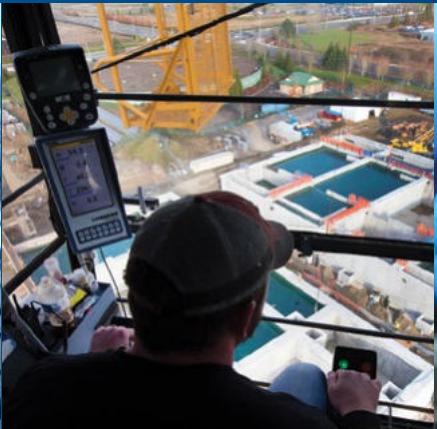




intel®

2020-21  
Corporate  
Responsibility  
Report



# Table of Contents

## Introduction

[Table of Contents](#)

[Letter From Our CEO](#)

[A Year in Review](#)

[COVID-19 Response](#)

[Corporate Responsibility and Our 2030 RISE Strategy](#)

[Awards and Recognitions](#)

## Our Business

[Company Profile](#)

[Our People and Culture](#)

[Governance, Ethics, and Public Policy](#)

[Stakeholder Engagement](#)

[Respecting Human Rights](#)

[Supply Chain Responsibility](#)

## Responsible

[Responsible: Our Approach](#)

[Employee Health, Safety, and Wellness](#)

[Combating Forced and Bonded Labor](#)

[Responsible Minerals Sourcing](#)

[Responsible Mobility](#)

[Revolutionizing Health and Safety Through Technology](#)

## Inclusive

[Inclusive: Our Approach](#)

[Inclusive Workforce](#)

<a href="#">2 Social Equity</a>	50	<a href="#">Non-GAAP Financial Measures</a>	85
<a href="#">2 Building a Diverse Technology Industry</a>	51	<a href="#">Intel 2020 Water Inventory by Location and Source</a>	86
<a href="#">3 Supplier Diversity and Inclusion</a>	52	<a href="#">2020 Environmental, Health, and Safety Violations</a>	88
<a href="#">4 Making Technology Fully Inclusive and Expanding Digital Readiness</a>	54	<a href="#">Top 100 Production and Service Suppliers by Spends</a>	89
<a href="#"><b>6 Sustainable</b></a>	<b>56</b>		
<a href="#">10 Sustainable: Our Approach</a>	57		
<a href="#">10 Environmental Management</a>	58		
<a href="#">11 Climate and Energy</a>	60		
<a href="#">12 Product Energy Efficiency</a>	63		
<a href="#">19 Water Stewardship</a>	64		
<a href="#">22 Waste and Circular Economy Solutions</a>	66		
<a href="#">26 Sustainable Manufacturing and Chemistry Initiatives</a>	68		
<a href="#">27 Achieving Carbon Neutral Computing</a>	69		
<a href="#"><b>33 Enabling</b></a>	<b>71</b>		
<a href="#">34 Enabling: Our Approach</a>	72		
<a href="#">35 Employees Changing the World</a>	73		
<a href="#">37 Intel Foundation: Catalyzing Impact</a>	75		
<a href="#">39 Collaborating for Technology Impact</a>	76		
<a href="#"><b>41 Appendix</b></a>	<b>77</b>		
<a href="#">42 About this Report</a>	78		
<a href="#">Independent Limited Assurance Statement</a>	79		
<a href="#">43 Performance Data Summary</a>	80		
<a href="#">44 SASB and TCFD Framework Alignment</a>	81		
<a href="#">45 UN Sustainable Development Goals</a>	84		

## Our Commitment to Transparency

This report provides a comprehensive summary of our approach to corporate responsibility and our performance for 2020-21. This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Comprehensive option. Our GRI Content Index is provided on our [Report Builder](#) website. We also use other recognized frameworks to inform the content of this report, including the United Nations (UN) Global Compact, UN Sustainable Development Goals, the Task Force on Climate-Related Financial Disclosures, the Sustainability Accounting Standards Board Standards (SASB), and the International Integrated Reporting Council (IIRC).<sup>1</sup> In 2020, we continued to advance our integrated reporting strategy to include environmental, social, and governance information in our [2020 Annual Report on Form 10K](#) and [2021 Proxy Statement](#), available on our [Investor Relations](#) website. For additional information on Intel's approach to corporate responsibility, supporting documents and data, past reports, and to customize a report with the sections of your choice, visit our [Corporate Responsibility](#) and [Report Builder](#) websites.

<sup>1</sup> In 2020, SASB and IIRC announced their intention to merge into a unified organization, the Value Reporting Foundation, in mid-2021.

# Letter From Our CEO



I am honored to return to Intel as CEO, and both humbled by the challenges and excited by the limitless opportunities made possible by the magic of technology.

Digital technology is transforming the world at an accelerated pace, driven by what I call the four “superpowers”: cloud, connectivity fueled by 5G, artificial intelligence (AI), and the intelligent edge. They are superpowers because each expands the impact of the others and together, they are reshaping every aspect of our lives and work. This goes straight to Intel’s purpose and my own passion: creating world-changing technology that touches and improves the lives of every person on the planet.

That potential impact has never been clearer to me than during this past year. We’ve seen unprecedented challenges, including a global pandemic that brought untold suffering with loss of life and livelihoods, heightened social injustice and inequities, and continued impact of climate change. As a technologist, I have been inspired to see the collective response to these challenges and the critical role technology has played, from the development of vaccines and new therapeutic treatments in record time, to the rapid deployment of online education and learning resources.

From my early days at Intel to today, I have been extremely proud of our company’s long-standing leadership in corporate responsibility and sustainability. This focus has positioned us to effectively create both long-term value and respond to the growing importance of environmental, social and governance issues to our investors, customers, employees, and other stakeholders.

In May 2020, we outlined our 2030 RISE strategy and corporate responsibility goals for the next decade to accelerate the integration of responsible, inclusive, and sustainable practices and innovative approaches in our operations and supply chain, across the technology industry, and beyond. All of this enabled through our technology and the passion and expertise of our employees.

While we are just one year into our work on these ambitious goals, I am proud of the progress and accomplishments detailed throughout this report. Most notably:

- **In our own operations and supply chain,** we made progress toward our 2030 goals of 100% renewable energy and net positive water use, increasing renewable energy from 71% to 82% and conserving 7.1 billion gallons of water in 2020. For the fourth consecutive year, we received a Leadership score in CDP’s Supplier Engagement Rating for our work to engage our suppliers to expand their climate and water disclosure.
- **In collaboration with the industry,** we launched the Alliance for Global Inclusion, a new coalition focused on creating a shared set of diversity and inclusion metrics in four critical areas: leadership representation, inclusive language, inclusive product development, and STEM readiness in underserved communities.

- **For larger global impact,** we worked with over 170 customers, partners, governments, academia, and NGOs on 230 projects around the globe through Intel’s Pandemic Response Technology Initiative to accelerate access to technology at the point of patient care and speed scientific research, ensure access to online learning for students, and aid in economic recovery.

As we look ahead, we will build on this momentum to drive progress and take us to even greater heights in 2021 and in the years ahead, including:

- **Advancing diversity, equity, accessibility, and inclusion in our global workforce,** and advocate for public policies and laws that combat discrimination and inequities impacting our employees and our communities, as well as take actions to advance our 2030 goals, including doubling the number of women and underrepresented minorities in senior leadership and increasing representation of women in technical roles to 40%.
- **Accelerating change across the industry,** working with ecosystem partners to significantly expand global impact through responsible minerals sourcing practices, and collaborating to transform safety in transportation through Intel’s Mobileye business and Responsibility-Sensitive Safety (RSS) model and integration into standards development.
- **Evolving the Pandemic Response Technology Initiative to become the Intel RISE Technology Initiative (IRTI)** to create a broader platform for action to make a greater impact in the world. This expanded initiative will provide a disciplined framework through which Intel employees can work with customers and partners to solve problems and advance our RISE strategy and progress toward the UN Sustainable Development Goals through accelerated application of technology to global challenges in the areas of health and safety, inclusion and accessibility, and climate and sustainability.

We will help solve the world’s greatest challenges through deep technical collaboration with our customers, helping them transform their industries with radical innovation and leadership products, and achieve their own corporate responsibility goals. Along with customers, partners, governments, and NGOs, we also will support smart policies that accelerate the creation of safe and secure digital infrastructure, advanced manufacturing, and an inclusive and skilled future workforce.

I believe deeply in this company and the wonderful future we will create together. Our employees’ technology expertise and passion to have a positive impact in the world every day are what inspire my confidence that we can achieve our objectives for the next decade.



**Pat Gelsinger**, Chief Executive Officer  
Intel Corporation

# A Year in Review

In May 2020, we laid out our goals for the next decade. Since then, we have made progress on those goals—from taking a stand on social equity and driving product innovation to increasing our commitment on climate change.

## Unleashing a new era of innovation and technology leadership

In March 2021, our new CEO Pat Gelsinger shared his vision “IDM 2.0,” a major evolution of Intel’s integrated device manufacturing (IDM) model. He announced significant manufacturing expansion plans, starting with an estimated \$20 billion investment to build two new factories (or “fabs”) in Arizona. He also announced Intel’s plans to become a major provider of foundry capacity in the US and Europe to serve customers globally.

## Accelerating the COVID-19 response

The COVID-19 pandemic has changed the lives of our employees, our customers, and our communities. We invested \$50 million to accelerate access to technology needed to combat the pandemic, including more than 230 projects through our Pandemic Response Technology Initiative (PRTI) and programs to directly support our local communities.

## Taking a stand on racism and social equity

In response to acts of racism and violence in 2020, our leadership publicly affirmed that inaction is not an option for Intel, catalyzing action across Intel in support of our 2030 diversity and inclusion goals and funding new external social equity partnerships and policy engagements.

## Innovating for an increasingly data-driven world

We began shipping 10nm-based 3rd Gen Intel® Xeon® Scalable processors (previously referred to as Ice Lake), which are optimized to enable the next generation of cloud, network, and Internet of Things infrastructure with features that will help with everything from securing cloud data to advancing drug discoveries. We also launched our new 11th Gen Intel Core processors, which are advancing remote working and distance learning.

## Advancing responsible mobility and automotive safety

In an effort to save and improve lives, Intel’s Mobileye business continued to advance automotive safety through its [Responsibility-Sensitive Safety \(RSS\)](#) model, leveraging our innovation and expertise to work across the industry and with policymakers to make these technologies broadly accessible and affordable.



## Upgrading our commitment on climate change

In support of our 2030 commitment to 100% renewable energy, we increased our use of green power from 71% to 82% and conserved 161 million kWh of energy in 2020. We also set a new aspirational global challenge to work with our customers and other stakeholders to achieve carbon neutral computing by 2030.

## Progressing toward a new net positive water use goal

We conserved 7.1 billion gallons of water internally and invested in water restoration projects that restored more than 1.3 billion gallons during 2020. These both advanced us toward our goal of net positive water use, resulting in 90% of fresh water usage returned or restored in 2020.

## Launching the Alliance for Global Inclusion

We convened others across our industry and beyond to form the Alliance for Global Inclusion, focused on creating an inclusion index and making progress in four critical areas: leadership representation, inclusive language, inclusive product development, and STEM readiness in underserved communities.

## Leading supply chain responsibility and impact

As a result of our efforts to combat risks of forced and bonded labor in our global supply chain, our suppliers have returned over \$23 million in fees to more than 20,000 workers since 2014. In 2020, we also continued to expand our work on responsible minerals sourcing, and achieved \$1.2 billion in annual spending with diverse-owned suppliers.

## Contributing 910,000 employee volunteer hours

Although the pandemic limited in-person volunteering activities, our employees around the world still stepped up to donate close to 1 million volunteer hours in 2020, including virtual activities and technology access projects that directly supported members of our local communities.

# COVID-19 Response

We are extremely proud of how our team has responded to the COVID-19 pandemic by showing resilience and innovating in real time, and we have continued to demonstrate the tremendous value of our worldwide manufacturing network to customers and partners around the world.



We have learned vital lessons about the critical role technology can and has played in so many areas during the pandemic—from healthcare and telehealth, to remote learning and innovative solutions to help businesses reopen safely. Most importantly, we have learned to operate with more empathy, agility, and velocity. We look at our products not just for what we know they can do, but for what they might be able to do in a changed world.

## Caring for Our Employees

In response to the pandemic, we made changes and adopted measures to continue providing a safe environment for our employees and the operation of our manufacturing sites. We increased safety procedures and special recognition for employees continuing to work on site in our factories and labs, and provided additional benefits to aid and support all employees. We launched a telecommuting reimbursement program to help employees required to work from home improve their workspaces and provided additional support and flexibility for employees caring for children and others.

## Delivering for Our Customers

We have worked to ensure compliance with government restrictions in each of our locations while continuing to operate and enable the support our customers need to provide vital services, tools, and infrastructure to millions. We have also collaborated closely with our suppliers to help protect their employees' health and safety, provided a business continuity playbook and supplier assistance to mitigate supply disruptions, and clarified our continuing expectations for labor practices and human rights in line with the [Responsible Business Alliance Code of Conduct](#).

## Supporting Our Communities and Using Our Technology to Help

In 2020, we launched our Pandemic Response Technology Initiative (PRTI), a \$50 million commitment to support essential workers, hard-hit businesses, and students of all ages with Intel-funded technology projects. Through the PRTI, Intel has partnered with more than 170 organizations on over 230 projects in multiple sectors, including technology, healthcare, industrial, retail, transportation, and academia. This work has accelerated access to technology at the point of patient care, advanced scientific research, and ensured access to online learning for students.

## Pandemic Leadership Team

Intel activated its Pandemic Leadership Team (PLT) in January 2020. Established more than 16 years ago in response to other global health crises such as SARS and H1N1, the PLT includes medical and safety experts who work to safeguard the well-being of employees and collaborate with local governments and public health organizations. The PLT and Intel's management implemented several changes to help prevent the spread of illness among employees. These included contact tracing of cases and quarantining of close contacts, reducing on-site staff and instituting a widespread work-from-home policy, mandating face coverings, increasing cleaning protocols, changing or delaying how essential tasks are conducted, halting some on-site services, reconfiguring office seating, adding travel restrictions, changing on-site food services, building a reopening playbook with phases tied to community case rates, and activating Intel's global and site-level emergency operations teams to coordinate responses. The PLT has continuously monitored and updated our status, policies, and recommendations as the global situation has evolved, with regular updates provided to our executive leadership team and Board of Directors. For more information, see "[Employee Health, Safety, and Wellness](#)" in the Responsible section of this report.

Intel also joined the XPRIZE Pandemic Alliance, a global coalition working to accelerate solutions for COVID-19 and future pandemics. In addition, we granted free access to Intel's intellectual property portfolio for COVID-19 researchers and scientists, and co-founded the [Open COVID Pledge](#). In 2021, we expanded the scope of the PRTI to include additional program areas, and renamed it the Intel "RISE" Technology Initiative (IRTI). For more, read this [blog](#) and view a global map of PRTI projects.

Intel, the Intel Foundation, and Intel subsidiaries donated \$10 million to support local communities, including matching of employee and Intel retiree donations. In addition, Intel announced the donation of 1 million pieces of personal protective equipment—masks, gloves, and other gear—to support healthcare workers. We have also been inspired by our employees' outpouring of support, including virtual volunteerism, donations, and innovative technology projects designed to help communities through this crisis.

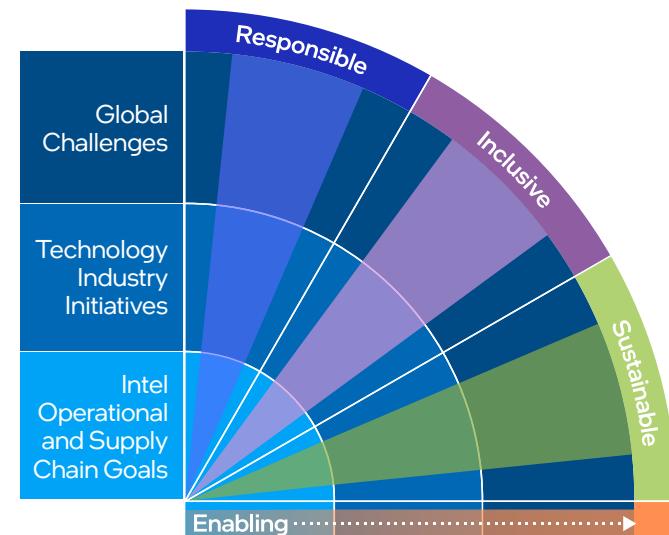
# Corporate Responsibility and Our 2030 RISE Strategy

Intel's purpose is to create world-changing technology that improves the lives of every person on earth. Our continuing commitment to corporate responsibility is embedded in our purpose. That commitment—built on a strong foundation of transparency, governance, ethics, and respect for human rights—creates value for Intel and our stakeholders by helping us mitigate risks, reduce costs, build brand value, and identify new market opportunities to apply our technology to help address society's most complex issues.

Through our long-term focus on advancing transparency, setting ambitious goals, and integrating corporate responsibility across all aspects of our business, we have driven meaningful results and challenged ourselves to achieve higher levels of performance over time. The Intel Foundation amplifies the impact of our employees' volunteer hours and contributions to our local communities and catalyzes action and collaboration with others on social impact initiatives.

With our 2030 corporate responsibility "RISE" strategy and goals, we aim to create a more **responsible**, **inclusive**, and **sustainable** world, **enabled** through our technology and the expertise and passion of our employees. Our new strategy not only raises the bar for ourselves and our supply chain, but also increases the scale and global impact of our work through new collaborations with our customers and a broad range of stakeholders. Our aim is to fully harness the power of technology to solve increasingly complex and interconnected global challenges over the next decade and beyond. We know that acting alone, Intel cannot achieve the broad, societal impact we aspire to.

Our multi-year process to develop our new strategy and goals involved many teams and executives across the company, incorporated direct feedback from our external stakeholders, and leveraged a number of external frameworks, including the [UN Sustainable Development Goals](#). Since we announced our new strategy, we have been inspired by the many ways our employees have driven progress on our goals in the face of a challenging external environment, and by the positive feedback and increased interest from stakeholders to work together to accelerate global impact.



## Responsible

Lead in advancing safety, wellness, and responsible business practices across our global manufacturing operations, our value chain, and beyond



## Inclusive

Advance diversity and inclusion across our global workforce and industry, and expand opportunities for others through technology, inclusion, and digital readiness initiatives



## Sustainable

Be a global leader in sustainability and enable our customers and others to reduce their environmental impact through our actions and technology



## Enabling

Through innovation technology and the expertise and passion of our employees we enable positive change within Intel, across our industry, and beyond

## 2030 RISE Operational and Supply Chain Goals

This table outlines our 2030 operational and supply chain goals, including progress made in 2020. These goals are designed to continue to raise the bar for ourselves and to deliver greater value for our customers by helping them reach their corporate responsibility goals and targets. Click on each heading to learn more.

2030 Goal	Progress in 2020
<b>Responsible</b>	
 <b>Employee Health, Safety, and Wellness.</b> Ensure that more than 90% of our employees believe that Intel has a strong safety culture and that 50% participate in our global wellness program.	In 2020, 79% of surveyed employees agreed with our "safety is a value" metrics and 22% of Intel employees participated in our wellness program.
<b>Supply Chain Human Rights.</b> Scale our supplier responsibility programs to ensure respect for human rights across 100% of our tier 1 contracted suppliers and higher risk tier 2 suppliers. <sup>1</sup>	We completed initial risk profiling of 100% of our tier 1 contracted suppliers and completed 50 assessments in 2020.
<b>Inclusive</b>	
 <b>Workforce Inclusion.</b> <ul style="list-style-type: none"> <li>Double the number of women and underrepresented minorities in senior leadership roles.</li> <li>Exceed 40% representation of women in technical positions.</li> <li>Advance accessibility and increase the percentage of employees who self-identify as having a disability to 10% of our workforce.</li> <li>Ensure that inclusive leadership practices and accountability are embedded in our culture globally by creating and adopting an inclusive leader certification program.</li> </ul> <b>Supplier Diversity.</b> Increase global annual spending with diverse suppliers <sup>2</sup> by 100% to reach \$2 billion in annual spending by 2030.	During 2020, we continued to strengthen our systems, processes, and programs to drive diversity, equity, inclusion and accessibility throughout our workforce. We set new milestone targets to accelerate progress toward our senior leadership representation goals and linked those metrics to our executive and employee compensation for 2021. At the end of 2020, 25.2% of our technical roles were held by women and 1.4% of our US workforce self-identified as having a disability.
<b>Supplier Diversity.</b> Increase global annual spending with diverse suppliers <sup>2</sup> by 100% to reach \$2 billion in annual spending by 2030.	We spent \$1.2 billion with diverse suppliers in 2020, an increase of 20% over 2019. To accelerate progress toward our 2030 goal, our supply chain team set additional milestone targets to spend \$500 million with women-owned suppliers outside the US by 2025 and \$800 million annually with minority-owned suppliers globally by 2023, including \$250 million with US Black-owned suppliers.
<b>Sustainable</b>	
 <b>Climate and Energy.</b> <ul style="list-style-type: none"> <li>Achieve 100% renewable energy use across our global manufacturing operations.</li> <li>Conserve 4 billion kWh of energy.</li> <li>Drive a 10% reduction in our absolute Scope 1 and 2 carbon emissions as we grow, informed by climate science.</li> <li>Increase product energy efficiency 10x for Intel client and server microprocessors to reduce our Scope 3 emissions.</li> </ul> <b>Net Zero Water.</b> Achieve net positive water use by conserving 60 billion gallons of water and funding external water restoration projects.	Achieved 82% renewable energy use and conserved 161 million kWh of energy. Our absolute greenhouse gas (GHG) emissions remained roughly flat to the 2019 baseline through end of 2020. We completed our baseline analysis for our product energy efficiency goals.
<b>Zero Waste<sup>3</sup>/Circular Economy.</b> Achieve zero total waste to landfill and implement circular economy strategies for 60% of our manufacturing waste streams in partnership with our suppliers.	Conserved 7.1 billion gallons of water in our operations and enabled the restoration of more than 1.3 billion gallons of water to local watersheds through funding of water restoration projects.
<b>Enabling</b>	
 <b>Community Impact.</b> Deliver 10 million volunteer hours to improve our local communities, including an increase in skills-based volunteerism.	Delivered 910,000 volunteer hours to our local communities.

<sup>1</sup>Tier 1 suppliers are companies from which Intel makes direct purchases (approximately 9,000 suppliers in 2020). Tier 1 contracted suppliers are subject to formal agreements with Intel based on the products and services provided and spends (approximately 1,500 at the beginning of 2020). Tier 2 suppliers are companies from which Intel's tier 1 suppliers make direct purchases.

<sup>2</sup>We recognize diverse suppliers as businesses that are 51% owned and operated by at least one of the following: women; minorities as defined by the country where the business was established; veterans/service-disabled veterans; persons who are lesbian, gay, bisexual, or transgender; or persons who are disabled. While Intel recognizes these categories, they may vary by country in accordance with local law.

<sup>3</sup>Intel defines zero waste as less than 1%.

## Technology Industry Initiatives

Building on the foundation of our operational and supply chain goals, we will work with the technology ecosystem to accelerate improvements across our industry. We know that we can go faster and be more effective working together. Click on the headers below for more details on our initiatives and progress.



Responsible	Inclusive	Sustainable
<p><b>Responsible minerals.</b> Expand our efforts beyond conflict minerals to cover all minerals used in semiconductor manufacturing and apply the learnings to lead our industry in creating new sourcing standards.</p> <p>Over a dozen years ago, Intel began work to responsibly source conflict minerals<sup>1</sup> and in 2017 we expanded our efforts to also address cobalt in our supply chain. In 2020, we took steps to apply our learnings from the past decade and work with our industry to broaden and accelerate the creation of sourcing standards for a much wider set of minerals across additional regions. We continued to evaluate and expand our work on responsible cobalt sourcing practices, and identified aluminum, copper, nickel, and silver as the next set of minerals to target. We also expanded our support of local mining communities through new NGO partnerships.</p> <p><b>Responsible mobility.</b> Collaborate with our industry and ecosystem partners to advance the adoption of safety technology and open standards to reduce traffic accidents globally.</p> <p>Intel's Mobileye business is a global leader in driving assistance and self-driving solutions. The company's product portfolio includes computer vision and machine learning-based sensing, data analysis, localization, mapping, and driving policy technology for Advanced Driver Assistance Systems (ADAS) and autonomous driving to advance automotive safety, including its <a href="#">Responsibility-Sensitive Safety</a> or "RSS" model. In 2020, we took actions to leverage our innovation and expertise to work across the industry and with policymakers to make these technologies broadly accessible and affordable, in an effort to save and improve lives.</p>	<p><b>Inclusion index.</b> Drive full inclusion and accessibility across the technology industry by creating and implementing a Global Inclusion Index with common metrics to advance progress.</p> <p>Within the technology sector, an average of only 11% of senior leadership roles are held by women, and women of color make up only 4% of the computing workforce. One key gap identified in the <a href="#">Rebooting Representation report</a> from McKinsey and Pivotal Ventures is the lack of consistent and comparable definitions and data regarding inclusion at the industry level. In 2020 we launched a global survey to assess diversity and inclusion progress at 13 major companies. In 2021, we launched the Alliance for Global Inclusion, a coalition focused on creating an inclusion index based on the survey results and working to collectively advance progress in four critical areas: leadership representation, inclusive language, inclusive product development, and STEM readiness in underserved communities.</p> <p><b>Inclusive pipeline.</b> Expand the inclusive pipeline of talent for our industry through innovative global education initiatives and STEM programs for girls and underrepresented groups.</p> <p>Building a diverse and inclusive workforce and industry requires continued collective investments and innovative approaches to increasing the diversity of the talent pipeline and expanding access to the education resources needed to pursue careers in our field. In 2020, we worked with others on actions and targeted investments at critical intervention points, including a new \$5 million partnership with North Carolina Central University (NCCU), a historically Black college or university (HBCU), to create a new tech law and policy center, and the Million Girls Moonshot, a collaborative effort to engage adolescent/middle school girls from underserved communities in interactive STEM activities.</p>	<p><b>Sustainable manufacturing.</b> Create a collective approach to reducing emissions for the semiconductor manufacturing industry and increase the use of technology to reduce climate impact in global manufacturing.</p> <p>In the 1990s, Intel led an initiative to eliminate the use of Class 1 ozone-depleting substances in semiconductor manufacturing. Our new 2030 climate goals are informed by climate science, but due to our (and our industry's) early emissions reductions and demand growth for semiconductors, it remains challenging to gain formal approval for a target under the existing methodology of the Science-Based Targets Initiative (SBTi). In 2020, we began working with industry stakeholders to assess the potential for the development of a sector-specific approach to setting science-based GHG emissions reduction targets for the semiconductor manufacturing industry and to increase the use of technology to reduce climate impact in global manufacturing. The goal is to expand the number of companies in our sector that set approved science-based targets.</p> <p><b>Sustainable chemistry.</b> Enable greener and circular chemistry strategies across the technology industry value chain by transforming chemical footprint methodology.</p> <p>We are working to enable greener chemical strategies across the life cycle of the technology value chain. In 2020, our team developed a new methodology that considers factors beyond the inherent hazard of each chemical. These factors, or impact categories, include looking at human health, environmental, climate change, regulatory, and reputational risk. The team also engaged with a number of industry groups and environmental experts to gather input on the approach and identify future collaboration opportunities. We envision this initiative will enable Intel, our suppliers, customers, and others across our industry to better assess the full lifecycle impact of each chemical and enable industry-wide improvements by 2030.</p>

<sup>1</sup> Conflict minerals, as defined by the US Securities and Exchange Commission (SEC), is a broad term that means tin, tantalum, tungsten, and gold (3TG), regardless of whether these minerals finance conflict in the Democratic Republic of the Congo (DRC) or adjoining countries.

## 2030 Global Challenges

We have identified key areas where we believe we can best leverage our manufacturing expertise, unique position within the technology ecosystem, and the wide range of technology we enable to bring others together to accelerate action on key global challenges to save and enrich lives. These areas include health and well-being, inclusion and economic opportunity, and climate change. Click on the headers below for more detail on our approach and progress.



Responsible	Inclusive	Sustainable
<p><b>Revolutionize how technology will improve health and safety</b></p> <p>We will apply our expertise, resources, and technology to enable others to harness the power of technology to improve health, safety, and wellness—including in the areas of healthcare and life sciences, manufacturing, and transportation.</p> <p>In 2020, we accelerated healthcare technology solutions through the use of artificial intelligence (AI) and Internet of Things healthcare technologies. We also drove multiple customer collaborations for COVID-19 response, including application of technology to improve COVID-19 testing, projects related to telemedicine and patient monitoring, and supported researchers with technology and data solutions.</p> 	<p><b>Make technology fully inclusive and expand digital readiness</b></p> <p>We will advance inclusion and accessibility for millions of people who currently do not have the technology skills or resources needed to access educational, economic, and community resources in our increasingly digital economy.</p> <p>During 2020, we began work to build and scale a number of programs and collaborations with our customers, governments, and other stakeholders, including our digital readiness program AI for Youth, which reached 100,000 individuals in 11 countries. We partnered on a number of collaborations to expand technology access in underserved communities, including a partnership with the city of Houston, Texas. Our product teams also expanded our work on accessible product design.</p> 	<p><b>Achieve carbon neutral computing to address climate change</b></p> <p>While we continue to reduce our own global manufacturing climate footprint, we will also take actions with others to collectively expand the technology “handprint”—transforming product energy use and design and applying technology to reduce computing-related climate impacts across the rest of the global economy.</p> <p>Progress in 2020 included working with our PC manufacturer customers to create sustainable and energy-efficient PCs; collaborating with our cloud service provider customers on data center energy use and carbon reduction metrics; and engaging with industry and policymakers to apply technology to reduce emissions across high-impact industries, including the launch of the Digital Climate Alliance.</p> 

Enabling

# Awards and Recognitions

Third-party ratings and rankings give us valuable feedback on our programs and practices, and help drive continuous improvement over time. Below is a selection of the corporate responsibility-related awards and recognitions that Intel received in 2020 and in the first quarter of 2021.

**3BL Media.** 100 Best Corporate Citizens

**American Association of People with Disabilities and Disability:IN.** Disability Equality Index

**American Indian Science and Engineering Society.** Top 50 Workplaces for Indigenous STEM Professionals

**Bloomberg.** Bloomberg Gender-Equality Index

**Brave Blue World.** 2020 Lighthouse Award for Water Stewardship

**CDP.** "A" Water Security Rating, "A-" Climate Change Rating, Supplier Engagement Leadership Rating

**Center for Political Accountability.** CPA-Zicklin Index of Corporate Political Disclosure and Accountability – Trendsetter Company

**Center for Resource Solutions.** Renewable Energy Markets Asia Award

**Corporate Human Rights Benchmark.** ICT Manufacturing Top 10

**Corporate Knights.** Global 100 Most Sustainable Corporations

**Dow Jones Sustainability Index.** North America Index

**EcoAct.** Sustainability Reporting Performance of the DOW 30

**Ethisphere Institute.** World's Most Ethical Companies

**Fast Company.** Best Workplaces for Innovators

**Forbes.** World's Best Employers, Best Employers for Women, America's Best Employers for Diversity, and America's Best Employers for Veterans

**Forbes.** World's Most Valuable Brands

**Fortune.** Fortune Blue Ribbon Companies

**Fortune.** World's Most Admired Companies

**FTSE Group.** FTSE4Good Index

**Gartner.** Supply Chain Top 25

**Human Rights Campaign.** Corporate Equality Index

**Interbrand.** Best Global Brands

**ISS.** 1 rating in both Environment & Social QualityScore<sup>1</sup>

**JUST Capital.** Top Companies for the Environment

**JUST Capital and Forbes.** JUST 100

**Labrador.** US Transparency Awards

**Minority Engineer.** Top 50 Employers

**MSCI.** World ESG Leaders Index

**NAFE.** Top Companies for Executive Women

**Newsweek.** America's Most Responsible Companies

**Religious Freedom & Business Foundation.** Corporate Religious Equity, Diversity and Inclusion Index

**RepTrak.** Top 10 Most Reputable Companies Worldwide

**Sustainalytics.** Member, Global Sustainability Signatories Index

**US Environmental Protection Agency.** Green Power Partnership National Top 100

**Wall Street Journal.** Management Top 250

**Wall Street Journal.** Top 100 Most Sustainably Managed Companies

**Women Engineer Magazine.** Top 50 Employers – Reader's Choice

**Working Mother.** 100 Best Companies For Working Moms and Best Companies for Multicultural Women



<sup>1</sup> Score as of end of year 2020.

# Our Business



Intel put the Silicon in Silicon Valley, and today our technology remains at the core of the most exciting, life-changing innovations on the planet. We are an industry leader, creating world-changing technology that enables global progress and improves lives. We stand at the brink of several technology inflections—cloud, mobility fueled by 5G, artificial intelligence (AI) and machine learning, and the intelligent edge—that together will shape the future of technology. Silicon and software drive these inflections, and Intel is at the heart of it all with data emerging as a transformational force. We are unleashing the potential of data to unlock value for people, business, and society on a global scale. With a clear, shared purpose, we are inspired to create, innovate, and push the boundaries of technology.

## \$77.9B in revenue

We achieved record revenue in 2020, for the fifth consecutive year. Our results amid the challenges of the COVID-19 pandemic and an uncertain economy reflect the importance of our technology and the resilience of our employees around the world.

## \$13.6B invested in research and development

Every year we make significant investments in research and development to improve user experiences and value through advances in performance, power, cost, connectivity, security, form factor, and other features with each new generation of products.

## \$100 M in additional benefits

To aid employees during COVID-19, we committed to invest more than \$100 million in additional benefits, including special recognition for employees working on site, programs to help employees working from home improve their workspaces, and increased flexibility in our leave programs for employees caring for children and others.

# Company Profile

The world is changing and driving the need for exponentially more computing. First we experienced the PC era, followed by the mobile and cloud era. We are now entering the era of distributed intelligence, where computing is pervasive and so many things in our lives—our homes, our cars, our hospitals, and our cities—now function like computers. This transformation is driven by four key “superpowers”: cloud, mobility fueled by 5G, AI and machine learning, and the intelligent edge.<sup>1</sup> Our strategy is to play a larger role in our customers’ success by delivering a predictable cadence of leadership products.

We achieved record revenue of \$77.9 billion in 2020, with 49% from our data-centric businesses, amid the effects of the COVID-19 pandemic. The dynamic of work and learn from home resulted in strong demand for notebook PCs, while demand for desktop PCs weakened. Demand in our Data Center Group’s cloud service providers market segment grew, while enterprise and government declined on macroeconomic weakness.

While we are operating from a position of progress and financial strength, we have a great deal of work ahead of us. We are focused on four priorities: be the leader in every category in which we compete; execute flawlessly our commitments; passionately innovate with boldness and speed; and reignite our culture to attract and motivate the best engineers and technologists on the planet.

We are transforming from a CPU to a multi-architecture xPU company, from silicon to platforms, and from a traditional integrated device manufacturer (IDM) to a new, modern IDM. Transforming to a modern IDM requires greater flexibility to use internal or external foundry processes. It requires that we continue to lead advances in silicon technology by leaning into our expertise and manufacturing scale, while evolving to engage with the ecosystem in new and different ways. We will also continue to invest in process technology development to bring to market the future process nodes and advanced packaging capabilities that create product differentiation and customization, while also enabling manufacturing optionality.

<sup>1</sup> Allocated resources that move, store, and process data closer to the source or point of service delivery.

The sections of this Company Profile derived from our [2020 Annual Report on Form 10-K](#) speak as of January 22, 2021, unless another date is indicated.

## Our priorities

Be a leader in every category in which we compete.



Execute flawlessly to our commitments.



Passionately innovate with boldness and speed.



Reignite our culture to attract and motivate the best engineers and technologists on the planet.

**We are an industry leader**

and a catalyst for technology innovation and products that revolutionize the way we live. We are committed to harnessing the breadth and scale of our reach to have a positive effect on business, society, and the planet.

**Our purpose**  
is to create world-changing technology that improves the lives of every person on earth.

**Our vision**  
is to be the trusted performance leader that unleashes the potential of data.

## Data-Centric Businesses

[% Intel Revenue](#) [Key Markets and Products](#)



Includes workload-optimized platforms and related products designed for cloud service providers, enterprise and government, and communications service providers market segments.



Includes high-performance compute solutions for targeted verticals and embedded applications in market segments such as retail, industrial, healthcare, and vision.



Includes development of computer vision and machine learning-based sensing, data analysis, localization, mapping, and driving policy technology for ADAS and autonomous driving.



Includes memory and storage products like Intel® Optane™ technology and Intel® 3D NAND technology, primarily used in SSDs.



Includes programmable semiconductors, primarily FPGAs and structured ASICs, and related products for communications, cloud and enterprise, and embedded market segments.

## PC-Centric Business

[% Intel Revenue](#) [Key Markets and Products](#)

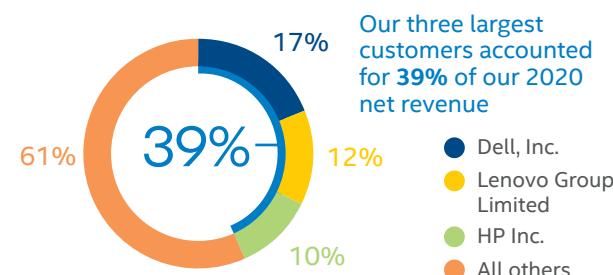


Includes platforms designed for end-user form factors, focusing on high-growth segments of 2-in-1, thin-and-light, commercial and gaming, and growing adjacencies such as connectivity and graphics.

