

# People

Fast Forward  
2021 Sustainability Report

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## A thriving workplace requires focused effort. People are the backbone of our business and critical to our vision of transforming how the world uses information to enrich life *for all*.

Micron depends on a hardworking, tenacious and highly educated workforce to design, develop and manufacture high-quality, cutting-edge memory and storage solutions. Our employees (called team members for the importance of their collaboration) are located in 17 countries. So creating a unified culture across functions and geographies is essential to realizing Micron's vision and mission.

The challenges of 2020 reaffirmed a fundamental truth: Nothing is more important than our people. While Micron has always had a strong human resources team, we recognized the need to shift to a comprehensive people strategy that reflects just how vital Micron's people are to the business and how highly we regard our team members. We have also elevated the position of chief people officer (CPO) to Micron's executive leadership team.

Our new people and culture organization has introduced a mission to be a top company to work for by investing in our people, strengthening our communities and investing for the future. We will achieve this mission with efforts in three areas:

- Focusing on our people and our influence on the community. Innovation requires diverse perspectives at the table. That's why we're committed to building a diverse pipeline of people who not only contribute to their local communities, but also drive progress for the world at large.
- Enabling the workforce of the future. We're creating the next generation of trailblazers by actively investing in the professional development of our talent. By cultivating an inclusive culture, we're able to continue growing our talent at all levels.

- Transforming the work experience. We embrace change. Using technologies like artificial intelligence, machine learning, data analytics and other tools, we're able to evolve and create the best experience working at Micron.

Over the short and long terms, our people and culture organization will focus on priorities in each of these areas, bringing us closer to our vision.



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**In partnership with our global leaders, our incredible people team is continually looking for new ways to strengthen our culture that fosters inclusion *for all*.”**

**April Arnzen**  
Senior Vice President and Chief People Officer

Talent Acquisition, Engagement & Retention / Diversity, Equality & Inclusion / Health & Safety / Wellness / Professional Development

# Talent Acquisition, Engagement & Retention

**Finding and retaining the best and brightest people in an extremely competitive industry environment is a strategic imperative for our business.**

Work in our three strategic focus areas begins even before prospective employees become part of the Micron team. Our talent acquisition group works to build a diverse, global workforce by enhancing our employment brand and strengthening recruitment efforts at universities and with diverse candidates. We have partnerships with more than 300 colleges and universities worldwide. In collaboration with these institutions, we offer curricula and mentorship programs that reinforce awareness of and engagement with Micron among students and graduates. To connect with candidates from diverse backgrounds, Micron is strengthening our efforts at historically Black colleges and universities and Hispanic-serving institutions, and we're also working with organizations such as the Society of Women Engineers.

Micron is increasing hiring — and therefore representation — of diverse candidates through a new set of practices. These include hiring practices where we build a diverse slate of qualified candidates and ensure that interview panels themselves are diverse. In addition, we use artificial intelligence to draft job descriptions to reduce or eliminate the potential for bias, and we remove identifiable information from résumés, minimizing any distractions from personal characteristics to instead focus on individual merit. Micron's legal department has adopted the Mansfield Rule, which means it will consider at least 50% historically underrepresented lawyers for 70% or more of its high-visibility opportunities, internal promotions, significant leadership roles, and outside counsel representation for a two-year period.

Knowing that bias can unconsciously influence hiring decisions, volunteers from our employee resource groups have been trained to participate on interview panels as inclusion advocates to deter bias. The advocate listens carefully and challenges unfair assumptions to ensure hiring decisions are made fairly.

### Measuring Team Member Engagement

People who are engaged at work tend to thrive professionally, and our performance is better as a result. Micron participates in the Great Place to Work survey, which solicits feedback from our global team members on their experiences at the company. This information allows us to identify strengths and areas of opportunity, as well as to benchmark our performance against other companies.

We are proud of our results, which improved in a number of key areas compared to 2019. For example, 94% of employees agreed that Micron is a physically safe place to work, which was especially meaningful in light of the

pandemic. Micron was certified as a Great Place to Work in seven countries and made the Best Workplace list in four countries in 2020.

### Improving Team Member Retention

Creating an environment where team members can thrive enhances our ability to retain the best talent. Micron historically has low turnover, even at locations with fierce competition for top talent. We have seen a 6% rate of voluntary turnover in fiscal year 2020 (FY20), down 1% from FY19. This trend was observed across all three geographical regions where Micron operates, with the biggest improvement in Asia.

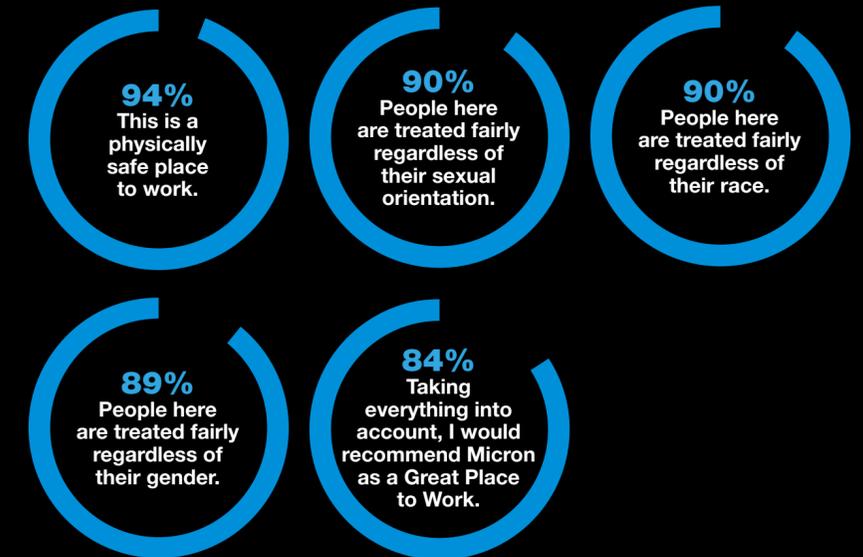
That said, Micron is focused on improving the retention rate for our female team members. Many companies including Micron experienced a decline in turnover due to COVID-19. This coupled with our efforts to retain diverse talent through targeted programs resulted in a 0.6% decrease in the gender retention gap from 2019.



