Welcome to Micron's second annual Diversity, Equality and Inclusion report. I am personally passionate about fostering greater diversity within our company, as is our board. Ideas are the foundation of our business, and the best ideas only emerge when you create an atmosphere where all voices can be heard. We aim to create an environment where every team member can fully contribute to the innovation that fuels our business success. This report is a measure of our progress in creating that culture.

I would like to share a few notable highlights from the past year:

- In December 2018, Micron participated in the CEO Action for Diversity & Inclusion's Day of Understanding alongside hundreds of other Fortune 500 companies. This led to eye-opening conversations about blind spots and unconscious bias. As a result, we have committed to educating all senior leaders on Inclusive Leadership by August 2020.

- In January 2019, we were honored to be listed as one of Forbes Best Employers for Diversity. The anonymous survey asked 50,000+ participants to rank their organizations on fair and equal treatment of workers across age, gender, ethnicity, disability and sexual orientation.

- In July 2019, we welcomed Sharawn Connors, our first vice president of Diversity, Equality and Inclusion. Under Sharawn's leadership, we are deepening our commitment to equality and leveraging the strengths of Micron’s global team. We are striving to ensure that all backgrounds and voices are fairly represented and that all team members have equal opportunity to grow and advance.

Part of our commitment to diversity, equality and inclusion also means better serving our communities and welcoming in the next generation of engineers and inventors. Through our Micron Gives initiatives, we support bold programs that invest in underserved students and ensure new graduates will have the diversity of perspectives required to drive the innovation our world needs.

As a company and an industry, we know we still have a long way to go. I am proud of the progress we have made this year, however, and look forward to better leveraging the power of our team’s diverse perspectives. I believe Micron can lead our industry and prove how innovative an inclusive culture can be as we strive toward our vision to transform how the world uses information to enrich life.

Go Micron!

SANJAY MEHROTRA
President & CEO
Over the past year, Micron made significant progress in several key areas. Our efforts span both our internal workforce and our external partnerships.

Deepening Our Many Dimensions of Diversity

At Micron we take a broad view of diversity, acknowledging that diversity can be both visible and invisible. We seek to create a work environment where people representing all dimensions of diversity thrive. Our focus areas are shaped by the country, the culture and the needs of our team members in each respective location.

Active participation in our Employee Resource Groups (ERGs) is one way we address the needs of underrepresented populations and ensure all voices are heard. Our CEO Sanjay Mehrotra hosts regular conversations with ERGs during site visits. Our ERGs benefit from a strong allyship model where all team members are welcome to participate, learn and lend a hand — even if they don’t identify as a member of the group.

This past year, ERG membership grew by 72%, and we added three new ERGs. We now have a total of eight ERGs with 38 global chapters. In November 2018 we launched the Black Employee Network, in March 2019 we launched Tenured & Experienced @ Micron, and in October 2019 we launched Capable, our first ERG for team members with disabilities.

In its first year, Black Employee Network membership grew to 200 team members, with members representing Micron at events such as National Society for Black Engineers mixers and AfroTech. On campus, the group has worked to increase cultural awareness at Micron by hosting activities to engage on topics such as Black History Month, Carnival, Juneteenth and Ethiopian New Year.

Providing quality jobs and career advancement opportunities for people with disabilities is a strong focus at our Japan, Taiwan, EMEA and U.S. sites. For the past year, our site in Hiroshima, Japan, has made strides to make the workplace more accessible to team members with disabilities. This started with listening to better understand needs and culminated in a series of workshops, seminars and trainings to support building a culture of inclusion. We will look to expand upon this model in the year ahead.

In its second year, the Pride + Allies ERG was highly active in Micron and community events. Micron sponsored Pride Parades in Boise, Idaho and Washington D.C. — and launched an Inclusion Allies online learning module. At the ERG’s request, Micron headquarters in Boise, Idaho flew the Pride Flag the week of June 21.
Increasing Women’s Representation Globally

At Micron, we believe that women’s representation in leadership matters. In the past year, Micron was pleased to welcome two women to the Board of Directors — Mary Pat McCarthy and MaryAnn Wright. As a result, women now comprise 25% of Micron’s Board of Directors. In August Micron Women’s Leadership Network hosted a panel discussion between April Arnzen, senior vice president of Human Resources, and our two newest board members. Together these three women shared insights on how they have navigated their careers and offered advice for women looking to drive leadership and innovation.

