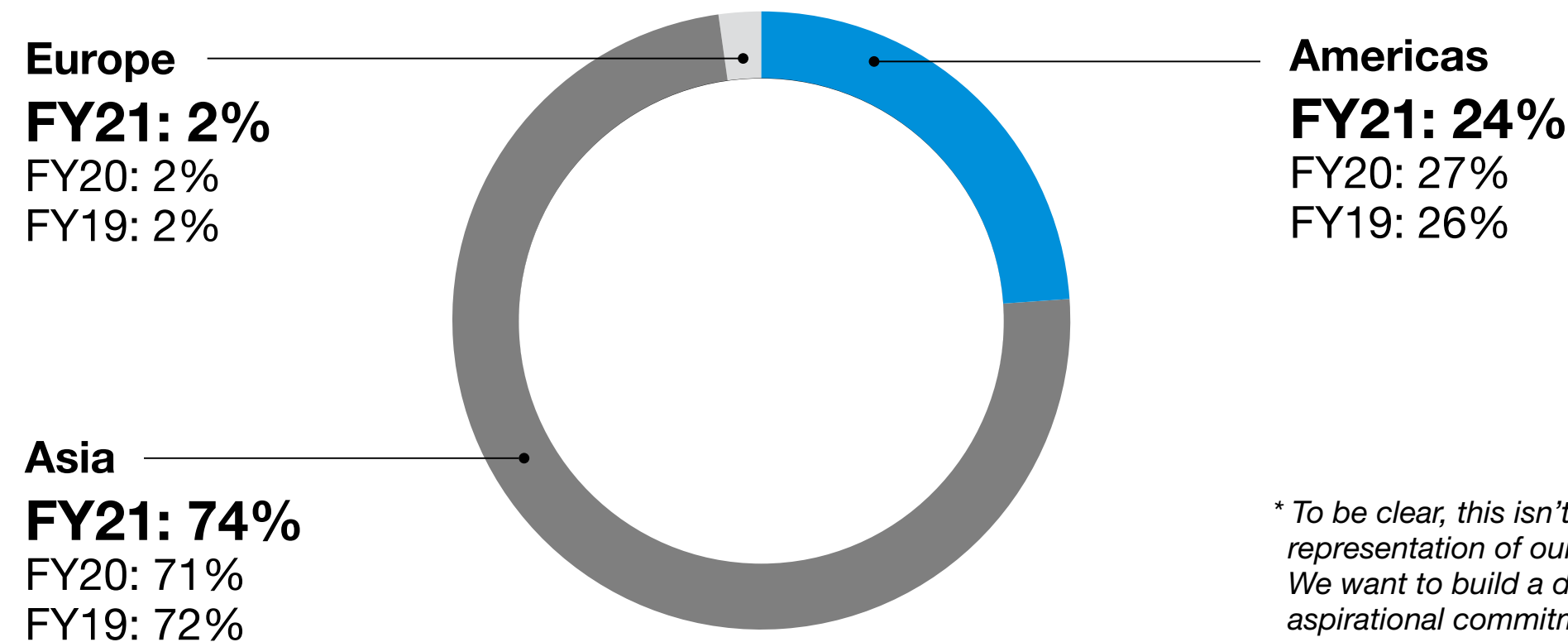
In fiscal year 2021 (FY21), we [increased global hiring from underrepresented groups](#), but we also faced greater attrition of team members from underrepresented groups. Fierce competition exists for talent in science, technology, engineering and math (STEM) fields. Hiring also depends on the group makeup of college and university students enrolled in STEM fields, where racial/ethnic students are significantly

underrepresented. Micron is working hard to grow the STEM pipeline for the semiconductor industry, and we [describe our efforts](#) later in this report. We also know retaining team members from underrepresented groups requires us to create a culture of inclusion *for all*, where everyone feels seen, heard, valued and respected. We discuss our efforts around inclusion in the section about our commitment to [strengthen our culture of inclusion](#).

## Headcount by region FY21

With a global population of 43,000 team members, we aspire to increase representation each year until we meet or exceed market-available talent. We are committed through our inclusive hiring initiative to push ourselves to hire a more diverse population. Of course, we always hire the best-qualified candidate. To be clear, no one is given an unfair advantage or preferential treatment for a job at Micron for any reason.

## Headcount by region FY21



\* To be clear, this isn't a quota. It's a commitment to ensuring the representation of our workforce reflects the global community. We want to build a diverse slate and hire the best. 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.



“As a global leader in semiconductors and storage solutions in 17 countries, Micron strives to develop a workforce as diverse as the world we live and operate in. Diverse voices bring more ideas to the table, leading to greater innovation, better decisions and a stronger company. Our aspirational goal is having our workforce reflect market-available underrepresented talent. We’re not there yet. In FY21, our overall underrepresented population remains consistent with FY20, but we have seen growth among women in all job groups. We will apply our value of tenacity to achieving a more diverse and representative Micron, just as we apply it to achieving our technology milestones.\*”

— Executive Vice President of Technology and Products Scott DeBoer, executive owner



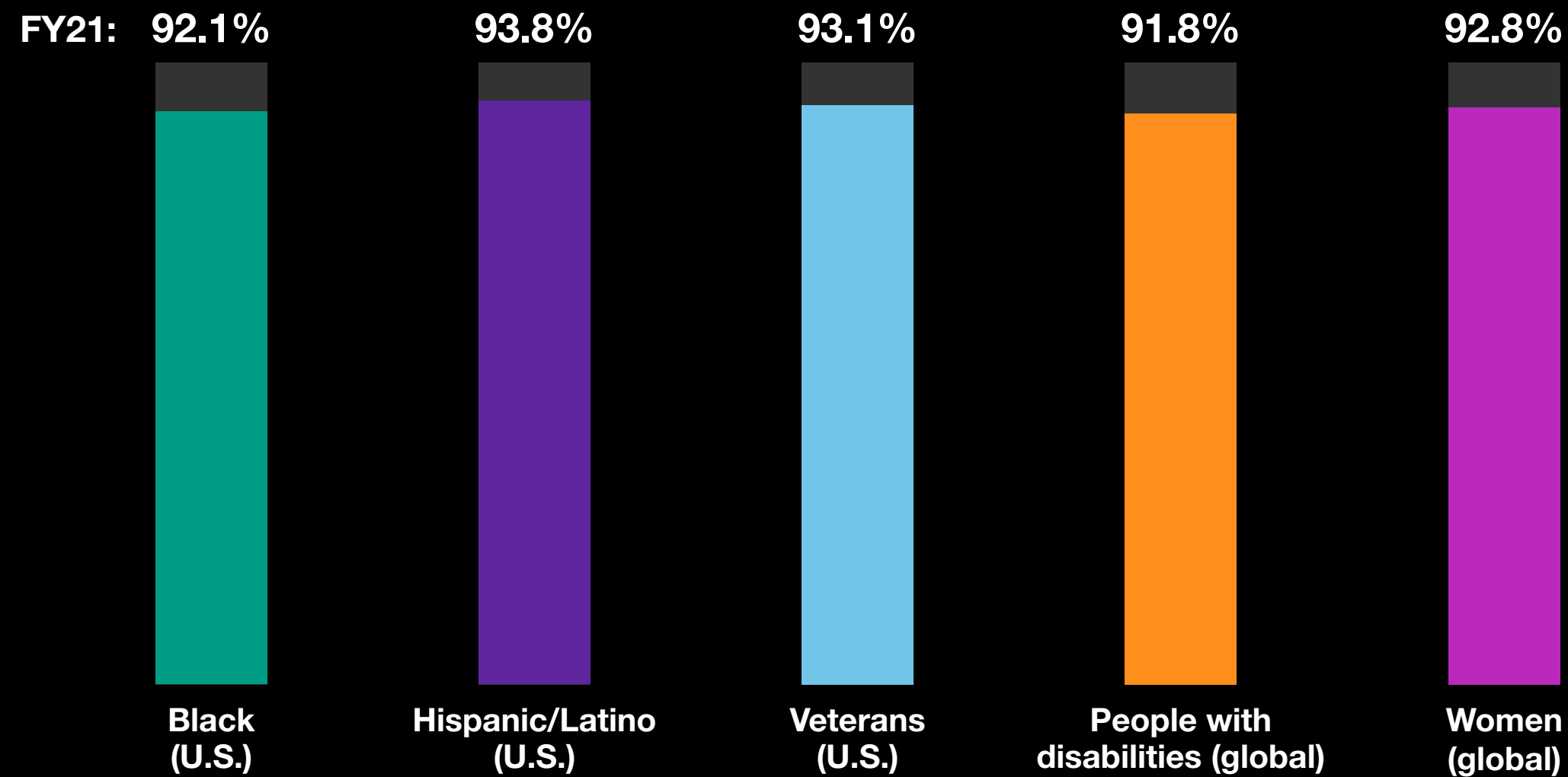
### Retention

To help Micron better understand our representation opportunities, we are actively tracking our retention data. It is critical we keep all talent to deliver on our business objectives. Not only is it imperative we hold onto our talent

from underrepresented groups to achieve our representation goals, but this diversity of thinking helps us achieve better ideas and solutions. To enhance our transparency, we are disclosing this data for the first time, and we are committed to sharing it in our reports moving forward.

We aspire to increase representation each year until we meet or exceed market-available talent.

### Talent retention from underrepresented groups\*



# Inclusive hiring

Key to increasing representation is our commitment to following inclusive hiring practices and to ensuring they are how we do business around the world. We began introducing these practices in FY20, and we watched several programs flourish in FY21, resulting in increased hiring from underrepresented groups. We are expanding the candidate pool to find talent in places we haven't looked before. We will still ensure the slate only includes well-qualified candidates, and we will then select and hire the best, regardless of whether they are from an underrepresented group.

## Introducing candidate allies

In FY21, we took steps to avoid unconscious bias in our hiring process by introducing candidate allies. We have trained 585 candidate allies from our employee resource groups (ERGs) around the world to participate in the interview process and represent Micron's culture and values. Candidate allies not only interview candidates, but they actively participate in post-interview discussions to listen for and help us avoid unconscious bias. Candidate allies are an important resource in facilitating a fair and equitable candidate selection process. We also use artificial intelligence (AI) technology to help draft job descriptions, remove identifiable information in the initial resume review process and develop a diverse slate of candidates.

## Rewarding diverse referrals

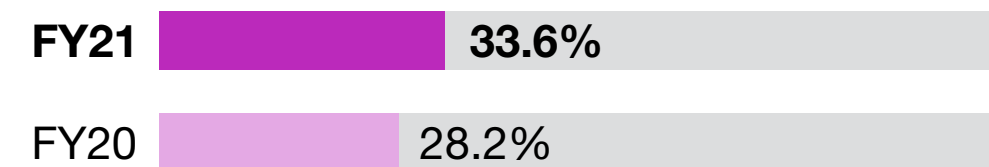
We enhanced our referral bonus program to offer higher payouts when team members refer successful candidates from underrepresented groups. Through this referral program, we hired more than 250 candidates from underrepresented groups in FY21.

## Growing partnerships to identify new college graduates

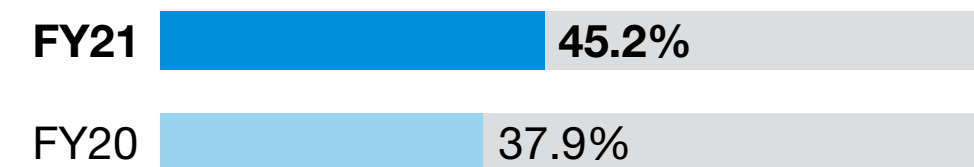
We developed key partnerships around the world to help increase the number of new college graduates we hire from underrepresented groups. [Learn more.](#)

## Global hiring from underrepresented groups

### Experienced hires up 5.4%



### New college graduates up 7.3%



\* Find data definitions in the [data dictionary](#).

## Spotlight

### Candidate Allies



“As a candidate ally, I help ensure individuals are treated fairly, and I assure candidates they will be respected and valued at Micron.”

— *Dee Mitchell, candidate ally*



“Ensuring that each candidate is being represented fairly makes our teams at Micron even stronger.”

— *Greg Kahla, candidate ally*



“I get to be an ambassador for Micron and the company's values, culture and benefits.”

— *Shumin Yeo, candidate ally*

## A leader in board of director diversity

A recent [study](#) conducted by the Alliance of Board Diversity and the consulting firm Deloitte found that women and racial/ethnic minorities make up just 38% of directors on boards at Fortune 500 companies. To increase board-level diversity among companies listed on its exchanges, the U.S. Nasdaq Stock Market LLC launched its [Board Diversity Rule](#) in August 2021. The rule requires Nasdaq-listed companies to have at least two diverse directors — with at least one woman and at least one member of an underrepresented community — or explain why they don't.

Micron surpassed this requirement before the rule even went into effect. In February 2021, we increased our representation of women and people from underrepresented communities on our board

of directors. Our board diversity representation now exceeds 60%\* when accounting for gender and race/ethnicity. Although not included in diversity reporting under the new Nasdaq rule, Micron also has one director who is a U.S. veteran.

Our board members are also active in our journey toward diversity, equality and inclusion (DEI). They participated in our Veterans Day and International Women's Day panels with our ERGs.

We achieved 50% female representation on our board in FY21 with the appointment of [Linnie Haynesworth](#). She is also our first African American board member. We're proud to be a leader in board diversity and will explore how to continue diversifying our board in the future.

Micron's DEI initiatives are managed throughout the company, with oversight extending from the DEI team to senior executives and, at the highest level, to the Micron board of directors. The board oversees and monitors the development and integration of Micron's DEI strategy and regularly reviews DEI performance.

\* Note: Board member race and ethnicity include Asian, Black, Hispanic/Latino, two or more races, American Indian or Native Alaskan, Native Hawaiian or Pacific Islander, and white.

### Spotlight



“Standing up for myself with a leader never failed me and standing up for someone else also never failed me.”

— *Linnie Haynesworth,*  
*our newest board member*



“All of us who serve know that military service develops a very powerful set of skills and personal characteristics. We learn how to lead, motivate, manage and deliver results.”

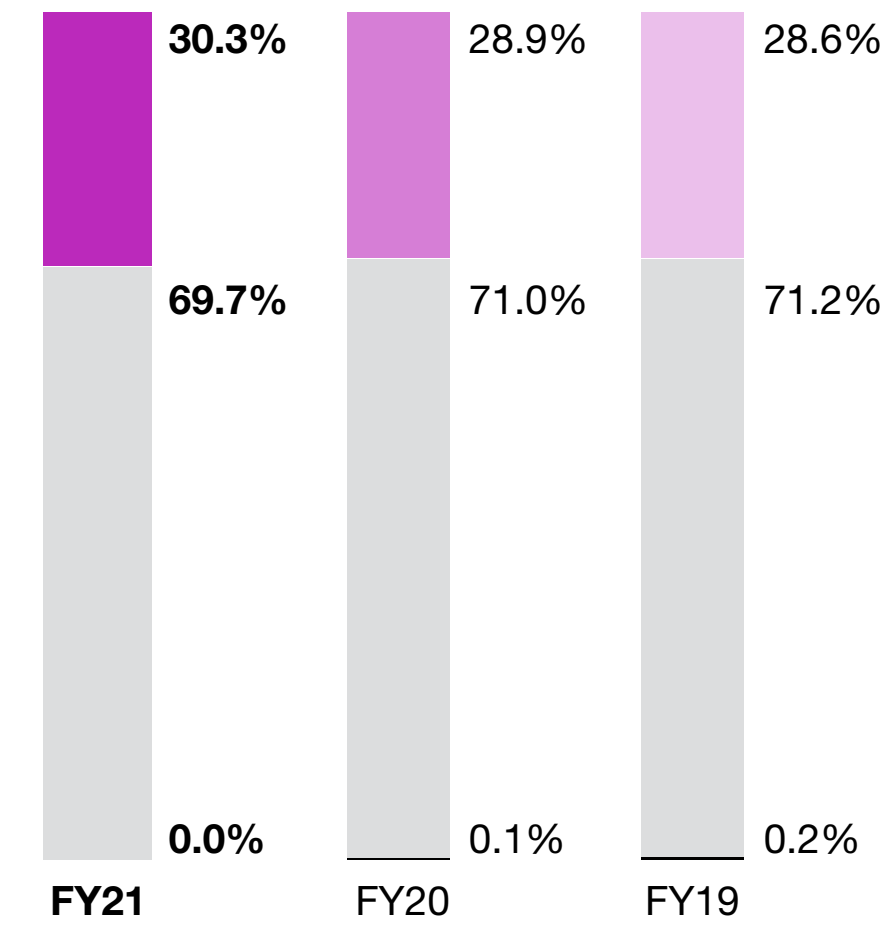
— *Richard Beyer,*  
*board member and U.S. veteran*

# Increased representation of women

In addition to the progress we made increasing board diversity, we increased representation of women in all job groups. Our aim is to see even more women thrive at Micron and in our industry, and we're working to make that happen with extensive outreach, inclusive hiring, global pay equity, advancement programs and more.