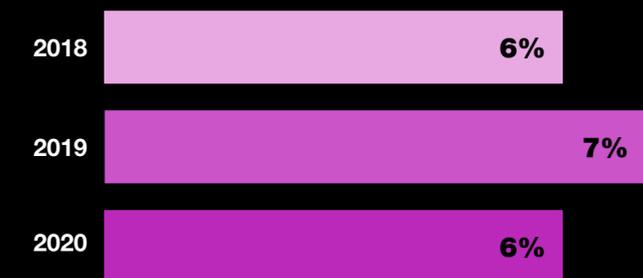
Micron - Boise, Idaho, U.S.



### Great Place to Work Survey



### Voluntary Turnover



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## Offering Employee Benefits

We encourage our team members to seek balance between their work and home lives. Micron follows Responsible Business Alliance (RBA) standards on working hours, which state that employees in all functions should work no more than 60 hours a week (typical in some international manufacturing environments), except in emergency or unusual situations, with at least one day off every seven days. We also offer flexible work arrangements and compressed work weeks for manufacturing team members so they can manage work and life.

Our total compensation strategy includes base salary, annual bonuses and equity awards. Taken as a whole, Micron's compensation programs are designed to support our team members' financial and personal well-being by providing a valuable return for their contributions to the company. We also offer a discounted stock purchase program, allowing team members to purchase Micron stock at a 15% discount in most of the markets where we operate. They can enroll in the program twice a year and contribute up to 10% of their salary. When the program was reinstated at Micron in August 2018, about 53% of our workforce opted to participate. In 2020, that participation increased to 65%.

Micron also offers a comprehensive benefits package:

- Medical coverage, insurance, paid time off and holidays
- Family and bereavement leave
- Military differential pay to offset the difference in pay for eligible team members who are performing voluntary or involuntary service in the U.S. uniformed services
- Professional development opportunities and financial assistance for team members seeking to advance their education in a traditional university setting
- An extensive employee assistance and wellness program designed to support healthy lifestyles

In 2020, we expanded these benefits in the U.S. to offer an adoption benefit, fertility benefits and coverage for team members' domestic partners. We also enhanced gender confirmation services covered under the medical plans and added benefits for backup child care and elder care. We modified our U.S. holiday calendars to incorporate floating holidays that team members can use as they wish, provided an additional paid wellness day and facilitated a charity event in which team members could cash out or donate vacation days to help others affected by COVID-19.

In response to the COVID-19 pandemic, we expanded medical benefits and leave-of-absence programs. No-cost telehealth benefits were added to all U.S. medical plans to give team members access to medical and mental health services at home while doctors' offices were closed and hospitals were at capacity. Similar telemedicine services were implemented in Singapore so that team members there could avoid waiting at clinics, and medical insurance policies in Malaysia were enhanced to provide better coverage. In India, Micron enhanced the insurance policy exclusively for COVID-19 treatment on top of standard insurance benefits and sponsored COVID-19 testing for all Micron team members there.

Micron also addressed financial challenges related to the pandemic, including providing a global COVID-19 assistance payment and pledging no layoffs for 90 days in the early stages of the pandemic. To help U.S. team members adjust, Micron adopted several 401(k) and flexible spending account COVID-19 provisions. We also instituted an assistance fund to deliver additional financial help to team members facing extreme hardships. It is funded primarily by Micron team members and gives one-time grants of US\$500 to eligible team members who apply. We have now broadened the scope of the fund to help team members experiencing hardships and emergencies not related to COVID-19 with grants up to US\$5,000.

Safety protocols to prevent community spread of COVID-19 required a swift work-from-home transition for many of our team members. In response, we offered several resources:

- Hardware productivity kit and home office equipment and furniture reimbursements offered to all team members who shifted to working remotely
- Ergonomic assessment and training
- Expanded IT resources to enhance remote access capabilities
- Reimbursement of expenses for internet and Wi-Fi modems for increased network capacity



## Diversity, Equality & Inclusion

**As a multinational company, Micron knows that real innovation comes from our team members’ distinct experiences, perspectives and backgrounds.**

In 2020, Micron updated our corporate vision statement, adding two small but important words to the end: Transforming how the world uses information to enrich life *for all*. This powerful and intentional change builds on Micron’s brand promise and highlights our ongoing commitment to diversity, equality and inclusion (DEI). “*For all*” embodies not just who we are but also what we do.

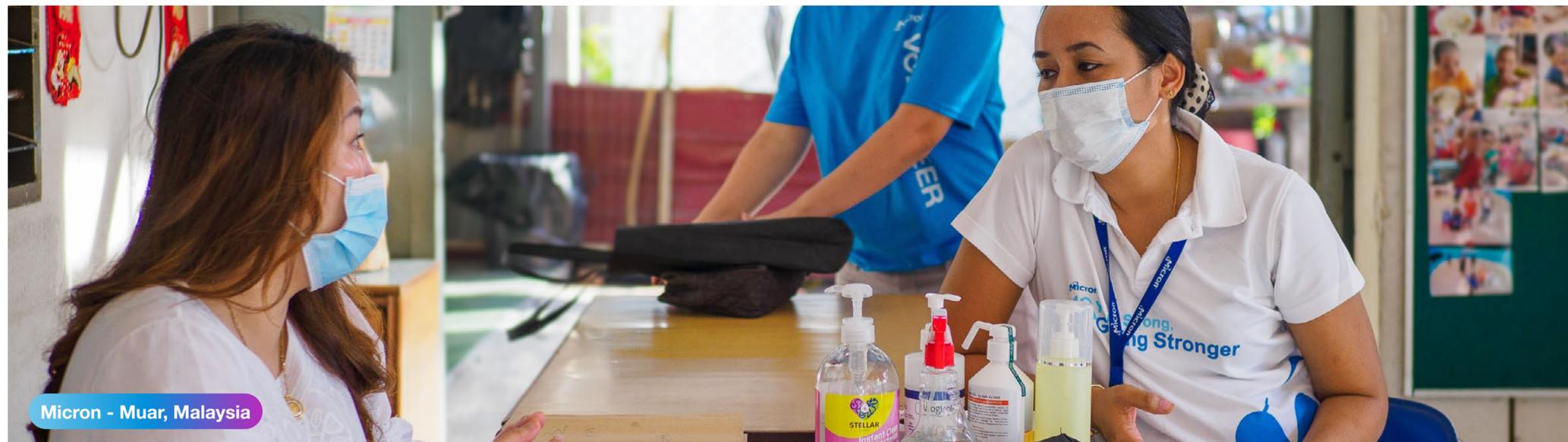
DEI is essential throughout our business. Our customers expect us to collaborate with them to solve real human