As we identified in Micron’s 2018 Diversity, Equality & Inclusion (DEI) Annual Report, increasing women in senior leadership is a significant opportunity. We have taken several proactive steps since then. For example, in October 2018, Micron hosted the second annual Micron Women’s Leadership Summit in Tokyo. This summit provided networking opportunities and professional development for Micron women. We also introduced a formal women’s sponsorship program where we paired women with senior leaders for increased advocacy and visibility. In FY19, we had two graduating cohorts complete the program. Thanks to these and other efforts, on a year over year basis, the percentage of women vice presidents nearly doubled (from 7.7% to 13.5%), and the percentage of women in senior leadership increased from 10.4% to 13.5%.

In FY19, we also launched the Women Innovate program to increase female participation in Micron’s patent program, to further innovation, and to promote collaboration among female innovators. In just the first year, we have already seen a 70% increase in women inventorship.

Guided by our executive team’s ongoing aspiration to reach gender parity in applicants and in hiring, we have made gains. Micron has been intentional in recruiting efforts — specifically targeting engineering schools with high rates of women graduates, for example. Through sponsorship and participation, we are also increasingly involved in industry events including Grace Hopper and Society of Women Engineers where we have the opportunity to connect with talented job seekers. As a result, women’s representation in the applicant pool has increased in technical and engineering roles and we hired a greater percentage of women overall.

Participation in McKinsey’s Women in the Workplace research allowed us to examine how women advance at Micron. This led to rich discussions about how to support women’s advancement at critical transition points. We continue to track women’s advancement at all levels in the company as a key indicator of organizational health.

Note: all data is as of Aug. 30, 2019
Supporting Diversity Beyond Our Walls

At Micron we believe the best innovation comes from diverse experiences, perspectives and backgrounds, and this extends to our supply chain and procurement contributions. Micron recognizes the role that small and diverse businesses play in helping us develop and deliver innovative solutions to customers.

In FY19, we took several important steps to strengthen Micron’s Supplier Diversity program, including implementation of best practices with tracking and reporting, engagement with a third party Supplier Diversity leader and innovator, and completion of a full data enrichment refresh to existing data records. Additionally, we conducted an internal audit to establish a baseline of small and diverse spend across global procurement, and embedded supplier diversity in Micron’s global source-to-pay systems.

FY20 supplier diversity program initiatives will focus on supplier development, education and increasing representation of qualified diverse businesses in Micron’s sourcing events. We are also launching a Tier 2 reporting pilot with a select group of suppliers by asking them to report their spend with small and diverse businesses. During the coming year, Micron’s Supplier diversity program aims to drive awareness and opportunity throughout its supply chain to lay a foundation for future program maturity and growth.
As a large global company, we must consistently engage with one another and seek diversity of thought. To guide our DEI efforts, we have assembled a diverse team of leaders who represent many of Micron’s key business areas across the globe. This DEI Advisory Council ensures all team members voices are represented and amplified.
Investing in Inclusive Leadership
True leaders recognize the value of an inclusive work environment and actively support diverse perspectives and backgrounds. During the past year, we developed a day-long Inclusive Leadership curriculum to drive awareness, action and accountability. Seventy-five senior leaders have participated to date, and nearly 800 more senior leaders will be engaged in the year ahead. Additionally, in 2020 we will launch Inclusion@Micron training for all team members.

Diversity, Equality & Inclusion Week
Spanning 27 sites around the globe, Micron’s second annual DEI Week honored how our individual backgrounds, experiences and perspectives create a greater whole. Festivities included food, dance, art, film and culture. This annual event is celebrated globally every spring and allows Micron to highlight the immense diversity of our workforce. Global curriculum on cultural competence and unconscious bias was made available along with other awareness-driving efforts.

Micron’s Global Footprint

![Micron’s Global Footprint Map]
Our Commitment to Pay Equity
Micron is committed to providing equal salary to men and women in similar roles in all of our worldwide locations. In support of Micron’s ongoing commitment to pay equity we regularly conduct proactive pay audits. As we close FY19, we invested $830,000 to address differences in pay. Micron continues to enhance compensation policies and practices and has implemented more stringent compensation guidelines and in-depth reviews of off-cycle increases.