## Global percentage of women

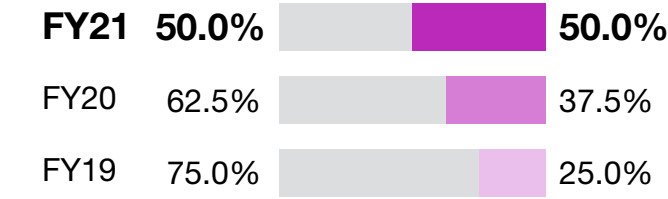
### Overall



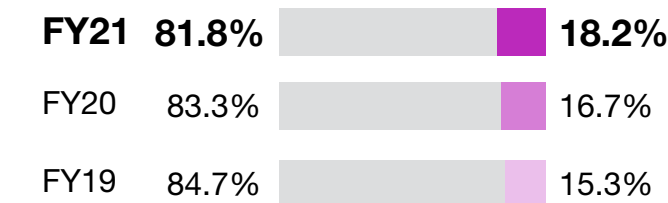
● Female ● Male ● Unknown

### By group\*

#### Board of directors

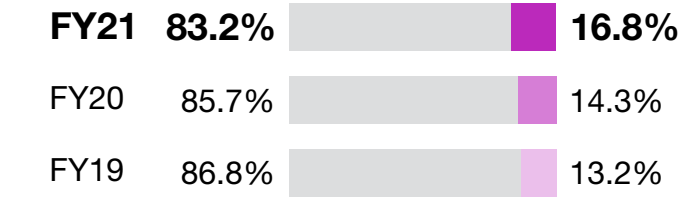


#### Leaders

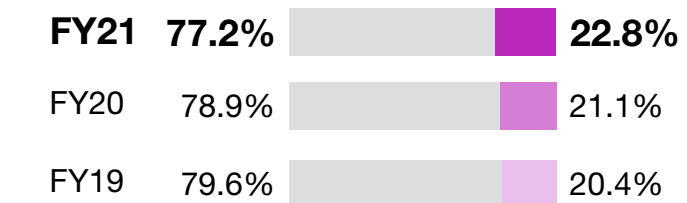


● Female ● Male

#### Vice presidents



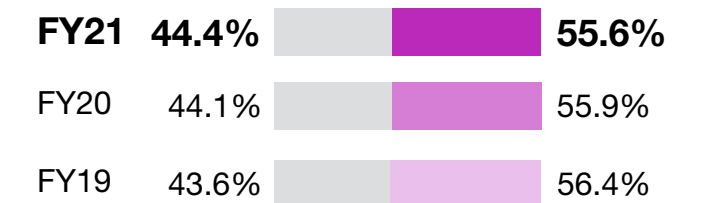
#### Technical



#### Senior leaders

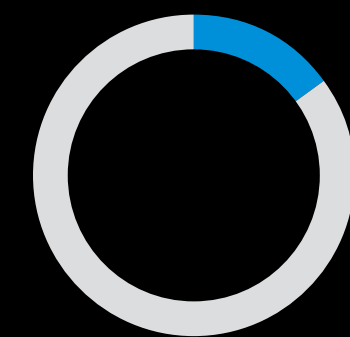


#### Nontechnical

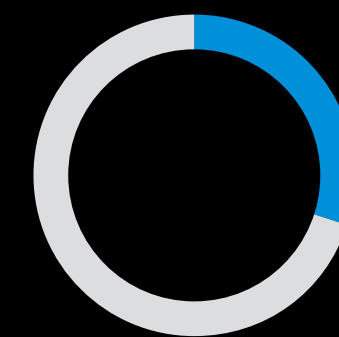


\* FY21 data definitions were changed to better align to Micron's global job structure. Find the updated definitions in the [data dictionary](#). Unknown by group excluded because variance is not statistically relevant.

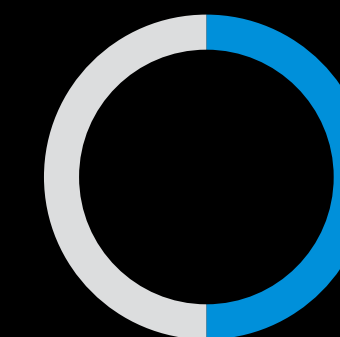
## Key wins for women in FY21



**15%**  
Female representation in senior leaders (up from 13.3% in FY20)



**30%**  
Female representation at Micron globally (up from 28.9% in FY20)



**50%**  
Female directors on Micron's board (up from 37.5% in FY20)

**165**  
Women named as inventors on original patent applications (up from 136 in FY20)

### Women in technical roles by region

The number of women in technical roles at Micron grew by nearly 2% in FY21. We attribute this growth to a number of factors, including our advocacy for more diversity in college and university engineering programs. We launched a global mentorship program in FY21 to connect female technical students to some of our senior female leaders, and we continue to use our influence to increase women in our industry.

We are also driving diversity with various programs designed to attract, develop, retain and promote women at Micron. We've

invested in programs and partnered with organizations around the world to develop the female talent pipeline at Micron and across the semiconductor industry. And our support is valued: In FY21, we were honored to receive the [Designing the Difference Award](#) in recognition of our work in DEI at the inaugural technical conference for the Global Semiconductor Alliance (GSA) Women's Leadership Initiative.

### Global Women's Mentorship Program

We want to inspire the young women who will engineer the future of technology. Our Global

Women's Mentorship Program is one way we are increasing representation. In FY21, Micron piloted the program with Micron female leaders mentoring 102 young female students from 11 countries and 35 universities. Programs like this one help increase the pipeline of young female applicants, not just at Micron but across our industry. They also raise awareness about Micron globally, aiding our search for qualified women with the technical acumen and skills to thrive in our industry. The program will continue in FY22 with a new slate of mentors and students.

### Spotlight



## Rising Women of Influence nominee

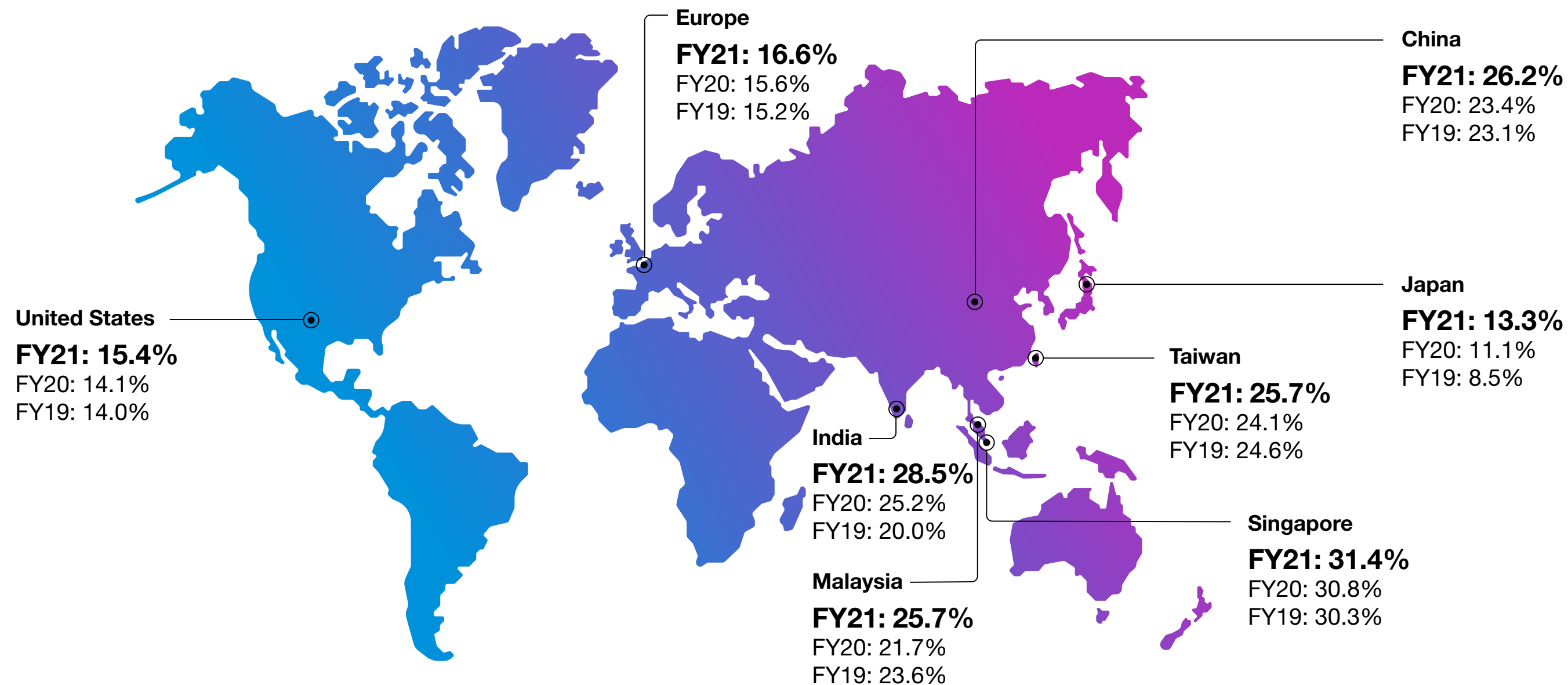
The Rising Women of Influence Award recognizes and profiles the next generation of female leaders in the semiconductor industry. Companies are encouraged to identify women with technical backgrounds and education who are expected to rise to corporate executive leadership within three or four years. An all-female executive committee reviews the nominations and selects the top four candidates for recognition at the GSA Annual Awards Celebration.

Micron's Senior Director of Technology Development Nahomi Aoto proudly represented Micron as a finalist for this prestigious recognition. Aoto is a courageous and tenacious leader, heading a large DRAM technology development team in Japan. She works tirelessly to connect talented female students to the semiconductor industry by participating in mentorship and other programs.

## Micron overall

FY21:  
**22.8%**

FY20: 21.0%  
FY19: 20.7%



## Women's Leadership Network

The Micron Women's Leadership Network (MWLN) is a team member-led and volunteer-driven ERG focused on strengthening the leadership, engagement and voices of women at Micron. It is Micron's first and one of our largest ERGs, with nearly 4,500 members. This community of women and their allies fosters mentorship opportunities across the company, including the Women Innovate (WIN) program, which promotes innovation and encourages women to file patents.

## Mentorship programs for women in Asia

In Japan, Singapore, Malaysia, Taiwan and China, mentorship programs help female technical professionals advance their careers. In Xi'an, 29 technical and professional women were paired with leaders for a 10-month mentorship program, including workshops and one-on-one coaching sessions. In Shanghai, Beijing and Shenzhen, 17 women were paired with technical and professional leaders for a nine-month mentorship experience. In Taiwan, Director of Micron Taiwan Back-End Test Engineering Tony Huang said the experience benefited both the mentor and mentee. "It helped me develop the capability to look at things from a younger generation's angle, as well as an empathy toward the challenges my mentee was facing."

## MWLN India's support for women preparing for careers

The MWLN chapter in India partnered with local engineering colleges for women to prepare more

than 800 students to enter the workforce. MWLN members created a series of sessions covering topics like how women can aspire to tech roles, how to prepare for a campus interview, how future norms may change after COVID-19, and even how to stay motivated during the pandemic. "Not seeing enough female role models in STEM is one of the top reasons young women don't choose these education streams," said India IT Director Radhika Chennakeshavula. "Early engagement is critical to building future pipelines. The STEM awareness sessions organized by Micron drive that engagement. Personally, these sessions are gratifying for me to learn challenges at the grassroots level when I interact with these young women and look for solutions."

## Micron Taiwan's focus on the gender gap

In Taiwan, the equipment engineering, talent acquisition and DEI teams set out to understand the gender gap at their sites. They conducted focus groups, held a mindset change workshop, learned about gender biases in hiring and implemented inclusive hiring practices. Not long after, the equipment engineering team hired its first female shift engineer. Now, they have more than 12 women on the team.

## Programs for gender parity

Micron provides programs to help women succeed and advance their careers. Our leadership and development teams have enhanced the Mentoring at Micron program to

champion a growth mindset anchored in self-motivation. In addition, our female technical professionals have other programs to help them plan and navigate their career paths, including mentorship programs through our Technical Leadership Program (TLP) and the WIN program.

## WIN program

A partnership between the MWLN and Patent Development Group at Micron, the Women Innovate program is a force for encouraging more women to become inventors at Micron. Since its inception in 2018, the program has more than doubled the annual number of women named as inventors on Micron's original patent applications. Also, in FY21, WIN programming was made available to team members across multiple sites in the U.S., Italy, Japan and Singapore. In FY22, WIN programming will roll out to additional locations globally.

## Micron moments

We value the women on our team and take every opportunity to celebrate their contributions and successes.

- [Celebrating Women in Technology](#)
- [Micron Showcases Female Leadership](#)
- [On International Women in Engineering Day, Micron Salutes Our Women Engineers](#)
- [Rising Woman of Influence: Nahomi Aoto](#)

## Spotlight



## Micron nabs awards for supporting women in the workplace in India

In April, Micron India participated in the [2021 JobsForHer DivHersity Awards](#) and walked away with two: 1) Top 5 Most Innovative Practices for Women Leadership Development and 2) Top 20 DivHERsity Champions (Large Enterprises) for Sharmila Khan. These awards reflect the investments and hard work put in to making Micron India a diverse and inclusive organization.

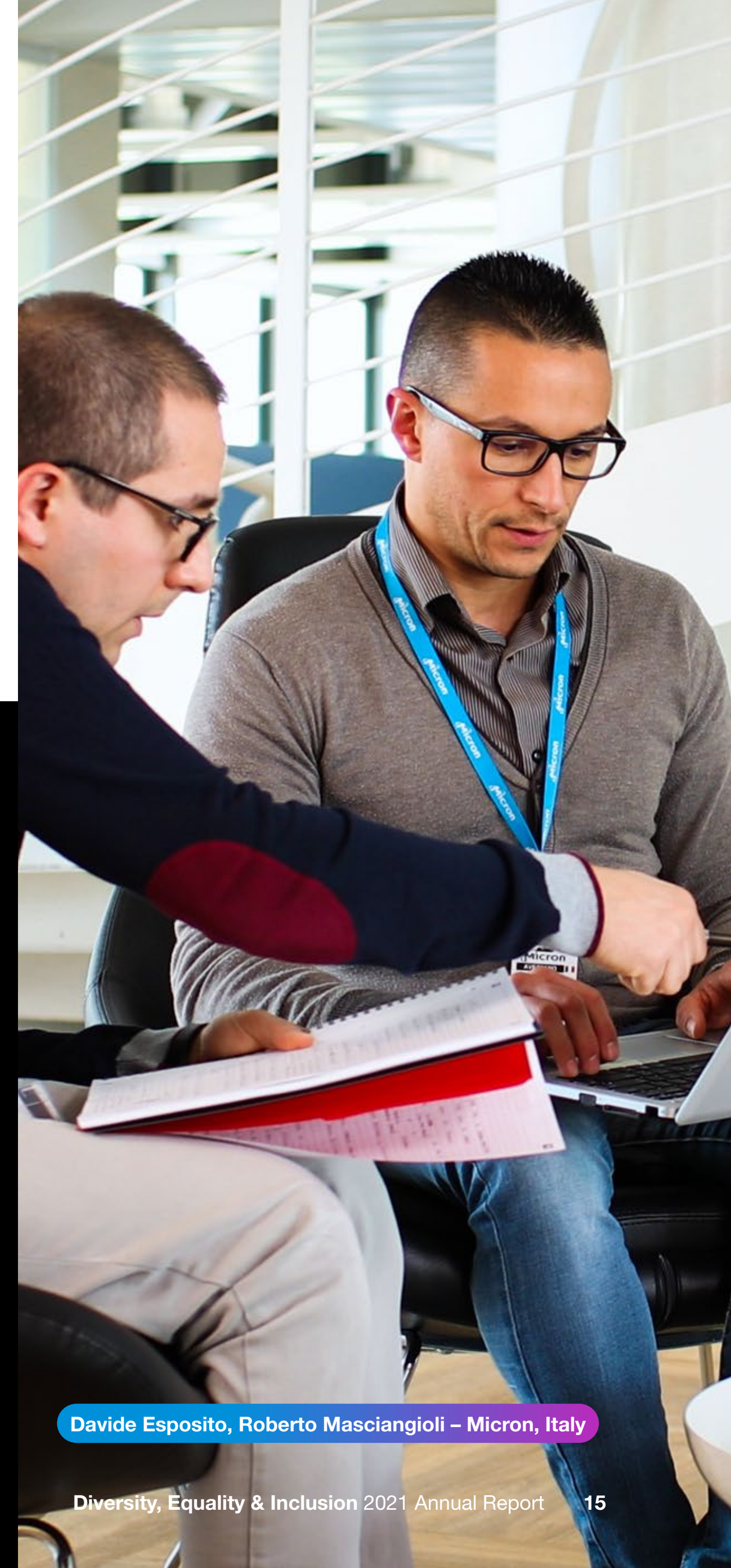
In August, Micron India was also awarded the Zinnov Inclusion & Diversity Award for creating an environment where all team members are seen, heard, valued and respected. The recognition highlights Micron's strong hiring practices, retention of women, gender representation and growing MWLN membership and influence.