problems. Our investors expect our board to represent a diverse set of experiences and views. Our communities expect us to advocate for equitable laws and accessible education that benefits everyone. Our people expect to work in an inclusive culture where all voices are heard and the best ideas win.

We know that diversity can be both visible and invisible, so we foster a culture of inclusion and equality in which all team members can grow and thrive. While we have made great progress, our achievements to date don’t represent our sense of urgency. We are making powerful commitments for 2021, launching targeted programs to support our underrepresented team members in their advancement at all levels of the company. Because we believe transparency promotes accountability, each year we affirm our commitment by publishing our [DEI report](#). This year’s report, titled “For All: 2020 Annual Report,” highlights our DEI strategy, recognizes our successes and calls attention to areas that need improvement.

While most of Micron’s team members are located outside the United States, our DEI efforts to date have been more U.S.-focused than representative of our global workforce. In FY20, we addressed this situation by expanding our DEI team in Asia and naming a senior leader based in Singapore who will oversee our DEI business partners and collaborate with global leaders. We are also putting in place regional DEI strategies for each of our locations.

In addition, we have set goals for inclusive hiring and work practices, with specific focus areas for all regions. For example, our teams in Japan and Malaysia are working to hire women and people with disabilities, while Japan is emphasizing hiring foreign nationals. In India, Micron’s talent acquisition team has ramped up recruitment of new female college graduates for engineering roles.



**To hold ourselves even more accountable for progress, we have announced six global DEI commitments for FY21, each with an executive sponsor:**

- 1 Increase representation of underrepresented groups**  
Scott DeBoer, Executive Vice President of Technology and Products
- 2 Drive equitable pay and inclusive benefits**  
Sumit Sadana, Executive Vice President and Chief Business Officer
- 3 Strengthen our culture of inclusion**  
April Arnzen, Senior Vice President and Chief People Officer
- 4 Advocate for racial and LGBTQ+ equality**  
Joel Poppen, Senior Vice President of Legal Affairs, General Counsel, and Corporate Secretary
- 5 Engage with minority-owned financial institutions for cash management**  
David Zinsner, Senior Vice President and Chief Financial Officer
- 6 Increase representation and spend with diverse suppliers**  
Stefan Guth, Chief Vice President and Corporate Procurement Officer

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## Increasing Representation of Underrepresented Groups

Our talent acquisition, university relations, DEI, workforce development and other teams work closely to guide inclusive hiring efforts and ensure development and advancement opportunities for all. We continue to make progress on women's representation in leadership positions. In FY20, our board of directors was 37.5% female, growing to 50% female representation in February 2021. Female

representation in our senior leadership team grew from 13.5% in FY19 to 14.2% in FY20.

Micron is developing a strong pipeline of female technical talent through a global women's mentoring program that connects early-career engineering talent with our senior leadership. In FY20, 33% of the participants in our FY19 advance sponsorship cohort were promoted, including two who became vice presidents in technical areas. We continue to more broadly promote women in the technology industry through our partnerships with organizations such as the Global Semiconductor Alliance.

Another area of DEI progress addresses our team members with disabilities, a self-reported group that grew by nearly 4% in FY20. Our Malaysia sites successfully launched a program to recruit and train 20 new technicians with

hearing impairments. The Malaysia team partnered with an external agency and marshalled internal resources to create an inclusive environment for these new team members through staff training in sign language and light-based notification systems.

Micron has also raised awareness of visible and invisible disabilities globally through our new Capable employee resource group and campaigns such as World Mental Health Day. Because disability data is self-reported, we believe that increasing cultural acceptance helps our global team members feel more comfortable being open about their disability status.



## Representation Throughout Our Workforce

**37.5%**

♂ Male ♀ Female

### Female Representation in Board of Directors

FY19	75.0%	25.0%
FY20	62.5%	37.5%

increased to 50% in 2021

**14.2%**

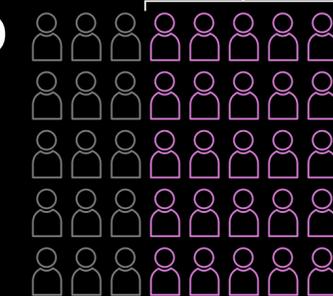
### Female Representation in Senior Leadership

FY19	86.5%	13.5%
FY20	85.8%	14.2%

### Inclusion Survey

**40,000**  
Team Members

**64%**  
Participation



1 icon = 1,000 Team Members

**2.2%**  
LGBTQ+

**7.2%**  
Living With Disabilities

**5.9%**  
U.S. Veterans

### Micron Donations

**\$1M+** Donated to the NAACP Legal Defense and Education Fund

**\$165K** Donated from the Micron Foundation to organizations focused on programs with people with disabilities across Japan, Singapore and Malaysia to cultivate inclusion and enhance quality of life

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## Driving Equitable Pay and Inclusive Benefits

We have a regular review of pay globally, including base pay and stock awards, to drive compensation equitability. Micron works with a third party and uses dynamic technology to analyze and adjust when needed.

