

G1: Set Clear Sustainability Objectives

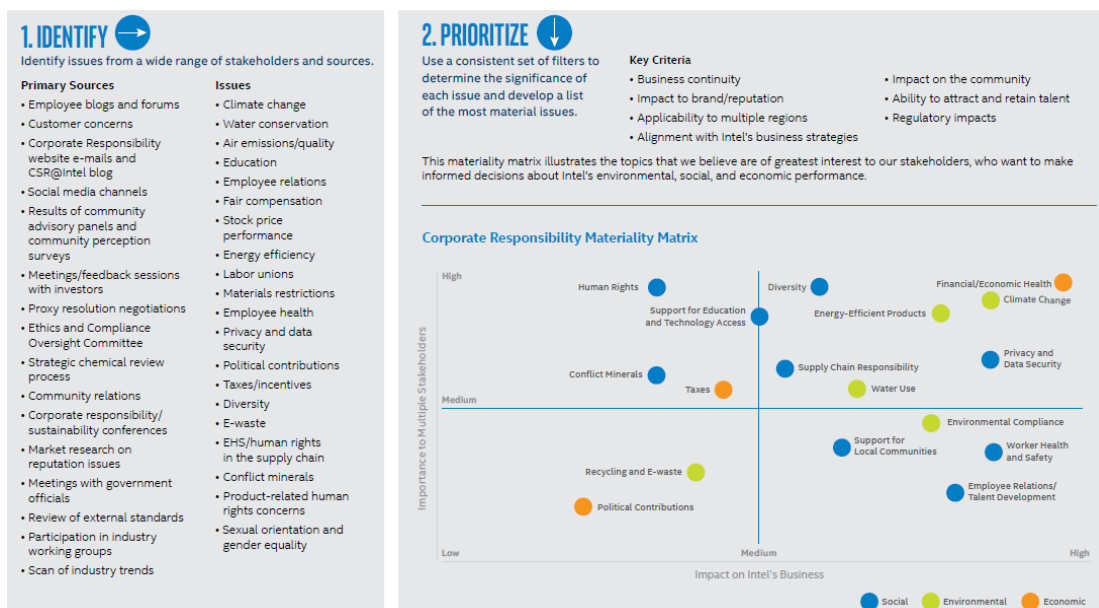
Time of Effectiveness	Mid-Term Short term Long term
Repeatability	90% (18 reports out of 20)
Level of Confidence	9.27/10
Category	Governance
Outcomes	<ul style="list-style-type: none"> Enhanced sustainability management Opportunities to match companies' objectives to stakeholder expectations Enhanced employee engagement due to a better understanding Increased sustainability awareness
Metrics	<ul style="list-style-type: none"> Employees' understanding of sustainability objectives (survey, interviews) Matching of companies' objectives and stakeholder expectations (Table)
Problematic	NONE
Additional Components	NONE

Description

In order to focus on the field where they can have the best impacts, companies decided to create one or several sustainability teams which set the different sustainability objectives of the company. Most of the time they compare these sustainability objectives with stakeholders' expectations in order to find the best compromise and hierarchize their objectives from the most to the least crucial. This strategy allows companies to have a smoother sustainability management, give a concrete response to their stakeholder's expectations and have realistic deadlines to respect. Moreover, it allows employees to get a better understanding on the different sustainability objectives and strategies set by the company.

Example: Intel (p.14-19,25,32,45,58,68)

In the case of Intel, they started to identify their stakeholders' expectations and then focus on the ones that can be interesting in a business perspective as shown in the table below.



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3. REVIEW

Embed the process in internal decision-making and external review.

Internal Review

- Board of Directors and Management Review Committee (MRC) reviews
- Corporate strategic discussions
- Business group MRC/planning

External Review

- Outreach to socially responsible investors
- Corporate Responsibility Report review

Decisions

- Set new performance goals
- Initiate new projects or develop new policy
- Communicate with stakeholders
- Include in Corporate Responsibility Report, site/local reports, Corporate Responsibility website

Definition of the sustainability priorities at Intel

Then for any fields of sustainability where they can have impacts, they detail their organization composed in different boards. If we take for example the environmental sustainability, the organization handle it through the boards shown below. This board is in charge to set up and track the progress of environmental sustainability objectives of Intel.

Governance and Management

ENVIRONMENTAL SUSTAINABILITY

CEO

Board of Directors, Corporate Governance and Nominating Committee

Since 2003, we have formalized responsibility for oversight of corporate responsibility issues (including environmental sustainability) with our CEO and the Board of Directors Corporate Governance and Nominating Committee.

Sustainability Committee

Our Sustainability Committee, chaired by our CEO, President, and the Senior Vice President and General Manager of the Sales and Marketing organization, meets quarterly and is responsible for general oversight of our corporate-wide sustainability strategy, policies, and management processes.

Management Review Committees

Business Groups

Management Review Committees retain decision-making authority for specific issues such as energy conservation and goal setting. Management teams within our various business groups are responsible for conducting due diligence and implementing policies and procedures for specific environmental sustainability issues.

Employee-Driven Initiatives

Employees play a crucial role in managing environmental sustainability at Intel. For more information, see "[Employee Engagement](#)" in this section of the report.

We have integrated oversight and management responsibility for environmental sustainability issues at multiple levels of the company, and across the countries where we operate.

Organization of the environmental sustainability board at Intel

These different sustainability boards allow Intel to set up clear and realistic objectives which lead to a better understanding for employees. Moreover, it allows Intel to show to their stakeholders that they are listened and that actions are taken to satisfy their expectations.