# U.S. race and ethnicity

The work of increasing representation for women and across races/ethnicities is a marathon, not a sprint. While we're delighted to see a slight improvement in overall representation of Black

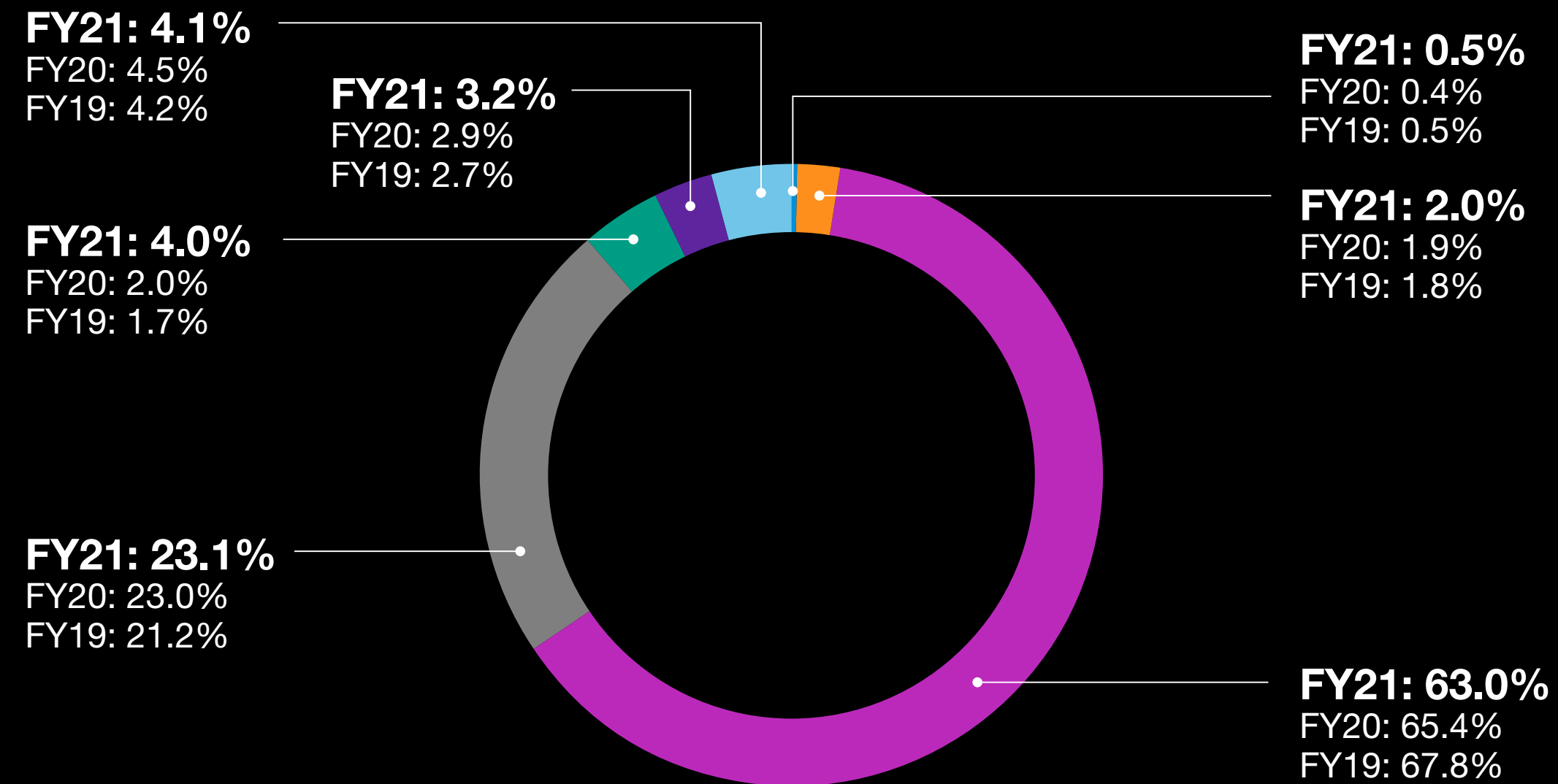
team members, we know we must and can do more through hiring and retention, especially in technical and leadership roles and in hiring a greater representation of Hispanic/Latino talent

across all levels. We are partnering with various groups to drive meaningful progress in the future. For FY22, we are working to understand race and ethnicity measures for Asia and Europe.



## U.S. race/ethnicity overall\*

- White
- Asian
- Black
- Hispanic/Latino
- Other underrepresented races/ethnicities
- 2+ races
- Unknown



\* Find data definitions in the [data dictionary](#).

## U.S. race/ethnicity by group\*



\* FY21 data definitions were changed to better align to Micron's global job structure. Find the updated definitions in the [data dictionary](#).

\*\* Other underrepresented races/ethnicities.

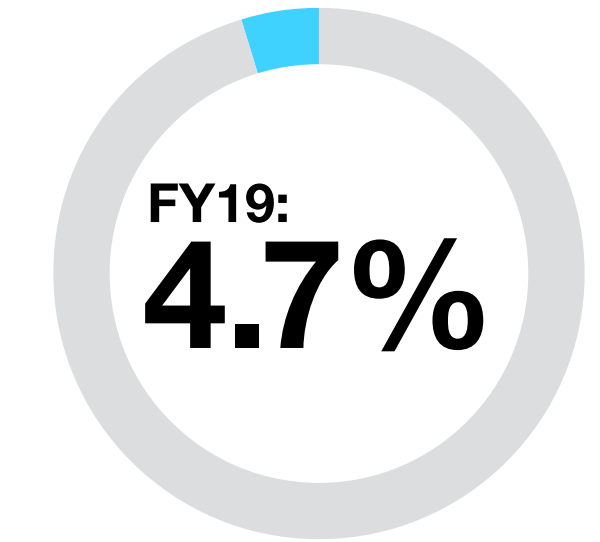
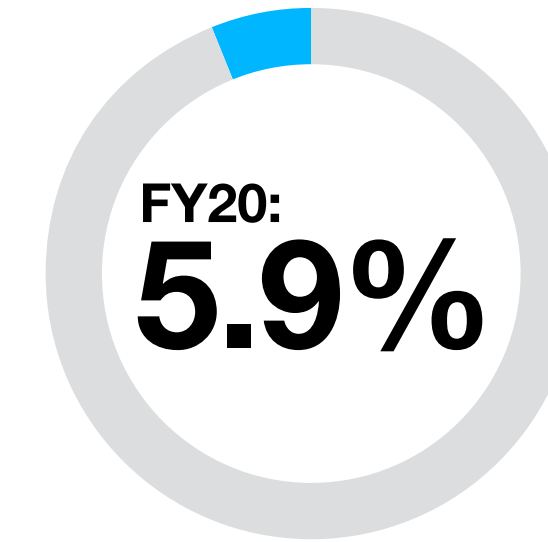
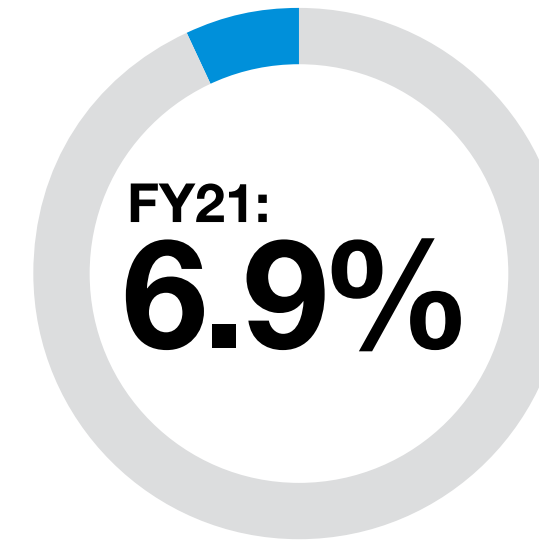


**Representation for all**

**U.S. veterans**

Micron includes U.S. veterans in our calculation of underrepresented groups. We actively work to [recruit](#) former service members whose values closely align to Micron’s values of tenacity and collaboration. Through our efforts, our workforce percentage of U.S. veterans increased a full point in FY21. This growth may also be attributed to our expanded definition of veterans, which includes both protected and nonprotected veteran statuses.

**U.S. veterans\*\***



\*\* Correction from FY20 DEI report: U.S. veteran data was sourced from Micron’s HRIS system instead of the Great Place to Work data. FY21 data is also sourced from our HRIS system. Find data definitions in the [data dictionary](#).

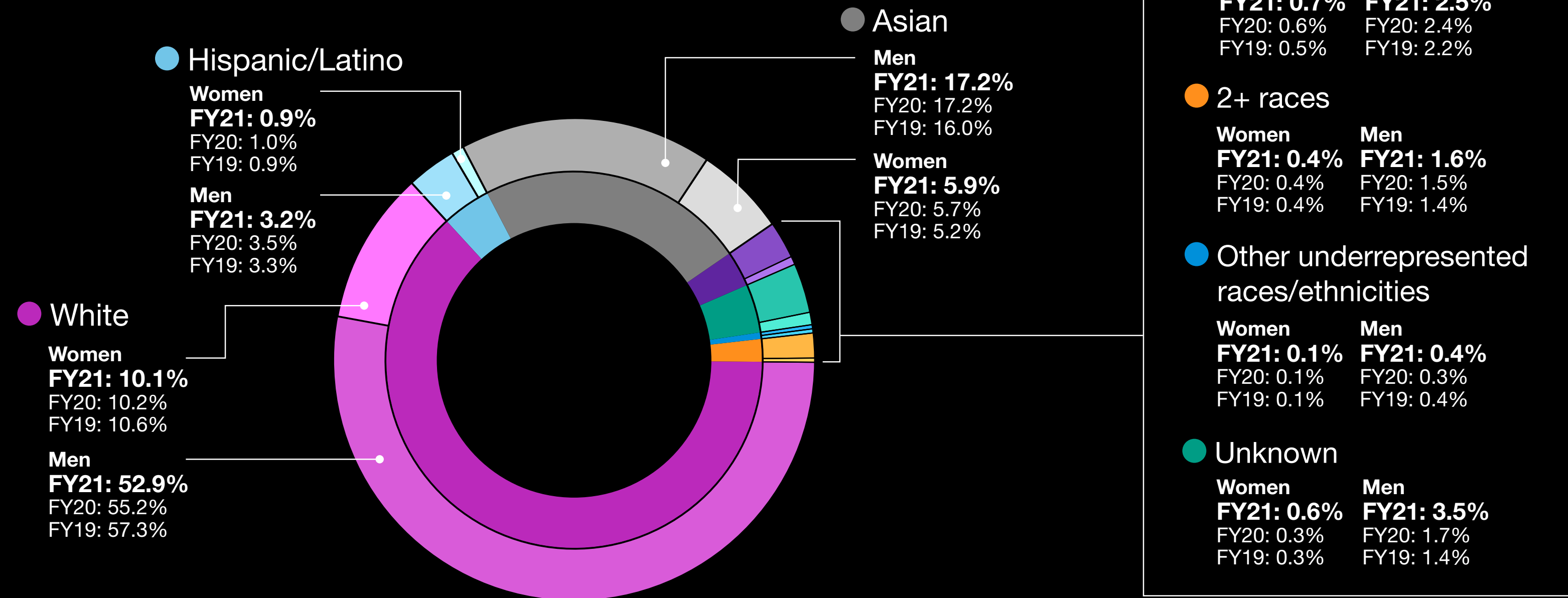
**U.S. intersectionality of gender and race\***

Caring for the whole person means understanding how multiple diversity dimensions can affect team members. A team member could belong to an underrepresented race/ethnicity group but belong to a majority group when it comes to gender or another diversity dimension. This complexity is called intersectionality. Realizing this concept helps ensure that a program meant to provide equity to one group, such as women, isn’t serving only one segment within the group while excluding another segment (such as, helping white women but not women of color).

Intersectionality data also adds another layer of information. For example, the data reveals our need to increase representation among women of color. It also supports Micron’s decision to expand the [WIN](#) program to cover all underrepresented groups, not just women.

\* Find data definitions in the [data dictionary](#).

**U.S. intersectionality**



# Other diversity dimensions

Diversity is broader than race and gender. We all have dimensions that may be known only to us and invisible to others. But when team members share those dimensions with Micron, it helps us know our people better so we can create programs that support everyone. For example, when team members from our PRIDE+Allies ERG shared concerns about Micron's U.S. benefits not being inclusive of the needs of their community, we responded, expanding eligibility and certain types of coverage.

Nearly 35% of our U.S. workforce participated in the Great Place to Work survey in FY21, where we source our data for people with disabilities

and team members who identify as LGBTQ+ in the U.S. We acknowledge that this data is not fully representative of the entire workforce; rather, it is a good estimate of our U.S. workforce.

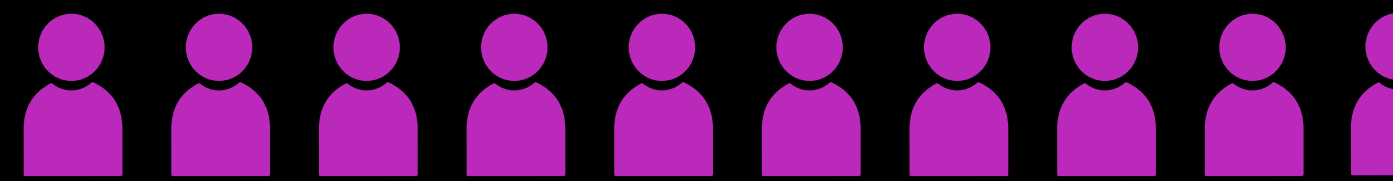
To help us encourage team members around the world to share who they are, we launched a Count Me In campaign in FY21. During this effort, team members from Micron's global sites described in a [video](#) why they want Micron to know them better by self-reporting their diversity dimensions. We also explained the rigorous security and privacy protections in place to ensure the information is not provided to team members' leaders or anyone else. Instead, the

data is reported out in an aggregate form to foster better understanding of our population.

FY21's Count Me In participation is not statistically representative globally, so we will continue to report from our U.S. Great Place to Work data. We are working to build trust with our team members, including partnering with our ERGs to encourage more self-reporting in the future. But it will take time.



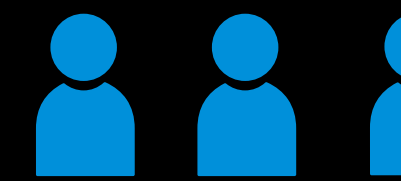
## People with disabilities\*



FY21:  
**9.4%**  
FY20: 7.2%  
FY19: 3.3%

= 1%

## LGBTQ+\*



FY21:  
**2.7%**  
FY20: 2.2%  
FY19: 2.4%

\* In our FY20 DEI report, we incorrectly stated that our data for people with disabilities and the LGBTQ+ population was global. This data only reflects our U.S. population. Find data definitions in the [data dictionary](#).

## Mansfield Rule Certification Program

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

In FY20, Micron's legal department joined the Mansfield Rule: Legal Department Edition 2.0 program, an intensive two-year process named after 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 the certification, Micron's legal department must consider at least 50% of its lawyer candidates from underrepresented communities for 70% or more of its hiring opportunities, high-visibility opportunities, internal promotions, significant leadership roles and outside counsel representation during the two-year period. Micron is striving to achieve Mansfield Rule certification by June 30, 2022.

By building DEI into talent decisions, our legal department demonstrates to team members, recruits and partners that diversity, equality and inclusion are a top priority for Micron.



# Talent pipeline

## Attracting diverse talent

To advance our commitment to increasing representation of underrepresented groups, we will continue to invest in diversifying the STEM talent pipeline, identifying additional underrepresented groups in Asia and strengthening our relationship with universities that foster women's success in technical fields.

Our strategy includes focusing on attracting and hiring top talent from underrepresented groups. In the U.S., that means reaching out to more veteran, Black and Hispanic/Latino populations. Globally, it means reaching out to more women and people with disabilities. In some regions, such as Singapore, it means expanding how we define underrepresented groups and reaching out to talent from diverse nationalities. We have made gains by thinking of new ways to connect with these groups and taking additional steps to remove bias from the hiring process.

## Increasing representation of new college graduates

In FY21, Micron increased representation of new college graduates from underrepresented groups by 7.3% over FY20 numbers. We achieved this through our partnerships with historically Black colleges and universities, Hispanic-serving institutions, and colleges in Asia with programs that promote women in engineering and all STEM fields. This expansion beyond engineering to fields such as math and physics has boosted young women's awareness and interest in semiconductor careers. In addition, we worked closely with engineering associations in the U.S., including the [Society of Women Engineers](#), the [National Society of Black Engineers](#) and the [Society of Hispanic Professional Engineers](#), and we hired 25 graduates associated with these groups. In both the U.S. and India, we participated in the [Grace Hopper Celebration](#), which connects thousands of women in tech globally. Some of our relationships include sponsoring research, professors and scholarships, as well as participating in career fairs.