Historically, our pay equity analyses have focused on gender. We have expanded our scope to assess all underrepresented groups: women and people with disabilities globally, and veterans, Black Americans and Hispanic Americans in the U.S. As a result of our analyses, in FY20, we increased Micron's minimum wage to \$15 an hour for all U.S. team members.

Much like the inclusion advocates who participate in candidate interviews, team member advocates also participate in talent review meetings to ensure that decisions regarding promotions, performance, rotation assignments, access to training and other advancement opportunities are determined fairly.

### Strengthening Our Culture of Inclusion

Employee resource groups (ERGs) are an important part of our talent pipeline and our work to build a more inclusive culture. ERGs are employee-led and volunteer-driven groups centered around people with shared identities or experiences and their allies. Micron has nine ERGs with 74 chapters at our sites around the world. We saw an 84% growth in overall ERG membership in 2020 and the creation of 25 new chapters, including 10 in the U.S. and 15 in Asia.

Micron is empowering ERG members even more by aligning their work more closely to our business objectives. For example, the Micron Women's Leadership Network (MWLN) ERG and Micron patent team began the Women's Innovation Network in 2019 to mentor women inventors. As a result, the number of female inventors at Micron increased from 77 in 2019 to 136 in 2020.

ERGs engage both members and nonmembers in creative ways. For example, the PRIDE+ Allies, Black Employee Network (BEN) and Micron Hispanic Professionals ERGs held inclusion ally training to help all Micron team members understand the importance of allyship. Nearly 1,000 team members participated in this training. For FY21, all ERGs have developed their own training, with a goal of all 40,000 Micron team members participating in at least one session, an activity that is tied to the company's short-term incentive goals. Taking this a step further, we created a new inclusion ally award, given quarterly to recognize exceptional allyship among team members. Awards have been given for standing up against microaggressions and creating hiring initiatives aimed at women and people with disabilities.

Other efforts by ERGs to promote inclusion include Micron's first commemoration of Juneteenth, led by our BEN ERG in the United States. The group organized a day of education with a virtual fireside chat, panel discussions and opportunities for small-group meetings among teams about the prejudices faced by Black Americans. In June, members of PRIDE+ Allies raised the Pride flag at three Micron sites. And our Capable ERG has partnered with our senior leadership team, facilities and IT staff to explore technology resources for team members with varying abilities. Such resources include smart badges and translations of video calls. In addition to these specific efforts, the DEI team has also focused on creating strong dialogue with community leaders and police officers.

### Advocating for Racial & LGBTQ+ Equality

We have the power to promote social justice beyond the walls of our company. Micron's new social justice council is determining how best to promote racial equality and LGBTQ+ rights in the communities where our team members live, work and play. For example, we are actively engaging with community and law enforcement leaders at our largest U.S. sites to identify systemic issues and take action to move our communities forward. We are training local municipalities and police departments where Micron has a presence in DEI behaviors, and we will partner with other

organizations to advance the use of data and technology to influence the criminal justice system and create greater transparency in law enforcement.

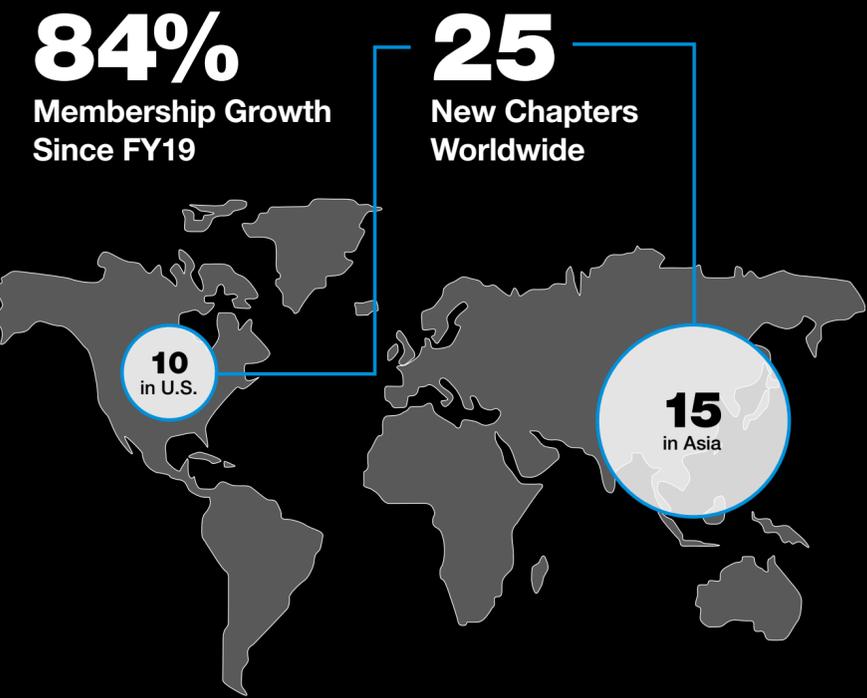
In addition, the Micron Foundation is promoting social justice with a recent Advancing Curiosity award to the eScience Institute's Data Science for the Social Good program at the University of Washington. During the summer, a team developed new methods for detecting dilution of minority votes and created an open-source tool to identify coronavirus disinformation on news websites.

### Engaging With Minority-Owned Financial Institutions for Cash Management

Another way Micron uses our strength and resources to drive lasting change is through the firms we choose to manage our capital investments. Throughout 2020, Micron allocated \$250 million in cash and cash equivalents to be managed by minority-owned firms, which has a multiplying effect in the economies of underrepresented communities.