As of December 26, 2020, our business was organized into data-centric and PC-centric businesses. For more information, refer to the [2020 Intel Annual Report on Form 10-K](#).

## Our Customers

Our portfolio of products and capabilities positions us well to play a larger role in our customers' success. We are expanding beyond the CPU to better solve our customers' problems, and not just deliver parts of the solution. We sell our products primarily to original equipment manufacturers (OEMs), original design manufacturers (ODMs), and cloud service providers. In addition, our customers include other manufacturers and service providers, such as industrial and communication equipment manufacturers and other cloud service providers, who buy our products through distributor, reseller, retail, and OEM channels throughout the world. Our worldwide reseller sales channel consists of thousands of indirect customers—systems builders that purchase Intel® processors and other products from our distributors. For additional information, refer to the [2020 Intel Annual Report on Form 10-K](#).



## Our Competitors

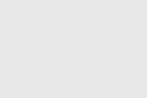
We face intense competition across our product portfolio from companies offering platform products, accelerator products, other accelerator products such as ASICs, application-specific standard products, and FPGAs, memory and storage products, connectivity and networking products, and other semiconductor products. We also compete with internally developed semiconductors from OEMs, cloud service providers, and others, some of whom are customers. For additional information, refer to the [2020 Intel Annual Report on Form 10-K](#).

## Our Products

We are at the forefront of developing new technologies and products as building blocks for an increasingly smart and connected world. These technologies and products are used as integrated solutions for a broad spectrum of markets. From processing to moving and storing data, our end-to-end product portfolio offers innovative solutions that scale from edge computing to the network, the cloud, and the emerging fields of AI and autonomous driving. Our products, such as our gaming CPUs, may be sold directly to end consumers, or they may be further integrated by our customers into end products such as notebooks and storage servers. Combining some of these products—for example, integrating field-programmable gate arrays (FPGAs) and memory with Intel® Xeon® processors in a data-center solution—enables incremental synergistic value and performance.

In 2020, we introduced new products such as 10nm-based 11th Gen Intel® Core™ processors, 3rd Gen Intel® Xeon® Scalable processors (previously referred to as Cooper Lake), Intel® Atom™ P5900 processors for wireless base stations, a next-generation structured ASIC for 5G network acceleration, Intel® Stratix® 10 NX FPGAs, and the Intel® Optane™ persistent memory 200 series. The 11th Gen Intel Core processors optimize power efficiency with leading performance and responsiveness while running at significantly higher frequencies versus prior generations. We are now shipping the 10nm-based 3rd Gen Intel Xeon Scalable processors (previously referred to as Ice Lake), which include several architectural, process technology, and platform innovations for performance, security, and operational efficiency. We also introduced the Intel® Evo™ platform brand for designs based on 11th Gen Intel Core processors with Intel® Iris® Xe graphics. Devices with the Intel Evo platform brand are verified, measured, and tested against specification and key experience indicators as part of the next edition of our laptop innovation program, Project Athena.

## End-to-End Product Portfolio

Autonomous Driving	5G Network	Client Connectivity	Cloud Computing	IoT	Client Computing	AI and Analytics
 <b>mobileye</b> An Intel Company	     <p>BRON SILVE GOLD PLATINUM</p>	 <b>THUNDERBOLT</b> Intel® Wi-Fi 6 Solutions	 <b>BAREFOOT</b> NETWORKS   an Intel company	     <p>BRON SILVE GOLD PLATINUM</p>	         	     <p>BRON SILVE GOLD PLATINUM</p>

In 2020, we acquired Moovit for \$915 million to accelerate Mobileye's MaaS offering. Moovit is known for its urban mobility application and brings Mobileye closer to achieving our plan to become a complete mobility provider, including robotaxi services. We also signed an agreement with SK hynix Inc. (SK hynix), to divest our NAND memory business. This transaction will allow us to further prioritize our investments in differentiated technology where we can play a bigger role in the success of our customers and deliver attractive returns to our stockholders.

For more information about our products, read our [2020 Intel Annual Report on Form 10-K](#).

### Product Responsibility and Impact

We are committed to product responsibility and strive to minimize the environmental impact of our products

at all phases in their life cycle: development, production, use, and ultimate disposal. In addition, we consider accessibility during product development, and design products that are accessible to a wider range of users—including people with disabilities. For more information, see "[Product Ecology](#)" and "[Product Energy Efficiency](#)" in the Sustainable section of this report and "[Making Technology Fully Inclusive](#)" in the Inclusive section of this report. We recognize that innovation, growth, and the continued success of our business and the high-tech industry depend on individuals' trust in their use of technology and in the responsible, protected collection and processing of their data. We also do not tolerate our products being used to violate human rights. For more detail, see "[Respecting Human Rights](#)" later in this section of the report.

Intel technology is empowering individuals, companies, and governments to improve lives around the world. Examples of innovative applications of our technology and collaborations with our customers and other stakeholders are highlighted in the RISE global challenge discussions at the end of each section of this report.

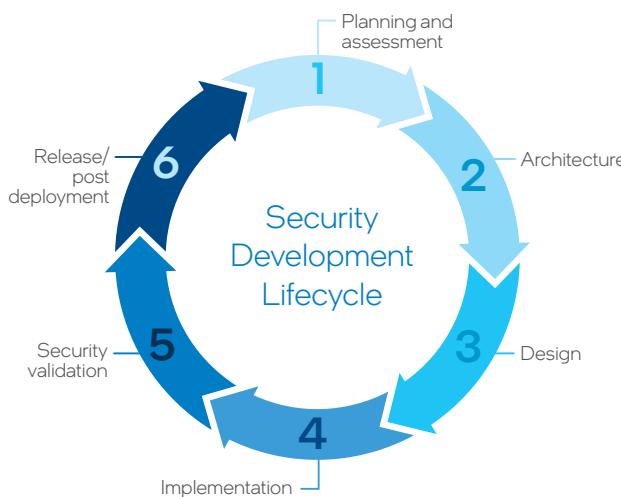
### From Sand to Silicon

The transistor is the engine that powers every Intel processor. To build a modern computer chip, our engineers place billions of these tiny switches into an area no larger than a fingernail. Watch the [video](#) to see how Intel builds the world's most complex devices.

## Cybersecurity and Product Security

We recognize that massive shifts in how we live, work, connect, and communicate continue to increase the need for technologies that people trust, built on a foundation of security. We prioritize security in two ways: in the way we work, through our culture and practices aimed at delivering high performance and protections in everything we build; and in what we work on, through our relentless pursuit of security-driven innovations that help our customers tackle today's toughest challenges.

**Security Technologies Strategy.** To meet the challenges of computing that spans cloud to edge and devices, security must be a continual focus. We understand the complexity that results from the ongoing computing transformation. We have deep experience in enabling security, as well as a comprehensive suite of technologies that help secure entire systems and deliver defense in depth. We engineer security solutions to meet specific challenges centered around three key priorities: foundational security to help systems come up as expected, workload protection to improve security of data in use, and software reliability to build in hardware-based protections against common software threats.



**Comprehensive Security Practices.** Through the [Security Development Lifecycle](#) (SDL), we apply security and privacy principles at six phases, from planning through release and post-deployment. SDL covers Intel hardware, firmware, and software products. In release and post-deployment, an essential part of our product support is ongoing security research and mitigations. Through the [Intel Bug Bounty Program](#), for example, we incentivize security researchers to report vulnerabilities in Intel products to help enable a coordinated response. One of the most important ways we work with the industry for improved security is through [coordinated vulnerability disclosure](#) (CVD): When a vulnerability is identified, we work with affected partners to develop and release mitigations. We also align on disclosure to minimize potential threats while we work to address the vulnerability.

**Security Research.** Continuous improvement is made through investments in offensive research on the security of our products. We have a dedicated team of experts who continually research and test products internally. This work is scaled through practices that include red teaming and hackathons. We use what we learn to improve our products and practices, and we collaborate with world-class industry partners, global security researchers, and academic institutions to advance security research across the industry. For more information, visit [Product Security at Intel](#) or read our [Intel Product Security 2020 Report](#). In addition, our [Cyber Security Inside podcast series](#) provides insights on cybersecurity-related trends to information security and industry executives.



## Securing Intel's Supply Chain

Ensuring a secure and transparent supply chain is critical to supporting our customers in a data-centric world. Supply chain security assurance is provided through certification and conformance to relevant industry standards, repeatable standard operating procedures and continuous quality management and monitoring practices. Intel assesses security throughout the various stages of the supplier lifecycle, and security expectations are established in contracts and reinforced through required trainings and proactive vulnerability communications and event impact analyses. Intel offers differentiated supply chain security capabilities to customers such as: best-in-class security tools to identify vulnerabilities at scale, embedded counterfeit protections included in supplier contractual terms and conditions, and industry-leading unit-level traceability capabilities. Our formal C-SCRM Program executes hundreds of information security supplier audits annually based on standard industry cybersecurity standards such as ISO 27001 and provides automated third-party cyber alerts integrated into event management processes. Intel also helps advance the supply chain security conversation and standards development in the industry by working with governments, organizations, and industries. As a long-standing partner of the National Institute of Standards and Technology (NIST), Intel was the first industry partner of the [NIST National Cybersecurity Center of Excellence \(NCCOE\)](#) and has contributed to numerous NIST 800 and 1800 series standards.

## Our Capital

We believe that our integrated approach to financial matters, corporate governance, and corporate responsibility drives increased accountability, improves decision making, and ultimately creates long-term value. In line with the International Integrated Reporting Council's <IR> framework and six capitals concept, we have outlined how we deploy capital to execute our strategy in ways that reflect our corporate values, help our customers succeed, and create value for our stakeholders. Each of our six forms of capital, summarized to the right, plays a critical role in our long-term value creation. For more detail, see the [2020 Intel Annual Report on Form 10-K](#).

**Financial Capital.** Our financial capital allocation strategy focuses on building stockholder value. Our first allocation priority is to invest in R&D and capital spending to strengthen our competitive position. We then look to invest in companies around the world that will complement our strategic objectives and stimulate growth of data-centric opportunities. Our third priority is to return cash to our stockholders, which we achieve through our dividend and share repurchase programs. In March 2020, we suspended stock repurchases due to the COVID-19 pandemic; we resumed repurchases in 2021 and completed the remaining \$2.4 billion of the \$20.0 billion planned repurchases we had announced in October 2019. During 2020, we paid \$5.6 billion in dividends and repurchased \$14.2 billion in shares. We have returned 95% of free cash flow to investors over the past five years. For additional 2020 financial information, see the [2020 Intel Annual Report on Form 10-K](#).

Intel Capital, our global investment organization, invests in a wide range of emerging technologies. In May 2020, Intel Capital announced new investments totaling \$132 million in 11 disruptive start-ups working on breakthrough innovations in AI, autonomous computing, and chip design. Learn more about [Intel Capital](#).

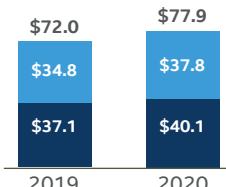
## Our Capital

We deploy various forms of capital to execute our strategy in a way that seeks to reflect our corporate values, help our customers succeed, and create value for our stakeholders.

Capital	Strategy	Value
Financial	Leverage financial capital to invest in ourselves and grow our capabilities, supplement and strengthen our capabilities through acquisitions and strategic investments, and provide returns to stakeholders.	We strategically invest financial capital to create long-term value and provide returns to our stakeholders in the form of dividends and buybacks.
Intellectual	Invest significantly in R&D and IP to enable us to deliver a predictable cadence of leadership products to move, store, and process data at scale, and extend our reach to accelerate our growth.	We develop IP to enable next-generation products, create synergies across our businesses, expand into new markets, and establish and support our brands.
Manufacturing	Invest timely and at a level sufficient to meet customer demand for current technologies and prepare for future technologies as we evolve our IDM model.	Our manufacturing scope and scale enable us to provide our customers and consumers with a broad range of leading-edge products.
Human	Continue to build a diverse, inclusive, and safe work environment to attract, develop, and retain the talent needed to remain at the forefront of innovation.	Our talented employees enable the development of solutions and enhance the intellectual and manufacturing capital critical to helping our customers win the technology inflections of the future.
Social and Relationship	Build trusted relationships for both Intel and our stakeholders, including employees, suppliers, customers, local communities, and governments.	We collaborate with stakeholders on programs to empower underserved communities through education and technology, and on initiatives to advance accountability and capabilities across our global supply chain, including accountability for the respect of human rights.
Natural	Continually strive to reduce our environmental footprint through efficient and responsible use of natural resources and materials used to create our products.	Our proactive efforts help us mitigate climate and water impacts, achieve efficiencies, and lower costs, and position us to respond to the expectations of our stakeholders.

### Revenue

■ PC-centric \$B  
■ Data-centric \$B



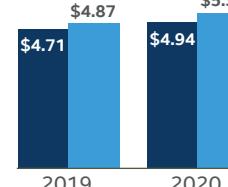
### Operating Income

■ GAAP \$B  
■ Non-GAAP \$B



### Diluted EPS

■ GAAP \$B  
■ Non-GAAP \$B

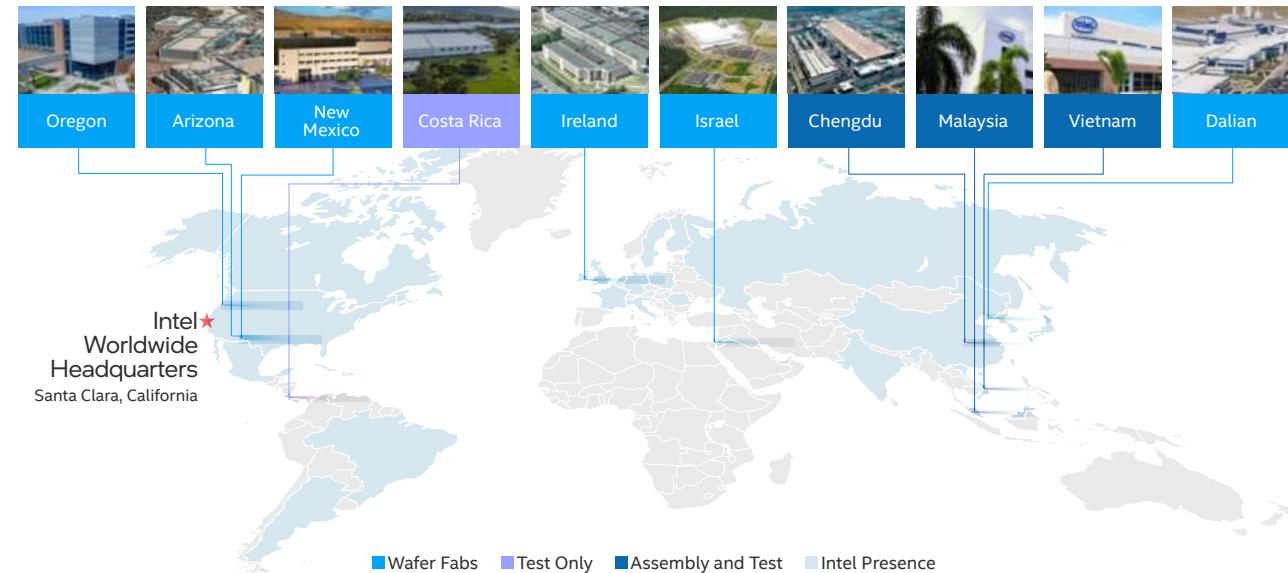


The preparation of consolidated financial statements is in conformity with US Generally Accepted Accounting Principles (GAAP). We have included key metrics that we use to measure our business, some of which are non-GAAP measures. See "Non-GAAP Financial Measures" in the Appendix for a reconciliation of non-GAAP operating income and non-GAAP EPS to comparable GAAP measures.

**Intellectual Capital.** Every year we make significant investments in research and development (R&D) and we have intensified our focus areas key to product leadership. Our objective is to improve user experiences and value through advances in performance, power, cost, connectivity, security, form factor, and other features with each new generation of products. We are also focused on reducing our design complexity, reusing IP, and increasing ecosystem collaboration to improve our efficiency, including a significant reduction of design rules for future process nodes. Successful R&D efforts can lead to new products and technologies, or improvements to existing ones, which we seek to protect through our intellectual property (IP) rights. We own and develop significant IP and related IP rights around the world that support our products, services, R&D, and other activities and assets. Our IP portfolio includes patents, copyrights, trade secrets, trademarks, mask work, and other rights. Intel ranked #5 in patents granted for 2020 by the US Patents and Trademark Office, our sixth straight year in the top 10.<sup>2</sup> For additional information regarding our IP rights, see the [2020 Intel Annual Report on Form 10-K](#).

**Manufacturing Capital.** We are transforming from a traditional IDM to a modern IDM by investing to lead advances in silicon technology, leaning into our expertise and manufacturing scale, while evolving to engage with the ecosystem and leveraging our disaggregated design capabilities. Unlike many other semiconductor companies, we primarily design and manufacture our products in our own manufacturing facilities and we will continue to integrate engineering and manufacturing to provide new products with significant cost advantage. At the same time, our architectural shift to die disaggregation allows us to mix and match architectures, IP, process nodes, and silicon that creates increasing flexibility for our products.

Our global supply chain supports internal partners across architecture, product design, technology development, manufacturing and operations, sales and marketing, and business units, with the goal of enabling product and



We have 10 manufacturing sites—six are wafer fabrication, three are assembly/test facilities, and our Costa Rica site added in 2020 is a test-only site. The map above shows our factory sites and the countries where we have a significant R&D and/or sales presence as of January 2021. The majority of our logic wafer manufacturing is conducted in the US. Our NAND memory fabrication facility in Dalian, China is included in the transaction entered into with SK hynix to divest our NAND memory business. Our Intel® Optane™ memory business is expressly excluded from this transaction. The next generations of Intel Optane technology and SSDs are being developed in New Mexico following the sale of our non-controlling interest in IMFT to Micron Technology, Inc. (Micron) in 2019. In March 2021, our CEO Pat Gelsinger announced significant [manufacturing expansion plans](#), starting with an estimated \$20 billion investment to build two new factories (or “fabs”) in Arizona.

process leadership, industry-leading total cost of ownership, and uninterrupted supply for our customers. Our supply chain ecosystem comprises thousands of suppliers globally. Our worldwide site expansion projects remained on track in 2020 despite disruptions from the COVID-19 pandemic. In addition to our own manufacturing capacity, we continue to use third-party foundries to expand the ways in which we can support our customers. These third-party solutions complement our manufacturing and provide additional flexibility. Our world-class safety standards and supply chain operations, including our robust risk management and crisis response model, have to date allowed our worldwide factory and supply chain network to continue to operate safely and with mostly on-time deliveries in 2020 despite the pandemic.

Our manufacturing facilities are primarily used for silicon wafer manufacturing, assembling, and testing of our platform and memory products. We operate in a network of manufacturing facilities integrated as one factory to provide the most flexible supply capacity, allowing us to better analyze our production costs and adapt to changes in capacity needs. Our new process technologies are transferred identically from a central development fab to each manufacturing facility. After transfer, the network of factories and the development fab collaborate to continue driving operational improvements. This enables fast ramp of the operation, fast learning, and better quality control.

<sup>2</sup> Source: [IFI CLAIMS Patent Services](#), as of January 14, 2021.

**Human Capital.** We invest in our highly skilled global workforce and initiatives to attract, develop, and retain top talent needed to deliver on our corporate purpose and build transformative products and services that help our customers succeed in an increasingly data-driven world. Diversity and inclusion are core to Intel's values and instrumental in driving innovation and delivering stronger business growth. To drive accountability, we continue to set public goals and link a portion of our executive and employee compensation to diversity and inclusion metrics. Read more in "[Our People and Culture](#)" later in this section.

**Social and Relationship Capital.** We are committed to engaging in corporate responsibility and sustainability initiatives that support our communities and help us develop trusted relationships with our stakeholders. Proactive engagement with our stakeholders and investments in social impact initiatives, including those aligned with the [UN Sustainable Development Goals](#), advance our position as a leading corporate citizen and create shared value for Intel, our global supply chain, and our communities.

We provide high-skill, high-paying jobs around the world. Many of these are manufacturing and R&D jobs located in our own domestic and international factories. We make sizable capital investments and provide leadership in public-private partnerships to spur economic growth and innovation. In addition, we aim to empower people through education and advance social initiatives to create career pathways into the technology industry. We also benefit economies through our R&D ecosystem spending, sourcing activities, consumer spending by our employees, and tax payments.

Intel contributes considerable tax revenues to the governments in which we operate. Our payments are comprised of corporate income, employment, property,

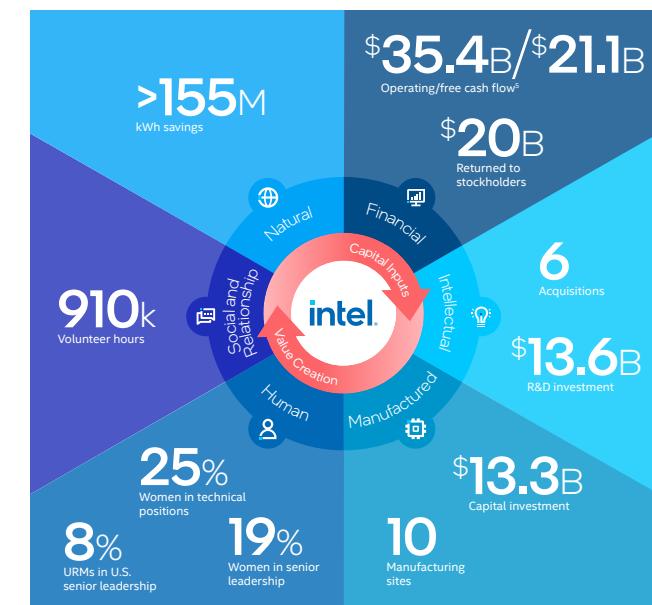
and other tax payments. Robust compliance programs and strong governance practices along with a business-aligned strategy and transparent relationships are the foundation of our global core tax strategy. For additional information on our approach to tax policy and transparency, see our [Public Policy](#) website.

In addition to the direct employment Intel's operations provide, our operational spending, capital investment, and distribution channel impacts support additional jobs in the community. In recent years, we have engaged with third-party organizations to conduct analyses of the direct, indirect, and induced economic impacts of our operations inside and outside the US.<sup>3</sup> For example, a 2017 [study](#) by PwC estimated our Intel Ireland operations have contributed an average of over \$1.1 billion per year to the Irish economy since we began operations there in 1989, and a 2018 [study](#) by the Samuel Neaman Institute for National Policy Research estimated our Intel Israel operations contributed \$5.2 billion to the Israeli economy in 2017.

A 2020 study by PwC on Intel's operations in the US found each job at Intel supported 13 other jobs elsewhere in the US economy, and our products contributed to the growth of productivity through capital deepening and total factor productivity. Intel's total impact on the US economy in 2019 was more than 700,000 jobs, and \$102 billion in total direct and indirect GDP impact. The majority of our impact is in Arizona, California, New Mexico, and Oregon, locations where we have substantial operations.<sup>4</sup>

[Read more.](#)

For more information on our social and relationship capital, see "[Stakeholder Engagement](#)" and "[Supply Chain Responsibility](#)" later in this section.



We consider numerous indicators in determining the success of our capital deployment in creating value. The above graphic shows highlights of value created through 2020.

<sup>5</sup> See "[Non-GAAP Financial Measures](#)" in the Appendix.

**Natural Capital.** Driving to the lowest environmental footprint possible helps create efficiencies, lower costs, and respond to the needs of our stakeholders. We invest in conservation projects and set company-wide environmental targets to drive reductions in greenhouse gas emissions, energy use, water use, and waste generation. We build energy efficiency into our products to help our customers lower their own emissions and energy costs, and we collaborate with policymakers and other stakeholders to use technology to address environmental challenges. For more information, see the [Sustainable](#) section of this report.

<sup>3</sup> The studies present a snapshot in time and while similar frameworks are utilized across the studies, they reflect methodological differences based on geographic factors and locally accepted practices.

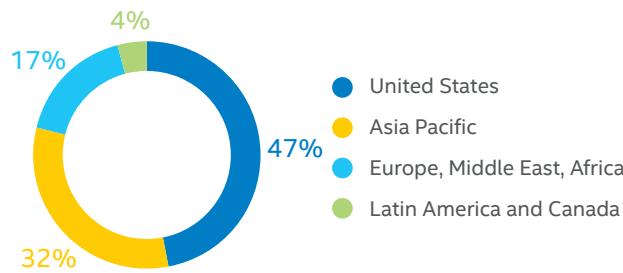
<sup>4</sup> Intel's Impacts on the US Economy, 2019. PwC, 2020.

# Our People and Culture

We invest significant resources to build a diverse, inclusive, and safe work environment to attract, develop, and retain the talent needed to remain at the forefront of innovation. Our workforce is highly skilled, with approximately 90% serving in technical roles.

All employees are responsible for upholding our Intel Values, the [Intel Code of Conduct](#), and [Intel Global Human Rights Principles](#), which form the foundation of our workplace policies and practices. Intel's Human Resources (HR) organization has primary responsibility for our workplace and talent development activities, and HR systems and processes. We set high expectations for our managers and leaders on their roles in activating our people strategy. This strategy includes four key areas: empower talent to be Intel's essential growth lever; evolve our culture and development inspiration leaders; amplify our technologists' impact; and be the most diverse, inclusive, and responsible company on the planet. Our executive leadership team is held accountable each quarter to update progress for their organizations in these areas. Detailed information on our diversity and inclusion initiatives is available on our [Diversity and Inclusion website](#) and in the [Inclusive](#) section of this report.

## 2020 Employees by Region



As of December 26, 2020, we had 110,600 employees worldwide in more than 50 countries. A list of sites with more than 50 employees is included on the [Report Builder](#) website.

## Evolving Our Culture

In 2019, we embarked on a company-wide, multi-year journey to re-energize our culture to drive better business outcomes for our customers. We are working to instill a growth mindset, increase accountability around shared company goals, implement new operational protocols, and renew a sense of purpose and value to create an environment for innovation and growth.

Our evolution requires new and different thinking, actions, and integrated systems and processes. We implemented a new performance management system in 2019 to directly support our culture evolution and to increase focus on continuous learning and development customized to each employee. We have also integrated our culture expectations into our recognition systems, innovation processes, leadership progression requirements, and our bonus metrics.

## Communication and Employee Engagement

Our success depends on employees understanding how their work contributes to the company's overall strategy. We use a variety of channels to facilitate open and direct communication, including online forums, open forums with executives, employee experience surveys, and engagement through more than 35 different employee resource groups. The semiannual Employee Experience Survey invites our entire employee population to provide feedback on Intel culture, management, career opportunities, compensation, and benefits. Employees also provide direct feedback on their managers and leaders through the annual Manager Development Feedback survey, and individual business groups conduct their own surveys to gather employee input and assess progress. For example, our Ethics Program Office surveys employees on the state of ethics at the company, and our Corporate Services organization measures satisfaction with workplace design, cafeterias, and other on-site employee services.



## Intel Values

**Customer obsessed:** We listen, learn, and anticipate our customers' needs to deliver on their ambitions. Our customers' success is our success.

**One Intel:** We appreciate, respect, and trust each other. We commit to team over individual success. We are stronger together. Innovators at heart, we bring fun to work every day.

**Fearless:** We are bold and innovative. We take risks, fail fast, and learn from mistakes to be better, faster, and smarter next time.

**Truth and transparency:** We are committed to being open, honest, ethical, and timely with our information and feedback. We constructively challenge in the spirit of getting to the best possible result. We act with uncompromising integrity.

**Inclusion:** We strive to build a culture of belonging. We create a space where everyone can contribute to their fullest potential and deliver their best work. We welcome differences, knowing it makes us better.

**Quality:** We deliver quality and ensure a safe workplace. We have the discipline to deliver products and services that our customers and partners can always rely on.

## Employee Experience Survey Highlights

88%

"I am treated with dignity and respect at work."<sup>1</sup>

85%

"I am proud to work for Intel."<sup>1</sup>

83%

"Intel provides opportunity for learning and development."<sup>1</sup>

80%

"My work gives me a feeling of personal accomplishment."<sup>1</sup><sup>1</sup> Responses from the 2020 Employee Experience Survey.

## Growth and Development

At Intel, curiosity drives us to change the world. Our employees feed that curiosity by expanding their skills, strengthening their leadership abilities, and taking advantage of our extensive training programs and rotational opportunities. Each year, we deliver a portfolio of learning resources that help employees keep their skills up-to-date and on the cutting edge to focus on continuous learning and development.

## Recognition and Appreciation

A top priority for Intel is celebrating the accomplishments of our employees through everyday thank-yous, as well as formal recognition programs with cash or stock awards. Formal programs include the Intel Achievement Awards, Intel Environmental Excellence Awards, Intel Quality Awards, Division Recognition Awards, Spontaneous Recognition Awards, and the [Intel Involved Hero Awards](#).

### 2020 Learning and Development Statistics

	Employees	Contingent Works	Total
Learning hours delivered <sup>2</sup>	1,779,383	203,687	1,983,070
Number of learners who received training <sup>3</sup>	126,539	78,477	205,016

In 2020, many internal Intel courses were successfully adapted to self-paced online learning appended with shorter instructor-led virtual sessions.

<sup>2</sup> Includes a mix of training methods.

<sup>3</sup> Represents all employees who consumed training content in 2020, including employees who left Intel.

We also provide financial assistance for job-related degrees and coursework, as well as support to enable employees to attend industry conferences.

2020 was a pivotal year in learning and development, with the shift to 100% virtual training and the addition of more comprehensive development opportunities for all employee segments. For managers and executives in particular, we introduced new programs to inspire their commitment to Intel's new purpose and values and equip them to lead through our corporate transformation. Each year, we also create on-the-job development opportunities through rotation or temporary assignment programs. Our web-based development tool enables employees to apply for part-time or temporary assignments across the company. In addition, our US sabbatical program creates growth opportunities through job coverage assignments that enable employees to work in different Intel organizations or learn new skills, without transferring positions. Through temporary assignments, some employees assisted local communities during the pandemic. This included an Embedded Engineer Program that enabled engineers to work with hospital IT staff and an Intel Capital portfolio company, Medical Informatics Corp (MIC), to help remotely provision [MIC's Sickbay](#) software to aid in the coronavirus fight.

## Compensation and Benefits

We strive to provide rewards—including pay, benefits, and recognition—that help meet the varying needs of our employees. Our total rewards package includes market-competitive pay, broad-based stock grants and bonuses, an Employee Stock Purchase Plan, healthcare and retirement benefits, paid time off and family leave, parent reintegration, fertility and adoption assistance, childcare and eldercare support, flexible work schedules, tuition reimbursement, sabbaticals, and on-site services (including banking, fitness classes, spas, nursing and prayer rooms, and more). For many years, we have also provided programs dedicated to supporting the education of Intel employees' children, including tutoring, college coaching, and scholarships.

We offer comprehensive health benefits, including medical, dental, and vision insurance plans, sick leave, and a 365/24/7 Employee Assistance Program for employees and their families. We also offer market-competitive retirement plan options, including a 401(k) retirement match by Intel. Our leave benefits include paid family leave to care for a seriously ill family member, extended bereavement leave, expanded bonding leave and parental reintegration support, and additional short-term disability coverage.

To aid and support employees during COVID-19, we committed to invest more than \$100 million in additional benefits for both employees working on site and those working from home. We put in place a telecommuting reimbursement program to help employees required to work from home improve their workspaces to work safely, ergonomically, and effectively from their remote locations. In addition, we increased flexibility by creating and enabling flexible work hours and schedules, adding new wellness time off hours, and expanding leave programs to help support employees caring for children and others. We also pivoted a number of our on-site services; for example, our fitness programs began offering virtual classes, workouts, and nutrition consultations. For more information see "[Employee Health, Safety, and Wellness](#)" in the Responsible section of this report.

Our bonus programs link employees' compensation directly to Intel's financial and operational performance goals:

**Quarterly Profit Bonus:** A cash profit-sharing bonus paid to employees four times per year based on Intel's profitability.

**Annual Performance Bonus:** Cash awards based on Intel's achievement of financial and operational goals. Since 2008, we have included criteria related to corporate responsibility metrics such as diversity and inclusion and environmental performance. For more details, see "[Governance, Ethics, and Public Policy](#)" later in this section of the report.

**Stock Equity Plans:** We grant equity in the form of Restricted Stock Units (RSUs) to approximately 90% of global employees each year. In addition, through our Employee Stock Purchase Plan, eligible employees can purchase stock through payroll deductions at 85% of fair market value.

Since 2019, we have achieved gender pay equity globally and we continue to maintain race/ethnicity pay equity in the US. For more information, see the [Inclusive](#) section of this report.

[Learn more](#) about our comprehensive benefits, including details of benefits offered by country.

### Engaging Employees in our RISE Strategy

Intel and the Intel Foundation invest in programs that create opportunities for employees around the world to help advance Intel's corporate purpose and our corporate responsibility goals. Intel's leadership in corporate responsibility and sustainability helps us to be an employer of choice and to attract and retain top talent. In 2020, 87% of employees surveyed agreed that "Intel is committed to making a positive impact on the world."

### Undesired Global Turnover



Our undesired global turnover rate decreased from 5.0% in 2019 to 4.0% in 2020. Over the past five years, our rate has been at or below 5%, lower than our industry benchmark. These figures include all regular Intel employees who voluntarily left Intel, but do not include Intel contract employees, interns, or employees who separated from Intel due to divestiture, retirement, voluntary separation packages, death, job elimination, or redeployment.

In 2020, we expanded learning resources and programs to actively engage all employees around our RISE strategy and goals. Our "Learn, Act, Transform" RISE engagement model helps employees understand Intel's corporate responsibility issues and priorities, take action and apply their engineering skills in support of our goals, and further integrate corporate responsibility practices into their teams' work objectives.

**Learn:** Since 2011, our Sustainability Speaker Series has provided employees with an active learning forum and direct access to the company's sustainability leaders to build and foster a corporate-wide community. In 2020, we expanded the scope of the original series and renamed it the [RISE Speaker Series](#) to cover a broader range of topics and opportunities to support Intel's RISE goals. The series now reaches thousands of employees across nine campuses via telepresence. In early 2021, we also launched a [Social Equity Speaker series](#), based on employee input to drive new learning and conversations among employees on social equity and racial justice.

### Virtual Intern Program

As part of our continuing goal to build a solid talent pipeline, Intel transitioned its [2020 intern program](#) to a virtual platform at the onset of the COVID-19 pandemic. We offered employment in over 30 countries to more than 5,000 interns with a 40% diverse make-up. The internship experience included virtual volunteer events, speed networking, executive coffee chats, tech talks, and business acumen sessions. Interns from around the world also had the opportunity to have a virtual lunch with Intel's CEO. Key results included 98% of US interns recommending working at Intel and 45% planning to return to Intel as full-time employees. In addition, Intel's intern score on Glassdoor was 4.7/5.

"Our goal is to create an inclusive learning environment where our interns do meaningful work with real impact, and where they can build virtual communities across the company."

—**Sandra Rivera**, Intel Chief People Officer

**Act:** We created a RISE portal to provide employees with information on specific actions they can take to support our RISE goals, including information on our [skills-based volunteer programs](#).

**Transform:** For each of the key areas of RISE, we have created cross-functional teams of employees to lead integration strategies for the goals, including a Technology Impact Steering Committee aimed at deepening engagement with business units and product teams. In addition, individual teams and business units have created customized plans to leverage their unique skills and expertise in support of our goals.

# Governance, Ethics, and Public Policy

## Intel Guidelines and Policies on Strategic Corporate Responsibility Issues:

Intel Values  
Intel Code of Conduct  
Intel Global Human Rights Principles

Intel Statement on Combating Modern Slavery  
Intel RBA Commitment Letter  
Intel EHS Policy

Intel Climate Change Policy Statement

Intel Global Water Policy

Intel Political Accountability Guidelines

Intel Responsible Minerals Sourcing Policy

Intel Corporate Accessibility Policy

Intel Product Content Declaration for REACH

Intel Quality Policy

Intel's Support of the UN Sustainable Development Goals

Access documents at [intel.com/responsibility](https://intel.com/responsibility).

## Embedding Corporate Responsibility

We believe having an integrated strategy and embedding corporate responsibility across the company is the most effective management approach to drive continuous improvements in our performance. We have established cross-functional Management Review Committees (MRCs) of senior executives who manage corporate responsibility and sustainability activities across the organization. Our global Corporate Responsibility Office acts as an internal adviser to drive strategic alignment and incorporate external stakeholder input into decisions and processes, for example, development of the 2030 corporate responsibility strategy and goals. Many Intel business groups have established teams dedicated to corporate responsibility issues. Read more about the oversight and management of all areas of Corporate Responsibility in each section of this report and on the [Report Builder](#) website.

We have developed corporate guidelines and policies that take into account the concept of shared value and frameworks such as the [UN Global Compact](#), [International Labour Standards](#), [OECD Guidelines for Multinational Enterprises](#), and the [UN Sustainable Development Goals](#).