## Joining the HBCU Partnership Challenge

Micron joined the Congressional Bipartisan HBCU Caucus' Partnership Challenge, an effort to promote greater engagement and support between private companies and historically Black colleges and universities (HBCUs) to amplify our already existing efforts. We're also collaborating with several HBCUs to host information sessions, participate in career fairs and offer financial support to increase access to STEM education.

For example, Micron supports the Norfolk State University's cleanroom — a controlled environment with low levels of pollutants that can compromise manufacturing processes on its campus — to provide students access to the latest technologies in chip design and manufacturing. This engagement helps us connect with potential candidates and increase diversity in our industry overall. Micron hired 20 NSU alumni over the last three years.

## Spotlight

# HBCU Partnership Challenge



Micron Technology Virginia (MTV) Vice President Delbert Parks sits on [NSU's board of visitors](#) to support development of STEM education.



MTV Director of Information Technology Brian Best served on NSU's Engineering Advisory Board the past three years and also played an important role in Micron's support of the NSU cleanroom.



MTV Process Engineer Anthony Davis is now assuming that role as Best moves on to a new advisory board role with North Carolina Agricultural and Technical State University's Center of Excellence in Product Design and Advanced Manufacturing (CEPDAM).

### Forging strategic relationships to attract diverse interns

Micron became a corporate partner with [Year Up](#), a U.S. organization that specializes in giving at-risk youth a second chance by providing training, assistance in earning degrees and internships with corporate partners. With Year Up's help, Micron recruited the first 15 interns to the program in August 2020. Since then, we've brought three more classes of interns to Micron and plan to serve a total of 27 students in FY22. We also welcomed six interns from [INROADS](#), a U.S. nonprofit organization that provides additional training to diverse students on topics not typically taught at universities, such as business acumen and leadership.

### Placing military veterans

Micron has partnered closely with Eightfold AI to help identify the right careers for skilled U.S. veterans. To find the best skills match and job fit, Micron uses artificial intelligence to improve the transition of military skills to civilian workforce skills. For our efforts, Eightfold AI awarded Micron a [2021 Eightfold Award for DE&I](#).

We also partner with another recruiting firm, Orion, to focus on hiring active and veteran military personnel as technicians. And through our university recruitment team, we are engaged with the Nanomanufacturing Certificate Program, a partnership between Penn State and Norfolk State. The program aims to equip

military veterans with skills in nanotechnology-based manufacturing and new product development and to transition these veterans to companies like Micron that need to move life-changing nano-scale applications out of the laboratory and into the marketplace. We hosted information sessions with veterans seeking this certificate in the spring and fall of 2021.

### Spotlight



### Year Up experience

"I was able to gain experience teaching a robot. In addition, the technician that I am shadowing trusts me more and lets me do things on my own."

— Kenia Molina Ventura,  
equipment tech intern,  
Micron Technology Virginia



April Arzen, Intern Day Event – Micron, Boise

# Commitment to STEM

Micron is committed to driving a more diverse and inclusive technology industry around the world. We need more people in the STEM pipelines, so we're working to increase access to STEM education and jobs. It's less about Micron creating a pipeline for itself and more about creating an overall industry pipeline.

As an example, we host free science and engineering camps (called Chip Camps) in the U.S. for students who have completed seventh or eighth grade. Until COVID-19, we held our Chip Camps in person. In 2020 and 2021, we moved them online and renamed them Tech Camps. The three-day camps offered hands-on science activities taught by Micron team members on topics related to the semiconductor industry.

Despite being virtual, these camps doubled in size, serving more than 400 students across the U.S. Notably, several dozen students supported by the National Center for Children and Families (NCCF), an organization that creates opportunities for children and families in vulnerable, underserved communities, attended the camps. For our partnership, Micron received [NCCF's HeART of the Community Award in 2021](#). "This is a chance for students to get excited about technology and engineering, as well as a chance for Micron team members to show their passion for what they do," said Micron Foundation Executive

Director Dee Mooney. "Perhaps the experience sparks interest that leads to future careers."

To bridge the demographic gap and provide quality STEM programming *for all*, Micron's inspire learning team aims to have more than 50% of the participating students come from underrepresented and under-resourced groups and communities. This goal includes gender, race/ethnicity, socioeconomic status and geographic disadvantages (such as those from rural areas with scarce resources). At the most recent camp, more than 30% were girls, and 35% were from under-resourced schools.

## Inspiring young people to consider STEM careers

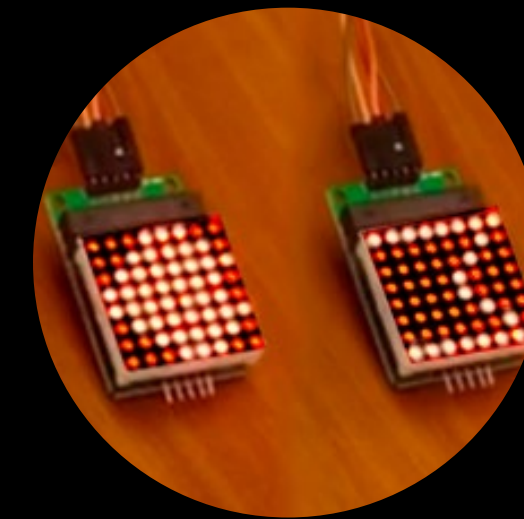
When students make the connection between the power of their mind and the thrill of creating, exploring, working, playing and doing, they realize they can change the world. STEM education is key to unlocking that world of possibilities. Here are some of our signature STEM education activities in FY21:

- **DigiGirlz** provides support for girls from tribal communities. At this year's event, in partnership with Microsoft, we taught participants about artificial intelligence and

how it can be used for good. U.S. Secretary of the Interior Deb Haaland moved volunteers to tears as she shared her journey to becoming the first person of Indigenous heritage to serve on the U.S. Presidential Cabinet.

- **Our virtual job shadow program** teaches students about the semiconductor industry. The program engages high school students to learn the semiconductor industry and "shadow" Micron engineers, scientists and technicians to learn about their education and careers.
- **Girls Going Tech** events let girls explore STEM concepts through fun, hands-on activities with women working in STEM fields at Micron. This global program took place through seven different events across Taiwan, Japan and the U.S., inspiring over 500 girls to find their place on the pathway to becoming future members of the tech industry.
- **Women in Technical Careers (WITC)** brings casual, interactive and informative career discussions to female students in grades nine through 12.
- **Virtual STEM lessons**, delivered by Micron team members, support underserved schools, such as those in rural Idaho communities.

## Spotlight



## Love Micron

Micron Shanghai invited a group of seventh-grade students to the site to conduct STEM activities with team members. The students built a circuit with LEDs and were thrilled when the LEDs lit up with a heart and the letter M, representing "Love Micron." They also took cellphones apart while engineers explained the major components and showed them how to perform simple cellphone testing.

A close-up photograph of a woman with dark, curly hair, wearing round glasses and a patterned top. She is resting her chin on her hands, looking thoughtfully towards the camera. The background is softly blurred with warm, bokeh light spots.

# Equal pay and inclusive benefits *for all*

## Commitment 2: Drive equitable pay and inclusive benefits.

### Achievement of global pay equity

In March 2021, Micron announced we had met our goal for comprehensive global pay equity in total compensation across base pay, cash bonuses and stock awards for our team members.

We set the global pay equity goal in fiscal year 2021 (FY21) as one of our six diversity, equality and inclusion (DEI) commitments. This new goal followed our success in 2018 at achieving gender pay equity for women on our global teams, which we've repeated every year since. The FY21 goal sought equitable pay for all underrepresented groups — team members who are veterans, Black or Hispanic/Latino in the U.S., as well as women and people with disabilities around the world. And we closed pay gaps in all aspects of compensation, including base pay, cash bonuses and stock rewards. We did this by using technology to

analyze and understand pay variances and, if any were discovered, making adjustments to eliminate statistically significant differences.

We are extraordinarily proud of the relentless work our team has done to achieve this important goal. Learn more about Micron's [pay equity process](#).

“Throughout Europe, many countries are trying to close the gender pay gap through new rules and laws. But at Micron, we're looking at more than gender when we assess pay equity around the world. Equal pay makes sure we attract the best talent, and more importantly, it makes all Micron team members feel motivated and engaged — improving our overall productivity! I feel proud to be part of Micron for its commitment to fair pay *for all*.”

— *Lucia Simonazzi, global business people partner in Avezano, Italy*

### EEO-1 Component 2 pay data

In 2019, Micron was required to file EEO-1 Component 2 pay data, covering pay and hours worked for the 2017 and 2018 calendar years to the Equal Employment Opportunity Commission (EEOC). As of 2020, the EEOC canceled collection of this data. However, Micron continues to raise the bar on transparency by releasing pay data for calendar years 2019 and 2020 publicly for the first time. 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).



“Our business success depends on Micron's ability to hire, engage and retain the brightest and most talented people in the world because they bring diverse ideas, perspectives and experiences. Achieving pay equity this past year was one important step toward creating an inclusive and welcoming workplace where team members feel seen, heard, valued and respected. We are enthusiastically working on next steps to further level the playing field in every way we can — we cannot declare victory yet. We publish our DEI report to hold ourselves accountable and to ensure we remain steadfast in our commitment to do more and to do better *for all*.”

— *Executive Vice President and Chief Business Officer Sumit Sadana, executive owner*



## A commitment to inclusive benefits

Nothing is more important than our people. We have taken incredible action over the years to make Micron a place where team members' wellbeing is valued and promoted, regardless of their diversity dimensions.

Led by our PRIDE+Allies employee resource group (ERG), we've enhanced our benefits over the years. In FY21, we added a concierge

service — Included Health — to better connect team members to culturally competent health providers who understand the unique needs of the LGBTQ+ community. The goal was to make health care more accessible for people seeking information and treatment about personal matters such as gender confirmation surgery and mental health support for LGBTQ+ issues.

We have taken incredible action over the years to make Micron a place where team members' wellbeing is valued and promoted, regardless of their diversity dimensions.



Pride Month Celebration – Micron, Boise

## Global health and wellbeing

Focusing on enhanced wellbeing *for all* at Micron is a positive driver for things like collaboration, creativity, efficiency, engagement and job satisfaction. As a part of our commitment to team members, Micron offers globally relevant and regionally sensitive benefits, resources, tools, education and events, and empowers our ERGs with education, support and resources for flourishing.

### Support when team members need it most

This past year was marked by many concerning events, including the COVID-19 pandemic globally, anti-Asian attacks around the world and the trial of police officer Derek Chauvin, who was convicted of killing George Floyd. Due to the emotional toll these events took on many, Micron offered microcounseling and group listening sessions to help team members manage their stress. The wellbeing team managed group trauma debriefs, clinical guest speakers, and individually customized counseling sessions to ensure Micron team members had access to the care they needed to deal with these unprecedented events.

In addition to current event-based programming, caring for the wellbeing of Micron team members also includes consistent education on the benefits of mental and emotional health. Micron offers numerous programs created to support team members, including a comprehensive global employee assistance program (EAP), the team member advocate team, and Micron connect groups.

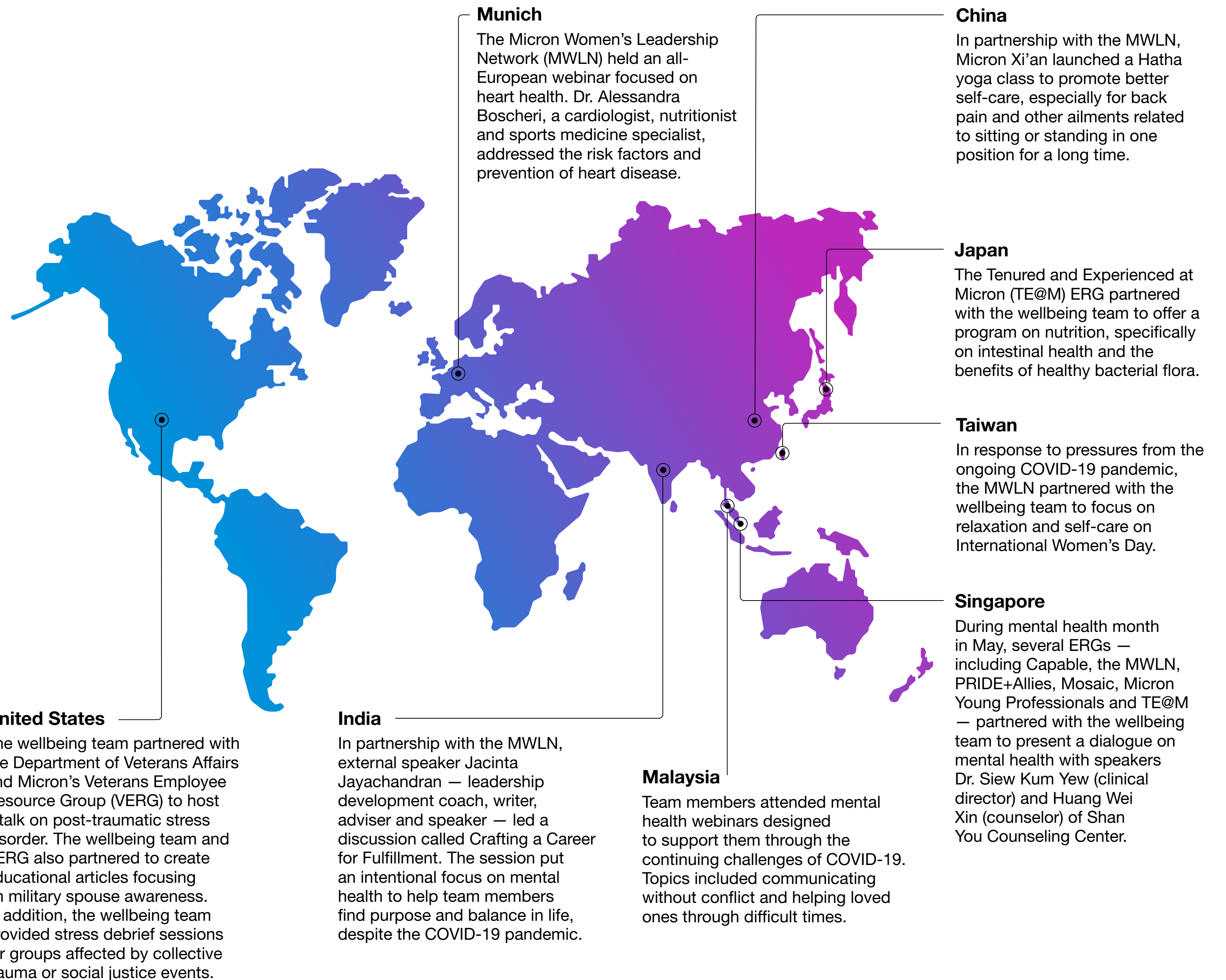
- Short-term counseling available through Micron's EAP provides team members with mental health care at no cost, as well as many other benefits supporting the work-life issues people face. Team members and anyone living in their homes have access to no-cost counseling throughout the year, and Micron increased the number of sessions during the pandemic in a direct response to the increased global need.
- Team member advocates offer independent support to team members, providing information, guidance and resources. They listen to team members who feel they are not being heard, and they ensure the team members' concerns are taken seriously and their rights respected. The team member advocate's role is to foster problem-solving and empower team members to reach their full potential, personally and professionally.

- Connect groups are a peer-support program catering to groups of team members with a similar shared experience, giving them a place to come together for discussion, resources and education. These groups have historically been aligned with the missions of specific ERGs such as PRIDE+Allies or the Micron Women's Leadership Network. To date, we have connect groups that focus on parenting LGBTQ+ children, caring for elderly or disabled family members, dealing with the loss of a spouse, and many more challenges that team members may be experiencing.



# Global Wellbeing in action

In addition to these program offerings, in FY21, Micron hosted 107 DEI-focused wellbeing events for over 6,700 team members around the world.



# Inclusion *for all*

## Commitment 3: Strengthen our culture of inclusion

### Inclusion is more than just a buzzword at Micron

We want everyone to feel appreciated and included, no matter who they are or where they work. In addition to increasing our inclusion index score this year, we were recognized by several organizations for our efforts to foster inclusion:

- We achieved our first top score of 100 on the [Corporate Equality Index](#), a Human Rights Campaign measure of key workforce protections, inclusive benefits and supportive and inclusive cultures for LGBTQ+ team members. Our score increased from 85 in fiscal year 2020 (FY20). Our PRIDE+Allies employee resource group (ERG) helped achieve this outcome by guiding Micron leaders

to understand the needs of the LGBTQ+ community, including how to change our benefit plans to better support this community.

- We earned our first score of 80 out of 100 on the [Disability Equality Index](#), a joint initiative between the American Association of People with Disabilities and Disability:IN. This score came in part from our efforts to improve accessibility. For example, we added closed captioning to our Zoom meetings for people who are hearing-impaired and published instructions to help team members who are colorblind adjust their computer color filters to improve contrast and make screens easier to read. Work we will do in FY22 includes ensuring individuals can access digital content, conducting a global evaluation of

our benefits from the perspective of people with disabilities to make them more inclusive, and assuring all job candidates that they can request accommodations for their interviews.