This effort includes allocating \$100 million for management under Academy Securities, a veteran-owned firm, and \$100 million under Ramirez Asset Management, Inc., an affiliate of Samuel A. Ramirez & Company, Inc. which is the oldest and largest Hispanic-owned investment bank in the U.S. A final \$50 million allocation to RBC Global Asset Management will support an impact investment strategy that aims to reduce wealth gaps in predominantly Black neighborhoods and increase access to homeownership, affordable rental housing, community facilities and small business loans.

## Strengthening Our Culture of Inclusion Through Our Employee Resource Groups



### Micron's Nine ERGs

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

# Health & Safety

## Proactive efforts to prevent occupational illnesses and injuries allow us to maintain a safe, healthy and secure workplace.

Our safety vision is straightforward: We strive for an incident-free workplace. Micron already has a tradition of world-class safety performance, but making further improvements requires dedicated effort, resources, commitment and tenacity, and it involves everyone at every level of our organization. Across our business, Micron is evolving safety to a value so embedded in our culture that it becomes instinctual.

Our manufacturing locations are certified to ISO 45001:2018 safety and occupational health management systems, setting a foundation for an effective and auditable safety program. In early 2020, we introduced a new program known as Live Safe to move us from a compliance-based to a more proactive, risk management-based approach to safety. Live Safe creates a unified corporate safety culture by engaging managers at all levels, identifying program champions, establishing a formal training structure and common safety practices across our global facilities, and reinforcing critical technical programs that focus on fundamental hazards that our team members may face. The program rollout coincided with the onset of the COVID-19 pandemic. While this timing required us to adapt training to be delivered virtually, it also created a proving ground that empowered team members to own their personal safety — and senior leaders to show their care and concern for the safety of our team members, contractors and vendors.

One of the tenets of our safety methodology — and our COVID-19 response — is to “coach and be coached.” Our teams showed both leadership and humility as we ramped up global safety protocols, allowing us to see the effectiveness of this mindset in action.

Our approach to safety, which is multilayered and involves all team members, is summarized below:

### Health & Safety Committees

At every manufacturing site, comprising both management and nonmanagement team members

- Promote overall operations and communications regarding safety
- Ensure messaging reinforces safety programs, recognizes safe behaviors and highlights engagement activities
- Align our environmental, health and safety (EHS) management system and associated guidance with the latest ISO 45001 certifications
- Participate in third-party audits through the RBA's Validated Assessment Program

### Managers & Supervisors

- Lead, implement and maintain safe, secure and compliant work areas

### All Team Members & Contractors

- Help identify, eliminate and control EHS hazards and risks

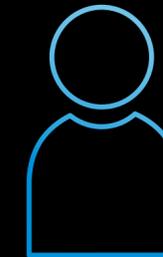
- Follow all EHS policies, procedures and applicable legal requirements, including those contained in [Integrity Matters: The Micron Code of Business Conduct and Ethics](#)

Safety is not a lack of incidents. Rather, safety is the sum of actions we take that help prevent incidents from occurring. As part of the Live Safe program, we have strengthened our safety key performance indicators and established a set of leading indicators — proactive actions we take to keep us all safe. We have also implemented leader-led, activity-focused key performance indicators that better measure management behaviors and engagement for safety, as well as enhancements to our technical safety program.

For example, all leaders in manufacturing participate in regular area safety assessments where they walk through their work environments looking for unsafe conditions and behaviors. They also participate in behavioral safety assessments in which they observe their teams at work and share constructive feedback, including correcting unsafe behaviors. When issues are identified through an area safety walk or a behavioral assessment, we track corrections and timely closeouts. We also track that team members complete all required safety training.



Micron - San Jose, California, U.S.



# 260K+ Training Hours on EHS Topics

### Recordable Injury Rate



Rates are based on 200,000 hours worked.

Starting in 2020, contractors are included in the recordable injury rate.

# 100%

Workers Covered by Occupational Health & Safety Management System\*

\*Management systems at all of Micron's manufacturing sites cover employees and nonemployee workers. Approximately 84% of Micron team members are assigned to manufacturing locations.

### Critical Risks

Work at heights | Confined space | Electrical work  
 Environmental control | Excavation | Hazardous substances  
 Hot work | Lifting | Traffic

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While we are proud of this performance, we recognize that we can do even more, knowing that serious injuries can happen even with a low recordable injury rate. To this end, we are strengthening our focus on serious injury prevention by tracking potential and real life-altering injuries. These injuries are often associated with our nine critical risks.

We aim to reduce these serious injuries by placing ownership on each site leader. If an incident occurs on a Micron site, we require leaders to take action to help prevent a similar incident in the Micron network. Our goal is to reach zero life-altering injuries by FY22.

## Ensuring Safe Use of Chemicals in Manufacturing

Micron is an industry leader in the responsible use of chemicals, gases and byproducts that are part of manufacturing. We focus on protecting our team members by identifying chemical hazards through a rigorous approval process, eliminating or substituting these substances, implementing engineering controls, and providing information about hazards to team members through training. As appropriate, we provide team members with personal protective equipment and conduct regular medical checks and monitoring for concentrations of hazardous substances.

Micron has implemented a risk-based approach of analyzing and controlling hazards for the lifecycle of hazardous chemicals and gases. A global team, coordinating with local teams at each manufacturing and technology development site, provides training, assesses risk, mitigates hazards and responds to incidents. Worldwide teams work closely with all elements of manufacturing, including leadership, equipment and engineering teams, and fab support and facilities personnel.

These teams follow a risk-based program developed by the Center for Chemical Process Safety. It is built on 20 elements that are essential to a successful process safety strategy. To discover and mitigate any safety concerns on fab workstations and facilities systems, teams primarily use a risk assessment tool known as a hazard and operability study (HAZOP). Worldwide, Micron team members have completed over 1,000 HAZOPs since 2010.