## Linking Compensation to Corporate Responsibility Factors

Since 2008, we have linked a portion of our executive and employee compensation to corporate responsibility factors in our Annual Performance Bonus (APB). In 2020, the formula for determining APB payouts is based on both absolute and relative financial performance

and the achievement of certain operational goals. In 2020, we included environmental, social, and governance (ESG) metrics aligned with our culture transformation and 2030 RISE goals, including diversity and inclusion, employee experience, climate change, and water stewardship. In 2021, we set out new metrics in these same areas. For more detail, see our [2021 Proxy Statement](#) and the [Sustainable](#) and [Inclusive](#) sections of this report.

## Integrated Investor Outreach

During 2020, our integrated outreach team, led by our Investor Relations group, Corporate Responsibility office, Human Resources, and Corporate Secretary's office—and including representatives from other business groups—met to discuss a wide range of issues, including ESG topics with investors representing approximately 40% of our outstanding shares. We believe that our approach to engaging openly and year-round with our investors regarding ESG issues drives increased corporate accountability, improves decision making, and ultimately creates long-term value. The feedback we receive through our investor outreach activities is communicated to Intel's Board of Directors and relevant committees throughout the year.

In response to investor feedback, we further integrated ESG information into our [2020 Annual Report on Form 10-K](#), [2021 Proxy Statement](#), and [Investor Relations](#) website; expanded disclosure on culture, human capital management, and climate risk; and further aligned our disclosure with external reporting frameworks such as the [Sustainability Accounting Standards Board](#), [Task Force on Climate-related Financial Disclosures](#) and other reporting frameworks.

### Integrated Value Framework

#### Risk Management

- License to Operate and Governance
- Regulatory risk (e.g., environmental)
- Community engagement
- Supply chain

#### Operations

- Cost Savings and Continuous Improvements
- Operational efficiency
- Management quality
- Employee engagement

#### Brand

- Reputation and Goodwill
- Differentiation
- Trusted partner
- Goodwill

#### Revenue

- Growth and Innovation
- Market expansion
- Product innovation
- New customer needs

Embedding corporate responsibility and sustainability into our business and decision-making creates value for Intel in four main ways. It helps us: reduce risk and protect our license to operate, improve the efficiency and effectiveness of our operations, protect and build brand value, and drive revenue growth through innovation and identification of market opportunities.

## Board Oversight of ESG

We first established formal board oversight for corporate responsibility in 2003. The Board's Corporate Governance and Nominating (CGN) Committee has primary responsibility for oversight of ESG issues at Intel, with additional topics also reviewed by other committees (e.g., the Compensation Committee is responsible for oversight of human capital issues, and the Audit Committee is responsible for oversight of our ethics and compliance program). Management provides formal updates to the CGN Committee at least twice each year and at least annually to the full Board on the company's ESG performance and disclosure. In 2020, this included review of the annual Corporate Responsibility Report and updates on issues including environmental sustainability, climate risk, human capital, human rights, political accountability, and investor outreach and feedback. A number of directors have expertise on key ESG issues and as part of every Board search, our Board is committed to actively seeking women and minority candidates, as well as candidates with diverse backgrounds, experiences, and skills. Since 2018, Intel has been a member of the [Thirty Percent Coalition](#), which focuses on strategies to increase representation of women on corporate boards.

One of the Board's functions is the oversight of risk management, which includes ESG-related risks. The Board receives periodic briefing and informational sessions by management on the types of risks the company faces and enterprise risk management. Management is responsible for identifying risk and risk controls related to significant business activities; mapping the risks to company strategy; and developing programs and recommendations to determine the sufficiency of risk identification, the balance of potential risk to potential reward, and appropriate ways to control risk.

A full description of the Board's responsibilities, director biographies, compensation practices, and oversight of risk management are available in our [2021 Proxy Statement](#).

## Ethics and Compliance

Each year, our CEO communicates with all employees and managers about the importance of ethics and legal compliance, including regular reminders on our strong commitment to always act with integrity. This "tone from the top"—reiterated by our senior leadership and proliferated in our corporate required annual ethics and compliance training, regular communications throughout the year, company-wide ethics culture surveys, awareness trainings, annual ethics and compliance summits, and educational resources—helps to create and maintain an ethical and legally compliant culture.

**In 2021, for the 10th consecutive year, Ethisphere Institute named Intel to its annual list of the World's Most Ethical Companies.**

We maintain a robust process for reporting misconduct, and employees are encouraged to raise questions and concerns and to ask questions about policies or procedures without fear of retaliation. We maintain multiple channels for employees and others to report concerns, including reporting anonymously, as permitted by applicable law around the world. The anonymous reporting channel consists of a telephone and online reporting tool managed by an independent third party. We inform employees, managers, and other stakeholders about Intel's non-retaliation policy, which prohibits retaliation against anyone who, in good faith, reports a concern or participates in an investigation.

The Board and senior management receive periodic reports of statistics related to misconduct, as well as details about key investigations. Our Ethics and Compliance Business Champions encourage employees to stay current with their ethics and compliance training, review verified investigations quarterly with business

group leaders, and raise employee awareness regarding how to report concerns. In 2020, the largest categories of verified cases involved falsification of documents, conflicts of interest, and compliance items. Consistent concerns are addressed through senior management discussions, employee communications, process and controls improvements, and individual corrective action measures, where appropriate.

Each quarter, Intel's Ethics and Compliance Oversight Committee (ECOC) receives formal reports from various Intel organizations and reviews risk topics that span business groups.

## The Intel Code of Conduct

The [Intel Code of Conduct](#) (Code) affirms the principles that guide the behavior of employees, subsidiaries, members of our Board of Directors regarding their Intel-related activities, independent contractors, consultants, suppliers, and others who do business with Intel. Through the Code, which is available in 14 languages, we seek to promote honest and ethical conduct, deter wrongdoing, and support compliance with applicable laws and regulations. We also communicate our ethical expectations, including compliance with our Code principles and policies, to our suppliers and third parties.

All employees are expected to complete annual Code of Conduct training, through which they also certify adherence to the Code. In addition, a targeted population completes an annual disclosure process to monitor compliance with the Code. Depending on their roles and geographic locations, certain employees are assigned more in-depth ethics and compliance training on topics such as anti-corruption, import-export compliance, insider trading, conflicts of interest, and antitrust. In 2020, for example, 98% of our global employee population took Code of Conduct training, 97% received training on information security awareness, and approximately 94% took training on harassment avoidance. Approximately 44% of our workforce received additional training on other topics such as anti-corruption and/or antitrust.

## Public Policy and Political Accountability

Intel works with governments, organizations, and industries around the world to advocate for policies that encourage new ideas, promote fair commerce, and protect resources. We also work to educate political candidates about the implications of public policy decisions for our business, and in the US provide financial support to candidates who hold positions consistent with our business objectives.

We work to make our priorities and positions on key issues clear by including information on our [Public Policy website](#), publicly supporting amicus briefs, or submitting testimony. In 2020 and early 2021, we published statements on our [public policy blog](#) covering a range of issues important to our business and industry, including US federal investment in the domestic semiconductor manufacturing industry; regulation that enables the effective adoption and deployment of AI, 5G, and other emerging technologies such as autonomous vehicles; diversity and inclusion; climate change; data privacy; tax policy; and healthcare. In 2020, we also launched a [TechEquity@Intel portal](#), a public policy platform that examines social issues and shares information on Intel's positions and actions across digital, economic, educational, health, civic, and environmental equity, as well as equitable justice.

We engage with trade associations to help us work collaboratively with other companies and groups to address key public policy issues on a range of corporate responsibility and sustainability issues. Recent examples include:

- **Social equity:** Working as a member of the [Business Roundtable](#) to advance action on racial and social justice issues in the US.
- **Climate change:** Collaborating with the [Center for Climate and Energy Solutions](#) to encourage climate action.
- **Responsible Minerals:** Partnering with the [Responsible Business Alliance](#) (RBA) and other stakeholders to educate policymakers on the benefits of collective action on responsible minerals sourcing. [Watch the video](#).
- **Sustainable Corporate Governance:** Working with the RBA, [Digital Europe](#), and other stakeholders to improve the knowledge and understanding of policymakers on the benefits of common approaches to responsible business conduct and to align future due diligence requirements with existing international frameworks.

For more information, see "[Climate and Energy](#)," "[Social Equity](#)," and "[Responsible Minerals](#)."



## Global Social Equity Policy Principles

In 2020, we created the Intel [Global Social Equity Policy Principles](#) to guide our work with governments and organizations to build a more equitable world and advance legislation to combat systemic inequities impacting employees and communities globally. Included are regulation and policies in the areas of economic, education, digital, health, justice, environmental, and civic equity. We also advocate for initiatives that [expand access to technology](#), including broadband.

Recently, our advocacy and public support of legislation in line with our commitment to social equity in the US has included [The Justice in Policing Act](#), [US Equality Act](#), [US Hate Crimes Act](#), [Providing Resources and Organization to Maximize Opportunities for Training and Education in STEM \(PROMOTES\) Act](#), and the [#StopAsianHate](#) campaign. In support of civic equity, we joined the [Civic Alliance](#) and the [Business for Voting Rights campaign](#).

To advance our social equity goals and increase inclusion in the legal and policy fields, we also [announced a \\$5 million donation](#) over the next five years to North Carolina Central University (NCCU), a historically Black college or university (HBCU), to create a new tech law and policy center. According to the American Bar Association, about 5% of lawyers in the US are Black as of 2020. Additionally, 80% of Black judges and 50% of Black lawyers come from HBCUs,<sup>1</sup> making these schools critical to diversifying legal and policy professions and ensuring greater opportunity to underrepresented demographics. Intel will provide legal and strategic expertise, faculty training, summer internships, and Intel mentors to both NCCU students and faculty members.

## Digital Climate Alliance

In 2020, together with other technology companies, we created the [Digital Climate Alliance](#) to advance discussions with policymakers on the value and opportunity of the information and communications technology (ICT) "handprint," or the ways in which technology can be applied to help reduce climate impact. The coalition has been meeting with US Capitol Hill staff on an ongoing basis to advocate for a variety of policies in US climate legislation and regulation, including advancing universal 5G, greater availability of grid emissions data to inform consumers in their efforts to go fossil-free, and advancing the role of ICT in decarbonizing the grid.

<sup>1</sup> Source: [How historically black colleges transformed America](#).

The [Intel Political Accountability Guidelines](#) outline our approach to making political contributions, including senior management and Board-level review processes and our commitment to transparency. Decisions on political contributions, whether from the Intel Political Action Committee (IPAC) or corporate funds, consider Intel's business objectives, corporate policies, and the public policy priorities outlined on our [Public Policy](#) and [Corporate Responsibility](#) websites.

We publish reports on our corporate contributions, IPAC contributions, and trade association membership dues on our [Report Builder](#) website.

**Direct Corporate Contributions.** Intel makes relatively few direct political contributions using corporate funds, and has a policy of not making independent political expenditures or funding electioneering communications.

**Intel Political Action Committee.** No corporate funds are contributed to IPAC other than for administrative purposes, and all employee participation in IPAC is voluntary. IPAC's approach targets balanced support of Democratic and Republican candidates each cycle.

## Policy on Anti-Corruption

Intel is committed to conducting business with integrity and adhering to applicable anti-corruption laws, including the US Foreign Corrupt Practices Act, the UK Bribery Act, and local anti-corruption laws in the locations where we do business. Our long-standing global anti-corruption program has robust governance mechanisms to ensure that our [Policy on Anti-Corruption](#) is followed by our employees and business partners, and that concerns are easily reported and quickly addressed. The anti-corruption program also adopted and deploys AI technology in our monitoring of high-risk activities.

### 2020 Contributions

Contribution Type	Amount
Corporate contributions, including state and local candidates, campaigns, and ballot propositions	\$216,000
Intel Political Action Committee contributions	\$591,000

**Industry and Trade Associations.** We disclose trade association membership dues and payments to other tax-exempt organizations such as 501(c)(4) and 501(c)(6) organizations annually, including the reported portion of dues used for political purposes for annual dues over \$50,000.

**Lobbying Expenses.** Intel files quarterly reports with the Secretary of the US Senate and the Clerk of the US House of Representatives that detail our lobbying activities. These reports can be found in the Senate's [Lobbying Disclosure Act Database](#). In 2020, our reported lobbying expenditures totaled \$3.6 million, compared to \$5.1 million in 2019.

We regularly evaluate our political spending for effectiveness and alignment as part of our contributions process. We recognize that it is impractical and unrealistic to expect that our company, stockholders, and stakeholders will agree with every issue that a politician or trade association may support, particularly given our strategy of bipartisan giving.

We assess recipients' overall voting records related to our key policy issues and make funding decisions that we believe in aggregate will have the greatest benefit for our stockholders and key stakeholders. Decisions are also made based on states and districts with a significant Intel presence and leadership on committees of jurisdiction on important Intel priorities. In response

## Key Public Policy Issues

Automotive and Transportation	Global Trade
Customs and Trade Facilitation	Immigration
Digital Health	Intellectual Property
Diversity and Inclusion	Privacy
Environment and Energy	Security and Trust
	Spectrum
	Tax

### More Information:

[Public Policy website](#) and our [public policy blog](#).

to stakeholder feedback, we have further enhanced our review process by adding reviews of public statements to our existing reviews of voting records to better assess alignment with our values. When we identify some degree of misalignment, we communicate directly with contribution recipients. In cases of significant misalignment across our multiple key public policy issues, we take action to realign future funding decisions. For example, following the events at the US Capitol on January 6, 2021, we decided to cease contributions to members of Congress who voted against certification of the 2020 presidential election.

**Intel was named a "Trendsetter" company in the 2020 CPA-Zicklin Index of Corporate Political Disclosure and Accountability.**

# Stakeholder Engagement

We are committed to operating with transparency and, through open and direct communication, we work to develop trusted relationships with all stakeholders, including employees, customers, suppliers, governments, and communities. We maintain formal management systems—including neighbor relations managers for our major manufacturing sites—to engage with, listen to, and learn from our stakeholders and incorporate their input into our thinking and planning.

In addition to face-to-face meetings, a number of online channels provide us with valuable, ongoing input on our performance and strategy. Our corporate responsibility [e-mail account](#) enables stakeholders to share their issues, concerns, and comments directly with members of our corporate responsibility team, who respond to hundreds of messages each year on a wide variety of topics. We also receive and respond to feedback through our [CSR@Intel](#) blog, [Exploreintel.com website](#), [Facebook page](#), and [@WeAreIntel Twitter account](#).

Our corporate responsibility materiality<sup>1</sup> matrix below illustrates how we identify, prioritize, and take action surrounding the topics we believe are of greatest interest to our stakeholders regarding Intel's environmental, social, and economic performance. Additional details on our stakeholder engagement practices and issues raised through the year are available on our [Report Builder](#) website.

<sup>1</sup> "Materiality" refers to materiality within the context of our corporate responsibility program and priorities and does not refer to concepts of materiality used in securities or other applicable law.

## 1. Identify

We use a range of methods and inputs to identify priority topics and emerging issues from our stakeholders.

### Sources:

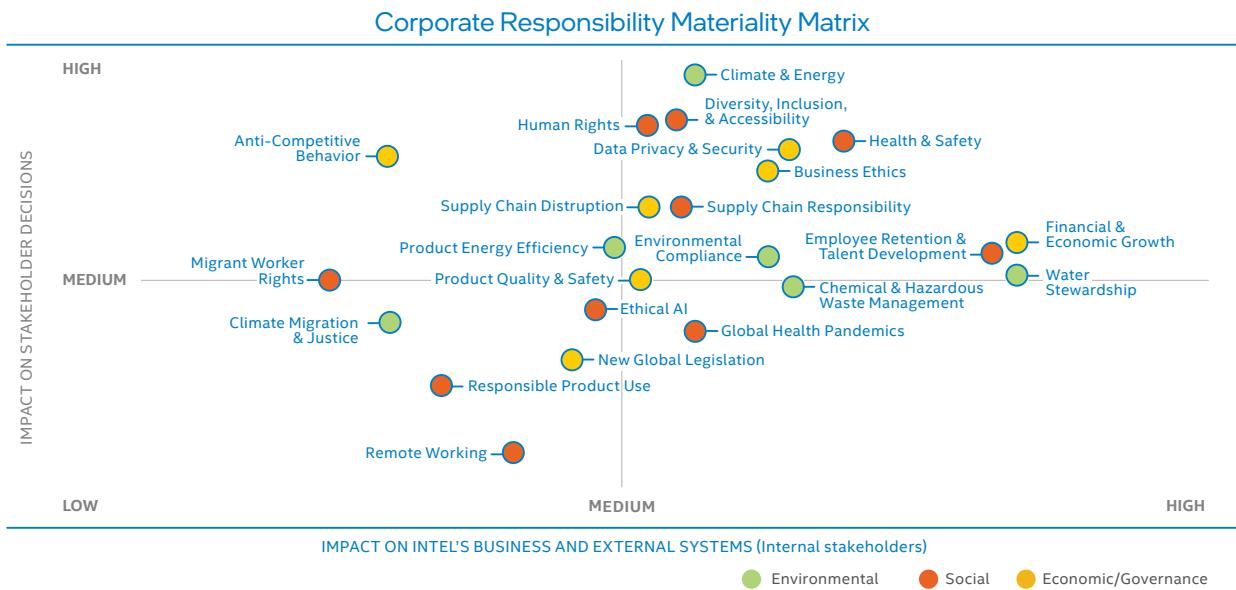
- CSR and social media channels
- ESG investor outreach meetings
- Results of community advisory panels and surveys
- Customer data requests and survey data
- Employee open forums and surveys
- Meetings with governments
- Human rights impact assessment and ethics and compliance processes
- Research on external standards, trends, and frameworks

### Stakeholder Review:

Every two years, we engage a third party to update our materiality assessment. Our most recent update was completed in early 2021, building on the previous assessment that was used to inform the development of our 2030 strategy and goals. The latest assessment included review of industry best practices and reports, external reporting standards (including the Global Reporting Initiative, the Sustainability Accounting Standards Board, and the International Integrated Reporting Committee), analysis of issues identified through stakeholder dialogue during the year, and completion of interviews with internal and external stakeholders.

## 2. Prioritize

We review issues and consider both the potential impact on stakeholder decisions and the impact on Intel's business and external systems. The issues listed in the matrix below were prioritized from more than 50 issues identified and reviewed during the process.



## 3. Take Action

We use this information to inform changes to our strategies, goals, and ongoing engagement and disclosure practices.

# Respecting Human Rights

Human rights are the fundamental rights, freedoms, and standards of treatment to which all people are entitled. Intel's [Global Human Rights Principles](#), adopted in 2009, formalize our commitment to respecting human rights; embody common principles laid out in multiple frameworks, including the [UN Guiding Principles on Business and Human Rights](#); and apply to all employees and contingent workers, including those in our subsidiaries.

We are committed to maintaining and improving systems and processes to avoid human rights violations related to our own operations, supply chain, and products. We also look for opportunities to apply our technology to support the advancement of human rights.

Intel has established an integrated approach to managing human rights across our business, including board-level oversight and the involvement of senior-level Management Review Committees. For example, our annual [Statement on Combating Modern Slavery](#) is discussed with our Board and signed by one of our directors. Our Corporate Responsibility Office manages our human rights program, and responsibility is also embedded across the company through a cross-Intel Human Rights Steering Committee and close partnerships with global teams that develop and implement policies and actions related to our human rights risks.

We also meet throughout the year with external stakeholders and experts on human rights to continue to inform and evolve our human rights policies and oversight processes. In 2020, we discussed human rights issues with our investors and met with local community stakeholders through our Community Advisory Panels at our manufacturing sites. We also are a signatory to the [UN Global Compact](#), a member of the [Global Business Initiative on Human Rights](#), and a participant in the [Centre for Sport and Human Rights](#) and the [Partnership on AI](#).

In 2020, we continued to participate in the assessment of the ICT manufacturing sector by the [Corporate Human Rights Benchmark](#), again scoring in the top 10 of ICT companies assessed. In February 2020, Intel announced a [collaboration with the Council of Europe](#) aimed at promoting respect for human rights in the field of digital technologies, including policy discussions and work streams with the private sector in 2020 and beyond.

## Our Approach to Managing Human Rights

### Our Operations

Our goal is to cultivate a safe, diverse, and respectful work environment where employees can thrive and innovate. See "[Employee Health, Safety, and Wellness](#)" in the Responsible section and "[Inclusive Workforce](#)" in the Inclusive section of this report for more detail. In 2020, we also began development of a new, holistic human rights training course for employees to help raise their awareness about Intel's initiatives and ways they can take action in their roles to advance our human rights strategy. It will be deployed in 2021 and supplemented with additional resources to provide real-time updates on important topics.

The [Intel Environmental, Health, and Safety Policy](#) guides us to "provide a safe and injury-free workplace" through our core safety programs and injury-reduction initiatives—not only for our employees, but also for contractors working at our sites. In addition, our recently updated [Global Water Policy](#) reinforces our respect for the human right to water by helping us responsibly meet our operational needs as well as those of our communities.



### Our Supply Chain

As a founding member of the [Responsible Business Alliance](#) (RBA), we hold our suppliers accountable to the same expectations we have for ourselves. We apply the same high expectations and human rights standards for all our employees and contingent workers, regardless of where they work. We have invested significant time and resources in collaborating with others to influence system-level, industry-wide improvements to protect and empower workers in the global electronics supply chain and to reduce community impacts. We are also working to combat forced and bonded labor in our supply chain, including prohibiting holding worker passports and charging worker fees to obtain employment. Since 2014, we have facilitated the return of over \$23 million in fees to suppliers' workers.

For more information, see "[Supply Chain Responsibility](#)" later in this section.

## Our Products

We have long been committed to respecting privacy and security related to the development and use of our products. We practice privacy and security by design and our [Security Development Lifecycle \(SDL\) processes](#) define actions, deliverables, and checkpoints aimed at integrating security and privacy protections into our products and services. Intel does not participate in any efforts to decrease security in technology and does not design back doors for access into our products. The [Intel Privacy Notice](#) outlines our general approach to managing personal data. In addition, we advocate for global policies and standards to protect data privacy and security.

As the range of products and services we offer broadens and changes, we evaluate potential concerns about how technology products may be used to infringe on human rights. The challenges range from product misuse and limits on freedom of expression, to health and safety concerns that may arise from new technologies. In 2019, we updated the [Intel Global Human Rights Principles](#) to clarify language regarding our expectations on product responsibility and human rights. Most Intel products are general-purpose computing products that can be incorporated into systems and applications and that are sold to end users by distributors, system manufacturers, and others, and not directly by Intel. While we do not always know nor can we control what products our customers create or the applications end users may develop, we do not support or tolerate our products being used

to violate human rights. When we become aware of a concern that Intel products are being used by a business partner in connection with abuses of human rights, we will restrict or cease business with that party until and unless we have high confidence that Intel's products are not being used to violate human rights. In 2020, our teams developed new due diligence measures and review processes to assess and track actions that enable us to achieve high confidence with customers. We leveraged existing procedures and methods used in our anti-corruption and supply chain risk-based assessment, mitigation, and remedy processes. As a result, in 2020, we restricted certain sales based on the [Intel Global Human Rights Principles](#) that would have otherwise been considered lawful.

## Salient Human Rights Risks

Salient Risks	Rights holders and relevant potential impacts			
	Intel Employees	Supply Chain Workers	End Users/Data Subjects	Community/Society
Freedom from Slavery and of Movement		●		
Freedom of Expression			●	●
Non-discrimination	●	●	●	●
Right to a Clean, Healthy, and Sustainable Environment	●	●		●
Right to Decent Work, Rest, and Leisure	●	●		
Right to Humanitarian and Treatment in Armed Conflict		●	●	
Right to Life and Security of Person			●	
Right to Peaceful Assembly and Association		●	●	●
Right to Privacy			●	●

The matrix is a high-level mapping of salient human rights risks within our value chain due to external environmental factors. See Intel's [Code of Conduct](#), [Global Human Rights Principles](#), [2030 Corporate Responsibility Strategy and Goals](#), and other [Corporate Responsibility](#) policies for more information on Intel's approach on various human rights and sustainability issues. For more detail, see our Salient Human Rights Risk mapping on the [Report Builder](#) website.

## Human Rights Impact Assessments

In 2016, we engaged a third party to conduct a human rights impact assessment (HRIA) to review our processes and validate our human rights risks. The HRIA confirmed that we were addressing our most salient human rights risks, and reaffirmed our need to assess potential risks associated with emerging technologies. In 2018, we built on the results of that assessment and conducted an additional internal Artificial Intelligence and Autonomous Driving HRIA, including assessment of potential risks related to product misuse, algorithmic bias, algorithmic transparency, privacy infringement, limits on freedom of expression, and health and safety. In 2019, an internal multi-disciplinary team continued development of new internal resources and processes to advance responsible AI practices and ensure that AI lives up to its potential as a positive transformative force for the global economy, health, public safety, and industries such as transportation, agriculture, and healthcare that touch billions of people. In 2020 and early 2021, we completed an updated third-party HRIA, involving multiple internal teams and

interviews with external stakeholders. The new assessment resulted in the update of our salient human rights risks, including the addition of potential impacts in the areas of product responsibility and responsible AI.

### 2021 Human Rights Priorities

- Continue to assess and strengthen the [Intel Global Human Rights Principles](#), policies, due diligence processes, product responsibility governance, and employee training to continuously improve and leverage best practices.
- Engage in additional stakeholder and industry dialogues regarding potential human rights issues related to emerging technologies, including responsible AI.
- Significantly expand our impact in responsible minerals and accelerate the creation of new sourcing standards. For more details, see "[Responsible Minerals Sourcing](#)" in the Responsible section of this report.
- Continue our work to combat forced and bonded labor in the first and second tiers of our supply chain.



## Responsible AI

At Intel we believe artificial intelligence (AI) has the power to reshape computing and enrich the lives of people around the world. As leaders in the development of AI technologies, we are confident in the positive economic and social benefits that AI can create. However, we also know that AI can present new challenges, including unintended use cases and ethical concerns related to ethics and human rights in its development and deployment at scale.

Intel is committed to helping AI live up to not only its commercial potential, but also its promise as a positive and transformative force for the global economy, health, public safety, individual and community livelihoods, and industries that touch billions of people. We can also be a role model in our industry by ensuring that our AI development work is consistent with the [Intel Global Human Rights Principles](#) and that these principles guide our efforts to build a thriving AI business.

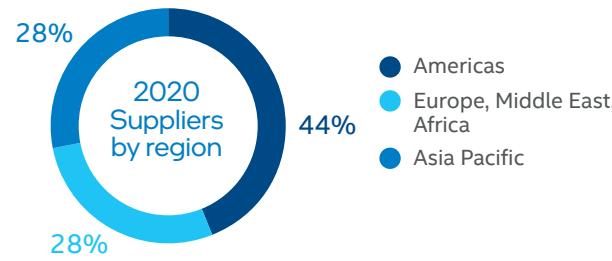
We have put in place new governance policies and processes to guide Intel's AI product development and business practices in the face of the ethical issues that may arise with certain AI applications. This includes the establishment in 2020 of Ethical Principles for AI Development, put into practice through an Ethical AI impact assessment process comprised of resources, tools, and oversight to help project teams engage in meaningful inquiry of risks and mitigation strategies throughout the product lifecycle. We also set up a new cross-Intel Responsible AI Advisory Council to continue to guide and iterate on this process and provide oversight. This multi-pillar framework helps address potential issues such as maintaining integrity and protecting privacy while collecting and using data to train AI systems, reducing the risk of harmful bias in AI systems, and building trust in machine learning applications by helping people who interact with these technologies better understand them. Intel has identified and integrated six areas of ethical inquiry into our product development and project approval processes related to the design and development of AI capabilities: human rights, human oversight, explainable use of AI, security, safety and reliability, personal privacy, and equity and inclusion.

We also integrated ethical AI considerations and best practices into our [AI for Youth program](#) and we discuss the emerging role of AI in society in our [Intel on AI podcast series](#).

# Supply Chain Responsibility

Our global supply chain strategy is to drive a resilient, diverse, and responsible supply chain that enables the products our customers need to create technology solutions that unleash the potential of data. Ensuring the highest standards of safety, quality, technology, availability, and sustainability is integral to the success of that strategy. Through leadership and collaboration with our suppliers, stakeholders, consortia, and fellow travelers, we are accelerating responsible standards and accountability across industries.

More than 9,000 tier 1<sup>1</sup> suppliers in 89 countries provide direct materials for our production processes, intellectual property, tools and machines for our factories, logistics and packaging services, software, office materials, and travel services for Intel. We also rely on others to manufacture, assemble, and test some of our components and products. A list of our [Top 100 Production and Service Suppliers by Spends](#) is included in the Appendix.



<sup>1</sup> Tier 1 suppliers are companies from which Intel makes direct purchases. Among Intel's over 9,000 tier 1 suppliers, we identify approximately 400 "critical" suppliers that we directly engage through our capability-building programs. These suppliers represent more than 78% of our spends. Beyond this, we engage with critical tier 2 suppliers through our programs on forced and bonded labor, responsible minerals, and supplier diversity. Tier 2 suppliers are companies from which Intel's tier 1 suppliers make direct purchases.

We continue to collaborate extensively with supply chain-related organizations—including the [Responsible Business Alliance](#) (RBA) and its Mineral and Labor Initiatives, the [Semiconductor Industry Association](#), and [SEMI](#)—to help set electronics industry-wide standards, develop audit processes, conduct training, address third-party anti-corruption issues, and more. These engagements are an important part of the foundation of many of our programs.

We expect our suppliers and their suppliers to comply with the [Intel Code of Conduct](#) and the RBA Code of Conduct ([RBA Code](#)). The RBA Code describes industry environmental, social, and ethical standards, and is consistent with the [Intel Global Human Rights Principles](#), the [Intel Statement on Combating Modern Slavery](#), and the [UN Guiding Principles on Business and Human Rights](#). Through our leadership role in the RBA, we drove multiple recommendations to strengthen and clarify the RBA Code of Conduct 7.0 for the triennial update that was released in January 2021. For more, read our [RBA Commitment Letter](#).

We also expect and enable our suppliers to develop their own corporate responsibility strategies, policies, and processes; set goals and report on their performance; engage with and audit their own suppliers; and develop, manage, and regularly test their business continuity plans (BCPs). In January 2020, we activated our supplier BCP in response to COVID-19, which included mobilizing our Supply Chain Command Center and up-to-twice-daily meetings of Intel leadership to review emerging issues and plan updates. Read more about our [supply chain assurance strategy](#).

Our supplier development, monitoring, and enforcement efforts are integrated across our commodity teams. This integration allows us to scale our coverage, support supplier progress, and influence suppliers that may be

reluctant to meet our requirements. We communicate our expectations in our supplier contracts and request-for-proposal documents, on our [supplier website](#), at meetings and training events, and in annual [letters to suppliers](#).

We hold ourselves accountable to meet or exceed the same standards that we set for our suppliers, and audit ourselves to the same protocols. Every year we complete the RBA Self-Assessment Questionnaire (SAQ) and publish the [results](#) on our corporate website. We follow the RBA Validated Assessment Program to conduct audits of our finished goods factories. In 2020, we conducted an RBA Validated Assessment Process (VAP) audit of our facilities in Chengdu, China. The auditors did not identify any findings. In 2021, we plan to have an RBA audit of our facility in Kulim, Malaysia.

## Strengthening Supplier Capabilities

We continue to work with suppliers to strengthen their capabilities as our ecosystem evolves and sustainability challenges grow. For nearly a decade, we have worked to help less mature and evolving suppliers build critical sustainability and corporate responsibility acumen, including a focus on compliance with the RBA and our Code of Conduct expectations and requirements.

We have delivered a broad range of no-cost support options for suppliers, including online resources, interactive training sessions, and connection to external resources such as the RBA and other NGO training and conferences.

**Safety Programs.** We set high safety training and performance expectations during our contracting process and orientation for new suppliers. To strengthen the safety performance of all suppliers, we validate that suppliers have robust safety management systems and employee safety training programs in place and evaluate supplier

safety performance for compliance with the American National Standards Institute (ANSI) standards, OSHA regulations, and Intel's minimum safety requirements. In 2020, we continued to develop these programs by educating and enabling our suppliers to enhance their safety management systems and training programs. In addition, Intel worked with 46 suppliers to close 159 occupational health and safety audit findings and improve worker conditions in their factories.

Beyond our core capability-building offerings, we have long engaged with supply chain sustainability consultants to offer suppliers training and programs focused on topics like work-hours management, occupational health and safety, environmental issues, and prevention of forced and bonded labor.

## Supplier Diversity and Inclusion

Accelerating our commitment to a diverse and inclusive supply chain, we have set a new goal for 2030 within our RISE framework to double annual spending with diverse suppliers<sup>2</sup> to \$2 billion. For more details, see "[Supplier Diversity and Inclusion](#)" in the Inclusive section of this report.

## Advancing Supplier Leadership and Accountability

We have established several programs to advance our supplier leadership and accountability, as well as ensure the latest information is made available through education and collaboration.

**Supplier Program to Accelerate Responsibility and Commitment (SPARC).** This collaborative and proactive initiative is designed to help our tier 1 critical suppliers build internal capacity around corporate responsibility through rigorous annual commitments to compliance, transparency, and capability-building.

### Total Audits Conducted

Type of Audit	2016	2017	2018	2019	2020
RBA VAP Audits	62	66	108	112	88
Intel RBA-Based Target Audits	61	52	54	42	38
Intel Quality Audits with Sustainability Element	34	52	59	53	–
<b>Total Audits Conducted<sup>3</sup></b>	<b>157</b>	<b>170</b>	<b>221</b>	<b>207</b>	<b>126</b>

Applying our risk-based approach, we continue to use the RBA process as the industry standard for our validated audits for manufacturing suppliers. In addition, we apply the risk-based criteria to complete targeted assessments of our non-manufacturing suppliers. Our sustainability criteria have also been embedded into our supplier quality assessment process to further extend our reach into the supply chain. For priority and major findings by category and sub-category, visit the [Report Builder](#). In certain circumstances, the same facility may be audited multiple times in a calendar year. We treat each individual audit of a single facility as a unique audit in the above table. Despite challenges due to COVID-19, in 2020, over 126 audits were conducted across 70 suppliers, although we removed sustainability elements within the Intel Quality Audits in 2020. Audits that were planned in 2020 but not executed due to COVID-19 restrictions and still deemed necessary are included in our 2021 plan. Cumulatively, 596 supplier sites had received audits by the end of 2020.

<sup>3</sup> Previous years' figures are updated to reflect the most current information as new audit data becomes available.

The number of suppliers required to participate in SPARC has increased over the past seven years as we have broadened our scope to include additional commodities and requirements. This increase represents suppliers selected using our risk-based approach and those providing critical materials and services to Intel. Participating suppliers represented over 78% of Intel's managed supply chain cash payments in 2020. We continue to raise expectations for our suppliers and expand requirements to encompass a broader set of focus areas. SPARC performance is integrated into our quality audit and [Supplier Continuous Quality Improvement](#) (SCQI) award programs. In 2020, we rolled out an additional expectation for SCQI award program suppliers: They must work on a project that either helps Intel work toward its own RISE environmental program objectives or furthers their own corporate responsibility efforts.

**Supplier Report Card (SRC).** We have a regular review and scoring process for our SRC to grade suppliers for product availability, cost, quality, sustainability (ethics, financial sustainability, supplier diversity,

and environmental and human rights performance), technology, and customer satisfaction. These processes allow for executive-level dialogue on past and future performance, and remind suppliers of our expectations.

**Assessments and Audits.** Supplier assessments and audits cover more than 300 environmental, safety, and human rights factors, and help us determine a supplier's risk profile. The audits, conducted by a mix of third parties and Intel personnel, follow the [RBA VAP](#) and help us identify where immediate action is needed and where longer term, corrective "targeted action plans" should be put in place. In 2020, 53% of the combined RBA audits were follow-up or closure audits to verify whether the findings from a previous audit had been addressed. Corporate social responsibility criteria are also incorporated into Intel Quality Assessment audits to achieve broader reach. We strive to audit 100% of high-risk supplier sites within a two-year cycle. We have instituted a process of unannounced audits to follow up on credible reports of non-compliance, but we did not have a need to conduct any such audits in 2020.

<sup>2</sup> We recognize diverse suppliers as businesses that are 51% owned and operated by at least one of the following: women; minorities as defined by the country where the business was established; veterans/service-disabled veterans; persons who are lesbian, gay, bisexual, or transgender; or persons who are disabled. While Intel recognizes these categories, they may vary by country in accordance with local law.

## A Risk-Based Approach to Supplier Assessments

**New Supplier Assessment:** A short survey is sent to new suppliers to determine whether a facility is of potential high risk. We work with suppliers during the on-boarding process to remedy any issues identified.

**Self-Assessment:** Critical and high-risk suppliers<sup>4</sup> complete a questionnaire to determine a facility's potential gaps to the RBA Code. In 2020, we assessed 195 supplier facilities based on this risk assessment and past performance, a 7% decrease from 2019. We have reduced how often we assess established lower risk suppliers and commodities, and also launched a program to enable our more mature suppliers to begin to self-manage their programs and report to us. As part of our work toward our 2030 goals, in 2020, we piloted a new human rights self-assessment with 46 suppliers that we have either never or not recently assessed. The suppliers involved in the new self-assessment were required to provide evidence, which we reviewed to gain a more accurate assessment of risk and enable us to assign improvement deliverables as needed.