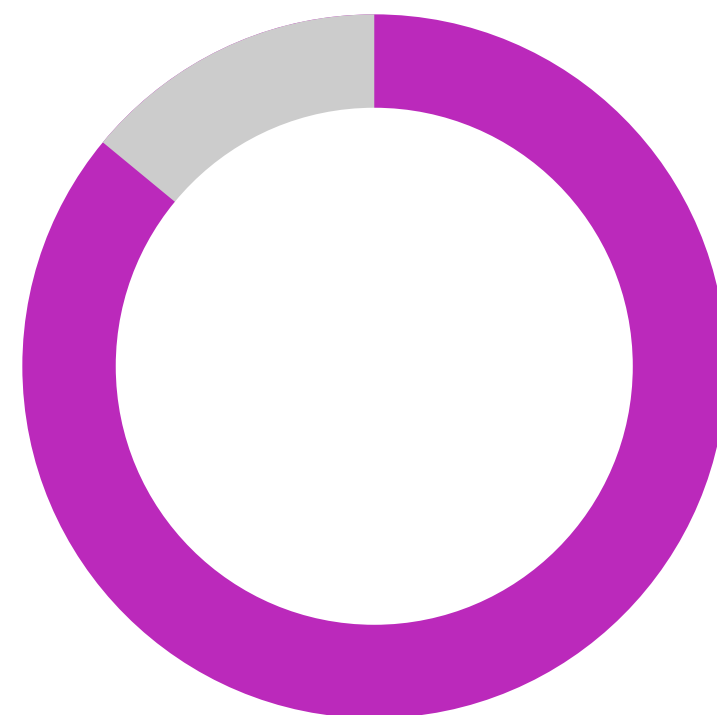
We also entered into strategic partnerships to create a more inclusive workplace *for all*. We joined the [Valuable 500](#), a coalition of more than 500 national and multinational corporations committed to unlocking the social and economic value of people living with disabilities. We also became a corporate partner of [Disability:IN](#), joining nearly 300 companies that work toward disability inclusion and equality. And we officially joined [Out & Equal](#), an organization advocating for greater workplace equality for people in the LGBTQ+ community.



“The pursuit of an inclusive, diverse and equitable culture is a necessity for every high-achieving company. To us, it’s personal. Hearing all voices, all ideas and all perspectives — being inclusive is in our DNA and core to our vision and values. We want everyone to be heard, seen and valued, no matter who they are or where they work. Hiring and ensuring equitable pay alone won’t address our diversity gaps. We must also create an environment that retains talent and that inspires talent to bring their best selves to work so they can achieve their full potential. While we have made great strides, there are many more steps to take on this important journey.”

— *Senior Vice President and Chief People Officer April Arnzen, executive owner*

### Inclusion index score



# 85%

In FY21, our inclusion index score increased to 85%, up more than seven points from FY20. Micron’s inclusion index includes a subset of two questions on the team member engagement survey that assesses Micron’s culture on behaviors that support inclusion. Real change takes time. These numbers tell us we’re on the right track.

# Development and advancement programs

One way we help retain talent is to ensure everyone has equal opportunities to advance and grow their careers at Micron. We offer several programs to support development and advancement for all our team members.

## Advance Sponsorship program

We launched the Advance Sponsorship program in FY19 to invest in senior female leaders through sponsorship, executive coaching and exposure to Micron executives and advanced opportunities. While it takes time for promotions to occur after program completion, we're proud that 50% of the women from our first two groups have received promotions. Eight women participated in our third group in FY21. We will continue tracking

participant progress to evaluate the program's success and opportunities for enhancements.

## Elevate program

Micron also understands the need to develop and support Micron's female leadership pipeline by nurturing team members early in their leadership journey. In late FY21, the company launched Elevate, designed for female midlevel leaders at Micron. Fifty female leaders from around the world (20 in the U.S. and Europe and 30 in Asia) are participating. This group-based program enables participants to network with each other, share tools and best practices, and identify their leadership styles. We will track and report on their progress in advancing their careers.

## 90-Day Leadership Sprint

Micron launched the pilot 90-Day Leadership Sprint, a development opportunity for Hispanic/Latino team members. Facilitated by Dr. Robert Rodriguez, the program included three sessions for 163 Hispanic/Latino team members to enhance their knowledge — from how to use heritage and culture as assets in the workplace to how to identify and manage career pivot points. Participants also learned how to create career action plans. An important part of the program was a session for the 72 direct managers of team members from the Hispanic/Latino community to help them better understand how to create an inclusive and welcoming culture for all team members to thrive.

## Spotlight



## Inspired by inclusion

“Does the company recruiting me just have good PR or is it actually committed to diversity and inclusion?” That’s what Tosin Akinro, supply chain engineer, often wondered as companies recruited him as a member of the National Society of Black Engineers (NSBE) and a new industrial engineering graduate.

But there was something different about Micron. When he talked to a Micron recruiter at an NSBE conference, Tosin knew Micron was committed to diversity, equality and inclusion (DEI) and not just saying the right words.

And that has proven to be true still. He said he immediately felt accepted.

## McKinsey Black Leadership Academy

Fifty Micron leaders participated in the McKinsey Black Leadership Academy program. There are two programs under the academy umbrella: the Black Executive Leadership program and the Management Accelerator for Black Leaders. These programs help participants strengthen their core business acumen and learn practical tools to overcome common mindset challenges and build management muscle through problem-solving and strategic thinking. Sessions designed to guide team members to achieving the next critical step in their careers were held for midcareer managers and leaders on the executive track.

## Inclusion advocates

When senior leaders evaluate team members for advancement opportunities, we want to avoid any unconscious bias. For that reason, Micron includes an advocate to participate in talent review and succession planning meetings.

There are more than 50 inclusion advocates who have received training worldwide. An inclusion advocate listens carefully for unconscious bias, calls any to the attention of the team, and challenges unfair assumptions to ensure decisions regarding promotions, rotation assignments, access to training and other advancement opportunities are determined fairly.

## Workplace flexibility

Micron believes we experience the greatest productivity and efficiency in a face-to-face environment. But the pandemic forced us to change our approach and empower our knowledge workers to work from home. While some team members preferred to work on-site, many appreciated the flexibility to choose where to work. As a result, we rolled out a pilot program of work arrangements that promote flexibility. Micron will listen closely to manager and team member feedback about the success of these programs.

## Micron moments

At Micron, we're proud to champion the rights, dignity and lives of our team members with disabilities and our team members in the LGBTQ+ community.

- [Lessons in Inclusion From a Disability Advocate](#)
- [Recognizing Transgender People Demonstrates They Are Valued and Respected](#)



# Team members leading the way

Team member voices are essential to our culture of inclusion. Our employee resource groups (ERGs) are behind much of the progress we've made over the past year.

We now have 10 ERGs, providing community for team members who are Asian American and Pacific Islander, Black, Hispanic/Latino, women, young professionals, people with disabilities, tenured and experienced, veterans, multicultural, LGBTQ+ or allies to any of these groups. These groups bring team members together and ensure they feel supported and empowered to stand up for equality — both within Micron and in the communities where Micron's team members work and live.

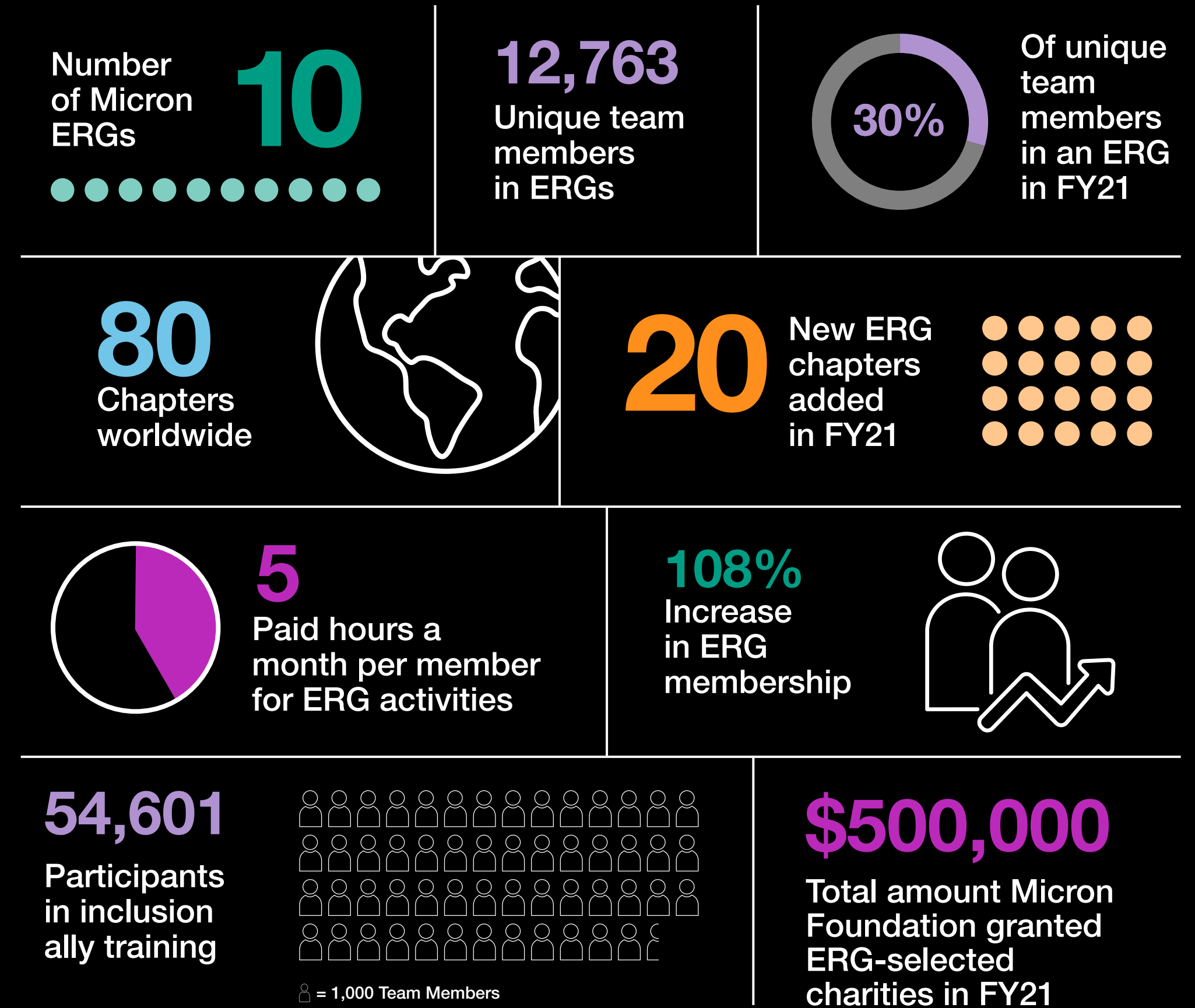
"I've met many colleagues that I would not have otherwise met," said Rosie Avila-Hernandez, senior manager of product engineering in Micron's Boise, Idaho, facility. Rosie launched the popular Micron Hispanic Professionals chapter in Boise. "It has expanded my awareness and understanding of others' unique stories and struggles, and the best part is that they have taught me how to support and advocate for them."

Given the ERGs' influence, Micron decided to better align ERGs with corporate goals, contributions to Micron's business and professional development.

"I believe the culture that ERGs help us promote in the company ultimately translates into a better business result, a bigger business impact for the community."

— Micron President and CEO Sanjay Mehrotra

According to [DRR Advisors](#), which helps businesses develop organizational practices that foster diversity, leadership and inclusion, most companies have between six and eight ERGs and strive for a participation rate of 8% to 10%, with the gold standard being 20%. Micron exceeds the gold standard with an ERG participation rate of nearly 30%.



## Micron's Ten ERGs\*

- Asian American & Pacific Islander Network
- Black Employee Network
- Capable
- Hispanic Professionals
- Women's Leadership Network
- Young Professionals
- Mosaic
- PRIDE +Allies
- Tenured & Experienced at Micron
- Veterans Employee Resource Group

[Learn more](#)

\* Our ERG communities proudly include members of the group and their allies



## New AAPIN ERG

Asian Americans are the fastest-growing major racial or ethnic group in the U.S., with more than 20 million Asians, according to the [Pew Research Center](#). Almost all trace their roots to 20 countries in East and Southeast Asia and the Indian subcontinent.

In FY21, members of the Asian American and Pacific Islander community and their allies came together to create Micron's 10th ERG, the Asian American and Pacific Islander Network (AAPIN). Their goal is to raise awareness of the hate crimes aimed at members of this community, especially during the COVID-19 pandemic, and the unfair stereotypes this community has

experienced for centuries that have contributed to discrimination, including the Chinese Exclusion Act in the 1880s and imprisonment of Japanese Americans during World War II.

At the same time, the AAPI community has made many contributions to America through its members' hard work, creativity and ingenuity. You can see the contributions of AAPI people in art, science and commerce throughout the United States. These team members also helped sponsor Micron's first [Asian/Pacific American Heritage Month](#) in May.

Asian Americans are the fastest-growing major racial or ethnic group in the U.S., with more than 20 million Asians, according to the Pew Research Center.



## Empowering our ERGs

Micron held the first annual ERG Accelerator Summit this year to empower ERGs to do more. Nearly 500 ERG leaders and executive sponsors around the world attended the virtual two-day event. Participants learned how ERGs can support Micron, develop their leadership skills and grow their careers. Participants also shared best practices and learned about a new model to better align our ERGs to the business. [Learn more.](#)

### The 4C Model provides a guide

The summit was an opportunity for ERG leaders to connect, learn and grow. During the summit, Dr. Robert Rodriguez, founder and president of [DRR Advisors](#), explained the 4C Model, an industry-standard ERG operating model. ERG leaders used the model to build more intentional, actionable objectives around culture, career, community and commerce into their ERG business plans. These 4Cs are all areas where ERGs can significantly influence Micron.

“Through the summit, we learned so much more can be done, and it inspired us to bring our ERGs to a higher level,” said Teddy Pramono, Mosaic global lead based in Singapore.

During the summit, regional and global ERG leaders were selected and announced. These

leaders help align ERG activities to the 4C Model. They led the development of two-year strategic roadmaps and presented them to our ERG steering committee and CEO. ERGs continue to share and act on those strategies. Here are two examples:

- The Capable ERG identified six global projects that align to the 4C Model. Its members partnered with the central facilities team to develop an inclusive building plan and budget for accessibility projects. They led efforts to add closed captioning to Zoom meetings for people who are hearing-impaired. And they published step-by-step instructions to help team members adjust their computer color filters to improve contrast and make screens more accessible for people who are colorblind.
- In support of their commerce plans, members of the Black Employee Network and PRIDE+Allies ERGs worked through Micron’s procurement team to initiate their first meetings with the National Minority Supplier Development Council and National Gay & Lesbian Chamber of Commerce respectively, organizations that advance business opportunities for certified minority business enterprises. Increasing [supplier diversity](#) is one of Micron’s six DEI commitments.

“Through the summit, we learned so much more can be done, and it inspired us to bring our ERGs to a higher level.”

— *Teddy Pramono,*  
*Mosaic global lead based in Singapore*

### Micron empowers ERGs to do good

Last year, Micron’s ERGs helped the Micron Foundation decide how to support underrepresented communities who were disproportionately affected by the COVID-19 pandemic. Based on that success, Micron President and CEO Sanjay Mehrotra announced that the Micron Foundation would award each of Micron’s 10 ERGs \$50,000 to distribute to charities through an initiative called the ERG Grants Challenge.

This first challenge empowered our ERGs to direct resources and investments to further uplift the communities where team members live and work. They distributed [\\$500,000 across 19 nonprofits](#). Nine of our 10 ERGs participated through our crowdsourcing platform, Spark, to select nonprofit organizations. Each ERG nominated and voted for one or two nonprofits aligned with its affinity, 4C Model and the Micron Foundation’s pillars of giving. The newest ERG, AAPIN, formed during the challenge in time to select its desired nonprofit organizations as well.

“Supporting organizations and people in our local communities through philanthropic efforts is an important part of who we are as a company, and I am extremely proud of this new partnership with our ERGs,” said Micron Chief People Officer April Arnzen.

### Micron commits to ERG success

The ERG Accelerator Summit illustrated that the work of our ERGs can be time-consuming, with many members using their personal time to contribute to their ERG’s success. As a result, we announced that ERG members may use up to five hours a month of work time to focus on ERG programs. This modest start demonstrates Micron’s understanding of the passion our ERG members have for the work they do to create an inclusive company *for all*.

