For All
DEI Annual Report 2021
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.

Commitment 1: Increase representation of underrepresented groups.*

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.

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

* 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.

For the full report visit micron.com/DEI
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∗

<table>
<thead>
<tr>
<th>Group</th>
<th>FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black (U.S.)</td>
<td>92.1%</td>
</tr>
<tr>
<td>Hispanic/Latino (U.S.)</td>
<td>93.8%</td>
</tr>
<tr>
<td>Veterans (U.S.)</td>
<td>93.1%</td>
</tr>
<tr>
<td>People with disabilities (global)</td>
<td>91.8%</td>
</tr>
<tr>
<td>Women (global)</td>
<td>92.8%</td>
</tr>
</tbody>
</table>

* Find data definitions in the data dictionary.
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

<table>
<thead>
<tr>
<th></th>
<th>FY21</th>
<th>FY20</th>
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</thead>
<tbody>
<tr>
<td>Experienced hires</td>
<td>33.6%</td>
<td>28.2%</td>
</tr>
<tr>
<td>New college graduates</td>
<td>45.2%</td>
<td>37.9%</td>
</tr>
</tbody>
</table>

* Find data definitions in the data dictionary.

For the full report visit micron.com/DEI

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

Diversity, Equality & Inclusion 2021 Annual Report
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.

For the full report visit micron.com/DEI

A leader in board of director diversity

“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.

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)

* 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.
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.

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.
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

For the full report visit micron.com/DEI
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.

* Find data definitions in the data dictionary.

For the full report visit micron.com/DEI
### U.S. race/ethnicity by group*

<table>
<thead>
<tr>
<th>Role</th>
<th>FY21</th>
<th>FY20</th>
<th>FY19</th>
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<td>2.6%</td>
<td>1.4%</td>
</tr>
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<td>0.0%</td>
<td>0.0%</td>
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<td>0.6%</td>
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<td>2.8%</td>
<td>2.4%</td>
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<tr>
<td>Other**</td>
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<td>2+ races</td>
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<td>1.4%</td>
<td>1.5%</td>
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<td><strong>Leaders</strong></td>
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<tr>
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<td>1.3%</td>
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<td>2.5%</td>
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<td>4.1%</td>
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<td>0.4%</td>
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<td>11.9%</td>
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<td>4.1%</td>
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<td>Hispanic/ Latino</td>
<td>4.5%</td>
<td>5.2%</td>
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<tr>
<td>Other**</td>
<td>0.8%</td>
<td>0.9%</td>
<td>0.8%</td>
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<tr>
<td>2+ races</td>
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<tr>
<td>Unknown</td>
<td>2.6%</td>
<td>1.6%</td>
<td>1.4%</td>
</tr>
</tbody>
</table>

* 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.
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. 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.

** 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.

* Find data definitions in the data dictionary.
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  

<table>
<thead>
<tr>
<th></th>
<th>FY21: 9.4%</th>
<th>FY20: 7.2%</th>
<th>FY19: 3.3%</th>
</tr>
</thead>
</table>

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.
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.
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.

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
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.