**Audit:** Higher risk suppliers must undergo either an on-site audit by qualified third-party auditors who use the [RBA VAP](#), or a qualified Intel auditor. The latter audits are specialized according to risk and compliance concerns for a particular supplier or facility. Lower risk suppliers,<sup>5</sup> as determined by the self-assessment, may also be audited at our determination. What we learn from audits helps inform our supplier engagement and capability-building programs.

<sup>4</sup> "Critical suppliers" represent a subset of all tier 1 suppliers with which we have significant business relationships and spends.

"High/er risk suppliers" refers to suppliers deemed above average risk, based on data and supplier performance.

<sup>5</sup> "Lower risk suppliers" refers to suppliers deemed below average risk, based on data and supplier performance.

**Targeted Action Plans.** When a supplier does not make sufficient progress in addressing audit findings or has particularly egregious issues, we work with them to quickly develop and implement a strong corrective action plan to address the issues and concerns. Supplier progress is reviewed quarterly until we have verified that all key issues have been closed, and that processes have been put in place to prevent recurrence. If satisfactory progress is not made, we may take additional action, such as not awarding new business ("conditional use" status) until issues are resolved or—when necessary—ending the supplier relationship. While complete closure of certain issues can take several years, we work to close egregious issues within 30 days.

We help suppliers with targeted action plans make progress in multiple ways. Our actions may include conducting additional reviews, such as unannounced audits, and increasing the frequency of contact between Intel executives and supplier senior management.

### Recognizing and Rewarding Performance

We provide regular feedback to suppliers on their overall progress and achievements, and integrate corporate responsibility considerations into our Supplier Continuous Quality Improvement (SCQI) Program. This program grants SCQI, Preferred Quality Supplier (PQS), and/or Supplier Achievement awards to suppliers that have demonstrated outstanding performance. In addition, we recognize suppliers for distinction in supplier diversity and manufacturing safety programs, including a new distinction for response to COVID-19 in 2020. For more information and a list of recently recognized suppliers, visit our [SCQI award page](#) and "[Top 100 Production and Service Suppliers by Spends](#)" in the Appendix of this report.

### Supplier Environmental Impact

By partnering with our suppliers to decrease their waste generated, water usage, and greenhouse gas emissions, we reduce our own environmental impact, lower supply

chain risk, and can decrease costs. We also partner with our tier 1 chemical and gas suppliers on [green chemistry](#) initiatives. Our procurement teams work with our logistics and [packaging](#) suppliers to drive changes in the materials we use to ship products.

### Reducing Greenhouse Gas Emissions and Water Use

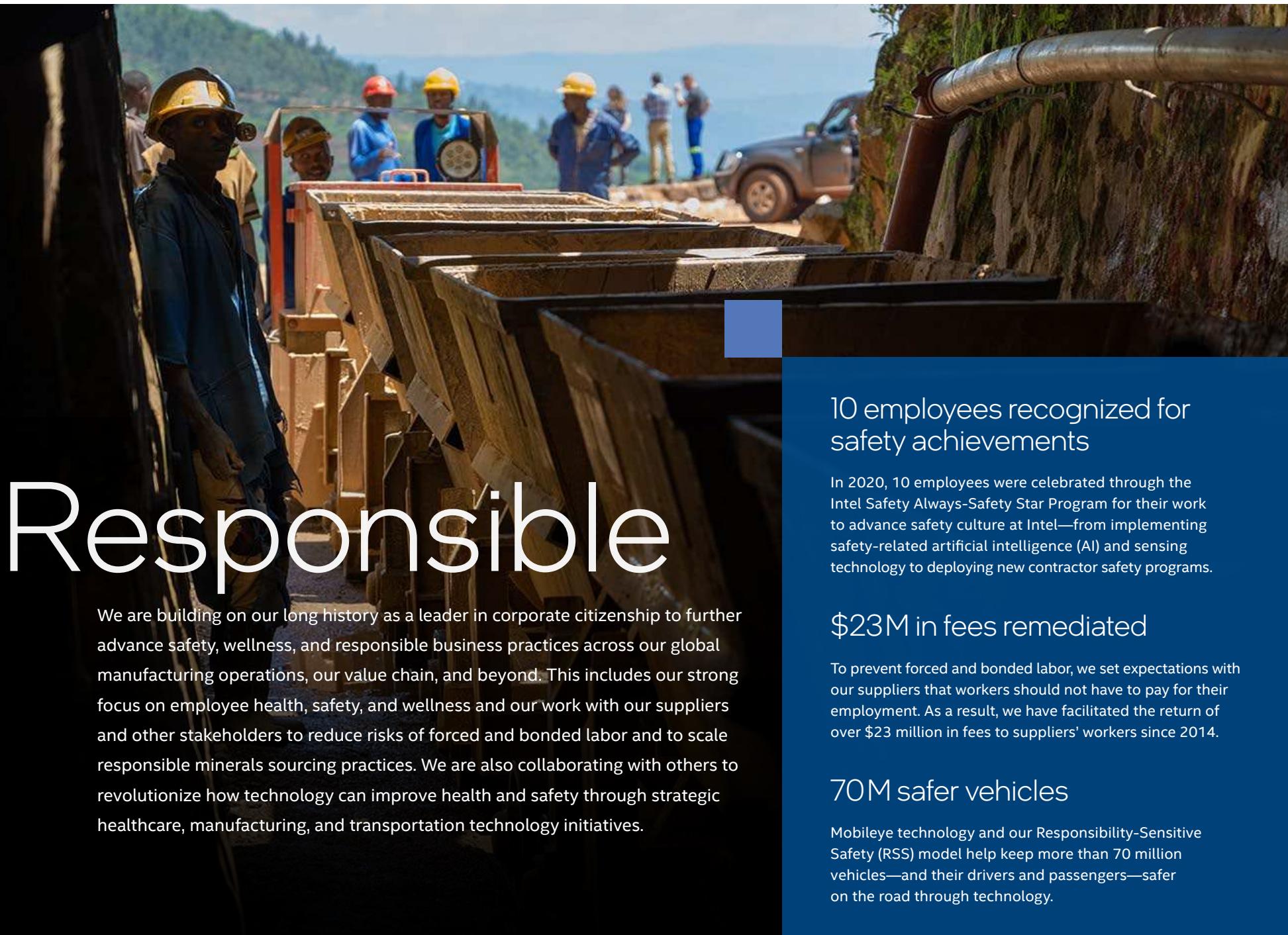
We decrease the greenhouse gas emissions related to our transportation and logistics network by optimizing packaging to reduce the quantity and weight of shipments, and by increasing local sourcing. Intel is at the forefront of standardizing transportation CO<sub>2</sub> reporting within the industry through collaboration with organizations such as the [Global Logistics Emissions Council](#).

In 2020, we asked approximately 110 tier 1 suppliers that have higher environmental impacts to submit data on their own carbon and/or water footprints through the Supply Chain Climate Change Questionnaire. Of those suppliers, 98% submitted the questionnaire, and 92% of them made their responses public, giving both Intel and other stakeholders information about the environmental performance of our supply chain. Intel was the only CDP Supply Chain Program member requesting the disclosure for 24% of these suppliers. Using information provided in our suppliers' CDP Climate Change Questionnaire helps us ensure that we are focusing on the largest climate change impacts.

In 2020, Intel also asked suppliers who had been reporting for more than one year to set structured climate targets, and 97% did so. We also sent the CDP water questionnaire to 53 suppliers that are located in water-stressed regions. We achieved a 100% response rate, with 97% of the 53 suppliers publicly sharing their responses. As a result of our efforts, we were ranked in the top 7% of participating companies, attaining a Leadership score in CDP's Supplier Engagement Rating for the fourth consecutive year.

For more information, see the [Sustainable](#) section of this report.

# Responsible



We are building on our long history as a leader in corporate citizenship to further advance safety, wellness, and responsible business practices across our global manufacturing operations, our value chain, and beyond. This includes our strong focus on employee health, safety, and wellness and our work with our suppliers and other stakeholders to reduce risks of forced and bonded labor and to scale responsible minerals sourcing practices. We are also collaborating with others to revolutionize how technology can improve health and safety through strategic healthcare, manufacturing, and transportation technology initiatives.

## 10 employees recognized for safety achievements

In 2020, 10 employees were celebrated through the Intel Safety Always-Safety Star Program for their work to advance safety culture at Intel—from implementing safety-related artificial intelligence (AI) and sensing technology to deploying new contractor safety programs.

## \$23M in fees remediated

To prevent forced and bonded labor, we set expectations with our suppliers that workers should not have to pay for their employment. As a result, we have facilitated the return of over \$23 million in fees to suppliers' workers since 2014.

## 70M safer vehicles

Mobileye technology and our Responsibility-Sensitive Safety (RSS) model help keep more than 70 million vehicles—and their drivers and passengers—safer on the road through technology.

# Responsible: Our Approach



Integrating and advancing responsible business practices in our global operations and supply chain help us to reduce risks and advance respect for human rights. We have long been known for our strong safety culture, particularly in our manufacturing operations. Through our 2030 goals, we are taking actions to maintain and deepen our focus on maintaining and building a robust safety culture as our business continues to change and grow, and to expand the global impact of our wellness programs.

Over the past decade, we have directly engaged with our suppliers to ensure compliance with our corporate responsibility expectations and build capacity to address risks of forced and bonded labor and other human rights issues. Our 2030 goals significantly expand the number of suppliers covered by our engagement activities to deepen accountability for human rights throughout our global supply chain. We are also leading technology industry initiatives to further advance responsible practices in minerals sourcing and responsible mobility.

In addition, we are applying our expertise, resources, and technology to further enable others to harness the power of technology to improve health, safety, and well-being. This includes working with the healthcare industry to accelerate cures for diseases and improve healthcare access and affordability, applying technology to build smart and safer workplaces and factories and reduce injuries, and expanding the use of technology in transportation to advance safety and transform personal mobility and access.

<sup>1</sup> Conflict minerals, as defined by the US Securities and Exchange Commission (SEC), is a broad term that means tin, tantalum, tungsten, and gold (3TG), regardless of whether these minerals finance conflict in the Democratic Republic of the Congo (DRC) or adjoining countries.



## 2030 RISE: Responsible Goals, Initiatives, and Global Challenges

**GLOBAL CHALLENGE:**  
Revolutionize health and safety through technology.

**TECHNOLOGY INDUSTRY INITIATIVES:**

- Responsible Minerals.** Expand our efforts beyond conflict minerals<sup>1</sup> to cover all minerals used in semiconductor manufacturing and apply the learnings to lead our industry in creating new sourcing standards.
- Responsible Mobility.** Collaborate with our industry and ecosystem partners to advance the adoption of technology neutral safety standards to reduce traffic accidents globally.
- OPERATIONAL AND SUPPLY CHAIN GOALS:**
- Employee Health, Safety, and Wellness.** Ensure that more than 90% of our employees believe that Intel has a strong safety culture, and 50% participate in our global corporate wellness program.
- Supply Chain Human Rights.** Scale our supplier responsibility programs to ensure respect for human rights across 100% of our tier 1 contracted suppliers and higher risk tier 2 suppliers.

# Employee Health, Safety, and Wellness

We continue to invest in health, safety, and wellness programs to help employees enjoy a better quality of life and contribute to Intel's success. Throughout our response to COVID-19, our priority has been to protect our essential workers who have worked on site since the start of the COVID-19 pandemic, as well as our employees working from home.

Our commitment in the [Intel Environmental, Health, and Safety Policy](#) is to provide a safe and injury-free workplace—not only for our employees, but also for contractors working at our sites. Since 2001, we have maintained a [company-wide certification](#) to the internationally recognized ISO 14001 and ISO 45001 standards to ensure that our manufacturing sites maintain a comprehensive, fully integrated environmental, health, and safety (EHS) management system. In 2020, independent third-party virtual audits were conducted to maintain this certification. For information on our EHS assurance program, see "[Environmental Management](#)" in the Sustainable section of this report.

As Intel continues to expand manufacturing operations, we are committed to our "copy exactly" philosophy for implementing world-class EHS programs. We set high safety training and performance expectations with our suppliers during our contracting process, including contractor orientation for new suppliers. For more information, see "[Supply Chain Responsibility](#)" in the Our Business section of this report.

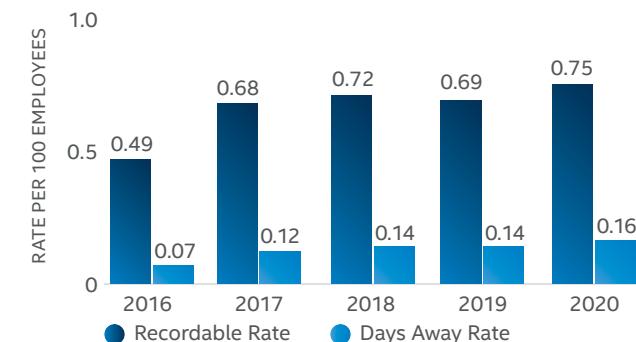
Health and safety training creates awareness and enables our employees to better understand their safety responsibilities. Our training system covers information needed for specific jobs (such as electrical safety, ergonomics, control of hazardous materials, and chemical safety), and

incorporates innovative learning methodologies. During COVID-19, we enabled access to all EHS courses via mobile phones so that employees could complete training with greater flexibility. Globally, 33,200 individuals completed one or more EHS courses, for a total of 250,000 EHS training hours delivered in 2020.

EHS training is available in different languages and takes the form of web-based courses, instructor-led courses, or on-the-job training. In 2020, we deployed a PC game designed to increase ergonomics awareness for employees working from home, as well as a VR version of our newly revised Office Ergonomics Course. We also updated our office ergonomics software, which aims to reduce ergonomic-related injuries by encouraging employees to take micro-breaks, complete posture and workstation assessments, perform desk exercises, and more.

As we adapted to new working environments during the COVID-19 pandemic we also modified how we ensure the safety of our employees. We provided a reimbursement program to enable employees working from home to improve their workspaces and add ergonomic equipment. We also created virtual access to ergonomic assessments and to our occupational health resources. Early reporting is critical for ergonomic injuries and applies to both home and office environments, as it increases the chance of employees getting better more quickly and requiring less medical care over time. We supported raising employee awareness on reporting, ergonomics, and situational safety using multi-media approaches and manager guidance. As a result, reporting of injuries—primarily cumulative trauma disorders (CTDs)—increased 10% across Intel from 2019 to 2020.

## Recordable and Days Away Injury Rates



Rate based on 100 employees working full time for one year. Data as of March 2021. Certain historical figures have been updated based on new reported cases received.

Intel ended 2020 with an Occupational Safety and Health Administration (OSHA) recordable rate of 0.75, compared to the most recently published US semiconductor industry average recordable rate of 0.9.<sup>1</sup> Our days away case rate<sup>2</sup> was 0.16, compared to the semiconductor industry average of 0.4.<sup>1</sup> Ergonomic-related or CTDs remained the most prevalent type of injury experienced at Intel in 2020, followed by strains/sprains. We had zero fatalities for employees or contract workers working on site in 2020. There were 24 high-consequence injuries during 2020 with 50% CTD injuries and 25% strain/sprain injuries. Learnings have been integrated into our 2021 ergonomics program plans with a focus on early intervention.

<sup>1</sup> Source Bureau of Labor Statistics. 2019 indicators are available at [https://www.bls.gov/web/osh/summ1\\_00.htm](https://www.bls.gov/web/osh/summ1_00.htm). Note that the rates for 2019 are exactly the same as reported for 2018.

<sup>2</sup> Days away begins the day after the accident.

The Intel® Vitality program—offered in previous years to our employees in the US, United Kingdom, and Vietnam—focuses on four pillars of wellness: mindset, nutrition, movement, and recovery. In 2020, the wellness program offerings transitioned to 100% virtual, enabling us to extend the program to all of our employees, including those working from home during the pandemic. In 2020, 47,482 employees participated in the virtual wellness services, with a 96.8% satisfaction rate. We also extended employee access to [Headspace](#), a mindfulness application. In 2020, 13,000 employees used Headspace an average of 3.6 sessions per week, meditating a total of 3.6 million minutes. In early 2021, we also added 12 more wellness paid time-off hours for employees in each half of the year.

Intel's mental wellness strategy is designed to raise awareness of mental or behavioral health, cultivate an accepting culture so employees feel safe, and remove barriers to make it easier for our employees and their family members to seek care. In response to the pandemic and other events in 2020, we encouraged utilization of existing mental health resources, including the Intel Employee Assistance Program, which provides confidential counseling and work-life services to employees and their immediate family members. In connection with World Mental Health Day in October 2020, we launched a global

mental wellness initiative featuring a new employee website, nine global webinars, manager videos, a sleep app, and an employee feedback survey. Additional mental wellness events and benefits are planned for 2021.

Globally, we have 37 on-site health clinics to attend to work-related employee health and safety needs. In addition, we have five [Health for Life Centers](#) at our sites in Arizona, New Mexico, and Oregon to provide employees and their eligible dependents with primary care and specialty services (including acupuncture, chiropractic, and behavioral health services, physical therapy, and special programs such as outreach to American veterans at Intel). The Health for Life Centers are integrated with our other on-site health and wellness program offerings to provide a seamless and comprehensive health and wellness experience. In response to the COVID-19 pandemic, the Health for Life Centers fast-tracked implementation of a virtual visit strategy, delivering approximately 10,000 virtual visits in 2020 (25% of total visits).

In 2021, in support of our 2030 safety culture and wellness goals, we continue to expand virtual engagement by hosting external speakers on educational safety and well-being topics and offering additional interactive learning games. We will adopt leading indicators to assess progress, drive for earlier reporting of ergonomic injuries at the first sign of fatigue/discomfort, promote easier access to services, and increase the percentage of employees who have the opportunity to engage in our employee safety culture surveys. We will also continue to adapt our EHS services to support our future working models in which we anticipate more employees will work a hybrid schedule with some days on site and some days working from home.

## Recognizing Safety Achievement

The Intel Safety Always-Safety Star Program recognized 10 individuals for outstanding safety accomplishments in 2020. The winners were chosen from 250 nominations globally. Winning accomplishments in 2020 included using AI and sensing technology to promote the use of handrails, developing custom tools and equipment to reduce ergonomic risk during equipment maintenance, and deploying new programs to ensure the safety of contractors.

## 2030 Goal: Employee Safety and Wellness

**Description.** Ensure that more than 90% of our employees believe that Intel has a strong safety culture, and achieve 50% participation in our global corporate wellness program.

**Baseline.** At the start of 2020: (1) 37% of Intel employees (primarily in our manufacturing operations) had the opportunity to provide feedback in our EHS Safety Culture Survey, reporting a baseline average of 79% on "safety is a value" metrics; and (2) 22% of Intel employees participated in Intel wellness programs (inclusive of employees who reside in countries with no formal program offerings).

**Progress in 2020.** During 2020, our health, safety, and wellness teams took steps to expand the number of employees participating in the safety culture survey and increase employee awareness and engagement in our programs, with a focus on prevention and early intervention programs (e.g., ergonomic programs) and participation in the Intel Vitality Program's newly expanded virtual offerings.

**Looking Ahead.** For our safety culture goal, we will work toward company-wide participation in our safety culture survey (with target to expand survey to 50% of employees by end of 2021) and increase employee and management engagement in our safety programs. For our wellness goal, we will first expand our wellness programs access to all employees globally over the next 5 years and then aim to increase the participation rate for all employees to 50%.

# Combating Forced and Bonded Labor

We have worked to build a strong system to detect and address risks of [forced and bonded labor](#) among our suppliers and their recruiting and labor agents, including reaching over 135 suppliers at the tier 2 level. Our [Statement on Combating Modern Slavery](#) details the expectations we have for ourselves and our suppliers, including prohibitions against holding worker passports and charging workers fees to obtain or keep employment. Since 2014, our ongoing assessments and efforts to reach deeper into the supply chain have positively impacted more than 45,500 workers in our extended supply chain. Positive impacts have included the return of over \$23 million in fees to 20,000 workers by our suppliers since 2014. The fees returned could equate to approximately three to five months of base pay, depending on location and situation. In some instances, we have faced challenges in gaining cooperation from suppliers in repaying workers quickly, and we work closely with suppliers to determine acceptable remedies and put systems in place to prevent future occurrences.

Many challenges exist combating issues related to forced and bonded labor, including lack of full visibility into our multi-tier supply chain. To increase our reach and positive impact, since 2018 we have required that approximately 50 of our suppliers work with at least three of their own major suppliers to assess and address their risks of forced and bonded labor. Thirty-two of our suppliers have completed all deliverables and demonstrated changes to tier 2 supplier policies and procedures, stronger engagements with recruiting and labor agents, and the return of fees of over \$800,000 to their foreign workers. COVID-19 restrictions slowed our work in this area, and we now expect completion of this project by the end of 2021.<sup>1</sup>

## Findings that May Trigger Forced and Bonded Labor Risks

Findings	2016	2017	2018	2019	2020
Closed	126	49	44	36	10
In Process	–	2	4	2	20
<b>Total</b>	<b>126</b>	<b>51</b>	<b>48</b>	<b>38</b>	<b>30</b>

We proactively work to identify and help suppliers close findings that we believe may be trigger factors for forced and bonded labor. Some historic numbers have been restated due to the timing of reporting.

Effective January 1, 2021, we have also prohibited the use of all forms of prison labor in our supply chain. Previously, our policy had allowed for limited use in cases where it was voluntary and not exploitative. We believe our updated requirements strengthen our commitment to human rights, social equity, and justice.

In 2020 we continued our focus on programs where foreign interns pay fees in their home countries to secure roles in Japan and Korea, attend training, and then travel to facilities. We also took action in the construction industry, which has been identified as one of the highest sectors at risk for forced labor.<sup>2</sup> We have achieved fee repayments in Japan, and due diligence tools we developed were integrated into the processes of several general contractors engaged in construction projects in Asia and the Middle East. The general contractors are also required to cascade our expectations to subcontractors who are our tier 2 and tier 3 suppliers.

Our suppliers report to us that they continue to realize benefits as a result of their improved practices, such as reduced business risks, better and larger pools of candidates, a more satisfied workforce, and higher worker retention—all of which can lead to improved productivity and product quality, as well as positive social impacts.



<sup>1</sup> Content updated in December 2021.

<sup>2</sup> Source: [KnowTheChain: Forced Labor in the Construction Sector](#).

## Industry Collaboration through Training

Collaboration is key to addressing broad, long-standing issues. Intel co-founded and serves on the working group of the multi-industry, multi-stakeholder [Responsible Labor Initiative](#) (RLI), which aims to protect and promote the rights of vulnerable workers. The RLI has established the Responsible Recruiting Program, a recruiting agent maturity model. In 2020, Intel also co-sponsored virtual training sessions, Mitigating Risks of Forced Labor and Impacts of COVID-19 on Migrant Workers in the Supply Chain, for more than 370 supplier participants. We also co-sponsored a multi-day comprehensive virtual training on requirements related to combating forced labor, and distributed a number of tools to suppliers who attended.

In partnership with RLI and its members, Intel helped create the [Practical Guide to Due Diligence on Recruitment Fees in International Supply Chains](#), which provides guidelines and examples of best practices to achieve fee repayment.

For more information on our work in this area, see ["Supply Chain Responsibility"](#) and ["Respecting Human Rights"](#) in the Our Business section of this report.

Our work to combat forced and bonded labor earned Intel the number four position on KnowTheChain's 2020 ICT benchmark list of 49 public information and communications technology firms.

## 2030 Goal: Supply Chain Human Rights

**Description.** Scale our supplier responsibility programs to ensure respect for human rights across 100% of our tier 1 contracted suppliers and higher risk tier 2 suppliers.<sup>3</sup>

**Baseline.** At the beginning of 2020, 18% of our tier 1 contracted suppliers had been assessed and engaged in our supplier responsibility programs. Those assessed represented approximately 69% of our 2020 spends. The primary driver of risk assessment is forced, bonded, or child labor and other human rights issues. Identified risks will be mitigated/ remedied through our accountability processes.

**Progress in 2020.** During 2020, our supply chain responsibility team completed initial risk profiling of 100% of our tier 1 contracted suppliers and developed an enhanced process and roadmap for completing more in-depth risk assessments. The team also completed 50 assessments in 2020. Of those, 80% were determined to be low or medium risk. Higher risk suppliers are targeted for follow-up actions in 2021.

**Looking Ahead.** To achieve our 2030 goal, our target is to assess and validate the risk level of an additional 6-8% suppliers per year, with all high-risk situations remediated within one year. In 2021, we will also complete additional analysis and planning related to our risk assessment process.

<sup>3</sup> Tier 1 suppliers are companies from which Intel makes direct purchases (approximately 9,000 suppliers in 2020). Tier 1 contracted suppliers are subject to formal agreements with Intel based on the products and services provided and spends (approximately 1,500 at the beginning of 2020). Tier 2 suppliers are companies from which Intel's tier 1 suppliers make direct purchases.



# Responsible Minerals Sourcing

Like many companies in the electronics industry, Intel and our suppliers use minerals in manufacturing. Over a dozen years ago, Intel began work to responsibly source conflict minerals<sup>1</sup> and in 2017 we expanded our efforts to also address cobalt in our supply chain. We are proud of the significant progress we have made as a company and as an industry, but we know that there is more work to be done. A key technology initiative in our 2030 RISE strategy is to significantly expand our impact in responsible minerals and accelerate the creation of new sourcing standards.

Intel's mission is to maintain the positive progress we've made to date on 3TG (tantalum, tin, tungsten, and gold) and cobalt, and to proactively address emerging risks from the expanding scope of materials and geographies. Our ambition is to apply our learnings from the past decade and work with our industry to broaden and accelerate the creation of sourcing standards for a much wider set of minerals across additional conflict-affected and high-risk areas (CAHRAs)<sup>2</sup>.

More information is available on our [Responsible Minerals website](#). Our Responsible Minerals program, [Responsible Minerals Sourcing Policy](#), and due diligence practices address minerals originating in CAHRAs, and are aligned to the [OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas](#) (OECD Guidance).

## Beyond Conflict Minerals: Driving a Responsibly Sourced Mineral Supply Chain

The first step in our efforts to encompass all minerals used in semiconductor manufacturing was to prioritize the next phase of minerals toward which Intel would direct responsible sourcing efforts. We accomplished this by compiling Intel usage data and known mineral risks, as well as prevalence of sourcing from CAHRAs. We compared our work with analyses and initiatives being undertaken by stakeholders and the industry, leading Intel to select aluminum, copper, nickel, and silver as the next set of minerals to target. To contribute to standards and help define and engage in due diligence within the copper supply chain, Intel became a partner member of [The Copper Mark](#). Our next steps will be to work with our suppliers to map our supply chain for the targeted minerals and to ensure standards are in place to enable us to pursue our ultimate goal of responsible sourcing for all the minerals in our supply chain. We will continue to identify the highest priority minerals to work on in pursuit of our 2030 RISE Goals.

## Connecting with Mining Communities

In late 2019, Intel was part of a [delegation](#) of non-governmental organizations, US government representatives, and other technology companies that visited the Democratic Republic of the Congo and neighboring Rwanda to observe and discuss challenges facing the mining industry. The delegation was organized by the [Public-Private Alliance for Responsible Minerals Trade](#) (PPA), where Intel holds a leadership position. A key takeaway from this experience was the need for corporations to increase upstream program support to

ensure sustainability and improve the livelihoods of the most vulnerable communities tied to our supply chain. In response, Intel has developed a more comprehensive program to partner with our peers and vetted NGOs to increase mining community support as a complement to our due-diligence program. A few examples of projects supported by Intel in 2020 are: [City of Joy](#) (via the PPA), a group providing health care, education, and holistic rehabilitation to survivors of gender violence in Congolese mining communities; [Congo Power](#), an alliance providing mining areas with clean power; and the PACT-RMI Youth Vocational Training Program, aimed at providing mining alternatives to Congolese youths.

Intel also recognizes the local socio-economic importance of the artisanal and small-scale mining (ASM) sector in CAHRAs and seeks to assist ASM sites in meeting downstream compliance requirements through the Better Mining ASM Mine Monitoring Program in partnership with [Responsible Minerals Initiative](#) (RMI) and [RCS Global](#). We believe that maintaining a connection and providing support to the communities that we depend on in our vast global supply chain is a crucial component to our responsible minerals program.



<sup>1</sup> Conflict minerals, as defined by the US Securities and Exchange Commission (SEC), is a broad term that means tin, tantalum, tungsten, and gold (3TG), regardless of whether these minerals finance conflict in the Democratic Republic of the Congo (DRC) or adjoining countries.

<sup>2</sup> CAHRAs, as defined by OECD, are identified by the presence of armed conflict, widespread violence, or other risks of harm to people. Armed conflict may take a variety of forms, such as a conflict of international or non-international character, which may involve two or more states, or may consist of wars of liberation, or insurgencies, civil wars, etc. High-risk areas may include areas of political instability or repression, institutional weakness, insecurity, collapse of civil infrastructure, and widespread violence. Such areas are often characterized by widespread human rights abuses and violations of national or international law.

## Our Due Diligence Continues: 3TG and Cobalt

Intel's responsible 3TG and cobalt program, aligned with the [OECD Guidance](#), focuses on three primary areas:

**Risk Identification.** Each year we conduct a supply chain survey to identify the smelters and refiners that process the 3TG and cobalt contained in the products supplied to Intel, and the country of origin of minerals used. We then compare those smelters and refiners to the list of facilities that conform to a responsible minerals sourcing validation program such as [RMI's Responsible Minerals Assurance Process](#) (RMAP). We use the information to identify potential mineral supply chain risks.

**Risk Mitigation.** When we identify potential risks, we conduct further due diligence, which may include on-site smelter or refinery visits or virtual outreach. Such visits or virtual outreach help identify risks, encourage smelters and refiners to participate in an audit program to validate their sourcing practices, and drive risk mitigation for human rights impacts. When necessary, we will disengage from mineral supply chains that cannot uphold our responsible minerals sourcing standards. Additionally, Intel increased virtual outreach activities to smelters and refiners already participating in a third-party audit program to ensure participation continuity, minimize disruption and provide additional support throughout the pandemic.

**Supporting In-Region Sourcing.** We believe that the creation and support of responsibly sourced<sup>3</sup> minerals from CAHRAs improve the lives of the people in the regions. Our membership in and support of the PPA and European Partnership for Responsible Minerals (EPRM) directly support regional projects that enable responsibly sourced minerals from CAHRAs by helping to implement programs that are consistent with the OECD Guidance and supported RMI programs. Intel also answered the call to provide COVID-19 related emergency funding to the International Tin Association's International Tin Supply

Chain Initiative (iTSCI), a traceability scheme of which Intel is a member, to help ensure that responsible in-region sourcing and assurance continued without interruption.

**3TG.** Through our annual supply chain survey process, all of the relevant suppliers and refiners reported in our supply chain are deemed responsibly sourced through their conformance to and/or participation in a responsible minerals sourcing program.

**Cobalt.** For the second year, Intel used the RMI Cobalt Response Template (CRT) to survey all suppliers contributing cobalt to our products. We received a CRT from 89% of suppliers surveyed. We are continuing communication and outreach to our suppliers to further improve this response rate. Intel conducted risk mitigation in our supply chain, including smelter outreach and country of origin assessments, as well as working with direct suppliers to facilitate alternative sourcing where appropriate. See a [complete list](#) of cobalt facilities that may have processed cobalt in Intel's supply chain based on supplier responses to our 2020 survey.

Intel's long-term leadership in initiatives such as the RMI and PPA allow us to regularly collaborate on the issue of responsible minerals sourcing with other companies, industries, governments, and civil society. Such collaboration is crucial to identify and address risks associated with mineral extraction and trade in complex mineral supply chains. All participants, from the mines through device manufacturers, have a responsibility to ensure that they do not contribute to human rights abuses. Intel continues to advance responsible sourcing across our product lines, materials, and industry as our business and the world landscape continues to evolve.

Our annual [conflict minerals disclosure](#) filed with the US Securities and Exchange Commission contains additional information about our 3TG and cobalt due diligence practices.



<sup>3</sup> "Responsibly sourced" refers to products from suppliers, supply chains, smelters, and refiners that, based on our due diligence, are in line with current global standards and respect human rights in every aspect of their practice.

# Responsible Mobility

According to the World Health Organization, 1.35 million people die each year as a result of road traffic crashes. More than half of all road traffic deaths are among vulnerable road users—pedestrians, cyclists, and motorcyclists—and 93% occur in low- and middle-income countries.<sup>1</sup> Autonomous vehicle (AV) technology has the potential to improve road safety, save lives, and transform personal mobility, including bringing broader mobility to the elderly and those with disabilities. It can also reduce traffic congestion and thereby provide environmental benefits such as reduced emissions.

Intel's [Mobileye](#) business is a global leader in driving assistance and self-driving solutions. The company's product portfolio employs a broad set of technologies covering computer vision and machine learning-based sensing, data analysis, localization, mapping, and driving policy technology for advanced driver-assistance systems (ADAS) and AVs. Mobileye technology helps keep the drivers and passengers of more than 70 million vehicles safer today.

One of Intel's 2030 RISE technology industry initiatives is to collaborate with industry, ecosystem partners, and governments to advance the adoption of technology-neutral safety standards to advance the AV industry in pursuit of reduced traffic accidents globally. We will achieve this through the standardization of Intel's [Responsibility-Sensitive Safety \(RSS\)](#) safety model to enable safe, commercial deployment of AVs at scale, anywhere in the world, via self-driving Mobility-as-a-Service (MaaS). Mobileye will also include RSS in more advanced ADAS vehicles coming to market in 2021 as well as AVs destined for consumer use that are expected to arrive in the second half of the decade.

Introduced in 2017, RSS is a formal model for safety based on human concepts of what it means to drive safely. RSS enables efficient validation of the safety of an AV providing strong assurances to the public of the safety of AVs. RSS formalizes human decision making for safe driving and is based on the need to balance safety with useful driving by making reasonable worst-case assumptions about other road users. RSS is a technology-neutral approach to AV safety and provides regulators around the world a transparent way to evaluate the performance of driverless vehicles.

RSS has become a leading model for global AV safety frameworks. Numerous standards bodies are beginning to include RSS in their standards development activities. Regulators and policymakers are looking at RSS as a tool for defining what it means for an AV to drive "safely." Researchers are digging into the application of RSS and pushing the boundaries of its efficacy. Standards progress has been especially robust, as RSS has been contributed to both IEEE and International Organization for Standardization (ISO) standards efforts. In late 2019, Intel was named to lead an IEEE working group to develop an open, transparent, and technology-neutral formal model for safety. The first project from this working group, known as [IEEE P2846: Assumptions for Models in Safety-Related Automated Vehicle Behavior](#), will define reasonably foreseeable assumptions that an AV safety model shall consider about other road users when operating in the real world. The working group includes other industry representatives from Waymo, Aurora, FCA, Ford, Motional, Nvidia and more. The group is working toward publication in 2021.

Additionally, ISO has adopted the [Safety First for Automated Driving \(SaFAD\)](#) paper as a technical report, and it is now being improved to a Technical Standard. This paper was published by Intel and 10 other automotive industry representatives (BMW, Daimler, VW, and more), and includes RSS in the Drive Planning Element that supports a capability to create a "collision-free and lawful driving plan." China ITS, the standards body for the world's largest passenger vehicle market, has released an AV standard based on RSS. Intel has also presented and contributed RSS to regulatory standards efforts at the United Nations Economic Commission for Europe.

Other standards organizations, businesses, and think tanks are evaluating and/or using RSS, including SAE-ITC's Automated Vehicle Safety Consortium, Baidu, Valeo, the RAND Corporation, and Arizona's Institute of Automated Mobility (IAM). Intel is also working to educate policymakers on the critical importance of policy actions and regulation to advance the adoption of transparent and open AV safety standards in efforts like NHTSA's Advance Notice of Proposed Rulemaking, Framework for Automated Driving System Safety.



<sup>1</sup> Source: World Health Organization, [Road Traffic Injuries](#).

# Revolutionizing Health and Safety Through Technology

We will apply our expertise, resources, and technology to enable others to harness the power of technology to improve health, safety, and wellness in the areas of healthcare and life sciences, manufacturing, and transportation. To learn more about our work to expand the use of technology in transportation to reduce accidents and traffic fatalities, see "[Responsible Mobility](#)" earlier in this section.

## Healthcare and Life Sciences

As global health and safety challenges continue to evolve and grow in complexity, technology will play a key role in making healthcare and life sciences more connected, personalized, and intelligent. This will enable improved patient experiences, enhanced population health, reduced costs, and streamlined workloads for providers and researchers. With the use of our technology for [AI in medical imaging](#), for example, Intel has enabled providers to identify anomalies more quickly and accurately, which can lead to faster diagnoses. Combined with Internet of Things healthcare technologies, AI has transformed telemedicine, patient monitoring, and electronic health record keeping. In lab and research environments, our technology innovations give researchers powerful tools to make breakthrough discoveries and solve some of the world's most complex healthcare and life science challenges. [Learn more.](#)

During 2020, we collaborated with many customers on health-related technology solutions through our Pandemic Response Technology Initiative (PRTI). In 2021, we expanded the PRTI and renamed it the [Intel RISE Technology Initiative](#) to further accelerate and fund collaborative projects with Intel customers.