The following nonprofits were selected to receive the challenge grants:

ERG	Organization	Amount
Asian American Pacific Islander Network (AAPIN)	<a href="#">Center for Asian American Media</a>	\$20,000
	<a href="#">Asian Immigrant Women Advocates</a>	\$30,000
Black Employee Network (BEN)	<a href="#">Black Girls Code</a>	\$50,000
Capable	<a href="#">Cerebral Palsy Alliance Singapore (CPAS)</a>	\$25,000
	<a href="#">National Alliance on Mental Illness (NAMI)</a>	\$25,000
Micron Hispanic Professionals (MHP)	<a href="#">Ayuda</a>	\$25,000
	<a href="#">Idaho Latino Scholarship Foundation (Idaho LSF)</a>	\$25,000
Micron Women’s Leadership Network (MWLN)	<a href="#">Days for Girls</a>	\$25,000
	<a href="#">Hagar Singapore Limited</a>	\$25,000
Micron Young Professionals (MYP)	<a href="#">Smile always Foundation</a>	\$20,000
	<a href="#">World Central Kitchen</a>	\$30,000
Mosaic	<a href="#">Muslim Missionary Society Singapore (Jamiyah)</a>	\$30,000
	<a href="#">Peace Winds Japan</a>	\$20,000
PRIDE+Allies	<a href="#">Taiwan Tongzhi (LGBT) Hotline Association</a>	\$25,000
	<a href="#">The Community Center</a>	\$25,000
Tenured and Experienced at Micron (TE@M)	<a href="#">Blossom Seeds</a>	\$30,000
	<a href="#">La Locanda Di Emmaus</a>	\$20,000
Veterans ERG (VERG)	<a href="#">Neptune Warrior</a>	\$15,000
	<a href="#">Serve Our Willing Warriors</a>	\$35,000

## A global effort

Our goal to create a more diverse and inclusive workplace is global. But each region sets specific goals tailored to its unique circumstances. Around the world, efforts promote gender equality, career development, opportunities for people with disabilities and an enhanced talent pipeline. Here are examples of our global DEI efforts in action.

### Prepared and Capable, China

To prepare university students with disabilities for high-tech careers, Micron Shanghai planned the Career Angel program, which launched in October. Students take STEM-focused classes, including some specifically about DRAM technology, and they also learn workplace etiquette, gain interviewing skills and participate in a mentorship program. To support and prepare the growing number of team members with disabilities that we expect to hire in the future, Xi'an team members formed a new Capable ERG chapter.

### Reduction in gender bias, Europe

The Micron Women's Leadership Network (MWLN) led several initiatives to reduce bias, build allyship and advance DEI objectives across the region. In Italy, the ERG held a "Who's Afraid of Bias?" workshop to provide tips for recognizing

and overcoming gender bias. It also supported the Global Women Mentorship Program pilot project with Politecnico of Milano to promote Micron as a top employer active in diversity and inclusion and to help female students prepare for their professional futures. The [Micron Women's Mentorship Program](#) launched globally in FY21. More broadly in Europe, the MWLN held a brown bag lunch for the inclusion ally program to discuss DEI objectives and ways the MWLN can meet them.

### LGTBQ+ inclusion, India

To support our global LGBTQ+ workplace inclusion efforts, Micron India extended insurance coverage to domestic partners, added gender-neutral restrooms and held a virtual event for the International Day Against Homophobia, Transphobia and Biphobia. And, for the first time, India raised the Pride flag last June to celebrate Pride Month. Along the way, membership in the PRIDE+Allies chapter increased to 250 members. The India PRIDE+Allies chapter's next goal is to make the India Workplace Equality Index, a survey specific to India to measure progress on LGTBQ+ inclusion in the workplace.

Our goal to create a more diverse and inclusive workplace is global. Around the world, efforts promote gender equality, career development, opportunities for people with disabilities and an enhanced talent pipeline.

### **World Down Syndrome Day, Japan**

Micron recognizes World Down Syndrome Day as part of its mission to eliminate bias and build a culture of inclusion. To increase awareness, the Capable chapter located at our Hiroshima site turned the day into a weeklong event. The ERG displayed large photos of people living with Down syndrome and held a charity goods sale, where 200 people bought goods made by people with disabilities. In addition, more than 400 team members attended a seminar sharing families' experiences of raising children with Down syndrome. And 150 team members donated 2 million yen to related charities through Micron Gives, and the Micron Foundation matched the donations.

### **Support for people with disabilities, Singapore**

Micron Singapore works with several organizations to offer opportunities and support for people with disabilities. Micron was the first technology company to sign the Enabling Employment Pledge. Singapore's President Halimah Yacob started the pledge to create more inclusive workplaces for people with disabilities. After joining, Micron was honored to host the president in June. During her visit, she met with several Capable team members and learned how Micron's smart applications have enabled team members with different abilities to achieve their full potential.

### **Search for talent everywhere, Taiwan**

Director of North Asia Talent Acquisition Milan Chang believes Micron's Asia locations can create a diverse and inclusive culture by recruiting international talent, which is why Micron Taiwan searches for talent at overseas universities — especially in Hong Kong and the Philippines. We also reach out to foreign students studying in Taiwan where our leaders shared our best talent and diversity practices. At SEMICON Taiwan 2020, the world's second-largest exhibition for the microelectronics industry, Micron representatives participated on a panel about women in technology. Ideas for increasing diversity across the semiconductor industry were generated and exchanged between Micron and other panelists.



## Celebrations of uniqueness

Celebrations bring people closer together and create a shared understanding that can help team members feel valued and respected. Micron celebrates a number of events around the world to recognize the uniqueness of the cultures where our team members live and work.

### Asian/Pacific American Heritage Month

In May, Micron celebrated Asian/Pacific American Heritage Month for the first time. Two key events were designed to call attention to AAPI history and harmful stereotypes perpetuated against the AAPI community. Two Boise State University professors and the vice president of partnerships at the [Asian Americans/Pacific Islanders in Philanthropy](#) discussed significant contributions from Asian Americans and Pacific Islanders in the U.S., as well as the hostile treatment these communities have experienced. They also talked about the vast diversity of people and cultures included under the AAPI collective, hailing from approximately 50 ethnic groups. An actor, journalist, CEO of an Asian American online news company and founder of a group that helps media and entertainment depict positive portrayals of Asians met to discuss media stereotypes of the AAPI community and the work these groups do to overcome them. Micron team members joined together as AAPI community members and allies to form our 10th ERG,

the [Asian American and Pacific Islander Network](#), in response to the increasing violence the community experienced during COVID-19.

### Black History Month

Several events helped Micron reflect on and celebrate the complicated history of Black Americans. A panel of Black doctors discussed the COVID-19 vaccine and its unique considerations among the Black community. A panel of Black police officers focused on the intersectionality of the Black Lives Matter movement and law enforcement while American writer and racial justice activist Tim Wise talked about race relations in the U.S. And we closed out the month with a celebration featuring the Oakland Interfaith Gospel Choir.

### Diwali

Celebrated through different traditions across India, Deepavali (Diwali) — the Indian festival of lights — is among the country's important and ancient holidays. With the support of our Mosaic ERG, Micron team members of all faiths around the world, from India, Japan, Taiwan, Singapore and the U.S., celebrate this festival together. In FY21, team members in Japan participated with traditional attire, henna drawings and a rangoli demonstration. In Utah, team members and families from the Indian

diaspora wore traditional attire, performed Indian music and dance and enjoyed Indian food.

### Hispanic Heritage Month

In September and October, Micron celebrated Hispanic Heritage Month with several events, including a webinar that focused on the disproportionate effect of the COVID-19 pandemic on the Hispanic community. Participants included Eileen Ellsworth, president and CEO of the Community Foundation of Northern Virginia; Amalia Brindis-Delgado, associate vice president of strategy with Hispanics in Philanthropy; René David Mejía Quintana, deputy consul for the Mexican Consulate in Boise; and José Vicenté Borjon, Mexico's consul in Utah. The Micron Hispanic Professionals ERG also hosted a virtual Latin dance party with Sound Wave Events as a celebration to close out the festivities.

### International Day of People With Disabilities

During International Day of People With Disabilities, Micron's Capable ERG led a discussion that celebrated the many ways Micron is creating a more accessible workplace. Although we still have much to do, Capable's work throughout the year will help all of us overcome ableism.



## International Youth Day

As part of International Youth Day celebrations, India's Micron Young Professionals ERG held a hackathon with more than 100 team members participating. During the hackathon, computer programmers and software designers collaborated and created a tech solution to an existing problem. The winners — members of Team 7: Rohitha Avvaru and Sai Ajay Kumar — successfully created a prototype of a chatbot that can be used to provide handy information on various users' queries internal to Micron. This chatbox conducts an efficient bot-user conversation that also automates action-based queries to help in formulating responses to user questions in their native language.

They spent almost three weeks from ideation to prototype completion. Judges selected the team based on the presentation of the solution, significance, scalability, technology used and inclusion of Micron's values.

## Juneteenth

For the second year in a row, Micron recognized Juneteenth, also known as Freedom Day, with events fostering reflection, many of which were sponsored by our Black Employee Network (BEN) ERG. We raised the BEN flag and lit up several of our sites in red, black and green lights (the BEN colors). And we invited Black-owned businesses and soul food trucks to serve food and desserts at certain locations.

The day after President Joe Biden made Juneteenth a federal holiday, Micron Chief People Officer April Arnzen announced it would also be a paid Micron U.S. holiday in 2022. "Celebrating Juneteenth at Micron means we recognize the past and are committed to taking responsibility for a better, more inclusive future," she said. "It is a time for celebration, but it is also a time for reflection, education and a renewed commitment to equality *for all*."

## Pride Month

During Pride Month, Micron lit up the world literally and figuratively. Several buildings shone with the many colors of the Pride flag, which was also proudly raised at our campuses around the world, including the sites of our five new PRIDE+Allies chapters in Asia.

One of the most powerful events included three mothers of transgender children. They shared their stories about learning how to best support their kids on their journeys. Through their experiences, these mothers revealed how they became vocal advocates for their children and the transgender community. They also addressed the numerous anti-transgender laws being debated this year in U.S. state legislatures. And, in Taiwan, team members heard a powerful talk from Digital Minister Audrey Tang, its first nonbinary minister in the top executive cabinet. A child prodigy, Tang started their own company at age 15 and now leads the island's digital and social innovation.

“It is a time for celebration, but it is also a time for reflection, education and a renewed commitment to equality *for all*.”

– April Arnzen, Micron Chief People Officer

## Ramadan

To support our Muslim team members, Singapore introduced interfaith rooms during Ramadan and plans to add another interfaith room and a halal kitchen in the site's expanded building in FY22. Team members were invited to learn more about the religious practices of Islam, such as the significance of Ramadan and the festivities of Eid al-Fitr and Eid al-Adha.

Also, at Micron sites in Taiwan and India, prayer rooms were set up across all major buildings. These changes helped team members become more comfortable sharing their religion and differences with their peers. Muslim team members also launched a lunch session during Ramadan that introduced the Islamic and Muslim culture to the locals. Members of the Mosaic ERG led celebrations across many sites, encouraging traditional Indian dress, musical performances and, of course, food.

## Veterans Day

To honor our veterans and recognize Veterans Day, Micron Board Member Richard M. Beyer, a former Marine, joined a panel of our team members from the Veterans Employee Resource Group (VERG) to discuss the skills our veterans bring to the workforce, including leadership. Micron is committed to and recognized for our [veteran hiring initiatives](#). The panel also talked about how to help veterans transition from the military to civilian life. In addition, organizations that aid veterans in overcoming trauma they may have experienced during service, such as the [Neptune Warrior](#) program, were recognized.

## Women's History Month and International Women's Day

Micron held several events recognizing Women's History Month in the U.S. and International Women's Day. Chief People Officer April Arzen welcomed female directors from Micron's board to discuss their leadership journeys, including building allies, finding mentors and taking risks. Micron CEO and President Sanjay Mehrotra led a forum with the CEO of Arista Networks, Jayshree Ullal, about her journey from engineer to marketing to CEO. And Senior Vice President of Technology Development Naga Chandrasekaran interviewed Olympic athlete Alysia Montaño about her advice for thriving in both career and motherhood.

### Micron moments

- [Micron Celebrates Pride Worldwide](#)
- [Micron Recognizes World Down Syndrome Day](#)
- [Black History Month Social Justice Discussion With Tim Wise](#)
- [Micron Embraces Asian/Pacific American Heritage Month](#)





## Space for all

We know that the work of creating an inclusive culture belongs to all of us — not just members of underrepresented groups. Allies play an important role in encouraging everyone to feel welcome.

### Inclusion ally training

Micron wants to create space *for all* by helping team members understand how to make everyone feel welcome — not only through allyship but through *active* allyship. So we invested in ally training and set a goal for everyone to complete the training by the end of FY21. Team members had the choice of nine versions of inclusion ally training — one for each ERG (because our 10th ERG, the AAPIN, was established late in our fiscal year). The training encourages team members to be informed about allyship, listen to stories from members of underrepresented groups and learn how to advocate for people in those communities.

We achieved our goal, with 99.9% of team members completing at least one session of ally training. This achievement demonstrates that our team members understand the benefits of a diverse and inclusive workforce. And they didn't stop there. In total, more than 54,600 team members participated in all ally training

courses, meaning nearly 12,000 of our 43,000 team members attended more than one ERG-hosted training to learn to be an ally *for all*.

In addition to the training, team members can download the Ally/Bystander Intervention Guide. The guide teaches teams what to do if they witness unprofessional conduct or microaggressions in the workplace. It offers scenarios for discussion and outlines appropriate intervention techniques, including when to interrupt and when it may be safer to avoid direct intervention and get additional help.

### Global Inclusion Ally Award winners

We believe it is important to recognize and celebrate those whose allyship goes above and beyond. That's why we recognize Global Inclusion Ally Award winners each quarter. In FY21, 26 team members received this honor, with a call-out by our executives during all-team-member town hall meetings. Here are examples of the award-winning global inclusion initiatives:

- Implementing systems, first in Lehi, Utah, and then globally, to help team members who are colorblind use tools available to everyone

- Developing a mentorship program in Xi'an, China
- Installing barrier-free toilets in Japan to solve issues of inconvenience for team members with disabilities
- Delivering care packages to the Navajo Nation, which is experiencing high rates of COVID-19 in the U.S.
- Promoting community initiatives for blood drives and health fundraisers in Italy
- Creating Micron's curriculum for worldwide inclusion ally training
- Supporting gender equality and empowerment, with male allies in Japan sharing stories about their allyship



## Day of Understanding

We participated in the Day of Understanding, an event created by [CEO Action for Diversity & Inclusion](#) to help address bias in the workplace and society. CEOs and leaders from hundreds of signatory organizations participated in conversations about key issues on topics such as race, gender and sexuality to drive greater understanding and appreciation of differences. This year's theme, "Inclusion Allyship: Creating Space for All," sparked unique conversations and events around the world. Team members were provided copies of the Ally/Bystander Intervention Guide to hold small-group discussions about allyship.

- Our offices in China and Taiwan learned how to create an inclusive environment for people of all neurotypes.
- Micron India discussed steps to identify and avoid unconscious bias.
- Japan explored the courage to bring our authentic selves to work. In addition to sharing stories, participants reviewed case studies that encouraged a two-way dialogue about how to be respectful of the Japanese culture while also displaying courage. The session ended with attendees committing to be courageous and speak up at work on behalf of underrepresented communities.
- Micron Malaysia held two Day of Understanding sessions in English and Malay. During the dialogue, team members explained what

inclusion means to each of them and discussed barriers that get in the way, typically unconscious bias, and ways to combat these barriers. They also voted on committing to inclusive behavior going forward. The monthly #Let'sTalkDEI dialogue series was launched to deepen their understanding of creating an inclusive culture within Micron.

- In Singapore, team members discussed real-life scenarios of stereotyping. Team members talked about using gender-neutral terms and being accountable by reflecting on stereotypes and avoiding them.
- In the U.S. and Europe, Micron's Chief People Officer April Arnzen led a powerful conversation about allyship with Rabbi Dan Fink, Congregation Ahavath Beth Israel in Boise, Idaho, and Dr. Melina Abdullah, California State University. We also heard from several Micron allies — including Jeremy Werner, corporate vice president and general manager of the Storage Business Unit; Mark Kiehlbauch, vice president of Nonvolatile Memory Process Development Engineering; and Giorgio Scuro, vice president of the Automotive Division — about their personal allyship journeys. Arnzen shared that, for her, hearing personal stories is a strong reminder of what allyship means: the need to listen, to learn and to be self-reflective and self-aware.

We participated in the Day of Understanding, an event created by CEO Action for Diversity & Inclusion to help address bias in the workplace and society.

# Social justice *for all*



# Commitment 4: Advocate for racial and LGBTQ+ equality.

## Micron Social Justice Council

We created the Social Justice Council to explore how our people, philanthropy and policies can work together to drive change around the world, starting with racial justice and LGBTQ+ rights. Council members from around the globe will decide the best way to use Micron's people and resources for maximum impact.