Better Benefits
We continually evolve programs, policies and resources to create and sustain an inclusive culture. Last year we created a team member advocate role to help employees navigate topics spanning mental health, gender transition and returning to work after parental leave. Team member feedback in the U.S. spurred expansion of parental, military and bereavement leave benefits. Micron continues to provide generous tuition reimbursement for team members pursuing undergraduate and graduate degrees.

"Pay equity is a key component of Micron’s overall compensation philosophy — a commitment, not a check-the-box exercise. Attaining full parity is an ongoing practice that requires us to continually evaluate, refine, and ingrain its importance into our collective mindset."

ATHAR SIDIQEE
Vice President of Global Total Rewards
At Micron, we believe we have the power to enrich human life. The Micron Foundation uses the principles of diversity, equality and inclusion to guide volunteerism and community giving efforts.

With the goal to enrich human life, a number of our major sites use team member polling to select a Charity of Choice within the community, which helps direct funds and volunteer efforts to that organization. In FY19, charities selected included organizations providing services such as suicide prevention hotlines, support for victims of domestic abuse, and resources for adults and children with disabilities.

Micron’s commitment to serving basic human needs is also witnessed by our recent grant of $125,000 to Water.org. At Micron, we are concerned about access to clean water given the impact it can have on underserved communities. According to Water.org, women and children spend 200 million hours every day collecting water — time that otherwise could be spent working or attending school. Micron’s grant will connect 10,000 families with loan partners to create and improve access to clean water, enhancing their likelihood to live safe, healthy and productive lives.

In conjunction with Micron’s DEI report issued in November 2018, the Micron Foundation committed $10 million to fund global programs and activities that support underrepresented groups. We are pleased with the progress of the fund, which has already provided $1.1 million to 50 organizations that include global community groups, universities and non-profits. We look forward to continuing many of these efforts in addition to finding new impactful programs.

At Micron we also invest in STEM education for youth. When we look back at our efforts over the last year, some highlights include:

- Micron hosted 243 girls in the U.S. and 360 girls in Taiwan to explore math, science and technology careers as part of Girls Going Tech. This program is led by Micron women who serve as role models and mentors to the girls.
- Taiwan is the site of Railways for Popular Science. For the second year, Micron Foundation sponsored a train to travel around Taiwan reaching more than 9,000 students in rural areas.
- In March, Micron and the Micron Foundation had the unique opportunity to partner with the Sacramento Kings to organize and lead its first Girls STEM Camp. Held at the Kings’ basketball practice facility, the camp provided a fun experience with hands-on STEM activities, to help a diverse group of students envision a STEM career as a real option for their future.
- This year Micron was a sponsor of the Idaho Hispanic Youth Summit. Eight hundred students attended the Boise Summit, aimed at exposing Hispanic/Latinx youth to higher education, career and leadership opportunities. Micron team members taught students how to program a video game using SCRATCH, reaching over 130 students.
Micron’s STEM Programs

Diversity & Opportunity Fund
- The Micron Foundation dedicated $1 million to higher education institutions in Virginia.
- In its first year, the fund supported 600 students and faculty with undergraduate research and scholarships to build the next generation of scientists and engineers.

AI4All
- AI4All develops and hosts summer camp programs to inspire the next generation of diverse AI talent.
- Funding from Micron’s Advancing Curiosity fund will help AI4All expand to 11 university sites serving approximately 300 new students.

Advancing Curiosity
- In 2018, the Micron Foundation launched a $1 million grant for universities and non-profit organizations to conduct research into how artificial intelligence (AI) can improve lives.
- The research will also explore ways to reduce bias in AI and use AI tools to increase accessibility for people with disabilities.
As we reflect on a year of positive changes, we set our sights even higher in the year ahead. Increased diversity at the top of the company reflects Micron’s commitment and is a step in the right direction. Women now account for 13.5% of senior leaders in the company, and we believe there is more opportunity to improve.

In addition to senior leadership, the percentage of women in management increased slightly from 16.5% to 16.8% globally. Notably, the percentage of women in technical and engineering roles increased by 1% overall to reach 20.7%, with 2% gains in Taiwan, China, Malaysia and Japan. Singapore continues to have the largest population of women in technical and engineering roles with 30.3%. This is a strength upon which we continue to build.