**COVID-19 Testing.** In the early days of the pandemic, hospitals were overwhelmed just diagnosing COVID-19 due to a shortage of tests. Intel partners stepped up to use medical imaging equipment, like CT machines and X-ray machines, to fill the gap for diagnosis using AI. These smart machines can analyze patient films and determine the presence and severity of COVID-19. The solution helped pave the way for organizations to create diverse datasets for more accurate diagnoses. UC San Francisco is leveraging Intel® Software Guard Extensions to deploy a confidential computing platform that will help protect both the algorithms and privacy of healthcare data when building AI models. Intel also worked with India's Council of Scientific and Industrial Research and International Institute of Information Technology, Hyderabad, to deploy Intel client and server solutions to enable faster and less expensive COVID-19 testing and coronavirus genome sequencing.

**Telehealth and Remote Care Solutions.** With Medtronic, Intel® NUC Mini PCs were used to build remote ventilators so doctors could monitor multiple ventilated patients at a time without risking exposure. Banner Health, VeeMed, and Intel worked together to augment existing in-room displays with an Intel NUC Mini PC running telehealth software. Providers and specialists were able to offer critical consultative support for COVID-19 patients, remotely speak to patients, check data from in-room monitors, and even Zoom in for visual exams.

## Safer Workplaces and Manufacturing

Industrial enabled AI Ready PCs can optimize the performance of the smart factory by monitoring anything from potential safety hazards to operational efficiency improvements. From offshore drilling rigs

## Protecting Personal Safety and Tackling Human Trafficking

In early 2021, Intel joined the [WePROTECT Global Alliance](#), a multi-stakeholder public-private partnership that aims to end child sexual exploitation and abuse online by bringing members together to work on the global response. Partnering with other alliance members, Intel donated hardware and engineering talent to develop the IT infrastructure at the [National Center for Missing and Exploited Children](#) (NCMEC). This builds upon our work with organizations like Thorn, to develop technology that defends children from sexual abuse, including software that is used to help law enforcement find sexually exploited children more quickly. Intel also has worked with NCMEC to improve storage and routing of its CyberTips report, a report generated when a tech company detects evidence of child sexual abuse. During the global pandemic, NCMEC saw a huge spike in CyberTips, with the number rising 318% between April 2019 and April 2020. [Learn more.](#)

to fulfillment warehouses, Internet of Things solutions from Intel deliver information to connected workers and systems that increases safety and productivity.

To protect patrons and essential workers and make it safer for businesses to reopen, the PRTI invested in several projects, including an AI-enabled occupancy and social distancing controls project with Johnson Controls. The solution replaces human observation monitoring of social distancing with environmental data and sensors to optimize air quality and physical distancing analysis.

# Inclusive



Diversity, equity, and inclusion are core to Intel's values and instrumental in driving innovation and delivering strong business growth. We take action to advance a culture of inclusion and accountability by integrating measures across our performance management systems, compensation programs, and hiring processes. We are committed to transparently reporting our representation and pay equity data to hold ourselves accountable and encourage action by others. Through our 2030 goals, we continue to raise the bar for ourselves and our supply chain, and aspire to achieve wider impact by leading industry collaborations to advance inclusion and social equity and make technology fully inclusive and accessible for millions of people around the world.

## 4 industry-wide inclusion actions

We launched the Alliance for Global Inclusion to drive collective impact in four key areas: leadership representation, inclusive language, inclusive product development, and STEM readiness in underserved communities.

## \$1.2B annual spending with diverse-owned businesses

We spent \$1.2 billion with diverse-owned suppliers in 2020, making progress toward our 2030 goal to reach \$2 billion annually.

## 1M Girls Moonshot

The Intel Foundation has joined forces with the STEM Next Opportunity Fund, the Gordon and Betty Moore Foundation, and the Charles Stewart Mott Foundation to launch the Million Girls Moonshot, aimed at equipping 1 million more girls from under-resourced communities with an engineering mindset.

# Inclusive: Our Approach

Over the past decade, we have taken actions to deeply integrate diversity and inclusion expectations into our culture, performance management systems, leadership expectations, and annual bonus metrics, and to transparently report on our progress and data. Through an integrated strategy focused on hiring, retention, and progression, we met our 2020 goal to achieve full representation<sup>1</sup> of underrepresented minorities and women in our US workforce two years ahead of schedule. We also achieved gender pay equity globally and race/ethnicity pay equity in the US, and reached our 2020 goal of \$1 billion in annual spending with diverse suppliers. We are proud of what we have accomplished to date, but we recognize we still have work to do, including beyond the walls of Intel.

Our commitment to fostering a diverse, equitable, and inclusive culture is a business imperative and key to our long-term success. We also know that what happens outside of Intel is felt inside Intel. In response to acts of



racism and violence in 2020, Intel's senior management and our Board [publicly affirmed](#) that inaction is not an option for Intel, and Intel and the Intel Foundation have taken several actions to advance social equity and catalyze change through strategic collaborations.

Our RISE strategy and 2030 goals set our global ambitions for the next decade. We will continue to advance inclusion in our workforce using a holistic approach toward representation, pay equity, and creating an inclusive and accessible culture that enables employees to develop and progress in their careers at all levels. In 2021, we will also continue to link a portion of our executive and employee compensation to diversity and inclusion metrics to drive accountability and progress.

We know that today's greatest challenges require a shared commitment to a plan and meaningful action to advance inclusion and social equity. That is why we have committed our scale, expertise, and reach to launch the Alliance for Global Inclusion to create and implement an Inclusion Index with unified goals and metrics. We will also work with a broad range of stakeholders on initiatives that expand the diverse pipeline of talent for our industry. We aspire to make technology fully inclusive and expand technology access and digital readiness for millions of people around the world who currently do not have the technology skills or access needed to participate and thrive in our digital economy.



## 2030 RISE: Inclusive Goals, Initiatives, and Global Challenges

**GLOBAL CHALLENGE:**  
Make technology fully inclusive and expand digital readiness.

**TECHNOLOGY INDUSTRY INITIATIVES:**

- Inclusion Index.** Drive full inclusion and accessibility across the technology industry by creating and implementing a Global Inclusion Index with common metrics to advance progress.
- Inclusive Pipeline.** Expand the inclusive pipeline of talent for our industry through innovative global education initiatives and STEM programs for girls and underrepresented groups.

**OPERATIONAL AND SUPPLY CHAIN GOALS:**

- Senior Leadership.** Double the number of women and underrepresented minorities in senior leadership roles.
- Technical Roles.** Exceed 40% representation of women in technical positions.
- Inclusive Leadership.** Ensure that inclusive leadership practices and accountability are embedded in our culture globally by creating and adopting an inclusive leader certification program.
- Accessibility and Disability Inclusion.** Advance accessibility and increase the percentage of employees who self-identify as having a disability to 10% of our workforce.
- Supplier Diversity.** Increase global annual spending with diverse suppliers by 100% (to \$2 billion).

# Inclusive Workforce

We believe that when every employee has a voice and a sense of belonging, Intel can be more innovative, agile, and competitive. An inclusive culture that welcomes all perspectives is critical for attracting, retaining, and progressing top talent. Intel is committed to providing a work environment where employees from all backgrounds are valued, respected, challenged, acknowledged, and rewarded so they can achieve their full potential.

Transparency and open sharing of our data enables us to both celebrate progress and identify key areas for action and improvement. This year we progressed globally in our advancement of women in experienced and senior positions and saw significant growth among our Hispanic/Latinx and veteran populations in the US. Women comprised about 27% of promotions to vice president, showing an increased attention to progression. However, our African American representation was roughly flat from 2019 to 2020.

Through our 2030 goals, we are committed to advancing the representation of women and underrepresented minorities in leadership and technical positions at Intel, advancing accessibility, and embedding inclusive leadership practices in our culture and across our business.

Additional detail is available on our [Diversity and Inclusion](#) website and the [We Are Intel](#) blog series.

In 2020, Intel funded a [research study](#) looking at how diversity and inclusion factors impact the career decisions for Gen Z (those born between 1997 and 2012). Over half (56%) said they would be hesitant to accept a job from an organization that does not have any underrepresented minorities in senior leadership roles, and a majority said that a company's stance on diversity and inclusion is almost as important as the pay offered.

## Women at Intel – Global Data<sup>1</sup>

	2019	2020
Board of Directors	20.0%	30.0%
Executives	20.1%	20.7%
Senior Leadership	18.6%	18.8%
Senior	20.3%	21.3%
Experienced	29.4%	30.4%
Entry-Level	37.8%	37.9%
All Global Employees	27.5%	27.8%
Technical	24.8%	25.2%
Non-Technical	58.3%	57.7%

## US Workforce Representation Data<sup>1</sup>

	2019	2020
Women	26.4%	26.3%
URMs	15.8%	16.3%
URMs in Senior Leadership	7.3%	7.6%
URM Women	3.8%	3.8%
White	45.9 %	45.8 %
Asian	37.9 %	37.6 %
Hispanic/Latinx	10.1%	10.5%
African American	4.9%	5.0%
Native American	0.8%	0.8%
Pacific Islander	0.3%	0.4%
Veterans	7.0%	7.3%

## 2030 Goal: Representation in Senior Leadership

**Description.** Double the number of women and underrepresented minorities (URMs) in senior leadership roles.

**Baseline.** 1,250 women and 380 URMs in senior leadership roles as of April 30, 2020.<sup>2</sup> Target for 2030 is to reach 2,500 women and 760 URMs in senior leadership.

**Progress in 2020.** During 2020, our teams developed a comprehensive implementation plan, with key actions focused on hiring, retention, progression, engaging key human resources teams and business unit leaders, and developing new programs. We also built customized data scorecards to enable business groups to effectively analyze and track their progress toward the corporate goals. At the end of 2020, Intel had 1,268 women and 384 URMs in senior leadership.

**Looking Ahead.** We have set milestones of: (1) reaching 1,375 women in senior leadership roles by the end of 2021; and (2) increasing representation by 10% of Black/African American employees in senior, director, and executive roles in our US population by the end of 2021. By the end of 2023, we aim to increase representation of US Black/African American employees in senior, director, and executive roles by 30%.

<sup>1</sup> 2020 representation data as of Dec. 26, 2020. 2019 data as of Dec. 28, 2019. "Executives" refers to salary grades 12+ and equivalent grades. "Senior Leadership" refers to salary grades 10+ and equivalent grades. "Senior" refers to salary grades 8-9 and equivalent grades. "Experienced" includes salary grades 6 to 7 and equivalent grades. "Entry Level" refers to salary grades 2 to 5 and equivalent grades. The definition of "Technical" is based on Intel's internal job codes and reflects technical job requirements. While we present male and female in this table, we acknowledge this is not fully encompassing of all gender identities. See information about our self-identify initiatives related to our LGBT+ employees later in this section. We define URM to include our Hispanic, African American, and Native American employees in the US.

<sup>2</sup> We selected the April 30 baseline to align with the completion of our annual performance review process and promotion cycle.



## 2030 Goal: Women in Technical Positions

**Description.** Exceed 40% representation of women in technical positions.

**Baseline.** 24.9% of technical roles held by women globally as of April 30, 2020.<sup>3</sup>

**Progress in 2020.** During 2020, our teams continued to engage our female technical talent through our Women at Intel Network programs; supported attendance of Intel employees at industry forums such as the Society for Women Engineers, Professional BusinessWomen of California, Working Mother Media, and AnitaB.org; and worked with Intel business units to assess key gaps and opportunities to advance progress. At the end of 2020, 25.2% of technical roles were held by women.

**Looking Ahead.** We set a target to reach 26% of technical roles held by women by the end of 2021 and will continue to assess and monitor promotion parity for key technical grade levels. We will also pilot a new sponsor-protege program for our senior female technical talent, with plans for scaled enterprise-wide roll-out in 2022.

<sup>3</sup> We selected the April 30 baseline to align with the completion of our annual performance review process and promotion cycle.

## Pay Equity

Since 2019, we have achieved gender pay equity globally and we continue to maintain race/ethnicity pay equity in the US. We achieve pay equity by closing the gap in average pay between employees of different genders or race/ethnicity in the same or similar roles after accounting for legitimate business factors that can explain differences, such as location, time at grade level, and tenure.

Intel's legal and human resources teams work with third-party experts using proven statistical modeling techniques to monitor and advance global pay equity. We have continued to evolve our methodology over time, and our calculations now include stock grants in addition to base pay and bonuses. Individual employees who are identified as having a gap through this analysis receive appropriate adjustments. Based on our 2020 assessment, on average, women globally made \$1 for every \$1 men made and on average, URM employees in the US made \$1 for every \$1 non-URM employees made.

A key component of our pay equity strategy is our commitment to transparency, which helps us to hold ourselves accountable and encourage action by others. In support of this goal, we first publicly released our EEO-1 survey pay data in 2019. Although the US Equal Employment Opportunity Commission subsequently decided it would not continue to require the reporting of pay information, we felt it was important to continue collecting the data and to disclose it publicly in 2020. According to a [recent analysis by Just Capital](#), we have been one of the few US companies to publish the EEO-1 survey pay data.

## Inclusive Culture

Inclusion is one of Intel's core values and it is at the heart of our culture. We have taken actions to integrate our inclusion expectations into our policies, performance management systems, leadership expectations, annual bonus metrics, and employee surveys.

The [Intel Code of Conduct](#) and [Intel Global Human Rights Principles](#) set out our commitment to nondiscrimination and to provide a workplace free of harassment. We have redesigned our employee performance management system and leadership promotions process to focus on results delivered, as well as how those results are achieved through alignment with Intel's values and commitment to inclusion.

**Inclusion@Intel.** The global Inclusion@Intel portal provides a community for employees and empowers them to build tangible and actionable inclusive practices into their everyday work environment. This unique platform provides highlights on inclusive leaders, inclusion training, sharing of best practices, videos, podcasts, and scenario cards that can be used to encourage critical conversations. Our Inclusive Leaders program is designed to equip managers to play leadership roles in growing Intel's inclusive culture and fostering leadership skills needed to build diverse and inclusive, high-performing teams. Since 2017, this program has reached 2,500 mid-senior grade employees, with 93% of participants stating it enabled them to improve their inclusive leadership skills and have a positive impact on their teams. To scale further impact, we are integrating program content into a new enterprise "Manager Academy" to be rolled out to our managers worldwide beginning in 2021.

**Inclusive Hiring Practices.** We have developed a set of best practices and training to mitigate the influence of unconscious bias in the hiring process. These practices include posting of formal requisitions for internal positions, using impartial descriptions of qualifications for all open jobs, and having diverse slates of candidates and diverse hiring panels. In 2020, we linked a portion of our Annual Performance Bonus to metrics aimed at accelerating global inclusive hiring behaviors in support of our 2030 workforce inclusion goals. We met these goals, providing inclusivity training to 99% of hiring managers globally, and completing 84% of internal hiring through posted requisitions.

## Employee Resource Groups and Leadership Councils.

We offer more than 35 Employee Resource Groups (ERGs) and seven Leadership Councils that connected over 25,000 employees in 2020, with 22% of employees now members of an ERG. We encourage employees to participate in resource groups beyond their personal affinities to build relationships with a wider community and exchange learnings. Connecting employees through forums, groups, training, events, and mentoring programs has also been a long-standing hallmark of Intel's culture. Retention rates increase when people feel included in deep and wide-ranging networks.

Our Leadership Councils, composed of over 370 Intel leaders, help guide and mentor members of the ERGs, and also lead efforts in retention, recruiting, and professional development. The Intel Disability Leadership Council, Veteran Leadership Council, Black Leadership Council, Latinx Leadership Council, Native American and Pacific Islander Leadership Council, Network of Executive Women, and Out and Ally Leadership Council host sponsorship programs to help advance leaders within their respective communities. Council members include the senior-most employees and allies to support each other and their communities, and drive better business results. Their overall mission is to promote the progression and growth of diverse employees and foster an inclusive culture where all employees can thrive professionally.

**Employee Surveys.** Through our regular Employee Experience Surveys, employees can voice their perceptions of the company and their work experience, including their views on our diversity and inclusion performance and culture. In 2020, 88% of employees reported, "I am treated with dignity and respect at work" and 87% reported, "Intel makes it easy for people from diverse backgrounds to fit in and be accepted." In 2021, we are integrating additional diversity and inclusion questions into our survey to drive greater insights into employee sentiment and opportunities for improvements.

## Inclusive Language Guide

In 2020, a cross-Intel team of technologists developed an "Inclusive language in engineering guide," the result of a project initiated in 2019 to remove potentially offensive terminology from coding language at Intel and to influence change across the broader technology industry. Words with deep personal and historical context as they relate to slavery, racism, equity, and oppression continue to be used across the technology industry—specifically the terms "master/slave" in programming protocols and "blacklist/whitelist," referring to good and bad commands. This work gained significant momentum following the death of George Floyd, as people searched for ways to address issues related to racism and to drive more inclusion. The result has been extensive dialogue and commitment to change across Intel as people recognize that the use of this type of vocabulary runs counter to Intel's inclusion values and goals. Senior business unit inclusive language allies were designated to facilitate discussions and adoption, and members of the Intel Standards and Open Source workgroup have been engaging with others working to drive change on a larger scale across the industry, the education system, and around the globe. Intel also hosted a discussion within 3GPP, a global Standards Development Organization for telecommunications, to develop more [inclusive and neutral language](#) in all 3GPP specifications.

## Employee Resource Groups

These groups can serve as powerful networks, offering opportunities for personal and professional development, access to mentors, and volunteer activities that facilitate teamwork and build camaraderie.

Agnostics, Atheists, and Allies at Intel	Intel Filipino Employee Network	Intel Parents Network
American Veterans at Intel	Intel French Speakers Network	Intel Russian-Speaking Employee Group
Arab Intel Community	Intel Gay, Lesbian, Bisexual, or Transgender Employees	Intel Sikh Employee Group
Asian Cultural Integration	Intel Hindu Network	Intel Taiwan Network
Baha'i Intel Network	Intel Iranian Employee Group	Intel Vietnamese Group
EXTEND Community	Intel India Employee Group	Network of Intel African Ancestry
Intel Armenian Society	Intel Jewish Community	Next(gen) Professionals Network
Intel Bangladesh Association	Intel Korean Community	Pacific Islanders of Intel
Intel Bible-Based Christian Network	Intel Latinx Network	Partners for Inclusion and Equity
Intel Chinese Employee Network	Intel Muslim Employee Group	Turkish Employee Network at Intel
Intel Disability and Accessibility Network	Intel Native American Network	Women at Intel Network
Intel Doctorates Leadership Forum	Intel Nepalese Group	
Intel Eastern European – Balkanika Group	Intel Pakistani Employee Group	

## Hiring, Retention, and Progression

In support of our 2030 goals and to continue our goal to be a workplace of choice for top talent, we have developed a set of programs and initiatives to support inclusive hiring, retention, and progression practices.

Through the Intel Scholars Program, we award scholarships to technical women and URM students pursuing undergraduate and graduate degrees in STEM fields, with the goal of increasing the diverse talent pipeline aligned with Intel's overall hiring needs. The program engages internal business units and Intel leaders, as well as 15 external partners, to provide support to diverse talent, including financial scholarships, internships, exposure to Intel job opportunities, mentors, networking, research insights, and training opportunities.

Since its launch in 2016, Intel's confidential employee service, the Warmline, has provided employees with support to work through personal and professional roadblocks and explore different options before they consider leaving the company. Employees reach out to the Warmline to discuss a variety of concerns, from relationship problems with their manager to feeling stuck in their current position. Warmline advisors listen, provide resources such as communication strategies, and assist employees on their path to desired opportunities within the company. The Warmline provides a robust data set to help us identify patterns, locate problem areas, and address issues proactively and systemically. In 2019, we expanded the Warmline service from the US to Costa Rica, Mexico, and Israel, and in 2020 extended real-time Warmline support and guidance at scale for our global

workforce. 87% of employees who used the service in 2020 have stayed at Intel and 91% would recommend it to others.

In 2021, we will build on these learnings to pilot an Executive Warmline and related transition support for our senior leaders to advance our 2030 representation goal. We will also pilot two additional programs: a sponsor-protege program for women and URM leaders (targeting grades 8-11) aimed at increasing promotion and development opportunities and improving job satisfaction and retention rates; and a "Talent Keepers" program aimed at more directly engaging managers of Black and African American employees in the US and Costa Rica (targeting grades 3-9) in career development and progression discussions and initiatives.

## Focus on LGBT+ Inclusion

In 2020, we continued our focus on cultivating an inclusive work environment that recognizes LGBT+ employee value, provides competitive benefits, fosters a sense of belonging, and promotes growth and opportunities globally. IGLOBE, our LGBT+ employee resource group, celebrated its 25th anniversary in 2020. IGLOBE now has 13 chapters globally and is supported by the Out and Ally Leadership Council. Each year, we also celebrate inclusion through events such as Pride month and Transgender Day of Visibility. [Read the blog](#).

Since 2002, the Human Rights Campaign (HRC) has listed Intel on its [Corporate Equality Index](#) (CEI), and has given the company the top CEI score of 100 in 16 of those years. The CEI recognizes employers that take concrete steps to ensure greater equality for LGBT+ workers and their families in the form of comprehensive policies, benefits, and practices. Our scores demonstrate our commitment to fostering an inclusive environment and supporting LGBT+ employees throughout their experience at Intel. In 2020, Intel Guadalajara also earned 100 points and received HRC Equidad MX Certification, awarded to companies in Mexico committed to providing LGBT+ inclusion in the workplace.

In 2017, we launched our first LGBT+ self-identify (ID) survey for our US employees and expanded this work globally in 2018 by embedding categories for sexual orientation and gender identity into our human resources systems. In 2020 we repeated our LGBT+

inclusion survey globally and found that 10% of respondents identified as being LGBT+ and that 92% of LGBT+ employees who responded said they felt fully included at Intel. However, only 56% of respondents reported being open about their sexual orientation or gender identity at work, which indicates we have more work to do in building psychological safety in the workplace.

In 2021 our focus will be on tackling these gaps and expanding our self-ID capability globally to countries where it is legal and safe to do so and to drive education programs for managers and employees on the value of self-ID to enable a strong data-driven approach to making progress in this area.





## Linking Compensation to Diversity and Inclusion Goals

Since 2008, we have linked a portion of our executive and employee compensation to corporate responsibility metrics, including diversity and inclusion metrics. In 2020, we met these metrics, which focused on inclusive hiring practices in support of our 2030 workforce inclusion goals. In 2021, metrics will support of our 2030 goal to double the number of women and URM's in senior leadership by achieving a milestone of 1,375 women in senior leadership roles globally and increasing by 10% the representation of Black/African American employees in senior, director, and executive level roles in our US workforce. For more information, see our [2021 Proxy Statement](#) and the [Sustainable](#) section of this report.

### Undesired Turnover

#### Global

Women	3.7%
<b>United States</b>	
Women	4.3%
URM <sup>4</sup>	3.2%
Hispanic	2.5%
African American	4.7%
Native American	2.4%

These figures include all regular Intel employees who voluntarily left Intel in 2020, but do not include Intel contract employees, interns, or employees who separated from Intel due to divestiture, retirement, voluntary separation packages, death, job elimination, or redeployment. In 2020, our overall undesired global turnover rate was 4.0%.

## Accessibility and Disability Inclusion

We strive to become a global employer of choice for people with disabilities and those caring for family members with disabilities by providing a best-in-class workplace for advancing accessibility and disability inclusion. According to the World Health Organization, 15% of the world's population (over 1 billion people) have some form of disability and it is estimated that 70% of disabilities are invisible.<sup>5</sup>

The [Intel Corporate Accessibility Policy](#) outlines our commitment to a culture of accessibility and broader impact through our technology. Through our five-pillar strategy, we focus on advancing accessible design and innovative technology solutions, physical and digital accessibility in the workplace, integration of accessibility best practices in our culture, use of accessible hiring and employee practices, and external engagement and collaboration. The Intel Disability and Accessibility Network has a presence at 11 of our sites worldwide and is supported by the Intel Disability Leadership Council. These groups advocate for and work to advance and retain our disability community, while amplifying awareness both internally and externally.

In 2020, Intel was recognized by [DisabilityIN](#) for the fourth consecutive year, earned the maximum score of 100 in the Disability Equality Index (DEI), and was named one of the Best Places to Work for People with Disabilities. The DEI, a joint initiative with the American Association of People with Disabilities, is a comprehensive benchmarking tool that provides an objective score and roadmap on disability inclusion policies and practices. In early 2021, Intel joined [The Valuable 500](#), a global CEO community focused on advancing disability inclusion through business leadership.

For the **fourth consecutive year**, we earned the maximum score of 100 in the Disability Equality Index (DEI).

— Recognized by DisabilityIN

In 2020, we developed and launched additional employee training on how to create accessible communications materials, meetings, and events. We added captioning to Intel Executive Leadership events and product launches and also created an Assistive Technology Toolkit for employees. In addition, Intel technology teams have been developing accessibility solutions and accessible product design processes. For more information, see "[Making Technology Fully Inclusive](#)" later in this section.

## 2030 Goal: Accessibility and Disability Inclusion

**Description.** Advance accessibility and increase the percentage of employees who self-ID as having a disability to 10% of our workforce by 2030.

**Baseline.** 1.4% of Intel's US workforce self-IDed as having a disability as of December 2020.

**Progress in 2020.** Prior to setting our 2030 goal, our efforts to invite employees with disabilities to voluntarily self-ID were limited to the US. During 2020, we began preparing for the global expansion of our self-ID process, and also developed our maturity model and scaling roadmap to fully embed accessibility into our culture and processes globally.

**Looking Ahead.** In 2021, we will educate leaders, managers, and employees on the value of self-ID and will build capability to measure self-ID globally for more than 90% of employees in 2022. We will also complete our gap analysis and accessibility training roadmap, update the Intel Accessibility Policy, and take critical steps to further integrate disability inclusion into our employee systems and processes.

<sup>4</sup> We define URM to include our Hispanic, African American, and Native American employees.

<sup>5</sup> [World Health Organization](#) and [Invisible Disabilities Association](#).

# Social Equity

For Intel, social equity means creating a world in which all people, regardless of their identity or background, have an equal voice, representation, and access to opportunities. Our social equity strategy is grounded in the [Intel Global Human Rights Principles](#) and includes programs, strategies, investments, and policy advocacy to remove systemic barriers to a fully inclusive workplace and society. In 2020, we worked with teams across the company to advance and align our social equity work across four key areas: people, philanthropy, products, and policy.

## People: Driving Equity at Intel

Our social equity strategy begins with leveraging the full capabilities across Intel to drive equitable change from the inside out. We are taking actions to make progress against our [2030 RISE inclusive goals](#), including adding new milestone targets in 2020 to increase US representation of African American employees at mid, senior, and director levels by 30% by the end of 2023.

We also provide opportunities for our employees to learn about and take action on social equity issues. A new Social Equity Speaker Series provides employees with a safe and supportive platform for sharing, discussing, and learning about social equity challenges and opportunities.

## Philanthropy: Catalyzing Change

Intel and the Intel Foundation are catalyzing change through strategic, community partnerships and engaging our employees through skills-based volunteering. Intel donated \$2.2 million in new grants to nonprofit organizations that are advancing social justice and anti-racism causes around the world to help address systemic and root causes of disparities for marginalized

groups. The organizations were selected based on input from our Network of Intel African Ancestry and the Intel Black Leadership Council. In 2020, the Intel Foundation also initiated a special \$500,000 employee donation match campaign entitled "Standing on the Sidelines Is Not an Option," supporting the National Urban League, the Center for Policing Equity, the NAACP Legal Defense Fund, and Amnesty International.

## Products: Advancing Equity Through Technology Solutions

We're leveraging Intel's technology expertise and partnerships to unleash the power of data and technology solutions to advance social equity. Our technologists, data scientists, and engineers are conducting research for more inclusive, accessible designs for future products. Through the [Intel RISE Technology Initiative \(IRTI\)](#), beginning in 2021, Intel employees can submit their ideas for technology projects in collaboration with Intel customers to positively impact social equity and human rights. Our teams are also working to prevent algorithmic bias as part of our focus on [Responsible AI](#) practices and development of inclusive coding language.

## Policy: Taking a Stand for Racial Justice

Achieving social equity demands a robust public policy framework. Our Intel [Global Social Equity Policy Principles](#) guide our work with governments and organizations to build a more equitable world and advance legislation to combat systemic inequities impacting employees and communities globally. In early 2021, we pledged \$5 million to develop a technology law and policy center at North Carolina Central University, a historically Black college or university (HBCU). See "[Governance, Ethics, and Public Policy](#)" in this report to learn more.

## Social Equity and Racial Justice Collaborations

Intel has provided both financial and in-kind support to organizations working to advance social justice and anti-racism innovations.

**Vera Institute of Justice.** Intel and Vera are working on programs to improve equitable outcomes for all in the criminal justice system.

**Living Cities.** Living Cities and Intel are equipping US city leaders in the Closing the Gap Network with racial equity tools and competencies to advance equity across government policies and functions.

**PolicyLink.** Intel and PolicyLink are using data-driven strategies and policies to drive economic equity in US cities. Additionally, they are developing corporate racial equity standards to advance equity as a business challenge.

**UNESCO.** Intel and UNESCO are delivering gender-transformative digital skills education and developing inclusive anti-racism educational resources for educators around the world.

**Obama Foundation.** Through the Obama Leaders program, Intel is equipping changemakers in Africa, Asia-Pacific, and Europe with the leadership skills and resources they need to drive equity innovation in their communities.

**Greater Houston Community Foundation.** Intel is collaborating with the City of Houston's Complete Communities Initiative to ensure all Houstonians have access to quality services, amenities, and opportunities for economic mobility.

**X-Prize Foundation.** Intel and the X-Prize Foundation co-developed an X-Prize Racial Equity Alliance to bring together leaders, experts, and Intel employees to tackle social and racial equity challenges.

# Building a Diverse Technology Industry

We are committed to supporting the development of a more diverse technology industry through investments, collaborative initiatives, and research projects. We are also focused on inspiring more girls and women and underrepresented minorities to pursue and succeed in technology careers through education initiatives, financial assistance, and internship opportunities.

## Alliance for Global Inclusion and Inclusion Index

As part of our 2030 RISE commitments, we committed to drive full inclusion and accessibility across the technology industry by partnering with others to create an inclusion index with common metrics and collaborative actions to advance progress. Within the technology sector, an average of only 11% of senior leadership roles are held by women, and women of color only make up 4% of the computing workforce.<sup>1</sup> One key gap identified is the lack of consistent and comparable definitions and data regarding inclusion at the industry level.

In 2020, we hosted a series of conversations with individuals representing 19 chief diversity and inclusion officer (CDIO) teams from across the technology and adjacent industries to engage in visioning and planning for DEI activities. The result was the launch in 2021 of the [Alliance for Global Inclusion](#), a coalition focused on creating a shared set of diversity and inclusion metrics. These metrics are based on a global survey launched by Intel in 2020 to determine the status of diversity and inclusion progress at 13 major companies. The survey data forms the coalition's [Inclusion Index](#), which serves as a benchmark for companies to track diversity and inclusion improvements, provide information on current best practices, and highlight opportunities to improve outcomes across industries. The coalition, initially comprised of Intel, Dell, Snap Inc., NTT DATA, and Nasdaq, will work to collectively advance progress

in four critical areas: leadership representation, inclusive language, inclusive product development, and STEM readiness in underserved communities. The coalition's goals include using the index to align on a consistent system of measurement to better track progress and identify areas of improvement.

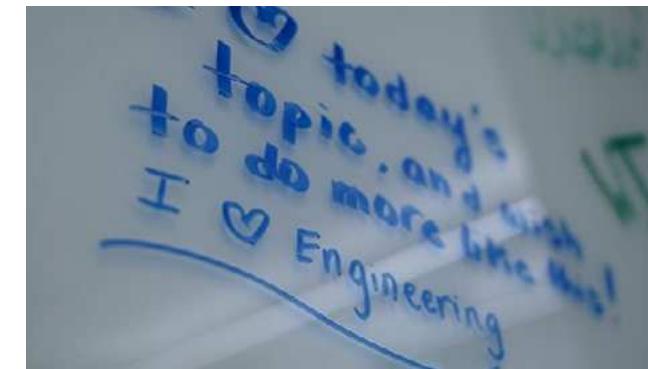
## Investing in Diverse-Owned Technology Start-Ups

In June 2015, Intel Capital announced the venture industry's largest-ever commitment to invest in technology companies led by women and underrepresented minorities. Initially envisioned as a five-year, \$125 million fund, the [Intel Capital Diversity Initiative](#) was expanded in October 2016 to also invest in start-ups led by entrepreneurs living with disabilities, US-based entrepreneurs from the LGBT+ community, and US military veterans. In 2020, approximately 25% of Intel Capital's new venture stage deals and more than 30% of its new venture stage dollars committed were in start-ups led by diverse leaders.

In August 2020, Intel Capital announced a commitment to double its investments in Black founders over the next five years, with 15% of our total new deals led by Black founders. At the end of 2020, 9% of our new venture deals and 15% of our venture dollars committed were in companies led by Black founders. [Learn more](#).

## Investing in Pathways to the Technology Industry

In 2017, we launched a \$4.5 million program with HBCUs aimed at increasing the number of Black and African American students who pursue electrical engineering, computer engineering, and computer science fields. Our partnerships with six HBCUs—Howard University, Florida A&M, Tuskegee, Morgan State, North Carolina A&T, and Prairie View A&M—are yielding results. For example, Howard University has seen an increase in enrollment in computer science of 55% and in computer engineering of 47%, and Prairie View has added courses in embedded systems, cybersecurity, and AI.



Intel has partnered with the American Indian Science and Engineering Society (AISES) to expand computer science education and career readiness in schools in Arizona, California, and Oregon that serve Native American students. The Intel Next Generation of Native American Coders project features a two-semester course with culturally contextualized lessons, hands-on independent projects, mentorship, teacher training, equipment and supplies, and more. The aim of the initiative is to increase the number of Native American students in technology and engineering fields in academia and professionally. Intel committed \$1.32 million to the AISES "Growing the Legacy" scholarship program for the 2017-2021 school years to provide financial support for 40 Native American university students.

Intel is a founding member of the [Reboot Representation Tech Coalition](#), formed and spearheaded by Melinda Gates' incubation company, Pivotal Ventures. The initiative aims to align existing philanthropic donations and increase funding to double the number of women of color graduating with computing degrees by 2025. Coalition members have pledged more than \$12 million to reach this goal.

<sup>1</sup> Source: "[Rebooting Representation](#)."

# Supplier Diversity and Inclusion

Just as we value diversity and inclusion to foster innovation within Intel, we know that diverse suppliers<sup>1</sup> provide new perspectives and solutions to improve the ways in which Intel operates. Our vision to grow a diverse and inclusive global supply chain includes increasing our annual spending with diverse-owned suppliers, as well as working with others to expand and enable inclusive sourcing practices across the industry.

We achieved our 2020 goal of spending \$1 billion annually with diverse suppliers and reached \$279 million spending with women-owned businesses globally. As part of our 2030 RISE goals, we are building on this foundation to double our annual spending with diverse suppliers and expand our inclusive sourcing programs and partnerships to more countries.

Inclusion of diverse-owned suppliers is built into our operations and outlined in our [Supplier Diversity Policy](#). We have integrated requirements for including diverse suppliers into our supplier bidding, selection, and management processes, and in our Supplier Continuous Quality Improvement (SCQI) award. We apply these expectations and requirements to tier 1<sup>2</sup> suppliers, and we also expect our non-diverse suppliers to report their own spending with diverse-owned suppliers and subcontractors. In 2020, 74 of our top non-diverse suppliers reported their tier 2<sup>2</sup> diverse spending, a 15% increase from 2019. We also created a [Quick Start Guide](#) for other companies describing how to create a supplier diversity program.

## 2030 Goal: Supplier Diversity and Inclusion

**Description.** Increase global annual spending with diverse suppliers by 100% to \$2 billion.

**Baseline.** \$1 billion in annual spending with diverse suppliers as of January 1, 2020.

**Progress in 2020.** At the end of 2020, we had increased our annual spending to \$1.2 billion, advancing us on our path to achieve our 2030 goal.

**Looking Ahead.** To help us reach our 2030 goal, we have set important additional milestones: to spend \$500 million annually with women-owned suppliers outside the US by the end of 2025 and \$800 million annually with minority-owned suppliers globally by end of 2023, including \$250 million with US Black-owned suppliers.

We put these milestones in place to advance racial and gender economic equity in light of the issues highlighted over the past year. We are expanding opportunities for diverse-owned companies to compete for new business and increase their positive impact in their communities.



"As we continue to increase our collaborations with suppliers who are women, minority, LGBT+, people with disabilities, and veteran-owned business, we will be able to harness our combined intellects to advance Moore's Law and create leadership products."

— Dr. Randhir Thakur,  
Intel Chief Supply Chain Officer

<sup>1</sup> We recognize certified diverse suppliers as businesses that are at least 51% owned, operated, and controlled by any of the following categories: women; minorities as recognized by the country where the business was established; veterans/military service-disabled veterans; persons who are lesbian, gay, bisexual, or transgender; or persons with disabilities.

<sup>2</sup> "Tier 1 suppliers" are companies from which Intel makes direct purchases. "Tier 2 suppliers" are companies from which Intel's tier 1 suppliers make direct purchases.