Focusing on five key areas, the council has already started to make a difference through these achievements:

### Economic equality

- Joined the National LGBT Chamber of Commerce, an advocate for expanding public sector contracting and nondiscrimination policies nationwide and identifying economic opportunities
- Joined the Business Roundtable's Second Chance Business Coalition
- Joined the Asian American Foundation's AAPI Giving Challenge, with the Micron Foundation pledging \$2 million over five years
- Joined Tent, a community of more than 140 large companies leveraging their operations to support refugees

### Education and workplace equality

- Joined the HBCU Partnership Challenge
- Established a partnership with Out & Equal to support global LGBTQ+ workplace inclusion efforts
- Worked with Out & Equal's global programs team to identify partnership opportunities for Micron to advance LGBTQ+ efforts in India and China

### Technology equality

- Trained local police and municipal employees on being inclusive leaders at work and in the communities in Lehi, Utah, and Manassas, Virginia
- Partnered with local police to understand data tracking and ways Micron can support those efforts
- Supported data-driven justice reforms contained in the George Floyd Justice in Policing Act
- Supported the broadband penetration and adoption concepts contained in the Rural Broadband Acceleration Act

### Civic equality

- Partnered with the Micron Employee PAC, a political action committee, to donate \$100,000 to PACs supporting diverse congressional candidates over the next three years:
  - BOLD PAC (Hispanic/Latino)
  - Congressional Black Caucus
  - Equality PAC (LGBTQ)
  - ASPIRE PAC (AAPI)
- Signed on to the Human Rights Campaign's Business Statement Opposing Anti-LGBTQ State Legislation

### Environmental/health equality

- Provided on-site COVID-19 vaccines in the U.S. and India and other countries as available
- Supported the Reconnecting Communities Act and Clean Energy and Sustainability Accelerator Act



“At Micron, we believe in advocating and leading the way to a better, more just future for all. And that means both speaking out when we see injustice and acting on those words to effect change. The past year has given companies ample opportunity to take a stand on issues of inequity and injustice around the world. I’m proud of how Micron and our team members have taken action with global partners to champion and advance fundamental human rights in our communities.”

— Senior Vice President of Legal Affairs, General Counsel and Corporate Secretary Joel Poppen, executive owner

## Social justice events and activities

We champion — and advance — basic human rights everywhere we do business because it's the right thing to do. Here are just a few of our recent activities.

### Stop AAPI hate

In response to rising hate against the Asian American and Pacific Islander (AAPI) community, Micron held a town hall with team members. During that town hall, AAPI team members shared stories of hatred and violence they or their friends and family members experienced. And Micron outlined ways team members could offer support. The Micron Foundation provided \$100,000 in grants and contributed another \$270,000 in support of two organizations ([Asian Americans/Pacific Islanders in Philanthropy](#) and [Asian Americans Advancing Justice | AAJC](#)) through Micron team member contributions matched by the foundation.

Afterward, several Micron team members created a new ERG, the [Asian American and Pacific Islanders Network \(AAPIN\)](#).

### LGBTQ+ support

Micron signed the [Human Rights Campaign's Business Statement Opposing Anti-LGBTQ State Legislation](#) in the U.S. We made it clear that we oppose harmful legislation aimed at restricting the access of LGBTQ+ people in society. Micron President and CEO Sanjay Mehrotra also participated with other Idaho leaders in drafting an open letter in recognition of Pride Month, supporting equal rights *for all* Micron team members. The letter was published in the [Idaho Statesman](#). It was also [read aloud](#) by employees of the various companies who signed it.

Micron will continue to champion the rights and dignity of our team members — both in our policies and work culture and as an advocate within our communities. Mehrotra shared a link to the letter with U.S. team members and asked all to join us and stand as allies with our LGBTQ+ team members.



## Solidarity with Myanmar

As Myanmar experienced political violence, Micron President and CEO Sanjay Mehrotra issued a clear message to team members: Micron leadership and team members stand with you. While Micron has no operations in Myanmar, hundreds of team members from the country work at Micron sites around the world. As part of his call for solidarity, Mehrotra encouraged team members to give to those affected by violence and offered additional resources to team members from Myanmar. “No matter where we sit around the globe, we are one Micron team. In difficult times, we must lean into our people value, stand united and support each other,” he said. The Micron Gives team set up a giving campaign with [Save the Children](#), raising more than \$200,000. Save the Children provides support to children and families in Myanmar who have been harmed by the deadly violence. Contributions were matched two to one for all donations Micron team members made to this campaign.

## Action against antisemitism

In December 2020, Micron took quick action to speak out against vandalism of the [Idaho Anne Frank Human Rights Memorial](#) in Boise, Idaho, when the Micron Foundation donated \$40,000 to the [Wassmuth Center for Human Rights](#) and the [Jewish Assistance Fund](#) to demonstrate our support of their missions. To help combat rising antisemitic attacks throughout the world, including some particularly disturbing attacks in the U.S., the Micron Gives team also set up a giving campaign for the [Anti-Defamation League](#) (ADL) in fiscal year 2021. In addition to monitoring antisemitic incidents, the ADL works with local Jewish communities to share resources and best practices and advocate for their security and wellbeing. The Micron Foundation matched all team members’ donations to the campaign two to one.

“No matter where we sit around the globe, we are one Micron team. In difficult times, we must lean into our people value, stand united and support each other.”

— Sanjay Mehrotra, Micron President and CEO



# Opportunity *for all*



## Commitment 5: Engage with diverse financial institutions for cash management.

### Supporting diverse financial institutions

In fiscal year 2021 (FY21), we committed a percentage of our cash investments, about \$280 million, to be managed by financial institutions owned by underrepresented groups — a goal we exceeded this year, achieving \$300 million. These investments will have a multiplying effect on the economies of underrepresented

communities. They also help to promote diversity on Wall Street. In FY22, we will increase our cash investments to \$500 million.

In addition, Micron has sought out high-performing, diverse investment firms to be part of a group of more than 20 investment banks and financial service companies that handled our \$2 billion debt offering in FY22.

“Micron is leading with action in its investment portfolio and addressing a critical need in our communities for more equality of economic opportunity.”

– R. Seelaus & Co., Inc., CEO Annie Seelaus

[Learn more](#)

# \$200M

in fixed income investments to Ramirez & Co. (Hispanic-owned)

# \$50M

to R. Seelaus & Co. (women-owned) to support homeownership in predominantly Black communities

# \$50M

in other investments through Academy Securities (disabled veteran-owned) to support homeownership and small businesses in predominantly Black communities



“We continue to use our strengths and resources to create greater economic opportunities in underrepresented communities. We’ve increased our investments in businesses owned by women, people of color and people with disabilities, as well as our spending with diverse suppliers. These efforts help drive deep and lasting change in the communities where we live and work — aligning to our vision to enrich life *for all*. While we have had successes in this area, we recognize that, in the coming year, there is much more work to do, and we have many learnings to apply.”

– Executive Vice President and Chief Financial Officer David Zinsner, executive owner



# Investing in diverse businesses

[Micron Ventures](#), a team that identifies and directs Micron's investment in technology-first startups, is also investing directly in minority-owned businesses. Raising capital can be a challenge for any business. But social inequity

and the ongoing pandemic add to the financial challenges for minority entrepreneurs. So Micron provides businesses grants to support their work and create broader economic opportunities.



## Spotlight



### Adapdix

Founded in 2015, [Adapdix](#) quickly made a name for itself by pioneering adaptive enterprise software that accelerates the digital transformation journey. With a growing portfolio of Fortune 500 customers, owner Anthony Hill was concerned about two things: continuing to meet his customers' high standards and being able to grow as fast as the company wanted to grow. An investment from Micron Ventures helped alleviate the second concern.

*Pictured: Anthony Hill, President and CEO of Adapdix*

# Commitment 6: Increase representation and spend with diverse suppliers.

## Diversifying our supply chain

To accelerate Micron’s commitment to supplier diversity, our procurement team set an aggressive goal in fiscal year 2021 (FY21) to increase representation in our supply chain and double our annual spend with diverse suppliers by FY23. We used our FY20 baseline of \$104 million in

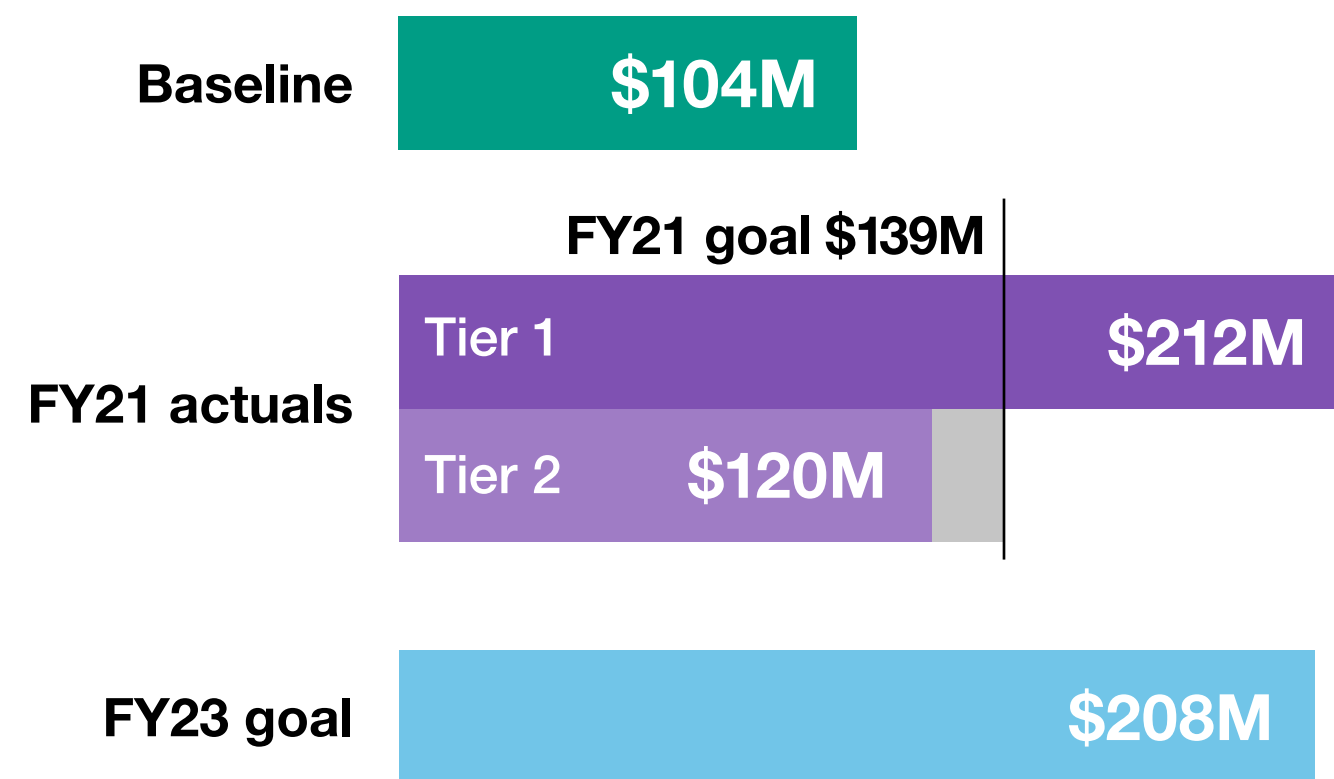
global annual spend with diverse suppliers to set a target to increase our annual spend with diverse suppliers to \$208 million by FY23.

Through our efforts, in FY21, we increased our annual spend with diverse suppliers to \$212 million,<sup>1</sup> exceeding not only our goal for the year

but also our planned goal for FY23. We saw an increase in our spend with diverse suppliers globally and specifically in markets outside the U.S. In addition, we expanded our tier 2 reporting program and captured an additional \$120 million<sup>2</sup> in tier 2 spend through this effort.

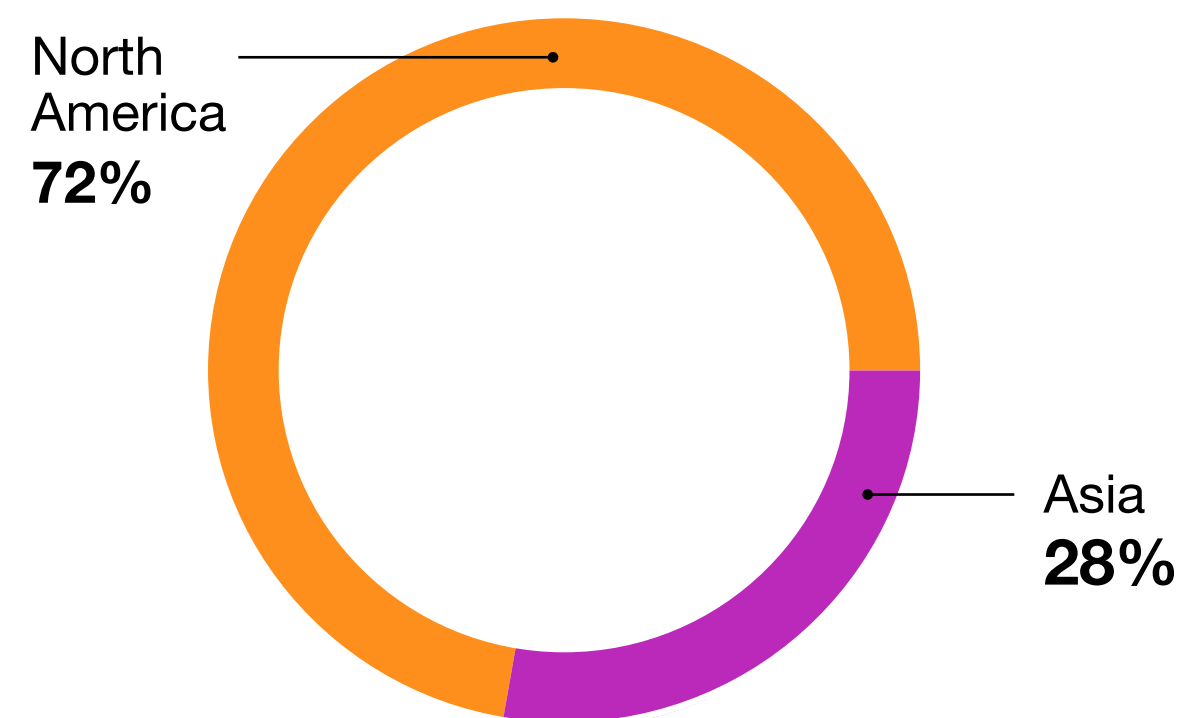
## Progress toward goal

Spend with diverse suppliers in FY21<sup>3</sup> (USD)



## Tier 1 diverse spend by region

Invoices paid to diverse suppliers in FY21 (USD)



<sup>1</sup> Micron purchases with diverse tier 1 suppliers (“tier 1”).

<sup>2</sup> Micron’s supplier spend with diverse suppliers that is directly tied to a Micron purchase order or contract where Micron has operational influence or control (“tier 2”).

<sup>3</sup> Scope of spend: Tier 1 and tier 2 diverse supplier spend.



“As a leader in the semiconductor industry, we believe we must contribute toward shaping the supply chain of the future — a supply chain that is innovative, resilient and diverse. Micron’s supplier diversity program was established in FY19 with the aim to build mutually beneficial partnerships with businesses that are majority-owned by women, underrepresented communities, people with disabilities, members of the LGBTQ+ community, and veterans, collectively known as diverse suppliers. These partnerships are invaluable to strengthening our supply chain and communities. Creating economic opportunities for diverse-owned enterprises makes a lasting impact to the communities where we live, work, and play.”

— Corporate Vice President and Chief Procurement Officer Ben Tessone, executive owner

## Opportunity for all

To achieve our goals, we focused on four areas in FY21: investing in tools and resources, building our advocacy and industry partnerships, engaging with suppliers, and strengthening the inclusive sourcing culture at Micron.

As we look forward to FY22, we are committed to building on the momentum we achieved last year. We have set an ambitious internal goal for

global procurement across all category areas. As part of our program, we also plan on investing in internal resources to empower our teams to create opportunities for diverse suppliers, focus on strengthening our partnerships with internal and external organizations to drive change, and build on best practices to advance supplier diversity among our supply base and within the

semiconductor industry. When we widen the pool of potential suppliers, we promote development and competition, improve quality and cost, and invite unique perspectives and innovative thinking.

## Expansion of Micron's program

### Tools & Resources: ease identification of diverse suppliers

- Installed third-party diverse supplier databases
- Enhanced Micron's onboarding process with diversity indicators
- Grew pipeline of diverse suppliers through supplier registration mechanism
- Developed diverse supplier spend dashboards

### Advocacy & Industry Partnerships: support equitable impact and economic empowerment

- National Minority Supplier Development Council
- National Gay and Lesbian Chamber of Commerce
- WEConnect International
- SEMI Manufacturing Ownership Diversity working group

### Supplier Engagement: demonstrate a shared commitment

- Expanded tier 2 reporting expectations
- Incorporated diversity program assessment into suppliers' annual performance scorecards

### Culture of Inclusion: drive awareness and accountability

- Accountability at all levels
- Monthly progress reports to stakeholders
- Collaboration with the diversity, equality and inclusion (DEI) and sustainability teams
- Inclusion in the Global Procurement Champions Network
- Expansion to employee resource groups (ERGs) and the executive administration group



# Micron Gives

A young woman with long dark hair, wearing a white shirt and blue overalls, is focused on working with a yellow ball on a cardboard robot chassis. A young man with curly brown hair, wearing a red t-shirt, is leaning in and looking at the project with interest. They are in a well-lit room, possibly a classroom or workshop, with a white wall and a window in the background.