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**Global Percentage of Women, By Group**

<table>
<thead>
<tr>
<th>Group</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Technical</td>
<td>61.9%</td>
</tr>
<tr>
<td>Management</td>
<td>16.8%</td>
</tr>
<tr>
<td>Senior Leadership</td>
<td>13.5%</td>
</tr>
<tr>
<td>Technical/Engineering</td>
<td>20.7%</td>
</tr>
</tbody>
</table>

(1) Management reflects all people leaders below director, senior leaders encompass all leaders at director-level and above.
Our Data

Data on LGBTQ+, Disability and U.S. Veterans
For the first time we are publishing additional self-report data on our LGBTQ+, disability and U.S. Veteran populations. We use this data to better understand and better serve the needs of our team members. Over 50% for our global workforce of 37,000 team members took the Great Place To Work survey, and we now have data on those who chose to self-report on the topic of LGBTQ+ and disability. We acknowledge that this data is not fully representative of the entire workforce, but rather is a good estimate. In the U.S. we also capture self-report data on U.S. veteran status.
In FY19, Micron made some progress toward increasing unrepresented populations. Hispanic/Latinx representation in senior leadership increased from 1% to 2.3%. Meanwhile, representation of team members who identify as Black/African American, Native Hawaiian, Pacific Islander, American Indian, Alaska Native or two or more races remained relatively flat year-over-year. Increasing representation of underrepresented races/ethnicities continues to be a key focus area in FY20.

In FY19 Micron initiated recruiting at several historically black colleges and universities (HBCUs) including Howard University and Norfolk State University, which resulted in internship and full-time hires. Micron is committed to expanding our presence at HBCUs in FY20.

### U.S. Race/Ethnicity (Overall)

- **White**: 67.1%
- **Asian**: 23.3%
- **Hispanic or Latinx**: 4.2%
- **Black or African American**: 3.1%
- **Two or More Races**: 1.9%
- **Other Underrepresented Races/Ethnicities**: 0.5%
Our Data

U.S. Race/Ethnicity (Non-Technical)

- White: 75.9%
- Asian: 11.5%
- Hispanic or Latinx: 4.9%
- Black or African American: 4.4%
- Two or More Races: 2.4%
- Other Underrepresented Races/Ethnicities: 0.9%

U.S. Race/Ethnicity (Technical/Engineering)

- White: 62.8%
- Asian: 27.3%
- Hispanic or Latinx: 4.3%
- Black or African American: 3.3%
- Two or More Races: 1.9%
- Other Underrepresented Races/Ethnicities: 0.4%

U.S. Ethnicity (Management)\(^{(1)}\)

- White: 75.8%
- Asian: 18%
- Hispanic or Latinx: 3.2%
- Black or African American: 1.5%
- Two or More Races: 1.1%
- Other Underrepresented Races/Ethnicities: 0.4%

U.S. Ethnicity (Senior Leaders)\(^{(1)}\)

- White: 75.7%
- Asian: 19.5%
- Hispanic or Latinx: 2.3%
- Black or African American: 1.7%
- Two or More Races: 0.6%
- Other Underrepresented Races/Ethnicities: 0.2%

Note: all data is as of Aug. 30, 2019

\(^{(1)}\) Management reflects all people leaders below director, senior leaders encompass all leaders at director-level and above.
U.S. Intersectionality
This year for the first time, we are sharing intersectional data on the U.S. workforce. 66.1% of U.S. team members identify as white (10.8% white women, 55.3% white men). The remaining 33.9% of U.S. team members are depicted in this graph. Hispanic/Latinx women comprise 0.9% of the workforce, Black/African American women comprise 0.6% of the workforce, and women from other underrepresented groups comprise 0.6% of the workforce. This data suggests that women from these groups make up a very small portion of Micron’s U.S. workforce. We see this as an opportunity to increase representation of women in these groups and build inclusive strategies to ensure we can attract and retain this population.

Note: all data is as of Aug. 30, 2019
With a global footprint across 18 countries, collaboration among our diverse workforce is the key to unlocking strength and innovation. As we deepen our understanding of what diversity, equality and inclusion means within regions, business groups and teams, we are creating an environment where all voices are heard, and where we bring out the best in each other.