## Supplier Feature: Jordan IP Law, LLC

In 2004, Intel joined more than 100 other corporations to call for concrete action to promote diversity in the legal profession, in support of our belief that our interests are best served by legal representation that reflects the diversity of our employees, customers, and the communities where we do business. Many corporations and law firms have made progress since then, and we believe that Intel's outside counsel roster is among the most diverse in the US. However, progress has been slow for the legal profession overall. In an effort to accelerate progress, we adopted in 2019 what we call the Intel Rule: As of January 1, 2021, Intel will not retain or use outside law firms in the US that are average or below average on diversity. Firms will be eligible to do legal work for Intel only if at least 21% of the firm's US equity partners are women and at least 10% of the firm's US equity partners are underrepresented minorities.<sup>3</sup>

Based in Washington, DC, [Jordan IP Law, LLC](#) (JIPL) is the largest Black-owned patent law firm in the US. The firm is a certified Minority Business Enterprise (MBE) and an active member of the National Association of Minority & Women Owned Law Firms (NAMWOLF). JIPL is focused exclusively on providing strategic guidance, counseling, and portfolio management in areas relating to patent and trademark law. JIPL has provided patent legal services to Intel since the firm's founding in 2009. Intel has reinforced the growth of JIPL by providing valuable insight on best practices in portfolio management and assigning high-priority matters to the firm. Intel also served as a client reference for JIPL's designation as a Top 100 MBE by the Capital Region Minority Supplier Development Council in 2018.

According to the firm's founder, Del Jordan, operating as a Black-owned law firm has been daunting at times. The challenges have included overcoming negative stereotypes in a technically complex field, but the firm continues to push through obstacles. JIPL has provided critical support to Intel's in-house counsel, innovators, and business professionals, and JIPL's multicultural workforce makes the firm a crucial partner in Intel's commitment to diversity.

<sup>3</sup> For this purpose, we define equity partners to include those whose race is other than full white/Caucasian, and partners who have identified as LGBT+, disabled, or veterans.

## Invest in Supplier Diversity Around the World



Intel's Supplier Diversity and Inclusion program grew to 26 countries/regions, and we continue our work with NGOs to identify and certify potential suppliers.

### Collaborating to Drive Change Globally

Over the past decade, we have partnered with other companies, NGOs, and governments to create opportunities for diverse suppliers, including hosting supplier workshops and collaborating on country-level certification standards. This work has included our partnership with NGOs and certifying bodies, such as [WeConnect International](#), a global network that connects women-owned businesses to qualified buyers around the world. In 2019, Intel drove the new Women Business Enterprise Certification in Japan in partnership with WEConnect International, Accenture, and Johnson & Johnson. During 2020, we engaged with a number of governments and industry groups to help drive integration of supplier diversity into public procurement processes, including the UK. We also partnered with organizations like WeConnect International to deliver virtual workshops to diverse-owned suppliers globally to build capabilities and increase access to procurement opportunities. In addition, we shared with companies across other industry sectors our best practices on how to set up or expand supplier diversity programs and processes globally.

[Learn more](#) about Intel's efforts to create opportunities for diverse-owned businesses around the world to thrive.

# Making Technology Fully Inclusive and Expanding Digital Readiness

We are committed to our 2030 global challenge to advance inclusion and accessibility for millions of people who currently do not have the technology skills or resources needed to access educational, economic, and community resources in our increasingly digital economy. During 2020, we began work to build and scale a number of programs and collaborations with our customers, governments, and other stakeholders in the areas of technology access and online learning, digital skills and readiness, accessible product design, and technology applications to advance social equity and human rights. In 2021, our expanded [Intel RISE Technology Initiative](#) will help accelerate and fund collaborative projects with Intel customers and other partners in these areas.



Students at Chandler-Gilbert Community College, part of the Maricopa Community College District.

## Expanding Technology Access

We partnered with schools, ecosystem partners, local governments, teachers, and device manufacturers to distribute laptops and bolster connectivity in communities, providing a solutions-based online learning approach to a million students globally. In the US, we provided a remote learning solution to students in over 15,000 families representing 45 school districts that serve Title 1 students. Working with [First Book](#), CDW, and other partners, we launched the [Creating Learning Connections Initiative](#), providing students and educators access to critical tools and resources, including Internet connectivity, technology devices, and hands-on STEAM learning solutions. For example, the Casa Blanca Community School on the Gila River Indian Reservation in Arizona was able to transform learning for its students during the pandemic with the support of this program. [Learn more.](#)

## Digital Readiness Partnership Programs

**Intel® AI For Youth.** Intel launched a comprehensive artificial intelligence (AI) readiness program, Intel® AI For Youth, in 2019. Driven in partnership with governments and academic partners worldwide, the program empowers youth to create their own social impact projects by enabling them to acquire technical skills in data science, computer vision, and natural language processing, as well as social skills focused on AI ethics and biases, and AI solutions-building.

As part of our 2030 goals, we are committed to scale the program in partnership with 30 governments and 30,000 institutions worldwide to empower more than 30 million people with AI skills training for current and future jobs.

In 2020, through strong partnerships, we expanded the Intel AI for Youth program—reaching more than 100,000 youths from more than 5,000 institutions in the US, China, India, Indonesia, South Korea, Singapore, Russia, the UK, Poland, Germany, and Israel. Participating youths learned how to create social impact projects solving various problems on AI. Examples of projects included “Online Class AI Helper,” an AI program that uses a webcam to monitor students’ behavior in remote learning classes; the “Mask Unadopted Protection” project, which sends reminders to phones of people not wearing COVID-19 masks; and “AI Sign Language Translator,” which helps people with hearing disabilities by recognizing Polish sign language (called PJM alphabet letters) in real time using computer vision technologies.

Together with partners in government, business, and academia we set a Guinness World Record for most users to take an online AI lesson in 24 hours, as part of the [AI for Youth Virtual Symposium](#). We also began expansion of the program to address workforce readiness skills. Intel and the Maricopa County Community College District (MCCCD) launched the first Intel-designed AI associate degree program. This was a timely effort, as recent studies show the demand for AI skills is expected to grow exponentially; a 2020 LinkedIn report noted that AI skills are one of the top five most in-demand hard skills, and research by the MCCCD Workforce and Economic Development Office estimated an increase of 22.4% for these roles by 2029. In addition, we launched the Intel® Digital Readiness for Leaders program for government leaders in India, Poland, and Costa Rica. The program enabled government leaders and policy makers to learn about a range of emerging technologies such as AI and the Internet of Things for good governance and impact.

During 2021, we are building additional partnerships with governments and academia worldwide to expand a full digital readiness portfolio, covering citizens as well as the current and future workforce for a broader range of emerging technologies.

**Intel® Future Skills.** Using a design-thinking methodology and hands-on learning approach, the [Intel® Future Skills](#) program gives students the framework needed for a lifetime of problem solving and discovery through Science, Technology, Engineering, Arts, and Math (STEAM) learning. Through the program's learning platform, made up of over 25 projects with 40 hours of content, students are challenged with hands-on, real-world innovation projects that encourage them to think differently, fail fast, and develop a growth mindset. Our unique model,

which combines technical and social emotional learning, enables students to recognize and understand the people they are creating for by building essential empathy and communication skills. In 2020, Intel volunteers delivered hundreds of Intel Future Skills project kits to Oregon schools, where youth picked them up to keep their creativity going during the pandemic.

### Accessible Product Design

Technology is an increasingly critical part of everyone's lives, and accessible technology allows people to acquire education, have a career, use government services, make purchases, pursue hobbies, and so much more. Access to information and communications technologies is defined as a basic human right in the [United Nations Conventions On The Rights Of Persons With Disabilities](#).

Our goal is that every client computing platform we produce expands accessibility for more people than the platform before, with experiences designed in collaboration with people with disabilities. By 2030, all Intel user experience teams will have adopted inclusive design and research processes with relevant operational research support. In 2020, our teams began projects exploring accessible computing usages such as assistive touch to speech (providing spatial awareness for blind or visually impaired computer users) and indoor wayfinding (providing navigation assistance for blind or visually impaired people in public spaces).

An artificial intelligence (AI) researcher and his team designed an Intel-powered, voice-activated backpack that can help people with visual impairments navigate and perceive the world around them. The backpack helps detect common challenges such as traffic signs, hanging obstacles, crosswalks, moving objects and changing elevations. [Learn more.](#)

## Million Girls Moonshot

While many efforts have aimed to close gender and racial gaps in STEM, persistent inequities remain. Substantial progress requires transformational initiatives, such as the [Million Girls Moonshot](#) (MGM). Through MGM, the Intel Foundation is partnering with the STEM Next Opportunity Fund (legacy organization of the Robert N. Noyce Foundation), the Gordon and Betty Moore Foundation, and the Charles Stewart Mott Foundation to transform the trajectory of women and girls in STEM. The movement primarily focuses on gender, but also seeks to create STEM gains among diverse racial, ethnic, and socioeconomically underserved groups.

The MGM movement builds on the success of the [Intel She Will Connect](#) initiative, which has focused on interventions in middle school, when girls often decide whether to pursue coursework essential to technology careers. Since 2017, the Intel Foundation has invested \$3.25 million in grants, with proven results through positive, hands-on STEM experiences for middle school girls and their families. Over the next five years, the MGM movement will expand to reach and collectively engage 1 million more girls through innovative, high-quality STEM capacity in all 50 US states. MGM is a first-of-its-kind movement on a national scale.



### Technology to Advance Social Equity

Intel joined a coalition aimed at advancing the [One Million Connected Devices Now](#) movement and providing \$25 million to address the digital divide and COVID-19-related challenges to ensure students can continue to learn virtually. The coalition is led by Procter and Gamble and also includes Dell, Microsoft, Fidelity, Dow Jones, PNC Bank, PolicyLink, Walmart, and Comcast.

To also [help address remote learning challenges](#) during the pandemic, the city of Houston worked closely with Intel, Microsoft, and T-Mobile to bridge the gap between students and their education. Some 25% of students in Texas don't have access to technology and 20% of Houston students live below the poverty line. The support provided by Intel helped the city understand educational and community needs to bring digital skills and training to students and communities. Working with Intel's strategic partners, students and their families who qualified received T-Mobile Internet connectivity to the greater community and resources.

# Sustainable

We aspire to be a global leader in sustainability and enable our customers and others to reduce their environmental impact through our actions and technology. Our long-standing commitment to environmental leadership helps us achieve efficiency, reduce costs, and respond to the needs of our customers and community stakeholders. We invest in environmental projects and set company-wide environmental targets, seeking to drive reductions in greenhouse gas emissions, energy use, water use, and waste generation. We also work with others to expand the technology “handprint”—to accelerate the application of technology to reduce climate impact across the global economy.



## 7.1B gallons of water saved

We conserved 7.1 billion gallons of water internally and invested in water restoration projects that restored more than 1.3 billion gallons during 2020. These both advanced us toward our goal of net positive water use, resulting in 90% of fresh water usage returned or restored in 2020.

## 82% green power globally

In 2020, we significantly increased our renewable energy supply and purchases, from 71% to 82% globally, including 100% in the US, Europe, Israel, and Malaysia. Over the last five years, we've purchased more than 26 billion kWh of green power, enough to power more than 2.4 million US households for one year.<sup>1</sup>

## 5% total waste to landfill

During 2020, we sent approximately 5% of our total waste to landfill and continue to work toward our goal of zero total waste to landfill by 2030. At the end of 2020, circular economy practices were applied to 63% of our manufacturing waste streams via reuse, recovery, or recycling.

<sup>1</sup> Based on average US household energy usage figures published by the US Energy Information Administration.

# Sustainable: Our Approach

Through conservation, strong collaboration, and application of technology, we have long worked to reduce the environmental impact of our operations. We have also partnered with governments, other companies, our suppliers, and nonprofits to help others reduce their own environmental impacts. Our 2030 RISE goals help answer the call for even more urgent action by expanding our efforts to achieve carbon neutral computing to further address climate change on a global scale.



Our new goals include achieving net positive water use, 100% renewable power, zero total waste to landfill, and additional absolute carbon emissions reductions, even as we continue to expand our manufacturing capacity. They also include creating a collective approach to reduce emissions across the semiconductor industry, increasing the use of technology to reduce climate impact.

We recognize that solving the world's environmental challenges requires broad, collective action—action that starts with individuals. For that reason, we have long encouraged our employees' passion for the environment by supporting sustainability projects within the company and our local communities. Since 2008, we have also linked executive and employee compensation to corporate responsibility factors, including environmental metrics related to energy and water conservation, waste reduction, and completion of water restoration projects.

We believe that Intel's position in the technology ecosystem, our wide range of technology, and the passion of our employees will enable us to form critical partnerships, develop new approaches, and make significant progress over the next decade and beyond.



## 2030 RISE: Sustainable Goals, Initiatives, and Global Challenges

### GLOBAL CHALLENGE:

Achieve carbon neutral computing to address climate change.

### TECHNOLOGY INDUSTRY INITIATIVES:

**Sustainable Manufacturing.** Create a collective approach to reducing emissions for the semiconductor manufacturing industry and increase the use of technology to reduce climate impact in global manufacturing.

**Sustainable Chemistry.** Enable greener and circular chemistry strategies across the technology industry value chain by transforming chemical footprint methodology.

### OPERATIONAL AND SUPPLY CHAIN GOALS:

**100% Green Power.** Achieve 100% renewable energy use across our global manufacturing operations.

**Energy Conservation.** Conserve 4 billion kWh of energy.

**Emissions Reductions.** Drive a 10% reduction in our absolute Scope 1 and 2 carbon emissions as we grow, informed by climate science.

**Product Energy Efficiency.** Increase product energy efficiency 10x for Intel client and server microprocessors to reduce our Scope 3 emissions.

**Net Positive Water.** Achieve net positive water use—by conserving 60 billion gallons of water and funding external water restoration projects.

**Zero Total Waste to Landfill.** Achieve zero total waste to landfill and implement circular economy strategies for 60% of our manufacturing waste streams in partnership with our suppliers.

# Environmental Management

Unlike many companies in the electronics industry that outsource their production, we manufacture the majority of our products in our own wafer fabrication facilities. As a result, Intel's direct environmental footprint is more significant than those of our "fab-less" competitors, whose manufacturing footprints sit in their supply chains. This business model also gives us a unique advantage when it comes to integrating sustainable practices, as we have direct control over manufacturing processes.

## Governance and Management

The [Intel Code of Conduct](#), [Climate Change Policy](#), [Global Water Policy](#), and [Environmental, Health, and Safety Policy](#) guide our sustainability strategy and help us set goals. We consider environmental impact when we select sites, design buildings, set performance levels for manufacturing tools, and establish goals for production processes.

For over a decade, Intel has maintained multi-site, third-party-verified ISO 14001 registration to evaluate the effectiveness of our environmental management system. Our Corporate Energy management system follows the ISO 50001 Energy Management standard; to date, we have received third-party ISO 50001 accreditation for five of our 12 manufacturing sites. To minimize our emissions of particulate matter (PM) including particulate matter less than 2.5 microns (PM2.5), volatile organic compounds (VOCs), hazardous air pollutants (HAPs), nitrogen oxides (NOx), and carbon monoxide (CO), we use emissions reduction strategies, including abatement equipment such as thermal oxidizers, wet electrostatic precipitators (WESPs), wet scrubbers, and ultra-low NOx burners.

We also regularly complete environmental, health, and safety (EHS) program self-assessments to validate site-level EHS compliance. In addition, our senior corporate EHS professionals partner with legal counsel to complete internal audits related to compliance, management systems, and business risk at various Intel sites. The audits include in-depth documentation and records reviews, interviews with site leadership, and physical inspections related to EHS compliance.

Key to our chemical management strategy is a comprehensive review of materials, which starts with a regulatory search of all applicable chemical regulations and use restrictions. The search includes Intel-specific restrictions (which often go beyond regulatory requirements), and local and global regulations. We then identify the environmental and safety controls needed to protect personnel and the environment during a chemical's intended use. In addition, in January 2021 we launched new chemical management software systems to improve employee access to hazard information and increase the efficiency and quality of EHS review of new chemical introductions.

On an annual basis, we report Intel's emissions, waste transfers off-site, and treatment of reportable chemicals in the US in accordance with state and US Environmental Protection Agency (EPA) regulations.

To better understand how Intel compares to others in our industry, we regularly benchmark our environmental performance with semiconductor and other large companies. To build a supportive policy environment for private sector leadership on climate change, Intel participates in organizations such as the [Center for Climate and Energy Solutions](#) (C2ES), the [American Council for an Energy-Efficient Economy](#) (ACEEE), and the



Intel's Ocotillo manufacturing campus in Chandler, Arizona.

[Alliance to Save Energy](#) (ASE). We also engage with our suppliers on sustainability issues to help them reduce their climate and water impacts, reduce waste and identify [circular solutions](#), advance [green chemistry](#) and [footprinting](#) practices, and identify collaboration opportunities.

To learn more, see "[Public Policy and Political Accountability](#)" and "[Supply Chain Responsibility](#)" in the Our Business section of this report.

## EHS Compliance Reporting Data

Year	Number of NOVs	Fines or Fees
2016	8	\$0
2017	11	\$8,075
2018	8	\$1,600
2019	7	\$400
2020	9	\$7,086

In 2020, officials made 130 visits (including audits and inspections) to Intel sites across the globe, including 46 health and safety agency inspections, 30 fire protection agency inspections, and 54 environmental agency inspections. Intel received five environmental Notices of Violation (NOVs) and four fire protection-related NOVs in 2020. Details on NOVs are provided in the [Appendix](#) of this report, and previous NOV data can be accessed on our [Report Builder](#) website. Senior management reviews all NOVs to ensure that root cause corrective actions for all identified concerns are put in place and tracked to completion.

## Linking Compensation and Financing to Environmental Performance

Our employees play key roles in enabling Intel to achieve our 2030 sustainability goals. Since 2008, we have linked a portion of executive and employee compensation to corporate responsibility factors. Our 2020 bonus included environmental-related metrics aligned to our 2030 goals focused on climate and water, including: conserving more than 5 billion gallons of water in our operations, restoring more than 1 billion gallons of water to our local watersheds, and increasing use of renewable energy to 75% globally. We exceeded each of the targets, conserving 7.1 billion gallons and restoring 1.3 billion gallons of water, and reaching 82% renewable energy use globally. In 2021, environmental metrics include conserving 125 million kWh of energy and 7.5 billion gallons of water in our operations, and restoring 1.5 billion gallons of water to local watersheds. For more information, see our [2021 Proxy Statement](#) and the [Our Business](#) and [Inclusive](#) sections of this report.

In early 2021, we also integrated sustainability metrics into our financing activities for the first time. We entered into a \$5 billion, five-year variable-rate revolving credit facility which, if drawn, is expected to be used for general corporate purposes. The interest rate is subject to adjustment if we achieve, or fail to achieve, certain annual energy and water conservation targets established to maintain our progress toward our 2030 corporate responsibility goals on [energy](#) and [water](#). We believe that at the time of closure, it was the largest sustainability-linked credit facility executed to date by a technology company.

### Smart and Green Building Practices

Our engineers have long incorporated green design into the new construction and renovation of our facilities, which helps us achieve efficiencies in energy consumption, water use, and recycling. We also partner with companies and nonprofits to expand the number of manufacturers implementing green building practices. We have achieved LEED certification for more than 17.9 million square feet of space in 50 buildings. Since 2015, we have achieved LEED Silver certification on one building, LEED Gold on six, and LEED Platinum on three buildings. We have incorporated many innovative energy conservation and heat recovery technologies into our new buildings, along with water conservation and recovery technologies for our new fabs and offices.

We continue to install smart lighting systems in our buildings. At our warehouse in Malaysia, our smart lighting system upgrade resulted in 111% brighter floor space and 62% lower energy bills. The custom-designed Internet of Things lighting solution, which includes 400 dimmable lights, is powered by Intel Atom® processors and Intel® Quark™ microcontrollers, which feed data into an energy management unit. Calf-level motion sensors at the entrance and exit of each warehouse aisle trigger overhead parabolic lights. When warehouse employees walk or drive by in carts to collect items from storage bins, the lights turn on. The lighting solution is now commercialized and available to customers worldwide.

Intel also partners with a robust ecosystem of equipment manufacturers and systems integrators to deliver a new generation of smart building solutions built on interoperable, secure, and scalable Internet of Things technologies and advanced data analytics—at the network edge. [Read more](#) about smart buildings with Intel® Internet of Things technologies.

### Product Ecology

Intel's vision is to avoid the use of substances in our products that could harm the environment or human health, and to ensure that we act responsibly and with caution. Intel material restrictions are based on consideration for legal requirements, international treaties and conventions, and specific market requirements.

For more than a decade, we have collaborated with suppliers and customers to work toward eliminating lead and halogenated flame retardants from our products. While legislation does not require the elimination of halogenated flame retardants, Intel has played a role in facilitating industry consensus around low-halogen practices. We engage with industry committees on the development of materials declaration, test methods, and eco-design standards. Intel leads several global environmental regulation influencing and harmonization efforts within multiple industry trade associations. We also meet the requirements of the European Union's Registration, Evaluation, Authorization, and Restriction of Chemicals ([REACH](#)) regulation and comply with applicable product ecology regulations. When we must use hazardous materials, we take steps to ensure that they are handled safely from the time they enter our operations until they are properly disposed of or recycled.

Managing electronic waste (e-waste) such as computers, monitors, and phones is a global concern. Most of our products—including motherboards, microprocessors, and other components—fall within the scope of e-waste laws when they are incorporated into a final product, generally by an original equipment manufacturer (OEM). As such, we work with OEMs, retailers, customers, and others to identify shared solutions for used electronics. We also take steps to integrate environmental considerations into the design of our products to minimize environmental impacts of electronics at their end of life.

The [Electronic Product Environmental Assessment Tool](#) (EPEAT) rating system is designed to help purchasers in the public and private sectors evaluate, compare, and select electronic products based on environmental leadership and corporate social responsibility attributes. We support the development and use of EPEAT by participating in EPEAT standards development committees and providing information about EPEAT conformance to channel partners and customers.

# Climate and Energy

Climate change is a serious environmental, economic, and social challenge. We focus on reducing climate risks related to our direct climate “footprint”—the emissions resulting from our own operations, our supply chain, and the marketing and use of our products. We also focus on increasing our “handprint”—identifying ways that Intel technologies can help others reduce their footprints, including Internet of Things solutions that enable intelligence in machines, buildings, supply chains, and factories, and make electrical grids smarter, safer, and more efficient. Our [Climate Change Policy](#) outlines our formal position on climate change and our policy advocacy principles.

## Reducing Our Operational Carbon Footprint

For over two decades, Intel has set aggressive greenhouse gas (GHG) reduction goals to conserve energy and minimize air emissions. Since 2000, our Scope 1 and 2 emissions have decreased by about 28% on an absolute basis, even as we expanded our manufacturing capacity significantly. We collaborate with others in the semiconductor and other manufacturing industries to identify new and innovative approaches to reduce emissions. For more information, see [“Sustainable Manufacturing and Chemistry Initiatives”](#) later in this section.

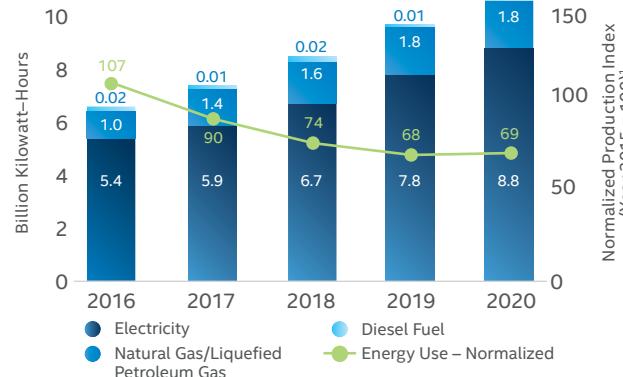
## Energy Conservation

Reducing operational energy use is core to Intel’s overall climate strategy and our 2030 goals. We conserved more than 4.5 billion kWh of energy between 2012 through the end of 2019, also resulting in cumulative savings of more than \$500 million.

Our energy management systems follow the international ISO 50001:2018 Energy Management System standard. Although energy conservation opportunities are present

across the spectrum of Intel’s manufacturing operations, we have identified strategic investment areas in efficient lighting, chilled water cooling, compressed air, and heat recovery and electrification. [Read the blog.](#)

## Energy Use



Our 2020 absolute energy use increased 11% compared to 2019 due to our manufacturing growth around the world. In 2020, approximately 83% of our global energy use was grid energy (electricity).

## 2030 Goal: Energy Conservation

**Description.** Achieve cumulative energy savings of 4 billion kWh from 2020 to 2030.

**Baseline.** Progress measured from baseline of Jan. 1, 2020.

**Progress in 2020.** In 2020, we invested in projects that enabled us to conserve approximately 161 million kWh of energy.

**Looking Ahead.** In 2021 we plan to invest in new projects that will conserve an additional 125 million kWh of energy.

## Alignment with TCFD

We have leveraged the framework developed by the Task Force on Climate-Related Financial Disclosures (TCFD) to communicate our approach to climate governance, strategy, risk management, and metrics and targets. In terms of governance and strategy, we follow an integrated approach to addressing climate change, with multiple teams responsible for managing climate-related activities, initiatives, and policies, including manufacturing and operations, government and public affairs, supply chain, and product teams. Senior executives and the Board’s Corporate Governance and Nominating Committee review strategies and progress toward goals.

We describe our overall risk management processes in our [2021 Proxy Statement](#), and we describe our climate-related risks and opportunities within this report; in our [Climate Change Policy](#); in the “Risk Factors” section of our [2020 Annual Report on Form 10-K](#); and in our most recent CDP Climate Change survey, which is available on our [Report Builder](#) website. Regarding metrics and goals, for two decades we have set aggressive GHG reduction goals, and we continue to build on this through our new 2030 climate goals. We employ a variety of climate-related assessments and scenarios across multiple aspects of our business; however, we have not yet completed a formal climate-related scenario analysis in line with TCFD guidelines. In 2020, we continued to assess approaches for incorporating climate scenario analysis into our existing risk and opportunity assessment processes and plan to conduct a formal scenario analysis in 2021.

A more detailed mapping of our climate disclosures aligned with the TCFD and Sustainability Accounting Standards Board (SASB) framework is included in the [Appendix](#).

<sup>1</sup> For detail on our Normalized Production Index, see [“About this Report”](#) in the Appendix.

## 2030 Goal: Scope 1 and 2 GHG Emissions

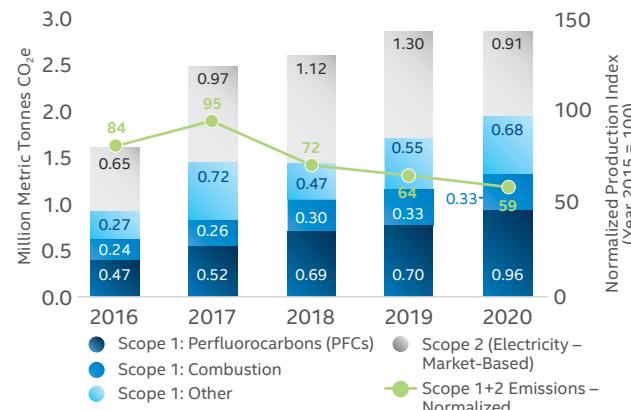
**Description.** Drive a 10% reduction in our absolute Scope 1 and 2 GHG emissions from 2020 to 2030.

**Baseline.** The percent reduction will be measured from our 2019 full-year emissions. Our combined Scope 1 and Scope 2 GHG emissions in 2019 were 2.88 million metric tonnes of CO<sub>2</sub>e.

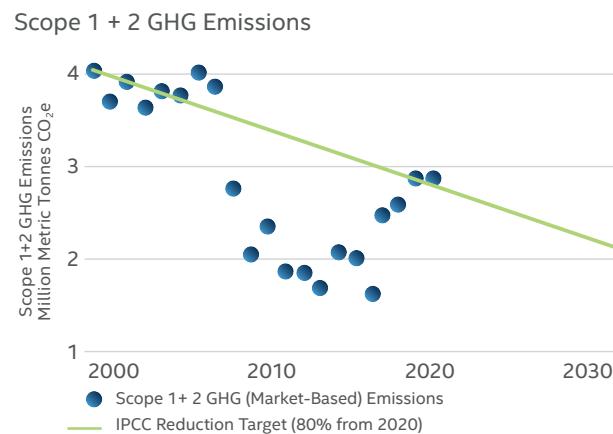
**Progress in 2020.** Through the end of 2020, we maintained Scope 1 and 2 emissions roughly flat to the 2019 baseline, even with significant manufacturing growth.

**Looking Ahead.** In 2021, we will continue to take action on emissions reduction strategies focused on emissions abatement, continued investments in renewable electricity, process and equipment optimization, and energy conservation.

### Scope 1 + 2 GHG Emissions



### Intel GHG Emissions – Where Are We Headed?



Our combined Scope 1 (direct) and Scope 2 (indirect) GHG emissions remained roughly flat on an absolute basis in 2020 to the 2019 baseline, even with manufacturing growth. With the kick-off of our 2030 goal, we refined our GHG inventory in 2019 and 2020, including adding sources that were previously considered insignificant and changes to global warming potentials. 2019 figures have been updated to reflect this.

Our emissions calculations are based on Global Reporting Initiative Standards, the World Resources Institute/World Business Council for Sustainable Development's The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, and internal criteria defined by Intel management. Additional GHG emissions reporting is publicly available in our CDP questionnaire response on our [Report Builder](#) website.

### 2020 GHG Emissions Reported by Category (metric tonnes of CO<sub>2</sub>e)

Scope	Emissions	Notes
Scope 1 (Direct) Emissions	1,973,000	Manufacturing process, onsite fuel combustion, refrigerants, onsite fleet/air travel
Scope 2 (Indirect, Electricity)	909,000	Market-based method; <sup>1</sup> includes renewable energy purchases.
Scope 1 and 2 Total	2,882,000	
Scope 3 Total	29,866,000	Indirect/value chain.
Leased Vehicles and Commuting	296,000	Employee leased vehicles and commuting.
Logistics and Distribution	189,000	Upstream and downstream transport and distribution.
Employee Business Travel	24,000	Air travel, car rentals, and hotel stays.
Supply Chain	4,484,000	Represents the 2020 estimate based on key suppliers' 2020 CDP Climate Change Questionnaire information.
Capital Goods	93,000	Extraction, production, and transport of capital goods purchased.
Fuel and Energy Related Activities	95,000	Impacts related to extraction, production, and transportation of fuels and energy purchased, not already included in Scope 1 or 2. Market-based method. <sup>2</sup>
Waste Generated in Operations	7,000	Disposal and treatment of waste generated in our operations.
Product Energy Usage	24,407,000	Represents the GHG emissions of the product lifetime (5,596,000 metric tonnes of CO <sub>2</sub> e annualized).
Processing of Sold Products	271,000	Processing of intermediate products sold to downstream manufacturers.

<sup>1</sup> Location-based method Scope 2 emissions (does not account for any renewable energy purchases) = 3,700,000 metric tonnes CO<sub>2</sub>e/year.

<sup>2</sup> Market-based method includes renewable purchases. Location-based method emissions (does not account for any renewable energy purchases) = 253,000 metric tonnes of CO<sub>2</sub>e/year.

## Renewable and Alternative Energy

In addition to conserving energy, we invest in purchasing green power and on-site alternative energy projects that provide power directly to Intel buildings. Over the last five years, Intel's renewable energy supply and renewable energy attribute purchases have totaled more than 26 billion kWh of green power, enough to power more than 2.4 million US households for one year<sup>2</sup>, including 7.2 billion kWh purchased in 2020.

Over the last decade, Intel's alternative energy installations and our installed capacity have grown exponentially. We now have more than 100 alternative energy installations generating over 50,000 kW of green power across 23 Intel campuses, with an additional 15 installations under construction. The installations use 22 different technology applications, such as solar hot and cooling water systems, solar electric photovoltaic-covered parking lots, and mini bio-energy, geothermal energy, and micro wind turbine array systems.

These on-site projects, which include pilots of innovative technology applications, help us displace grid-supplied, carbon-intensive energy sources and identify future installation and technology opportunities for both Intel and the broader alternative energy market. When installed, our projects are often the largest corporate on-site projects of their type in a country or region.

In September 2020, we also became a member of RE100, a global coalition of businesses committed to 100% renewable electricity use.

<sup>2</sup> Based on average US household energy usage figures published by the [US Energy Information Administration](#).

## 2030 Goal: Renewable Energy

**Description.** Achieve 100% renewable energy across our global operations, including manufacturing.

**Baseline.** As of January 1, 2020, we had reached 100% renewable energy use for our US and European operations, 50% for our Israel operations, and 71% globally.

**Progress in 2020.** We continued our 100% green power purchase commitment for our US and European operations, reached 100% renewable energy in Israel and Malaysia, and 82% globally by the end of 2020. In September 2020, we also became a member of RE100, a global coalition of businesses committed to 100% renewable electricity use.

**Looking Ahead.** We will continue to explore additional locations to increase electric power purchase from renewable sources.

## Green Power Purchasing

For more than a decade, Intel has been one of the top voluntary corporate purchasers of green power in the US EPA's Green Power Partnership (GPP) program. In addition to generating on-site and off-site green power and purchasing green power from our utility suppliers, we purchase green attributes from multiple sources of generation. These include wind, solar, low-impact hydroelectric, and geothermal, which are certified and verified by nonprofit validation accreditors such as the Center for Resource Solutions' Green-e program to meet GPP program requirements.

Our approach to green power and alternative energy investments has been to reduce our own carbon footprint while encouraging others to take similar actions. We are encouraged by actions we have seen over the past decade—by companies, investors, utilities, and governments—to increase commitments and investments in renewable energy supplies and apply new technologies.

## Recent Green Power Projects

In 2020, we implemented several renewable and alternative energy projects as part of our commitment to achieve 100% renewable energy across our global operations. For example, our [Ocotillo campus](#) began receiving power from East Line Solar, a 100-megawatt solar facility in Coolidge, Arizona, and we enabled our utility provider to enter into an agreement to develop a new [138-megawatt solar facility](#) in Wasco County, Oregon. In addition, we installed Intel's largest solar farm outside the US, an 8,877-panel array that blankets the car park and building roofs at Intel's campus in Kulim, Malaysia. The project will add about 2.9 megawatts of solar energy to the site's existing 0.9 MW capacity.



The solar installation at the Intel chip and assembly test manufacturing facility at Kulim Hi Tech Park in Malaysia.

# Product Energy Efficiency

Each new generation of products offer higher performance and improved energy efficiency compared to previous generations. Building energy efficiency into our products not only reduces our scope 3 GHG emissions, but also presents an opportunity to create value for our customers by helping them lower their scope 2 GHG emissions, energy use, and overall environmental impact.

Over the course of 2020, Intel worked on energy-efficiency initiatives and has made substantial progress with Modern Standby to replace traditional system sleep and idle states. Intel achieved 100% adoption of Modern Standby on notebook PC designs using 11th Generation Intel® Core™ (TGL-U) processors. The transition of desktop PCs to Modern Standby has also begun and will continue to ramp up in 2021.

Intel announced the Intel® Evo™ Platform (aka Project Athena), a multi-year innovation program to help the PC ecosystem create advanced laptops that meet ambitious key experience indicators, including those related to battery life. To be verified through the program, devices must be co-engineered, tuned, and tested with Intel to show they have met or exceeded—among other requirements—certain power efficiency and fast-charging capabilities. Intel [announced the first wave of Intel® Evo™](#)

We have estimated the GHG emissions due to energy consumption by Intel® processors sold in 2020. The annual and lifetime emissions of Intel processors when used in customers' compute applications (i.e., server, desktop, notebook and workstation) equate to approximately 5,596,000 and 24,407,000 metric tonnes of CO<sub>2</sub>e, respectively.

The increase in annual and lifetime emissions compared with 2019 is driven primarily by continuous improvements in our calculation methodology for product energy usage. Refinements for 2020 included client mode weightings based on ENERGY STAR updates, a longer server processor lifetime based on published data, expansion of new device categories to include select workstation processors, and updating server processor annualized energy consumption calculations to better reflect real world server utilization in data centers.

See [Achieving Carbon Neutral Computing](#) later in this section for more information on Intel's collaborations with our customers and other stakeholders on reducing climate and energy impacts through technology.

[verified designs](#) with more than 20 laptop designs from our partners.

Intel collaborated with the technology industry and the California Energy Commission to successfully influence adoption of new technologies in the computers and computer monitors standard that were not available at the time of the previously completed standard. Working with the European Commission and other stakeholders on EU Lot 3 Computers regulation revision, Intel is collaborating with [DIGITALEUROPE](#) to characterize a new software tool for PC active mode energy efficiency labeling recommendations. In China and South Korea, Intel is working with government policymakers to influence the direction of the computers standards currently under development.

For server energy efficiency, Intel collaborated with technology industry consortia and European Standardization Organizations to support development of new harmonized standards in support of EU Lot 9 server regulation already in effect. In China, as part of industry consortia we are working with China National Institute of Standardization (CNIS) to agree on a workable solution for a China server energy efficiency standard, in line with international best practices.

## 2030 Goal: Product Energy Efficiency

**Description.** Increase product energy efficiency 10X for Intel client and server microprocessors to reduce our Scope 3 emissions.

**Baseline.** Progress on the client component of our product energy efficiency goal is measured using SPEC CPU2017 Integer Rate benchmark and Display On Idle Power using an end of 2019 baseline. Desktop and notebook product efficiencies will be reported together as a single number through a weighted average of desktop and notebook processor sales volumes. Progress on the data center component of our product energy efficiency goal is measured using Server Efficiency Rating Tool (SERT) of Intel and/or OEM commercial systems, using an end of 2019 baseline.