# Micron Gives

The Micron Gives program, coupling Micron Foundation donations with Micron team member contributions and volunteerism, can be felt throughout the world. Micron and our team members show up for our communities, as demonstrated by more than 47% of Micron team members making donations of time or money to nonprofit organizations through Micron Gives this year. During the Micron fiscal year 2021 (FY21), the Micron Foundation distributed \$7.27 million in grants globally, targeting equitable access to science, technology, engineering and mathematics (STEM) education and basic human needs. In addition, during that time frame, the foundation provided more than \$4.3 million in matching gifts.

## Micron and the Micron Foundation provided financial support to several organizations and causes this year. Here are some of our highlights:

<p><b>\$10,000</b> to establish the Micron Fund for Equity, Diversity and Inclusion at Salt Lake Community College. The funds will support its Justice, Equity, Diversity and Inclusion for Social Transformation (JEDI4ST) center and demonstrate our commitment to DEI in our shared community.</p>	<p><b>Pledged \$2M</b> over five years, joining the Asian American and Pacific Islander (AAPI) Giving Challenge to stop hatred toward these communities, in collaboration with the Asian American Foundation.</p>	<p><b>\$100,000</b> to Boise State University to support the Micron Academy for Inclusive Leadership.</p>
<p><b>Raised \$32,685</b> using a two-to-one match campaign for the Anti-Defamation League to fight the surge in antisemitism around the world.</p>	<p><b>Raised \$365,000</b> to support health care, food insecurity and education gaps in India, created by COVID-19.</p>	<p><b>\$20,000</b> to Boise’s Wassmuth Center for Human Rights (home of the Idaho Human Rights Anne Frank Memorial) after vandalism.</p>
<p><b>\$20,000</b> to the Jewish Assistance Fund of Idaho.</p>	<p><b>\$250,000</b> to help nonprofit health centers in U.S. communities with Micron sites roll out vaccines to high-poverty communities and battle vaccine hesitancy.</p>	<p><b>\$112,048</b> for disability programs in Singapore, including SG Enable for digital inclusion and the Singapore Disability Sports Council and Special Olympics for physical and social inclusion programs.</p>
<p>Team members generously gave money, time off, payroll deductions and Bravo! points, raising more than <b>\$800,000</b> for the Team Member Assistance Fund.</p>	<p>Helped battle the COVID-19 surge in India by providing grants and two-to-one matching gifts totaling <b>\$839,000</b></p>	<p>Matched team member donations two to one to Save the Children to help children and families in Myanmar who have been affected by the violence. <b>Raised \$217,014</b></p>

# Awards and partnerships

A woman with long, wavy blonde hair is shown in profile, looking upwards and to the right. She is illuminated by vibrant blue and purple stage lights, creating a dramatic and celebratory atmosphere. The background is dark with out-of-focus light sources, suggesting a concert or awards ceremony setting.

# Awards and partnerships

Our ongoing commitments to diversity, equality and inclusion (DEI) are reflected in the awards we've received and the partnerships we've developed. We're as proud of our global efforts as we are of the impact we've made in the local communities we serve.

Here are a few recognition highlights.

## A great place to work around the world

All of Micron's eligible sites have been certified by or ranked on lists compiled by the Great Place to Work (GPTW) Institute. Germany, Japan and Taiwan made the list of best workplaces in their countries for the first time, alongside returnees China, Italy and Singapore. Micron also was ranked among the best workplaces in Asia and best workplaces in manufacturing and production in the U.S.

Micron is an employer of choice for job-seeking college graduates. We ranked 21st on Forbes' Best Employers for New Grads list and ninth in the 2021 graduate employer survey ranking in Singapore, and we were selected as a Top Graduate Employer of 2021 in China. We also jumped up 200 spots on Forbes' America's Best Employers for Diversity 2021 list.

## A barrier-free workplace

We continue to work on removing barriers to seen and unseen disabilities and ensuring nondiscriminatory practices in the workplace. We were honored to receive the Good Deeds Award as part of the 2020 Golden Wingspan Awards for Persons With Disabilities by the Workforce Development Agency of the Ministry of Labor in Taiwan. In April 2021, our efforts were also recognized by the city government in Taiwan with a People With Disabilities Accommodation Award.

## Other notable recognitions

- Rated 100 — the highest score — on the [2021 Human Rights Campaign Corporate Equality Index](#)
- [2021 DivHERsity Award](#) for innovative practices in women's leadership development (India)
- [2021 Zinnov Inclusion & Diversity \(Women\) Award](#)
- [DENSO 2020 North America Business Partner of the Year: Diversity Leader Award](#)
- [2021 Disability:IN Disability Equality Index](#)
- [2021 Silver Award for Best Diversity and Inclusion Strategy](#) at the Employee Experience Awards Malaysia organized by Human Resources Online (Micron Malaysia)
- [Cisco's 2021 Excellence in Supplier Diversity Award](#)
- [2021 Eightfold Award for DE&I](#)

## Spotlight

# Micron leader recognitions

Many of our leaders received accolades for being champions of diversity and inclusion.



Rahil Hasan and Cher Whee Sim were recognized by the National Diversity & Leadership Conference as [2021 DEI Champions](#). Sim is Micron's vice president of Global Talent Acquisition and Mobility and serves as the Singapore site sponsor for the Micron Women's Leadership Network employee resource group (ERG). At the time of the award, Hasan served as leader of Micron Memory Japan. He is now the vice president of Learning, Development and Wellbeing and is the co-executive sponsor of Micron's Capable employee resource group. The DEI Champions Award honors professionals who are passionate about contributing to the field of diversity and inclusion.



Sharmila Khan, Micron India's global business people partner, was recognized among the [Top 20 DivHERsity Champions \(Large Enterprises\)](#) for her work to make Micron India a women-friendly workplace.



# Strategic partnerships

- [ASPIRE PAC](#)
- [Blue Sky Institute](#)
- [BOLD PAC](#)
- [Business Roundtable](#)
- [CEO Action for Diversity & Inclusion](#)
- [China Disabled Persons' Federation](#)
- [Congressional Black Caucus](#)
- [DRR Advisors](#)
- [Disability:IN](#)
- [Equality PAC](#)
- [Global Semiconductor Alliance](#)
- [Grace Hopper Celebration](#)
- [HBCU Partnership Challenge](#)
- [INROADS](#)
- [Jennifer Brown Consulting](#)
- [National LGBT Chamber of Commerce](#)
- [National Society of Black Engineers](#)
- [Out & Equal](#)
- [Singapore Council of Women's Organisations](#)
- [Society of Hispanic Professional Engineers](#)
- [Society of Women Engineers](#)
- [Tent Partnership for Refugees](#)
- [The Valuable 500](#)
- [Year Up](#)





# Appendix

# Data dictionary

This report covers Micron Technology's worldwide operations. The workforce data is based on our global headcount data with representation captured at the end of fiscal year 2021 (FY21). Percentages shown are rounded to the nearest first decimal point. All data is sourced from Micron's HRIS system with two exceptions: Data for U.S. people with disabilities or identifying as LGBTQ+ is based on self-reporting through the Great Place to Work survey. 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 DEI data has been validated by Micron's people analytics team and content was reviewed by [Teneo](#), as well as Micron's finance, legal and supplier diversity teams.

We revised some data definitions for FY21. The data we are reporting for FY19 and FY20 was recalculated using our new definitions.

In FY21, we expanded our definition of U.S. veterans to include both protected and nonprotected veterans. In FY20, our U.S. veteran data came from our HRIS system and not from Great Place to Work survey.

For a comprehensive review of Micron's broader environmental, social and government commitments, see [Fast Forward: 2021 Sustainability Report](#).

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Metrics	Description
<b>Global workforce</b>	Gender and ethnicity makeup of all workforce levels.
<b>Board of directors</b>	Board member race and ethnicity includes 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>Vice presidents</b>	All team members with a global job structure (GJS) level of vice president.
<b>Senior leaders</b>	All team members with a GJS level equal to and above director, including vice president.
<b>Leaders</b>	All team members who lead a team, including senior leaders and vice presidents.
<b>Technical</b>	All team members whose job responsibilities include a technical role or who supervise those in a technical role.
<b>Nontechnical</b>	All team members whose job responsibilities include a nontechnical role or who supervise those in a nontechnical role.
<b>Global percentage of women overall</b>	Female makeup of all workforce levels.
<b>Global percentage of technical women</b>	Female makeup of all workforce levels in technical roles.
<b>LGBTQ+</b>	The makeup of the U.S. workforce who voluntarily identify as gay, lesbian, bisexual or transgender.*
<b>Veterans</b>	The makeup of the U.S. workforce who voluntarily identify as a protected or nonprotected veteran.
<b>People with disabilities</b>	The makeup of the U.S. workforce who voluntarily identify as having any chronic physical, mental, or emotional health problems, illnesses or other disabilities.*
<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>Hispanic/Latino</b>	A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.
<b>White (not Hispanic/Latino)</b>	A person having origins in any of the original peoples of Europe, the Middle East or North Africa.
<b>Black</b>	A person having origins in any of the Black racial groups of Africa.
<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>Asian</b>	A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent.
<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>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>Experienced hires</b>	Candidates who have worked in engineering or professional levels and above.
<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>Underrepresented groups</b>	Micron defines underrepresented groups as women and people with disabilities globally and, in the U.S., people who are Black, Hispanic/Latino, two or more races, American Indian or Native Alaskan, Native Hawaiian or Pacific Islander, and veterans. 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>Other underrepresented races/ethnicities</b>	A person who identifies as Native Alaskan/American Indian or Native Hawaiian/Pacific Islander.
<b>Retention</b>	Represents the percentage of Micron team members retained by the company (only voluntary exits are counted for attrition).

\* This is the definition from Great Place to Work.

### Headcount by region

	FY19	FY20	FY21
Asia	72%	71%	74%
Americas	26%	27%	24%
Europe	2%	2%	2%
Total	100%	100%	100%

### Talent retention from underrepresented groups

	FY21
Black (U.S.)	92.1%
Hispanic/Latino (U.S.)	93.8%
Veterans (U.S.)	93.1%
People with disabilities (global)	91.8%
Women (global)	92.8%

### Global hiring from underrepresented groups

	FY20	FY21
New college graduates	37.9%	45.2%
Experienced hires	28.2%	33.6%

### Global percentage of women overall

	FY19	FY20	FY21
Men	71.2%	71.0%	69.7%
Women	28.6%	28.9%	30.3%
Unknown	0.2%	0.1%	0.0%
Total	100%	100%	100%

### Women in technical roles by region

	FY19	FY20	FY21
Micron overall	20.7%	21%	22.8%
China	23.1%	23.4%	26.2%
Europe	15.2%	15.6%	16.6%
India	20.0%	25.2%	28.5%
Japan	8.5%	11.1%	13.3%
Malaysia	23.6%	21.7%	25.7%
Singapore	30.3%	30.8%	31.4%
Taiwan	24.6%	24.1%	25.7%
United States	14.0%	14.1%	15.4%
Total	100%	100%	100%

### Global percentage of women by group

#### Board of directors

	FY19	FY20	FY21
Men	75.0%	62.5%	50.0%
Women	25.0%	37.5%	50.0%
Total	100%	100%	100%

#### Vice presidents

	FY19	FY20	FY21
Men	86.8%	85.7%	83.2%
Women	13.2%	14.3%	16.8%
Total	100%	100%	100%

#### Senior leaders

	FY19	FY20	FY21
Men	87.4%	86.7%	85.1%
Women	12.6%	13.3%	14.9%
Total	100%	100%	100%

#### Leaders

	FY19	FY20	FY21
Men	84.7%	83.3%	81.8%
Women	15.3%	16.7%	18.2%
Total	100%	100%	100%

#### Technical

	FY19	FY20	FY21
Men	79.6%	78.9%	77.2%
Women	20.4%	21.1%	22.8%
Total	100%	100%	100%

#### Nontechnical

	FY19	FY20	FY21
Men	43.6%	44.1%	44.4%
Women	56.4%	55.9%	55.6%
Total	100%	100%	100%

## U.S. race/ethnicity overall

### Overall

	FY19	FY20	FY21
<b>Asian</b>	21.2%	23.0%	23.1%
<b>Black</b>	2.7%	2.9%	3.2%
<b>Hispanic/Latino</b>	4.2%	4.5%	4.1%
<b>Other underrepresented races/ethnicities</b>	0.5%	0.4%	0.5%
<b>Two or more races</b>	1.8%	1.9%	2.0%
<b>White</b>	67.8%	65.4%	63.0%
<b>Unknown</b>	1.7%	2.0%	4.0%
<b>Total</b>	100%	100%	100%

### Leaders

	FY19	FY20	FY21
<b>Asian</b>	17.5%	20.4%	22.8%
<b>Black</b>	1.7%	2.0%	1.9%
<b>Hispanic/Latino</b>	3.3%	3.3%	2.7%
<b>Other underrepresented races/ethnicities</b>	0.4%	0.3%	0.4%
<b>Two or more races</b>	1.2%	1.3%	1.6%
<b>White</b>	74.2%	70.4%	66.9%
<b>Unknown</b>	1.7%	2.3%	3.6%
<b>Total</b>	100%	100%	100%

### Vice presidents

	FY19	FY20	FY21
<b>Asian</b>	22.9%	26.3%	33.3%
<b>Black</b>	1.4%	2.6%	2.2%
<b>Hispanic/Latino</b>	0.0%	1.3%	0.0%
<b>Other underrepresented races/ethnicities</b>	0.0%	0.0%	0.0%
<b>Two or more races</b>	2.9%	2.6%	2.2%
<b>White</b>	71.4%	65.8%	58.9%
<b>Unknown</b>	1.4%	1.3%	3.3%
<b>Total</b>	100%	100%	100%

### Technical

	FY19	FY20	FY21
<b>Asian</b>	22.9%	24.3%	24.2%
<b>Black</b>	2.5%	2.5%	2.9%
<b>Hispanic/Latino</b>	4.1%	4.4%	4.1%
<b>Other underrepresented races/ethnicities</b>	0.4%	0.3%	0.5%
<b>Two or more races</b>	1.7%	1.8%	1.9%
<b>White</b>	66.7%	64.6%	62.2%
<b>Unknown</b>	1.7%	2.0%	4.3%
<b>Total</b>	100%	100%	100%

### Senior leaders

	FY19	FY20	FY21
<b>Asian</b>	19.5%	24.6%	26.7%
<b>Black</b>	0.6%	0.9%	0.6%
<b>Hispanic/Latino</b>	2.4%	2.8%	2.4%
<b>Other underrepresented races/ethnicities</b>	0.2%	0.2%	0.3%
<b>Two or more races</b>	1.5%	1.4%	1.6%
<b>White</b>	74.2%	68.0%	65.4%
<b>Unknown</b>	1.7%	2.1%	3.0%
<b>Total</b>	100%	100%	100%

### Nontechnical

	FY19	FY20	FY21
<b>Asian</b>	11.9%	15.0%	16.1%
<b>Black</b>	4.1%	5.2%	5.2%
<b>Hispanic/Latino</b>	5.2%	5.2%	4.5%
<b>Other underrepresented races/ethnicities</b>	0.8%	0.9%	0.8%
<b>Two or more races</b>	2.2%	2.4%	2.6%
<b>White</b>	74.4%	69.6%	68.2%
<b>Unknown</b>	1.4%	1.6%	2.6%
<b>Total</b>	100%	100%	100%

### U.S. intersectionality of gender and race

		FY19	FY20	FY21
Asian	Men	16.0%	17.2%	17.2%
	Women	5.2%	5.7%	5.9%
Black	Men	2.2%	2.4%	2.5%
	Women	0.5%	0.6%	0.7%
Hispanic/Latino	Men	3.3%	3.5%	3.2%
	Women	0.9%	1.0%	0.9%
Other underrepresented races/ethnicities	Men	0.4%	0.3%	0.4%
	Women	0.1%	0.1%	0.1%
Two or more races	Men	1.4%	1.5%	1.6%
	Women	0.4%	0.4%	0.4%
White	Men	57.3%	55.2%	52.9%
	Women	10.6%	10.2%	10.1%
Unknown	Men	1.4%	1.7%	3.5%
	Women	0.3%	0.3%	0.6%
Subtotal	Men	82.0%	81.8%	81.3%
	Women	18.0%	18.3%	18.7%
Total		100%	100%	100%

### U.S. veterans

	FY19	FY20	FY21
Veterans	4.7%	5.9%	6.9%

### U.S. people with disabilities and LGBTQ+

	FY19	FY20	FY21
People with disabilities	3.3%	7.2%	9.4%
LGBTQ+	2.4%	2.2%	2.7%