The global process safety and hazard review team is now leading a project to build a database of safety-critical information for all the gases and chemicals used at Micron. Through partnerships with process and equipment engineering teams, our efforts continue to reduce overall risk for our manufacturing and technology development sites.

Micron also takes a long-term approach to eliminating the use of high-hazard materials from the workplace and from our products, working across our industry to develop alternatives with lower risk. Although these are not regulatory requirements for Micron in most countries, we view this as a best practice that positions Micron as an industry leader to ensure the safety of our team members and their communities.

## Maintaining a Safe & Healthy Workplace During COVID-19

As Micron has responded to the global spread of COVID-19, the past year has tested us in countless ways. It has also shown us the importance of preparation, teamwork and willingness to adapt our plans as a situation evolves.

Micron's safety protocols often went well beyond local, state and federal requirements. In most Micron locations, our response to COVID-19 began before the first case of the virus was detected. As a global company, we conduct planning related to emergencies of all types, including pandemics and infectious diseases. We have navigated localized epidemics near our facilities in Asia in the past, so we had protocols ready to deploy when the first cases were reported and the virus began to spread. Our pandemic emergency preparedness plan (PEPP) provided the framework for our response, outlining risk-based categories that could be applied uniformly to mitigate risk and keep workers safe at our sites worldwide.

As COVID-19 spread, several groups acted swiftly, procuring masks and other personal protective equipment and overseeing the adaptation of our work practices. We also quickly developed contact tracing procedures, using technology such as wearable devices that allowed us to rapidly determine team members' exposure risk.

Given that many team members in our manufacturing facilities perform work that cannot be done remotely,

it was essential that we adopt safe distancing and cleaning protocols that would allow our business to continue operating. Micron developed dynamic plans for how individuals could move safely through each of our facilities. We also upgraded HVAC systems and installed bipolar ionization technology that effectively removes the coronavirus from a building's air flow. With COVID-19 vaccines now available, we have launched a task force to monitor vaccine availability for team members.

More than a year after the outbreak began, we are proud of our approach and our ability to protect more than 40,000 team members in 17 countries while maintaining our global operations. Micron continues to adapt on-site work protocols to prioritize the health and safety of our team members. We carefully assess risk in each location to protect our teams and support business needs. The return of team members to Micron sites will be based on a range of considerations, such as virus prevalence, location, job role and business needs. Meanwhile, we continue to enforce the strong preventative measures we implemented at our sites from the start of the COVID-19 outbreak and deploy new protocols as needed to promote safety.



## Wellness

**Creating an injury- and illness-free workplace is a minimum expectation, but it is only one aspect of Micron's efforts to keep team members safe and healthy at work.**

A focus of our well-being and benefits teams in 2020 was using every possible means to deliver robust mental and emotional health services, tools and resources to team members and their families. However, ensuring well-being amid the uncertainty of COVID-19 went well beyond helping team members cope with challenges.

Several existing programs were enhanced to provide more services or modified from an in-person delivery to a virtual environment. We created new roles for team member advocates, a resource we launched in 2019, to provide a single place where team members could turn for advice on challenges related to careers, family, finances, health and other concerns. We also expanded our Choose Well, Live Well program, one that combines site-level and global assistance, in these meaningful ways:

- Increasing team member access to free mental health and counseling support by offering two additional sessions per issue (from six to eight), which is above industry standards
- Offering free microcounseling sessions that connected team members to local mental health experts
- Adding financial tools and work-life coaching for U.S. team members, and stress, anxiety and depression programming globally
- Providing critical-incident stress management services and emotional support sessions for team members dealing with the trauma of social justice events

- Launching a work-from-home toolkit, offering guidance for healthy approaches to working remotely
- Hosting a workshop to help managers lead remote teams during COVID-19 and care for charges' well-being
- Easing social isolation during lockdown by hosting shared sessions on a variety of topics; promoting mindfulness sessions; planning activities to prevent burnout; and helping team members socialize, learn healthy habits and recharge
- Launching live online fitness sessions and a library of recorded exercise videos, with courses ranging from high-intensity training to mindful mobility and yoga
- Encouraging team members to earn incentives by participating in well-being challenges and measuring their progress
- Increasing our online learning library to include free webinars on parenting, stress reduction, COVID-19 uncertainty, and diversity and inclusion
- Offering workshops and webinars featuring experts on social, emotional, intellectual, financial, occupational and physical welfare topics
- Launching virtual support groups where team members in similar situations can share advice as they deal with challenges related to health, parenting, elder care or other circumstances
- Introducing a virtual daily chat session to give people a place for fun and social connection during their workday
- Offering a wellness day to all Micron team members, giving them a chance to recharge



Micron - Manassas, Virginia, U.S.

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**Wellness is much more than just cardiovascular and physical health. It's also about mental and emotional well-being. Knowing that resources are just a phone call away has helped team members manage stress from the COVID-19 pandemic.”**

**Chelsea Brown**  
Global Well-Being Manager

# Professional Development

**To attract and retain people with exceptional capabilities, we invest in the ongoing learning and development of our team members, fostering a work environment that inspires creativity, leadership and collaboration.**

Using a “learn and grow” approach, we create an environment where team members and leaders are inspired to grow, empowered to learn and connected to resources and opportunities that nurture personal growth and performance. We encourage them to choose their own development priorities and take initiative in using resources that Micron provides to advance their personal development.

Micron’s primary program for assessing performance and promoting professional development is called Reach Performance. This program encourages higher levels of performance by establishing clear individual performance expectations, supporting team member development and enabling leaders to be better coaches. It begins with setting individual goals through conversations, progresses through periodic check-ins and culminates with feedback and performance analyses. At every step along the way, Micron strives to create a high-performance culture that is motivating and to inspire and empower team members to do their best.