**Progress in 2020. Client – On Track.** In 2020, 11th Generation Intel® Core™ processors achieved 1.5X over our 2019 baseline exceeding our internal goal of 1.2X. **Servers –** Based on Intel's product reporting criteria for 2030 energy efficiency goals, there was no significant high-volume server platform launched in 2020.

**Looking Ahead.** For 2021, we plan to report on server progress toward the 2030 goals based on newly launched 3rd Generation Intel® Xeon® Scalable processors (code-named "Ice Lake") and client progress based on our next-generation processor code-named "[Alder Lake](#)".

# Water Stewardship

Semiconductor fabrication requires significant water use. By responsibly managing our water use, guided by our [Global Water Policy](#), we can meet our business needs as well as those of our communities. In 2020, we returned and restored approximately 90% of our water withdrawals to our communities through municipal water treatment operations and restoration in local watersheds enabled by project funding.

Our water strategy has three main objectives: **conserve** water used in our operations, **collaborate** on water initiatives with local communities, and **create** technology solutions to help others reinvent how they use and conserve water. As a part of our 2030 RISE goals, we aim to achieve net positive water use by conserving 60 billion gallons of water (cumulative from 2020) and funding external water projects that will restore more fresh water than we consume to our local watersheds.

We estimate that our water conservation efforts saved approximately 7.1 billion gallons of water in 2020. We also completed new projects in 2020 that we estimate will save more than 700 million gallons annually, once operational. Over the last 10 years, our water conservation efforts have saved approximately 37 billion gallons of water, enough to sustain over 337,000 US homes for one year.<sup>1</sup>

<sup>1</sup> Based on average US household water usage figures published by the [US Environmental Protection Agency](#).

During 2020, we continued to fund water restoration projects benefiting the watersheds that we impact and the communities where we operate, including new projects that support water resources of Arizona, Oregon, New Mexico, Texas, India, and Costa Rica.

See details about our water footprint by location and water risk assessment in the [Appendix](#). Additional information is also available in our most recent CDP Water Security report posted on our [Report Builder](#) website.

## 2030 Goal: Net Positive Water Use

**Description.** Achieve net positive water use by conserving 60 billion gallons of water and funding water projects that restore more fresh water than we consume to our local watersheds.

**Baseline.** Progress measured from baseline of Jan. 1, 2020.

**Progress in 2020.** We conserved 7.1 billion gallons of water internally and invested in water restoration projects that restored more than 1.3 billion gallons during 2020. These both advanced us toward our 2030 goal of net positive water, resulting in 90% of fresh water usage that was returned and restored.

**Looking Ahead.** In 2021 we expect to conserve an additional 7.5 billion gallons of water in our operations, and enable restoration of 1.5 billion gallons of water to local watersheds.



We will achieve our goal of net positive water use when:

Water from operations treated and returned to communities or environment



Water restored through watershed projects



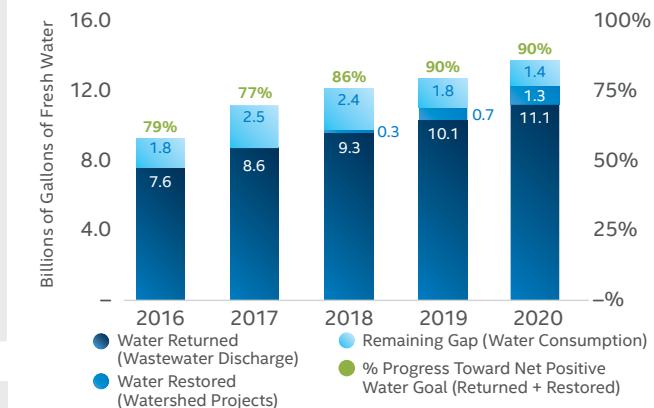
Water coming in from fresh water sources

## Water Usage and Conservation



Our 2020 absolute water use increased 10% as we continued to grow and expand manufacturing output. We increased our water conservation from 2019 to 2020 by more than 61%, due to significant investments in water conservation projects. We define water withdrawals, or water usage, as total gallons of incoming fresh water (i.e., potable water) used. "Operations" includes all manufacturing and non-manufacturing sites with 2,000 or more employees where Intel has operational control.

## Net Positive Water



## Water Conservation and Restoration

Below are examples of water conservation and restoration projects Intel recently implemented or funded as part of our commitment to achieve net positive water use:

Our Ronler Acres facility implemented ultra-pure water efficiency projects in our factories by optimizing or eliminating bypass flows. We are now implementing similar projects at our other factory sites. We estimate that we will achieve total savings of 375 million gallons during 2021, increasing to 625 million gallons per year by 2025.

During 2020, we made significant progress in construction and operation of our on-site water reclaim facilities. These innovative water treatment plants allow Intel to treat and reuse water within our operations in systems such as cooling towers and scrubbers, resulting in a substantial increase in water conservation. Our Oregon water recycling facility, for example, treated and reused approximately 2.4 billion [gallons of water](#) during 2020.



Ronler Acres reclaim project, located in Hillsboro, Oregon.



Travis County, Texas riparian forest planting project.

### Dyavasandra Lake Restoration – CLEAN, International.

India, the second most populous country in the world, is facing water scarcity. Many of Bangalore's lakes have vanished and groundwater levels have dropped significantly. CLEAN International and local partner SayTrees are implementing a [lake restoration project](#) to address water scarcity at Lake Dyavasandra. The project includes increasing the capacity of the degraded lake to promote groundwater recharge and rejuvenate the lake, which will provide habitat benefits and improved water quality through natural wetland filtration. The project also includes planting 1,500 trees and creating an outdoor space for local community members.

### Deer Creek Floodplain Enhancement Project –

**McKenzie Watershed Alliance.** Deer Creek, a tributary of the McKenzie River within the Willamette River Basin in Oregon, delivers drinking water to the area and provides important habitat for numerous fish species. This project reconnected and restored natural flow to the entire valley to re-establish physical, chemical, and biological processes that support a healthy and resilient ecosystem.

## Travis County Floodplain Reforestation Project –

**TreeFolks.** Healthy riparian forested areas provide natural water quality improvements by filtering pollutants, shading streams, and stabilizing stream banks, as well as wildlife habitat and carbon sequestration. Many historically forested areas in Travis County, Texas have been degraded by grazing and become barren or overgrown with invasive species. [This project](#) supports the planting and maintenance of healthy trees on approximately four acres, in collaboration with landowners and the City of Austin.

## Colorado River Indian Tribes Drought Contingency Project – Audubon Arizona and National Audubon Society.

The Colorado River Indian Tribes (CRIT) have lands that stretch 56 miles of the length the Colorado River, and hold 720,000 acre-feet of water rights for use on their reservation. As part of the Arizona Drought Contingency Plan (DCP), the CRIT is leasing water typically used for farm irrigation and leaving it in the river to support Lake Mead water levels. The project will reduce the likelihood of water shortage declarations and play a key role in helping Arizona comply with its DCP system conservation commitments.

For more information on these and other projects, visit our [Water Restoration](#) website.



Colorado River Indian Tribes Drought Contingency project in Arizona.

# Waste and Circular Economy Solutions

Much of the waste we generate is tied to the construction of our facilities and our manufacturing activities. Since the mid-1990s, we have increased our global recycling rate of non-hazardous waste from 25% to 94%, and we achieved zero hazardous waste to landfill by 2020,<sup>1</sup> all while Intel's business and production continued to grow.

As part of our 2030 goals, we are expanding our commitment to achieve zero total waste to landfill, and also increasing our focus on implementing circular economy strategies for our manufacturing waste streams.

## Circular Solutions for Manufacturing Waste

Major semiconductor manufacturing-related waste streams include lithography-related solvents, metal plating waste, specialty base cleaners, spent sulfuric acid, ammonium sulfate, and calcium fluoride. Our operations also generate plastic, metal, kitchen, and general office waste.

We have focused on finding ways to recover materials and regenerate resources to create circular economy solutions that reduce costs and environmental impact. In 2020, we directly reused, recovered, or recycled 63% of our manufacturing waste, or approximately 179,000 tons.

We recover and sell copper and other metals that previously were part of our plating process waste streams. Capturing the wastes from the manufacturing of chips enables creation of a circular economy: the excess of metals used to create transistors—including semi-precious and responsibly sourced metals—is reclaimed for the secondary market.

In 2020, we recycled over 160,000 tons, or 97%, of our construction waste.

Our handling of sulfuric acid waste from our manufacturing operations is another example of our recovery and reuse strategy. In 2018, we began sending it to an off-site facility, where it is processed to technical grade sulfuric acid and directed back to our manufacturing operations, where we use it in on-site wastewater treatment systems. By the end of 2020, we were recovering and reusing all sulfuric acid waste.

## 2030 Goal: Zero Waste<sup>1</sup>/Circular Economy

**Description.** Achieve zero total waste to landfill and implement circular economy strategies for 60% of our manufacturing waste streams in partnership with our suppliers.

**Baseline.** As of January 1, 2020, <1% of hazardous waste went to landfill and we had implemented circular economy strategies for 65% of manufacturing waste.

**Progress in 2020.** At the end of 2020, we achieved 5% total waste to landfill and implemented circular strategies for 63% of manufacturing waste. Our 2030 goal of 60% will be challenging in future years given our projected growth and new waste streams, suppliers, and locations that will require new circular economy strategies.

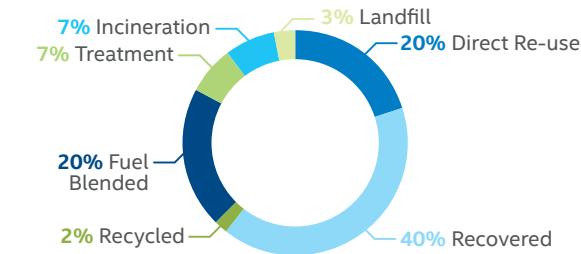
**Looking Ahead.** In 2021, we plan to continue to focus on opportunities to upcycle waste by working further on waste segregation practices and collaborating with our suppliers to evaluate new technology for waste recovery.

## Waste Generated and Landfilled



We updated the definition of "total waste" in 2020 to align with our 2030 goals. Our new 2030 total waste definition includes hazardous waste and non-hazardous solid waste, as well as additional non-hazardous liquid waste and chemical debris. However, in line with common waste reporting practices, we do not include salts and biosolids from our on-site water reclamation systems in Israel, Oregon, and Arizona. 2019 and prior years followed the definition from our 2020 goals, which included hazardous waste and non-hazardous solid waste.

## Circular Solutions for Manufacturing Waste Streams



In 2020, 82% of Intel's manufacturing waste was fuel blended, recycled, or reused. Manufacturing waste represented 43% of our total waste in 2020, and included hazardous and non-hazardous waste associated with manufacturing processes at Intel's wafer fabrication sites. For our circular solutions strategy, Intel follows the Ellen MacArthur Foundation definition of circular economy and "upcycling" of waste. Upcycling is defined as keeping products and materials in use via reuse, resale, repurposing, and recycling. It includes recovering and restoring products, components, and materials through strategies like reuse, repair, remanufacturing, use as a feedstock, and recycling. It does not include fuel blending unless it is done after a recovery of a major constituent of the waste stream.

<sup>1</sup> Intel defines zero waste to landfill as less than 1%.

## Reverse Logistics and the Circular Economy

Our supply chain organization works to reduce the environmental impact associated with reverse logistics operations—that is, the return of products and materials to Intel and our supply chain. We seek opportunities to capture circular economy value on returns, including restocking back to inventory, repairing, reuse as warranty spares, or extending product life through resale in the secondary market. On average, Intel reuses approximately 50% to 60% of returned products. Electronic components that cannot be reused or resold are routed through Intel's network of recycling vendors, with over 99% of materials reclaimed for precious metals or recycled.

In 2020, we launched a multiyear program focused on expanding circular economy strategies across Intel's supply chain. Included were new asset recovery programs that extended product life and increased the reuse of returned solid-state drives, CPUs, and other products. In addition to reducing environmental impact, the program resulted in \$30 million in financial benefits. We will continue our efforts to increase recycled material content in all reverse logistics packaging and aim to achieve 70% recovery and reuse rates on returned products by 2025.

We envision a future where reverse logistics further expand the environmental benefits of the circular economy, enable new "reverse circular" sources of supply, and help our customers and suppliers achieve their circularity goals. [Learn more.](#)

On average, Intel reuses approximately **50% to 60%** of returned products.

## Sustainable Packaging

Intel has a history of practicing sustainable packaging methods to improve packaging designs and sustainable material selection, focused on reducing unfavorable material, increasing material efficiency, designing for recovery and recycling, prioritizing recycled content, and sourcing responsible materials.

Working with suppliers we developed a reusable precision thermoform tray for incoming material and for finished goods shipping to customers and eliminated piece part trays that were historically left for landfill. The thermoform tray is 50% the plastic mass of an industry injection molded tray and made of a more recyclable material (PET). The closed pocket eliminates non-recyclable covers that were previously used to prevent product contamination in typical industry trays. In 2020, Intel worked to include post-consumer recycled material in the thermoform trays so that nearly half of the tray is non-virgin material. Since 2009, Intel conservatively estimates it has eliminated over 16,000 metric tons of plastic material through these initiatives. To drive further progress, we set a target that by 2022 over 95% of the materials used in our new product packaging designs, by weight, will be recyclable or reusable. Through the end of 2020, we are trending toward exceeding this goal (96%).

## Intel Reverse Logistics Product Lifecycle

By adopting circular economy strategies to maximize recovery value and reduce environmental impact, Intel has been able to reuse and refurbish more than half of all products returned.

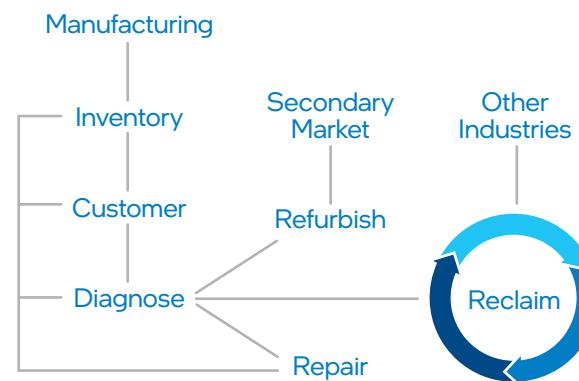
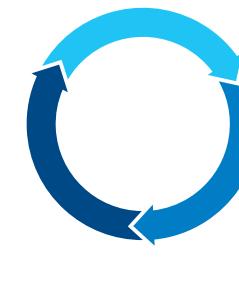


Chart updated on June 18, 2021 to reflect the most current process.

### 54% of returns recovered for reuse or refurbish



### 24% Reuse

- Finished goods inventory
- Warranty exchange spares
- Secondary market sales

### 30% Refurbishment

- Screen and upgrade for re-use
- Repair for exchange spares
- Component reclaim

### 46% Reclaim

- Precious metal reclaim
- Materials recycle

Realized **\$30M** in additional value in 2020

As part of reverse logistics circular strategies, in 2020, we recovered 56% of returned units for reuse or refurbishment. We also reclaimed precious metal from units sent to scrap.

# Sustainable Manufacturing and Chemistry Initiatives

Two of our 2030 RISE technology industry initiatives focus on collaborations within our ecosystem to accelerate progress on reducing climate impact in semiconductor manufacturing and advancing sustainable chemistry use and footprinting.

## Sustainable Manufacturing

Intel is committed to contributing to the global effort toward science-based greenhouse emissions reductions in line with efforts to limit global warming to 1.5°C. However, we face challenges to gaining formal approval for an emissions-reduction target under the existing methodology of the [Science-Based Targets Initiative](#) (SBTi) due to a number of factors:

First, the absolute contraction approach for setting science-based targets does not take into account early action to reduce absolute emissions. The convergence approach within SBTi's sectoral decarbonization approach (SDA) does consider early action, but there is currently no SDA for the semiconductor industry.

Second, demand for semiconductors is increasing, due in part to the role that technology plays in driving climate solutions. Current frameworks do not include consideration of the application of technology to reduce climate impact in global manufacturing.

In addition, emissions budgets and trajectories under current SDA science-based target frameworks are based primarily on CO<sub>2</sub> emissions pathways. Emissions pathways for non-CO<sub>2</sub> gases differ from those for CO<sub>2</sub> due to differences in factors such as mitigation and abatement potential. Process emissions for the semiconductor manufacturing industry include non-CO<sub>2</sub> gases such as perfluorocarbons (PFCs) and nitrous oxide (N<sub>2</sub>O). Consideration of sector-specific differences in emissions trajectories for CO<sub>2</sub> and non-

CO<sub>2</sub> GHG emissions is a potential area of importance for future research and for expanding opportunities for sector-specific approaches to targets.

In 2020, we began working with industry stakeholders to assess the potential for the development of a sector-specific approach to setting science-based GHG emissions reduction targets for the semiconductor manufacturing industry. The goal is to expand the number of companies in our sector setting approved science-based targets.

## Sustainable Chemistry

Sustainable chemistry involves designing chemical products and processes in ways that minimize the use and creation of hazardous materials. As part of Intel's 2020 goals, we established a process with our suppliers to complete green chemistry screening and alternative assessments on high-volume manufacturing chemicals that met certain hazard criteria.

We continue to provide webinars and sustainable chemistry screening criteria for suppliers to advance their progress in this area. In addition, we participate in the RBA's Chemical Management Workgroup to develop industry-wide chemical management initiatives that can be propagated through the RBA membership and supply chain. We also participate in a multi-stakeholder group, the Clean Electronics Production Network (CEPN), whose primary focus is to eliminate exposure to toxic chemicals in the supply chain through use of safer alternatives where feasible, and on developing tools to understand and further control chemical risks.

Our 2030 technology industry initiative around sustainable chemistry aims to enable greener chemical strategies across the life cycle of the technology value chain by implementing an innovative chemical footprint methodology. This effort is focused on an approach and

metric that will encompass other impact factors, which we believe will yield a more effective result overall. These factors, or impact categories, include looking at human health, environmental, climate change, regulatory, and reputational risk. The intent is to use these impact categories to further quantify our manufacturing chemical footprint. In 2020, we engaged with several industry groups and environmental experts to get input on our methodology and identify future collaboration opportunities. We envision this initiative will enable Intel, our suppliers, customers, and others across our industry to better assess the full lifecycle impact of each chemical, including disposal, and enable industry-wide improvements by 2030.

## Chemical Footprint Methodology

### Manufacturing Chemical Footprint =

Mass of Chemical Used Weighting Factors\*

\*(reputation impact expectation of regulation human health factors environmental impact climate impact)

For each chemical used, we have assigned a weighting factor from 1-4, with 4 representing the biggest impact. The methodology will also take into consideration the effectiveness of the control technology.

Once we establish our baseline chemical footprint based on 2020 data, we plan to strategically target the chemicals of "highest impact" to identify and fund projects that will result in a reduction or softening of our overall chemical footprint. We are also looking into how we can integrate other tiers in the chemical lifecycle—for example, our supply chain and its waste streams—into our overall goal.

# Achieving Carbon Neutral Computing

As we continue to take actions to reduce Intel's own global manufacturing and supply chain climate footprint and to [advance product energy efficiency](#), we have also taken on the global challenge to partner with the technology industry and other stakeholders to achieve "carbon-neutral computing." Conceptually, carbon-neutral computing is achieved when the positive benefits of the ICT sector "handprint"—the ways in which technology is applied to reduce climate impact across the economy>equals or exceeds the climate and energy "footprint" of product-related emissions and carbon embedded in technology systems.

To do our part, Intel's global challenge framework includes partnering with others to accelerate the sustainability of PCs across their lifecycles, improve the energy efficiency of data centers, and accelerate handprint projects to reduce emissions across high-impact industries such as utilities, oil and gas, and manufacturing.

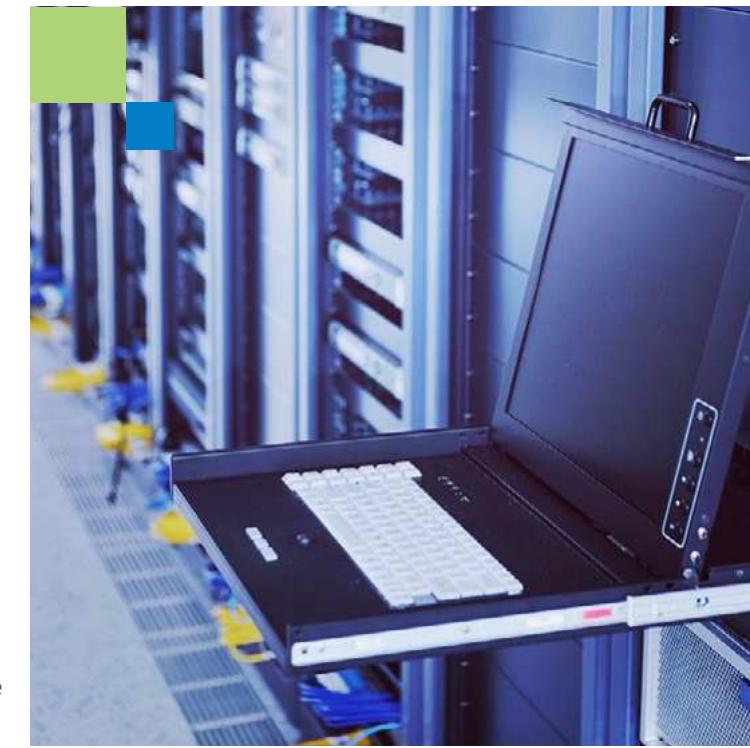
## Collaborating on Sustainable PC Design

Partnering with PC manufacturers, we are assessing the carbon footprint of the PC across its lifecycle to identify carbon reduction opportunities. This includes addressing embedded carbon in the printed wiring board and other components of the PC system such as the display and power supply system. By identifying carbon reduction opportunities in the reference design, OEM implementation, and PC system supply chain partners, we can enable carbon reductions in Intel's scope 3 supply chain and product-related emissions. We can also implement circularity and sustainable design improvements to help our customers reduce their overall carbon footprints and achieve their sustainability goals. Over the past year, we have worked closely with our OEM partners to support their sustainable PC design initiatives, including sustainable design, and solutions to promote a circular supply chain and to maximize reuse and responsible recycling for PCs at the end of life.

When looking at the lifecycle analysis of a PC, the two largest opportunities for carbon footprint reduction are in the product use phase and in the manufacturing phase. Intel works in partnership with OEM manufacturing customers to maximize the efficiency of power supply systems and use of low-power states when possible, including contributing to EPEAT, ENERGY STAR, and lifecycle assessment (LCA) frameworks. For more information on these efforts, see "[Product Energy Efficiency](#)" earlier in this section. To address system-level manufacturing impacts, Intel actively works to provide reference designs for the main system board through focused engineering work. This has helped drive reductions in board size, number of components, and integration of ingredients such as Thunderbolt™ Technology. In partnership across the industry we have also advanced the use of low-temperature solder, which saves energy in the manufacturing of the PC main board.

## Reducing the Carbon Impact of Data Centers

In a data center, a large portion of the overall carbon footprint is related to energy consumption, as well as the cooling of the servers and systems in that data center. As a result, Intel is working with utility system partners to foster and simplify increased availability of renewable energy for data centers. We are also collaborating with our data center operator customers on projects that accelerate data center energy efficiency and optimize the use of renewable energy sources to power the cloud. This includes projects to define measurement models to differentiate energy use from renewable vs. fossil-based sources that inform when and where workloads should be run to minimize carbon impact, e.g., time-shifting of workloads when feasible to when renewable energy availability is highest—generally during mid-day and during the night. To further reduce compute carbon



impact, we are working on engineering advanced cooling solutions that optimize the reuse of compute exhaust heat.

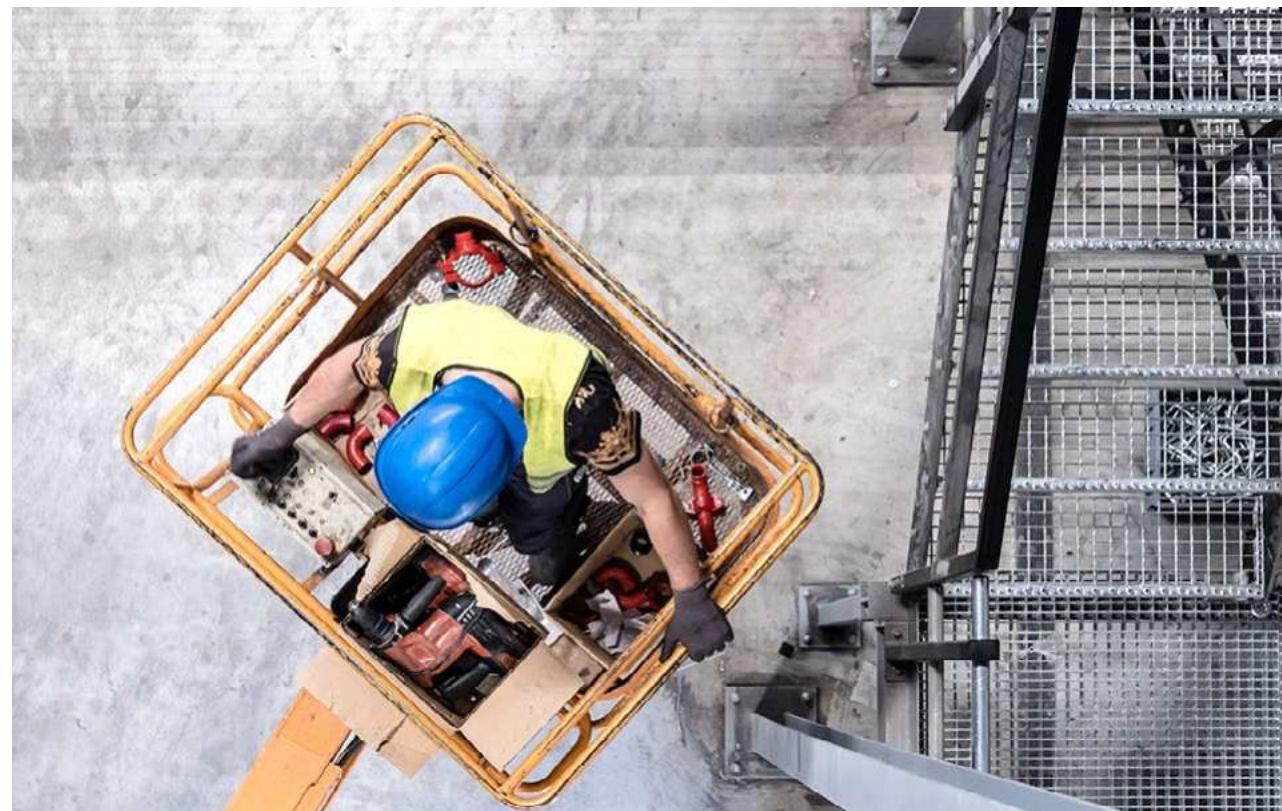
To address embedded carbon, we are partnering with our data center customers on projects that address the data center equipment lifecycle. We are co-leading an [Open Compute Project \(OCP\)](#) workstream project on defining standards and practices on concepts of repairability, modularity, circular economy, biodegradability, and ultimately a minimum level of incremental residual e-waste (inspirationally, less than 10% of the original bill of materials).

## Expanding the Technology “Handprint”

To build a supportive policy environment for private sector leadership on climate change, we participate in a range of organizations, policy forums, and coalitions. We are working with other companies and policymakers to enable technology-based solutions that provide greater carbon benefit than the carbon embedded in those solutions—for example, a smart building system with sensors and control software that allow a company to save energy in heating and cooling. We aim to accelerate the deployment of such projects within Intel's operations and also in external projects in collaboration with our customers. [Read the blog.](#)

In addition, we are working with the [Center for Climate Change and Energy Solutions](#) (C2ES) and [Gridwise Alliance](#), which advocate for innovation and investments in climate solutions, including expanding ICT's role in driving change and grid modernization appropriations as part of future infrastructure investments. In 2020, we also announced the creation of the [Digital Climate Alliance](#), aimed at advancing discussions with policymakers on the value and opportunity of the ICT handprint. For more detail, see “[Governance, Ethics and Public Policy](#)” in the Our Business section of this report.

Intel’s interoperable, secure, and scalable industrial computers and software components are powering the advance of smart energy.



## Building the Energy Grid of the Future

Intel is helping build a new ecosystem for energy generation, distribution, and consumption—one where centralized carbon-based generation will be retired and replaced with decentralized, smart grids of cleaner renewable energy. With embedded compute at the edge and across the grids, utility companies will be able to manage their assets more dynamically, decrease maintenance and transmission costs, and improve worker safety. The objective is that consumers will have more energy choices, and will be able to offer up their own demand and supplies—from, for example, a rooftop solar system—to the marketplace. For an example of this transformation, read about [Intel and Capgemini's Substation and Edge-of-the-Grid Automation](#), a purpose-built solution to address the limitations of a one-way grid by helping utilities monitor and manage load and flow across all assets, prioritize production and consumption of clean energy sources, simplify the energy ecosystem, extend asset life duration, and reduce IT infrastructure footprint within the substation.

In 2020, we also worked with Dell and other partners on a grid modernization solution focused on substation automation and virtual protection relays that will enable electric utilities to integrate more sources of renewable energy into the grid, reducing greenhouse gases. The solution consolidates workloads in primary distribution utility substations using edge servers.

# Enabling

Acting alone, Intel cannot achieve the broad, societal impact we aspire to. We are committed to creating a better world through the power of our technology and the expertise and passion of our employees. We also believe that the health of our company and the communities where we operate depends on an increasingly inclusive community of innovators prepared for the jobs of the future. Intel and the Intel Foundation are collaborating with others to catalyze action on global social and environmental challenges, broaden access to opportunity and support community needs, and inspire the next generation of innovators.



## 910,000 volunteer hours

Over the past decade, Intel employees donated more than 10 million volunteer hours. Despite COVID-19-related challenges, our employees and retirees found ways to continue to support local communities—including virtual activities—by volunteering 910,000 hours globally in 2020.

## 230 technology solutions for social impact

Through the Intel Pandemic Response Technology Initiative (PRTI), we committed \$50 million to combat the effects of COVID-19. We have partnered with more than 170 organizations on over 230 projects around the globe to make an impact in healthcare and education, and aid in economic recovery.

## \$730 million in Intel Foundation contributions since 1988

Since its founding in 1988, the Intel Foundation has enabled positive social impact for our local communities and for underserved populations through more than \$730 million in funding of programs and STEM initiatives.

# Enabling: Our Approach

Our employees are our greatest asset, and their engineering expertise and passion for applying Intel® technology to help solve global challenges are critical to the achievement of our 2030 RISE goals. We have long cultivated a culture that strongly encourages employees to get involved in their communities, with 10 million volunteer hours contributed globally over the past decade. With our new goals, we have committed to donate another 10 million volunteer hours over the next decade and to increase the impact of our skills-based volunteering.

To catalyze action and amplify the impact of our employees' service and generosity, Intel and the Intel Foundation invest in matching programs and innovative partnerships and collaborations. In turn, our investments and support of local communities help us build trust with external stakeholders and realize our corporate purpose of enriching lives through technology.

As an innovation leader, Intel is well-positioned to share its technology expertise and solutions with communities, customers, governments, non-governmental organizations (NGOs), and educators to help them reach their own goals and effect broader change. We aspire to drive collective impact through our Intel RISE Technology Initiative in partnership with our customers and other stakeholders, and to explore innovative ways to apply technology to solve global challenges—from [saving coral reefs](#) and [monitoring polar ice and soil moisture](#), to [reducing diabetic vision loss](#) and [deploying autonomous shuttle services](#).



“Many companies and corporate foundations have a sponsorship approach. It’s different with the Intel Foundation. They understand that collective action is the best way to get results, and they do it in close collaboration. They roll up their sleeves and dig into the details with us.”

— STEM Next Opportunity Fund

# Employees Changing the World

Our goal is to empower all of our employees to take actions to advance Intel's RISE strategy and goals. Intel and the Intel Foundation invest in programs that create opportunities for employees around the world to learn and connect with each other, to further integrate corporate responsibility and sustainability into their team's work objectives, and to share their engineering and other skills with our communities.

## Intel Involved and Skills-Based Volunteering

In 2020, we celebrated the 25th anniversary of Intel Involved, our global corporate employee volunteer program. Since the program's launch in 1995, our employees have generously donated their skills, technology expertise, and more than 18 million hours of service to tackle environmental challenges, improve education, and help meet community needs around the world.

In a year when COVID-19 restricted most activities, we expanded virtual volunteer opportunities for Intel employees to give their time and talent to those in need. We were greatly inspired by the generosity and creativity of our employees during this difficult time, as they reported 910,000 volunteer hours around the world.

Through Intel Involved, we identify and organize service projects for individuals and teams. The Intel Foundation amplifies the impact of volunteerism by donating cash to eligible nonprofits and schools where Intel employees and US retirees donate at least 20 hours of service in a year. In 2020, the Foundation provided \$8.7 million in volunteer matching grants, and since 1995, matching

**\$86 Million.** Total matching grants for employee volunteer service through the Intel Involved Program over the past decade.

grants of more than \$122 million have positively impacted communities around the world.

The Intel Employee Service Corps (IESC), Intel's flagship skills-based volunteer program, harnesses the passion and expertise of Intel employees to drive positive social impact in communities around the world. IESC provides employees with short-term immersive and collaborative experiences in partnership with governments and non-governmental organizations (NGOs) to address local and global challenges, including disaster relief. Although volunteers could not be deployed physically in 2020, IESC developed a proactive response to the COVID-19 pandemic and delivered critical technology solutions in a virtual environment. For example, an IESC team that has supported projects in Nepal for eight years worked virtually to make recommendations on connectivity for distance learning and on safety protocols to prepare for when schools reopen.

## 2030 Goal: Community Impact

**Description.** Deliver 10 million volunteer hours to improve our local communities, including an increase in skills-based volunteerism.

**Baseline.** Progress measured from baseline of Jan. 1, 2020.

**Progress in 2020.** During 2020, our employees volunteered 910,000 hours in our local communities, including many COVID-19 projects that leveraged employees' technology skills and expertise.

**Looking Ahead.** In 2021, our target is to reach 1 million volunteer hours, and to continue to expand out skills-based volunteering activities.

## Volunteering During the Pandemic

Our employees have found countless ways to make a difference during the COVID-19 crisis. They made face shields for hospital staffs, helped turn a closed-down hotel into a COVID-19 shelter for homeless and at-risk individuals, and wrote a children's book to help kids struggling to navigate uncertainty caused by the virus. Intel Israel volunteers worked to address the loneliness caused by pandemic isolation by quickly developing a product that enables non-tech-savvy older people to connect to their families virtually with the simple push of a button.

Other employees found ways to safely continue long-term volunteer projects amid the pandemic. Volunteers for the Girls in STEM Day at Intel Arizona, for example, quickly turned the annual event into a virtual experience in 2020—including “Zoom field trips” for 157 girls in grades 8-12. Intel solutions engineer Eshé Pickett, founded the free program 13 years ago to provide girls with the opportunity to experience different STEM career paths and learn about ways that technology solves everyday problems in their own communities.

## 2020 Volunteerism by the Numbers

**20%**

Percentage of employees who volunteered

**910,000**

Number of hours

**\$8.7 Million**

Total dollars matched by the Intel Foundation for Intel Involved volunteer hours.<sup>2</sup>

**\$24.8 Million**

Estimated in-kind value of volunteer hours.<sup>1</sup>

<sup>1</sup> Based on the 2020 Value of Volunteer Time rate of \$27.20 per hour published by Independent Sector.

<sup>2</sup> Volunteer payments made in 2020 are for 2019 hours. Payments are processed once the year closes.

## Sharing Valuable Skills

We believe that employees' donation of skills they have honed at Intel is particularly significant given the critical community needs they fill and because schools and nonprofits would have to pay high rates for this type of assistance. For example, in 2020 our legal team donated over 1,500 hours, estimated to be valued at over \$375,000.<sup>3</sup> Below are a few other examples of skills-based volunteerism:

Intel systems engineer [Jacob Krakauer](#) donated his 3D printing skills to design and build prosthetic limbs and rehabilitation devices for people with disabilities at a fraction of the cost of similar medical-grade devices. His efforts included a Spiderman-inspired prosthetic arm for a 5-year-old who had been struggling to ride a bike. Similarly, [Wayne Waterman](#), an Intel webcast infrastructure architect, used 3D printing skills to make a prosthetic hand for 8-year-old Henry Hunker. Wayne had made his young friend a hand six years earlier, but the two worked together to design and make a new hand—resembling a dragon—to give Henry some "street cred" against bullies who sometimes teased him about his missing limb.

Jolene Begay, an Intel engineering technician, combined her technical skills and passion for volunteering to develop an outreach program to bring a focus on STEM learning to Native communities in her area. Raised on the Navajo Nation reservation, Jolene has shared her own personal, educational, and professional journey—while incorporating hands-on robotic activities—with more than 400 students as part of her [Empower You](#) program.

<sup>3</sup> Based on Taproot's Pro Bono executive legal valuation rate of \$250/hr.