### Inspiring Team Members to Grow

Learning can take many forms. Team members have access to on-demand training options like web-based learning, workshops and on-site university courses. They can also take technical and business skills training through our internal learning management system and through third-party systems for cultural awareness, personal and

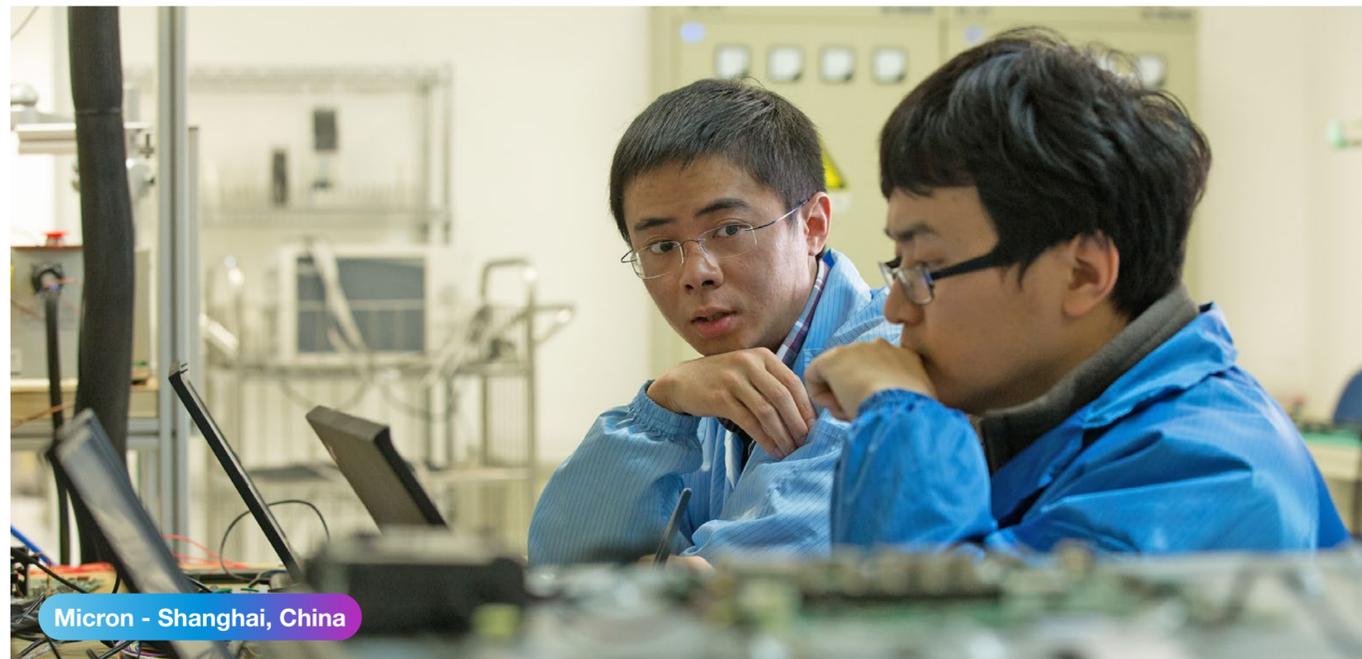
professional skills building and industry-relevant research. In addition, a rotational program helps new hires get an in-depth understanding of their functional teams.

Team members can also access the Micron-TLP Technical Journal, an in-house, peer-reviewed archival journal with articles published by members of the Technical Leadership Program, as well as a variety of technical seminars. Micron’s learning management system allows team members to view courses that have been assigned to them or search the catalog and self-assign items. They can also request or register for instructor-led learning or access online learning. As team members expand their capabilities and become qualified for new roles, our internal job opportunities allow them to grow within the company.

Micron’s CEO, Sanjay Mehrotra, joined over 400 other U.S. companies in signing the Pledge to America’s Workers,

which identifies workforce investments that will prepare workers for tomorrow’s job market. As part of the pledge, we have committed to providing approximately 10,000 enhanced career opportunities over the next five years through apprenticeships, work-based learning programs, continuing education, on-the-job training and reskilling. We will not only increase opportunities for existing team members, but we will also prepare students for tomorrow’s careers by implementing new programs and partnerships with educational institutions and creating a scholarship program for underserved populations.

Micron resources are also available to help our team members prepare their educational plans and select programs that further their interests and career development. Micron offers a continuing education program, providing tuition for eligible team members pursuing higher education



Micron - Shanghai, China



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degrees, and an education assistance program for those seeking additional industry-related courses and certifications. In 2020, we nearly doubled the continuing education benefit offered to all U.S. team members and expanded the program globally.

To promote Micron's goal of enabling the workforce of the future, we launched a new training platform, Micron University, to promote a growth mindset among all team members. As part of Micron University, we introduced a digital skills platform with training on critical technology trends, including artificial intelligence, cloud computing, data science and digital security. Team members can select a training opportunity by level of expertise, and leaders can identify learning opportunities that are relevant for their team members. A skills advisory board assesses the offerings periodically to identify future skill needs and propose solutions for developing them in our workforce.

By providing participating team members with ownership of their learning process, we foster a productive learning

mindset that empowers our people to identify development priorities, find resources to support their development and intentionally engage in new experiences in a meaningful way.

### Encouraging Collaborative Learning

Our team members learn from and teach one another through feedback, coaching and mentoring, which we view as equally important points on the professional development continuum. We define feedback as observations of how team members perform at a specific point in time, coaching as an exercise in inquiry that helps them reach their potential, and mentoring as a sustained, organic relationship that can help clarify possible new career paths for team members.

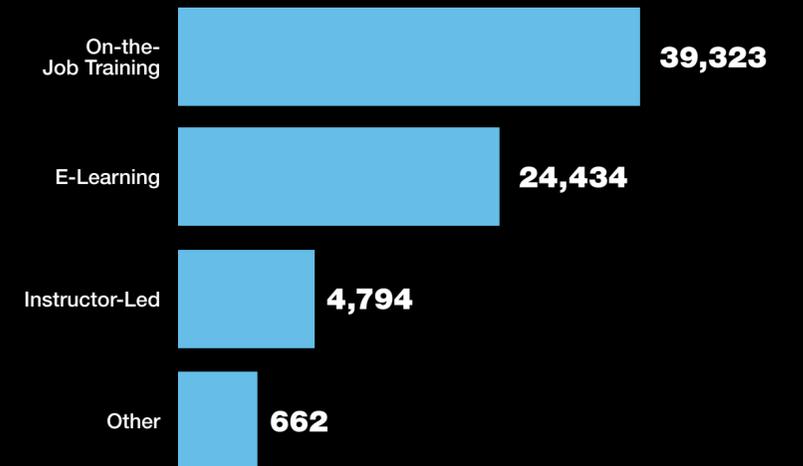
While we do not offer centralized programs around these types of team member interactions, we are building awareness of their power and allowing business functions to develop opportunities that best suit them. For example, we recently launched a virtual coaching platform for a small subset of leaders and developed a course on impact

coaching. A training course on best practices for evaluating performance was delivered to more than 5,000 global leaders.

We offer a common mentoring playbook that is used across all our professional development possibilities. That handbook, accessible by all team members, is available in English, Simplified and Traditional Chinese, Japanese and Malay.

To promote collaboration across teams, Micron uses the Emergenetics tool, which encourages team members to actively embrace diversity of thought and behaviors. After filling out a questionnaire, team members receive a profile that gives them greater understanding of their actions at work and at home. Leaders can use their team members' results to enhance team effectiveness. Since this tool was introduced, more than 14,400 leaders and team members have received their customized profiles. Teams may also participate in in-person or e-learning sessions to learn how to apply profile insights.

### Internal Professional Development Opportunities by Instruction Method



Micron - Hiroshima, Japan

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## Developing Leadership at Every Level

Micron focuses on building capabilities and accelerating the success of leaders at key levels in the company through a model that defines the attributes and capabilities that all leaders need to be successful. It supports current and emerging leaders at key transition points during their careers while also providing learning experiences for continued growth, including feedback, coaching and mentoring. Resources are designed globally and delivered locally, with the majority available in a virtual format in 2020 due to COVID-19. This model, called Micron Leadership Accelerated, includes several key programs.

### Ignite

Ignite is a five-week program for individuals aspiring to move into leadership roles. Ignite exposes these team members to global people leadership expectations and responsibilities prior to committing to a leadership career path. With over 300 participants a year, Micron uses the Ignite program to build our next generation of leaders.

### Core Management

This program is a mandatory learning experience for new managers either promoted within or hired into Micron. It focuses on managerial and performance fundamentals and covers Micron's leadership philosophy, behaviors to be successful and leadership styles. Participants walk away with a solid understanding of what it takes to lead effectively at Micron. The migration of the Core Management experience to a virtual platform has increased both the reach and influence of the program.

### Leadership Conductor

This experience supports leaders of leaders and focuses on self-leadership, team leadership and business leadership. Participants network and learn about enterprise thinking and decision-making through simulated exercises customized to their learning objectives. With 90 completions before being

paused for COVID-19, we hope to relaunch this in-person program in the latter part of FY21.

### Leadership Circuit

Built with busy Micron leaders in mind, the Leadership Circuit comprises 13 short courses ranging in duration from two to four hours. They are open enrollment and built around topics that leaders can select to address their immediate needs. Focus areas include communication, decision-making, emotional intelligence, growth mindset, coaching and storytelling. These workshops have quickly become our most popular offerings, with almost 2,300 completions in FY20.

### Leadership Flash

Continuing the theme of supporting busy leaders, Leadership Flash is our series of microlearning documents that capture best practices and application guidance on 22

key principles of leadership. Topics include effective one-on-one meetings, leadership of distributed teams, team health, leadership through change, situational leadership and conflict management.

### Other Resources

The resources available to leaders extend beyond our workshops and self-guided options. A 360-degree leadership assessment was launched in late FY20 to offer leaders a holistic leadership skill assessment and action plan, along with senior and executive leadership coaching. We also offer a suite of resources, both facilitated and self-guided, that smooth leadership transitions at all levels of the organization.



Micron - Singapore

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**The leadership circuit course including the tools and framework provided were very useful, comprehensive and interactive. We can apply what we learned in our day-to-day activities to help us become better leaders and better represent Micron values.”**

**Senior Manager in Sales, India**



Published in April 2021, this report covers the sustainability performance of Micron Technology, Inc., in fiscal year 2020 (Aug. 30, 2019, through Sept. 3, 2020), unless otherwise stated, and includes all of Micron's controlled entities. This 2021 Sustainability Report has been prepared in accordance with Global Reporting Initiative (GRI) Standards: Core option. GRI is the most widely accepted global standard for sustainability reporting and allows companies to measure, evaluate and communicate corporate sustainability information in a consistent and comparable manner. We are also reporting to the Sustainability Accounting Standards Board (SASB) Semiconductors Standard and provide an index aligned with the Task Force on Climate-Related Financial Disclosures (TCFD) framework.

Accompanying this report is our 2021 Sustainability Progress Summary, which contains selected highlights from the past year and stories of how Micron and our team members have taken action to meet urgent global challenges, such as COVID-19, inequality and climate change.

#### **About Micron Technology, Inc.**

We are an industry leader in innovative memory and storage solutions transforming how the world uses information to enrich life for all. With a relentless focus on our customers, technology leadership, and manufacturing and operational excellence, Micron delivers a rich portfolio of high-performance DRAM, NAND and NOR memory and storage products through our Micron® and Crucial® brands. Every day, the innovations that our people create fuel the data economy, enabling advances in artificial intelligence and 5G applications that unleash opportunities — from the data center to the intelligent edge and across the client and mobile user experience. To learn more about Micron Technology, Inc. (Nasdaq: MU), visit [micron.com](https://micron.com).

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