## Grants for Volunteer Projects

The Intel Foundation awards Seed Grants of up to \$10,000 to support employee-initiated community service projects. Projects are selected based on their originality, potential impact, and expected outcomes. The following are examples of volunteer projects selected to receive seed grants in 2020:

**Eco-Farming.** Malaysia employees will establish a sustainable zero-waste eco-cycle community farm using compostable food waste and recycled rainwater. This project will be part of the work activities at the ACS Stepping Stone Centre for members with intellectual disabilities.

**Supporting Kids With Disabilities.** Sense International India provides education and rehabilitation services to children with multiple disabilities, including those who have deaf-blindness, or little or no hearing or sight.

Employees in India will support digital training and capacity building for Sense International India special educators and parents of children with deaf-blindness to ensure that parents can follow their children's Individualized Education Plans from within their homes.

**Connecting Youth With Resources.** Oregon employees will partner with Sewa International and HomePlate Youth Services to create a website and mobile application to enable youth experiencing homelessness or home instability to access and understand available resources.

**Updating Facilities.** Fundacion Emmanuel Guadalajara A.C. provides homes, food, and love to almost 100 underserved children. Employees in Mexico will update the foundation's dining facilities with fresh paint, new tables, chairs, and appliances.

## Global Volunteerism, Local Impact

**Volunteer Heroes.** Each year, the Global Intel Involved Hero Awards program recognizes Intel super volunteers. Finalists receive \$2,500 grants from the Intel Foundation for the charitable organization or school of their choice. The overall winner receives an additional \$7,500 grant for his or her designated organization and is recognized at Intel's Legends and Luminaries event celebrating the top employees' achievements each year.

This year's Intel Involved Global Hero dedicated his time and skill to co-lead a team of employees in Costa Rica to donate their data science expertise to help the government understand how containment policies would affect virus reproduction rates and potential hospital and ICU usage during the COVID-19 pandemic. Luis D. Rojas saw hospitals in Costa Rica could struggle with the demand for patient beds, and knew Intel employees could provide exactly what was needed—data. Along with a team of co-workers and in partnership with the country's main public health agency, Caja Costarricense de Seguro Social, Luis and the team he led created mathematical models to project new cases and the anticipated need for ICU capacity. The volunteers invested over 1,000 hours leveraging their expertise in data science, statistical process control, and machine learning system deployment. The data analysis was presented to the president of Costa Rica, and became one of the key tools the country used to create public health policy and inform its pandemic response. [Read more.](#)

Other finalists from Ireland, Israel, Malaysia, India, and the US stepped up to support their communities through an exceptionally difficult year. From vocational training for young women in rural India to organizing the distribution of over 100,000 pounds of food, Intel volunteers made clear that even—perhaps, especially—in a global crisis, they are thinking of others and changing lives.

# Intel Foundation: Catalyzing Impact

Today's world requires a new mindset and approach to resolve persistent and emerging challenges facing people and communities every day. For three decades, the [Intel Foundation](#) has enabled positive social impact—giving more than \$730 million since 1988—guided by the passion of Intel's people and the company's commitment to equitable access to education and opportunity.

The Intel Foundation is embarking on an exciting chapter in its journey to deliver on a bold new vision: empowering human potential and igniting positive change to drive an even deeper impact in the future and advance gender and racial equity and social justice globally. To achieve its new vision, the Foundation has accelerated its mission to empower youth and communities with the skills and confidence to advance and excel by bringing people, partnerships, and technology together. [Watch video.](#)

## Coming Together for Humanitarian and Natural Disaster Relief

In 2020, the Foundation supported a number of emergency response organizations, including the Red Cross' work to address the impact of wildfires and hurricanes, as well as COVID-19. Intel's employees gave generously to the Red Cross around the world in 2020, with nearly \$570,000 in total donations when matched by the Foundation. In March 2020, the Foundation announced a \$4 million commitment to support COVID-19 relief and match donations of Intel employees and US retirees up to an additional \$2 million. The funds were distributed to community foundations and organizations that are focused on food security, shelter, medical equipment, and small-business support in communities where Intel has a significant presence. [Learn more.](#)

The Foundation collaborates with nonprofit, public and private organizations, and schools to create and deploy global solutions by contributing thought leadership and financial resources to innovative programs that support underserved populations.

The Foundation's priorities include:

**Promoting STEM education:** Recognizing the life-changing power of technology and learning, the Foundation champions immersive STEM experiences to help ensure that the next generation of innovators is diverse and inclusive.

**Amplifying employees' time and generosity:** The Foundation connects employees' and US retirees' passions to philanthropy to take on global challenges and meet community needs through matching funds to schools and nonprofit organizations where our employees and US retirees volunteer and make donations.

**Responding to humanitarian crises and natural disasters:** When humanitarian crises or natural disasters strike, the Foundation matches employees' donations to support communities and provides options for employees to make their donations count where and when they are needed most to achieve long-term impact.

In 2020, to advance social justice and anti-racism, the Foundation initiated a special \$500,000 employee donation match campaign in support of the National Urban League and other organizations. For more, see "[Social Equity](#)" in the Inclusive section of this report.

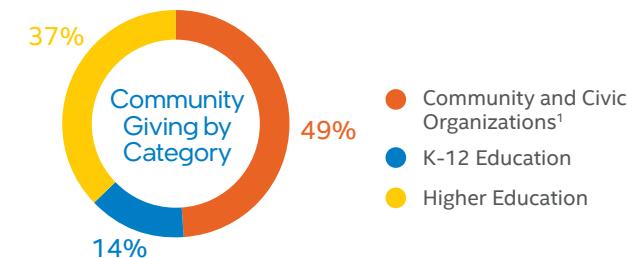
The Foundation is also working with the STEM Next Opportunity Fund on the [Million Girls Moonshot](#), to engage more girls in STEM. To learn more, see "[Building a Diverse Technology Industry](#)" in the Inclusive section of this report.

## Foundation and Corporate Giving

2020 Contributions (in millions)

	US	International	Total
Corporate Cash	\$28.1	\$13.9	\$42.0
<b>Foundation</b>			
Foundation Grants	\$4.8	\$2.0	\$6.8
Donation Matching	\$15.9	\$4.5	\$20.4
Volunteer Matching	\$5.8	\$2.7	\$8.5
In-Kind Giving	\$1.8	\$1.0	\$2.8
<b>Total</b>	<b>\$56.4</b>	<b>\$24.0</b>	<b>\$80.4</b>

In 2020, charitable giving by Intel and the Intel Foundation totaled \$80.4 million, compared with \$75.1 million in 2019.



As part of our social impact strategy, Intel and the Intel Foundation work with a broad range of nonprofit and education partners, including providing grants and other in-kind support. For all of our contributions, we maintain control and review processes to track contributions and ensure alignment with Intel Values and impact. Recipients of grants from Intel and the Intel Foundation are required to verify compliance with Intel's non-discrimination policy. In 2020, some examples of funded organizations receiving significant grants in each of our giving categories included: Higher Ed (Scholarship America, University of California at Berkeley, and University of Texas at Austin), K-12 Education (STEM Next Opportunity Fund, Shashwat Foundation, and Oakland Public Education Fund), and Community and Civic Organizations (American National Red Cross, XPrize Foundation, and Arizona Community Foundation).

<sup>1</sup> Includes organizations focused on addressing community needs, disaster relief, diversity and inclusion, environmental impact, arts and culture, and other civic-related activities.

# Collaborating for Technology Impact

Given the increasing urgency, complexity, and interconnectedness of issues facing society, we are working to form new partnerships and collaborative models to accelerate progress, as highlighted throughout this report. Below are examples of additional collaborations that span across our RISE focus areas and are driving new learnings and changing the way we work with our customers, external partners, and our employees to solve global challenges.

## Intel RISE Technology Initiative

On April 7, 2020, Intel announced the Pandemic Response Technology Initiative (PRTI), committing \$50 million to combat the coronavirus by accelerating access to technology at the point of patient care and speeding scientific research, ensuring access to online learning for students, and aiding in economic recovery. Through the PRTI, Intel has partnered with over [170 organizations on over 230 projects](#) in multiple sectors, including technology, healthcare, education, industrial, retail, transportation, and academia. The goal is to apply the breadth of Intel's technology, expertise, and scale to provide relief across the areas of education, economic recovery, and health and life sciences.

In 2021, the PRTI will evolve to become the Intel RISE Technology Initiative (IRTI) to reflect a broader platform for action and expanded channel to build deeper relationships with our customers and other partners in line with our corporate purpose and work to create shared value. Intel has committed \$20 million in 2021 to fund projects through the IRTI, enabling Intel employees to work with customers and partners to apply technology to solve challenges aligned with Intel's RISE strategy and global challenges. We will evaluate proposals that leverage Intel technology, expertise, and ecosystem in

areas like health and life sciences; education and online learning; economic recovery; social equity and human rights; accessibility; and climate and sustainability efforts. Specifically, we are revolutionizing how technology will improve health and safety; making technology fully inclusive and expanding digital readiness for everyone; and achieving carbon neutral computing to address climate change.

## Technology, Purpose, and the Olympics

Intel has been a [worldwide partner of the Olympic Games](#) since 2017 and plays a key role in accelerating the adoption of new technologies in sports. In 2021, Intel proudly became a Worldwide Paralympic Partner to support the International Paralympic Committee in its mission to lead and expand the paralympic movement around the world. In partnership with the International Olympic Committee (IOC), we are creating experiences that are more innovative and immersive than ever before, using Intel's leading technologies for audience interaction and to enhance the Games through 2024. For the Tokyo, Japan 2021 Summer Olympic Games and beyond, we are excited to build on the PyeongChang, Korea 2018 Winter Olympic Games experience by applying new technologies like AI to bring deeper levels of connectivity and interaction to Olympic fans around the world.

Beyond our technology, we are proud to engage in purpose-led collaboration with the IOC centered around energy efficiency and utilizing Intel's expertise to help understand and improve the environmental impact of digital activities, as well as diversity and inclusion, with projects launching in 2021. We're also starting to work with the Paris, France 2024 Organizing Committee on its environmental excellence initiatives, with an initial focus on carbon neutrality and sustainable procurement.



In addition we are collaborating with the IOC through its [Athlete365](#) program to offer support, guidance, and resources to help elite athletes transition into careers in business. Athletes are the heart of what the Games represent as the world comes together to celebrate sport and diversity, and to push the boundaries of performance. Intel values the contributions from the athlete community and understands the unique perspective they bring when it comes to developing technology. [Learn more.](#)

# Appendix

About This Report

Independent Limited Assurance Statement

Performance Data Summary

SASB and TCFD Framework Alignment

UN Sustainable Development Goals

Non-GAAP Financial Measures

Intel 2020 Water Inventory by Location and Source

2020 Environmental, Health, and Safety Violations

Top 100 Production and Services Suppliers by Spends

# About This Report

We prepared this report in accordance with the [Global Reporting Initiative \(GRI\)](#), Standards: Comprehensive option. A GRI Content Index is provided on our [Report Builder](#) website. We also use other recognized frameworks to inform the content of this report, including the Sustainability Accounting Standards Board Standards, the Task Force on Climate-Related Financial Disclosures framework, the UN Global Compact, and the UN Sustainable Development Goals.

We continue to integrate sustainability information into our investor communications, and additional information about Intel's operations and financial statements is available in the [2020 Intel Annual Report on Form 10-K](#). The [Our Business](#) section of this report covers content recommended by the [International Integrated Reporting Council](#) for inclusion in "integrated reports," and can be downloaded as a standalone document or read as an interactive part of our full 2020-21 Corporate Responsibility Report.

For a high-level overview of Intel's corporate responsibility, supporting documents and data, past reports, and to customize a report with the sections you choose, visit our [Corporate Responsibility](#) and [Report Builder](#) websites. A printed summary of the report is available by request. Send questions, comments, or feedback to Suzanne Fallender, Director of Corporate Responsibility, Intel Corporation, 5000 W. Chandler Blvd., CH7-437, Chandler, AZ 85226 US. You can also use our [web-based feedback form](#) or the [CSR@Intel blog](#) to contact our Corporate Responsibility team.

For best viewing results on a PC or tablet, we recommend using [Adobe Acrobat DC](#) or [QuickTime](#). For best printing results, use letter-size paper.

## Report Scope and Profile

With the Intel 2020-21 Corporate Responsibility Report, we aim to provide stakeholders with a balanced view of our corporate responsibility strategy and performance for Intel's worldwide operations during fiscal year 2020 (ended December 26, 2020). Our previous report was published in May 2020.

References to "Intel" throughout this report pertain to Intel Corporation. The Intel Foundation is a separate entity. The report does not include performance information for Intel's joint ventures or firms included in the investment portfolio of Intel Capital, Intel's global investment organization, unless specified. Financial data is presented in US dollars.

This year's report does not reflect any significant changes in reporting scope compared to our previous report. Principles and policies apply to all officers and employees of Intel and its subsidiaries, unless otherwise noted.

Key performance indicators cover our global manufacturing operations, including our wafer manufacturing and assembly and test facilities. Unless stated otherwise, 2020 data is considered final based on information received by May 1, 2021, and provided that information reproduced or derived from our [2020 Intel Annual Report on Form 10-K](#) speaks as of January 22, 2021, the date we submitted our Form 10-K for filing.

We report our key environmental performance indicators in both absolute terms and on a normalized, or "per unit" or "intensity," basis. Our normalized production index (NPI) is derived from our worldwide wafer production data. The NPI is indexed to a baseline year of 2015. One important limitation of the NPI is that it does not take into account the number of additional manufacturing steps used in newer process technologies.

## Approach to Report Assurance

The information in this Corporate Responsibility Report is subject to internal reviews and, for selected content, external reviews. On a regular basis, we validate the management systems and processes used to collect the data. We have maintained a multi-site ISO 14001 certification for our manufacturing locations since 2001, which requires independent third-party audits at many of our sites each year. In 2019, we established a company-wide certification to ISO 45001, an internationally recognized standard for environmental, health, and safety management systems, which requires independent third-party audits at our manufacturing sites. Five of our sites meet the ISO 50001 Energy Management System standard. Our operations in Ireland are covered by the European Union Emissions Trading Scheme.

For many years, we have obtained third-party verification for our greenhouse gas (GHG) emissions. Since 2012, we have completed third-party assurance for selected indicators contained in our Corporate Responsibility Report. For the 2020-21 Corporate Responsibility Report, we engaged Apex Companies LLC to complete the assurance review. Their report is included in this Appendix.

This 2020-21 Corporate Responsibility Report contains forward-looking statements, and actual results could differ materially. Risk factors that could cause actual results to differ are set forth in the "Risk Factors" of the [2020 Intel Annual Report on Form 10-K](#). These risk factors are subject to update by our future filings and submissions with the US Securities and Exchange Commission and earnings releases. Forward-looking statements are based on expectations as of the date of this report, unless an earlier date is indicated. Statements derived from our 2020 Annual Report on Form 10-K speak as of January 22, 2021. Intel disclaims any duty to update any statement made in this report except to the extent required by law. This report contains non-GAAP financial measures relating to our performance. You can find the reconciliation of these measures to the most directly comparable GAAP financial measures in this Appendix, and further explanation of these adjustments in the "Non-GAAP Financial Measures" within "Management's Discussion and Analysis" in the [2020 Intel Annual Report on Form 10-K](#).

# Independent Limited Assurance Statement

For a PDF copy of this statement, including a summary of data within the scope of assurance for 2020, access the [Report Builder](#) website.

**INDEPENDENT LIMITED ASSURANCE STATEMENT**



**To: The Stakeholders of Intel Corporation**

**Introduction and Objectives of Work**

Apex Companies, LLC (Apex) has been engaged by Intel Corporation (Intel) to provide limited assurance of its selected environmental, safety, supplier, and diversity data. This assurance statement applies to the related information included within the scope of work described below (Subject Matter).

This information and its presentation in Intel's 2020 Corporate Responsibility Report ('the Report') are the sole responsibility of the management of Intel. Apex was not involved in the drafting of the Report. Our sole responsibility was to provide independent assurance on the accuracy of the Subject Matter. This is the third year in which we have provided assurance over Intel's Corporate Responsibility Report.

**Scope of Work**

The scope of our work was limited to assurance over the following environmental, safety, supplier, and diversity data included within Intel's 2020 Corporate Responsibility Report ('the Report') for the period of calendar year 2020 (the 'Subject Matter'):

- Global Energy Use (Direct and Indirect)
- Global Greenhouse Gas Emissions (Scope 1, Scope 2 market-based and location-based, and Scope 3, Category 10 – Processing of Sold Products)
- Adjustment of CY 2019 process emissions of Scope 1
- Water Conservation
- Energy Conservation
- Number of Responsible Business Alliance (RBA) Validated Audit Program (VAP) supplier audits conducted
- Priority/Major Findings by Category for RBA VAP supplier audits
- Recordable Injury and Illness Rate
- Cumulative Trauma Disorder (CTD) Rate
- Percent of Underrepresented Minorities in Senior Leadership (Hispanics, African American, Native Americans in U.S. only)
- Percent of Women in Senior Leadership (Global)
- Global Employee Turnover Rate

Our assurance does not extend to any other information included in the Report.

**Reporting Boundaries**

The following are the boundaries used by Intel for reporting sustainability data:

- Operational Control
- For GHG Emissions - all manufacturing sites and all non-manufacturing sites with air permits
- For Water and Energy - all manufacturing and technology development (TD) sites, non-manufacturing sites where Intel has operational control that have either >= 2,000 employees or < 2,000 employees that consume or generate an amount that is material to the global inventory.

\*Material is defined by Intel as any site > 1% of the global total for that metric/inventory

Note: Manufacturing sites include wafer fabs, assembly test (ATM), technology development (TD), and mask operations

**Reporting Criteria**

The Subject Matter needs to be read and understood together with the description of the Subject Matter in the Report. The reporting criteria for greenhouse gas (GHG) emissions was the World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. The reporting criteria for the safety data was the OSHA and US Bureau of Labor Standards. The reporting criteria for supplier audits was the RBA Code of Conduct. The reporting criteria for other data is based on company criteria, as described in the CR Report.

**Limitations and Exclusions**

Excluded from the scope of our work is any verification of information relating to:

- Text or other written statements associated with Intel's 2020 Report
- Activities outside the defined verification period of Calendar Year 2020

WATER RESOURCES • ENVIRONMENTAL SERVICES • HEALTH & SAFETY  
Apex Companies, LLC • (800) 732-2739 • [www.apexclos.com](#)

Page 1 of 2

This limited assurance engagement relies on a risk-based selected sample of sustainability data and the associated limitations that this entails. This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist.

**Responsibilities**

This preparation and presentation of the Subject Matter in the Report are the sole responsibility of the management of Intel. Apex was not involved in the drafting of the Subject Matter or of the Reporting Criteria. Our responsibilities were to:

- obtain limited assurance about whether the Subject Matter has been prepared in accordance with the Reporting Criteria;
- form an independent conclusion based on the assurance procedures performed and evidence obtained; and
- report our conclusions to the management of Intel.

**Assessment Standards**

We performed our work in accordance with Apex's standard procedures and guidelines for external Assurance of Sustainability Reports and International Standard on Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements Other than Audits or Reviews of Historical Financial Information (effective for assurance reports dated on or after Dec. 15, 2015), issued by the International Auditing and Assurance Standards Board. GHG emissions were verified in accordance with ISO 14064-3: Second edition 2019-04: Greenhouse gases – Part 3: Specification with Guidance for the Verification and Validation of Greenhouse Gas Statements. A materiality threshold of ±5 percent was set for the assurance process.

**Summary of Work Performed**

As part of our independent verification, our work included:

1. Assessing the appropriateness of the Reporting Criteria for the Subject Matter;
2. Conducting interviews with relevant Intel personnel regarding data collection and reporting systems;
3. Reviewing the data collection and consolidation processes used to compile Subject Matter, including assessing assumptions made, and the data scope and reporting boundaries;
4. Reviewing documentary evidence provided by Intel;
5. Agreeing a selection of the Subject Matter to the corresponding source documentation;
6. Reviewing Intel systems for quantitative data aggregation and analysis; and
7. Assessing the disclosure and presentation of the Subject Matter to ensure consistency with assured information.

**Conclusion**

On the basis of our methodology and the activities described above:

- Nothing has come to our attention to indicate that the Subject Matter is not fairly stated in all material respects; and
- It is our opinion that Intel has established appropriate systems for the collection, aggregation and analysis of quantitative data within the scope of this assurance.

A summary of data within the scope of assurance for 2020 is attached.

**Statement of Independence, Integrity and Competence**

Apex is an independent professional services company that specializes in Health, Safety, Social and Environmental management services including assurance with over 30 years history in providing these services.

Apex has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities.

No member of the assurance team has a business relationship with Intel, its Directors or Managers beyond that required of this assignment. We have conducted this verification independently, and there has been no conflict of interest.

The assurance team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, has over 20 years combined experience in this field and an excellent understanding of Apex's standard methodology for the verification of greenhouse gas emissions data.

  
Mary E. Armstrong-Fribberg, Lead Verifier  
Principal Consultant  
Apex Companies, LLC  
Cleveland, Ohio

  
John Rohde, Technical Reviewer  
Practice Line Leader  
Apex Companies, LLC  
Lakewood, Colorado

April 22, 2021

WATER RESOURCES • ENVIRONMENTAL SERVICES • HEALTH & SAFETY  
Apex Companies, LLC • (800) 732-2739 • [www.apexclos.com](#)

Page 2 of 2

# Performance Data Summary

Report Section	2020	2019	2018	2017	2016
<b>Our Business and Financial Results</b>					
Net revenue (dollars in billions)	\$77.9	\$72.0	\$70.8	\$62.8	\$59.4
Net income (dollars in billions)	\$20.9	\$21.0	\$21.1	\$9.6	\$10.3
Provision for taxes (dollars in billions)	\$4.2	\$3.0	\$2.3	\$10.8	\$2.6
Research and development spending (dollars in billions)	\$13.6	\$13.4	\$13.5	\$13.0	\$12.7
Capital investments (dollars in billions)	\$14.3	\$16.2	\$15.2	\$11.8	\$9.6
Employees at year end (in thousands)	110.6	110.8	107.4	102.7	106.0
Safety – recordable rate <sup>1</sup> /days away case rate <sup>1</sup>	0.75/0.16	0.69/0.14	0.72/0.14	0.68/0.12	0.49/0.07
<b>Environmental Sustainability</b>					
Greenhouse gas emissions (million metric tonnes of CO <sub>2</sub> equivalent) <sup>2</sup>	2.88	2.88	2.58	2.46	1.62
Renewable energy purchased (% of global electricity use)	82%	71%	71%	73%	80%
Energy use (billion kWh – includes electricity, gas, and diesel)	10.6	9.6	8.3	7.3	6.5
Total water withdrawn (billions of gallons) <sup>3</sup>	13.8	12.6	12.0	11.1	9.4
Net positive water (water returned + restored) progress	90%	90%	86%	77%	79%
Total waste generated (thousand tons)/% to landfill <sup>4</sup>	414/5%	387/3%	205/7%	183/9%	177/7%
<b>Supply Chain Responsibility</b>					
On-site supplier audits (third-party and Intel-led audits)	126	207	221	170	157
<b>Diversity and Inclusion</b>					
Percentage of women in our global workforce	28%	28%	27%	27%	26%
Percentage of women on our Board (%) <sup>5</sup>	30%	20%	20%	17%	18%
<b>Social Impact</b>					
Employee and retiree volunteer hours (in millions)/volunteerism rate	0.91/20%	1.2/39%	1.5/64%	1.2/36%	1.2/38%
Worldwide charitable giving (dollars in millions) <sup>6</sup>	\$80.4	\$75.1	\$84.2	\$89.6	\$122.7

<sup>1</sup> Rate based on 100 employees working full time for one year; data is as of March 2021.

<sup>2</sup> Including Scope 1 and Scope 2 market-based method. For our 2030 goal, we refined our GHG inventory to include sources that were previously considered insignificant, and made changes to global warming potentials. 2019 figures have been updated to reflect this.

<sup>3</sup> We define water withdrawals, or water usage, as total gallons of incoming fresh (potable) water used.

<sup>4</sup> We updated the definition of “total waste” in 2020 to align with our 2030 goal. Our new 2030 goal total waste definition includes hazardous waste and non-hazardous solid waste, as well as additional non-hazardous liquid waste and chemical debris.

<sup>5</sup> Note that if all of the director nominees are elected at our 2021 Annual Stockholder Meeting, this will increase to 33%.

<sup>6</sup> Includes total giving (cash and in-kind) from Intel Corporation and the Intel Foundation.

# SASB and TCFD Framework Alignment

Based on feedback gathered during our integrated investor outreach activities, we have aligned our disclosure with two additional frameworks: the Sustainability Accounting Standards Board Standards (SASB) and the Task Force on Climate-related Financial Disclosures (TCFD). Below is a mapping of how our latest disclosure aligns with these frameworks.

**SASB.** SASB has developed voluntary industry-specific disclosure standards for sustainability issues in order to facilitate communication by companies to investors of decision-useful information. Below, we have outlined how our existing disclosure aligns with the recommended metrics for the SASB Technology and Communications Sector – Semiconductor Standard.

Topic	Accounting Metrics	Code	Intel Metric or Qualitative Disclosure	Disclosure Location <sup>1</sup>
Greenhouse Gas Emissions	(1) Gross global Scope 1 emissions and (2) amount of total emissions from perfluorinated compounds	TC-SC-110a.1	(1) 1.97 Million Metric Tonnes CO <sub>2</sub> e (2) 0.96 Million Metric Tonnes CO <sub>2</sub> e	2020-21 Corporate Responsibility Report, <a href="#">p 61</a> <a href="#">CDP Climate Change Survey</a>
Greenhouse Gas Emissions	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	TC-SC-110a.2	We discuss our strategy and long history of goal setting and reductions. We have also achieved a 28% absolute reduction of Scope 1 and 2 emissions since 2000, even as we expanded our manufacturing capacity significantly.	2020-21 Corporate Responsibility Report, <a href="#">p 60</a> <a href="#">2020 Intel Annual Report on Form 10-K</a> , p 15 <a href="#">2021 Proxy Statement</a> , p 51 <a href="#">CDP Climate Change Survey</a>
Energy Management in Manufacturing	(1) Total energy consumed, (2) percentage grid electricity, and (3) percentage renewable	TC-SC-130a.1	(1) 38 million gigajoules energy consumed (2) 83% grid electricity (3) 82% renewable energy globally.	2020-21 Corporate Responsibility Report, <a href="#">p 60</a> and <a href="#">p 62</a>
Water Management	(1) Total water withdrawn and (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	TC-SC-140a.1	(1) 52.3 million m <sup>3</sup> withdrawn (2) 12.9 million m <sup>3</sup> consumed. See Appendix for detail on water metrics by location, including information on baseline water stress by location.	2020-21 Corporate Responsibility Report, <a href="#">p 64</a> and <a href="#">p 86</a> <a href="#">2020 Intel Annual Report on Form 10-K</a> , p 15 <a href="#">2021 Proxy Statement</a> , p 52
Waste Management	(1) Amount of hazardous waste from manufacturing, (2) percentage recycled	TC-SC-150a.1	(1) 143,000 tons (2) 78% recycled.	2020-21 Corporate Responsibility Report, <a href="#">p 66</a> <a href="#">2020 Intel Annual Report on Form 10-K</a> , p 16 <a href="#">2021 Proxy Statement</a> , p 52
Employee Health & Safety	Description of efforts to assess, monitor, and reduce exposure of employees to human health hazards	TC-SC-320a.1	We disclose our strategy for employee health, safety and wellness, including our company-wide certification to ISO 45001.	2020-21 Corporate Responsibility Report, <a href="#">p 35</a> <a href="#">2020 Intel Annual Report on Form 10-K</a> , p 14 <a href="#">2021 Proxy Statement</a> , p 50
Employee Health & Safety	Total amount of monetary losses as a result of legal proceedings associated with employee health and safety violations	TC-SC-320a.2	\$0 in 2020	2020-21 Corporate Responsibility Report, <a href="#">p 88</a>

<sup>1</sup> The “Intel Metric or Qualitative Disclosure” column references the specific disclosure(s) included in the 2020-21 Corporate Responsibility Report and therefore may vary from the breadth and context of disclosure(s) included in the 2020 Intel Annual Report on Form 10-K and 2021 Proxy Statement, if applicable.

## SASB and TCFD Framework Alignment, continued

Topic	Accounting Metrics	Code	Intel Metric or Qualitative Disclosure	Disclosure Location
Recruiting & Managing a Global & Skilled Workforce	Percentage of employees that are: (1) foreign nationals and (2) located offshore	TC-SC-330a.1	We do not disclose the first metric as we do not believe a single percentage of foreign nationals is a useful metric for our business given our global business model, but we do disclose a breakdown of our workforce by region (47% of employees in the US and 53% outside of the US). We disclose additional human capital metrics that we believe are more effective for assessing this aspect of our performance, including diversity and inclusion, employee engagement, training and development, and responsible supply chain metrics.	2020-21 Corporate Responsibility Report, <a href="#">p 19</a> , <a href="#">p 30</a> , <a href="#">p 35</a> , and <a href="#">p 45</a> <a href="#">2020 Intel Annual Report on Form 10-K</a> , p 13
Product Lifecycle Management	Percentage of products by revenue that contain IEC 62474 declarable substances	TC-SC-410a.1	While we do disclose information on our strategy and approach to product ecology and supplier requirements for declarable substances, we do not believe a single percentage of revenue is an effective metric for evaluating risk and performance in this area.	2020-21 Corporate Responsibility Report, <a href="#">p 58</a> <a href="#">Material Declaration Data Sheet (MDDS) database</a> website
Product Lifecycle Management	Processor energy efficiency at a system-level for: (1) servers, (2) desktops, and (3) laptops	TC-SC-410a.2	We do not disclose single percentages for these product categories, given the wide range of products we produce in each category and the continued release of new products. We believe more decision-useful information is our disclosure regarding our overall strategy for product energy efficiency, supporting goals, industry collaborations, and public policy engagements.	2020-21 Corporate Responsibility Report, <a href="#">p 63</a> , <a href="#">p 66</a> , and <a href="#">p 69</a>
Materials Sourcing	Description of the management of risks associated with the use of critical materials	TC-SC-440a.1	We provide disclosure on our management approach to responsible minerals sourcing. With respect to rare earth elements, Intel has thoroughly reviewed product and supply chain impacts and determined that although certain regional supplies may fluctuate, Intel has sufficient existing supply, alternative sourcing, and/or low risk material availability within our manufacturing and supply chain. Intel has confirmed that access to rare earth mineral supplies represents a low risk to impact production or delivery of goods.	2020-21 Corporate Responsibility Report, <a href="#">p 39</a> <a href="#">SEC Conflict Minerals Filing</a> <a href="#">Intel Statement on Rare Earth</a>
IP Protection & Competitive Behavior	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	TC-SC-520a.1	Information on legal proceedings is disclosed in our Annual Report on Form 10-K and in our Quarterly Reports on Form 10-Q, available on our Investor Relations website.	<a href="#">2020 Intel Annual Report on Form 10-K</a> , p 106 <a href="#">Investor Relations</a> website

## SASB and TCFD Framework Alignment, continued

**TCFD.** TCFD has developed a voluntary framework for use by companies to provide information to investors, lenders, insurers, and other stakeholders on climate-related financial risk disclosure. Below, we have outlined how our existing reporting aligns with the recommended disclosure. We will continue to evaluate opportunities to evolve our disclosure moving forward based on discussions with our investors and stakeholders.

Disclosure Area	TCFD Recommended Disclosure	Intel Metric or Qualitative Disclosure	Disclosure Location
Governance	Disclose the organization's governance around climate-related risks and disclosures.	Responsibility for oversight of CSR issues, including climate change, has been included in the Corporate Governance and Nominating Committee Charter since 2003. Intel follows an integrated approach to addressing climate change with multiple teams responsible for managing climate-related activities, initiatives, and policies, including manufacturing and operations, government and public affairs, supply chain, and product teams. Strategies, progress toward goals, and regulatory developments are reviewed with senior executives from these teams on a regular basis.	2020-21 Corporate Responsibility Report, <a href="#">p 23</a> <a href="#">2021 Proxy Statement</a> , p 29 and p 36 <a href="#">CDP Climate Change Survey</a>
Strategy	Disclosure of the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	We describe our climate-related risks and opportunities in our Corporate Responsibility Report (in the "Our Business" and "Climate and Energy" sections), the Intel Climate Change Policy Statement, and the risk-factors section of our Annual Report on Form 10-K. We focus on reducing our own direct climate "footprint"—the emissions resulting from our own operations, our supply chain, and the marketing and use of our products. We also focus on increasing our "handprint"—the ways in which Intel® technologies help others reduce their footprints. In addition, we collaborate with others to drive industry-wide improvements and policy change. For two decades, we have set aggressive greenhouse gas (GHG) reduction goals to conserve energy and minimize air emissions. Over that time, our Scope 1 and 2 emissions have decreased by about 28% on an absolute basis. In 2020, we continued to assess approaches for incorporating climate scenario analysis into our existing risk and opportunity assessment processes and plan to conduct a formal scenario analysis in 2021.	2020-21 Corporate Responsibility Report, <a href="#">p 60</a> <a href="#">2020 Intel Annual Report on Form 10-K</a> , p 15 and p 58 <a href="#">Intel Climate Change Policy</a> <a href="#">CDP Climate Change Survey</a>
Risk Management	Disclose how the organization identifies, assesses, and manages climate-related risks.	Our overall approach to risk management is described in our Proxy Statement and our risk factors are described in our Annual Report on Form 10-K. Additional detail on our proactive efforts to reduce our climate change impacts is included in our Corporate Responsibility Report, primarily in the Climate and Energy section as well as our CDP Climate Change Survey. This includes detail regarding our investments in green power, energy conservation, and product energy efficiency. For example, in 2020, we continued our 100% green power purchase commitment for our US and European operations, reached 100% renewable energy in Israel and Malaysia, and 82% globally. We also conserved 161 million kWh of energy in 2020. We also describe our proactive engagements with policymakers on climate and energy issues in our Corporate Responsibility Report and the Intel Climate Change Policy. We proactively engage with our stakeholders to understand impacts of both potential regulatory requirements and also changing expectations of stakeholders, including our investors, customers, and local communities.	2020-21 Corporate Responsibility Report, <a href="#">p 23</a> and <a href="#">p 60</a> <a href="#">2020 Intel Annual Report on Form 10-K</a> , p 15 and p 58 <a href="#">2021 Proxy Statement</a> , p 29 <a href="#">Intel Climate Change Policy</a> <a href="#">CDP Climate Change Survey</a>
Metrics and Targets	Disclosure of the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	Our public climate-related metrics, goals and targets, as well as our Scope 1, 2, and 3 emissions data are included in our annual Corporate Responsibility Report and also reported through the CDP Climate Change Survey.	2020-21 Corporate Responsibility Report, <a href="#">p 61</a> <a href="#">CDP Climate Change Survey</a>

# UN Sustainable Development Goals



The UN Sustainable Development Goals (SDGs) are aimed at stimulating action in areas of critical importance for humanity and the planet. We believe that the achievement of the SDGs will be critical to creating a life of dignity and opportunity for all, and we believe technology will play a key role in achieving the SDGs. We use the goals below to inform the ongoing development of our strategies, initiatives, and long-term priorities, including our new 2030 strategy and goals. We believe that information and communications technology (ICT) can play an enabling role in the implementation of all of the SDGs. Intel, Nethope, and the UN Foundation developed an SDG ICT Playbook that outlines technology trends, opportunities, and innovative case studies that global leaders can reference as they develop their strategies and actions to address the SDGs.

## Responsible



**SDG 3:** Ensure healthy lives and promote well-being for all at all ages

**SDG 8:** Promote inclusive and sustainable economic growth, employment, and decent work for all

**SDG 12:** Ensure sustainable consumption and production patterns

Through our employee health, safety, and wellness goals and our supplier health and safety requirements, we promote good health and well-being. Our efforts are designed to protect vulnerable workers throughout the global supply chain, and include setting clear supplier expectations and investing in assessments, audits, and capability-building programs. We collectively address issues through our leadership in the Responsible Business Alliance, including industry initiatives on key issues such as advancing responsible minerals sourcing, addressing human rights risks such as forced and bonded labor, and improving transparency on the environmental impacts in the global electronics supply chain.

## Inclusive



**SDG 4:** Ensure inclusive and quality education for all and promote lifelong learning

**SDG 5:** Achieve gender equality and empower women and girls

**SDG 8:** Promote inclusive and sustainable economic growth, employment, and decent work for all

**SDG 10:** Reduce inequality within and among countries

To shape the future of technology, we believe we must be representative of that future. Since 2019, we have achieved gender pay equity globally and maintained racial/ethnic pay equity in the US. We also met our commitment to reach more than \$1 billion in annual spending with tier 1 and tier 2 certified diverse suppliers,<sup>1</sup> and collaborate with others to encourage more women and underrepresented minorities to enter and succeed in technology careers. We provide our expertise and both financial and in-kind support to help communities, governments, NGOs, and educators achieve their goals.

<sup>1</sup> We recognize certified diverse suppliers as businesses that are at least 51% owned, operated, and controlled by any of the following categories: women; minorities as recognized by the country where the business was established; veterans/military service-disabled veterans; persons who are lesbian, gay, bisexual, or transgender; or persons with disabilities.

## Sustainable



**SDG 6:** Ensure access to water and sanitation for all

**SDG 7:** Ensure access to affordable, reliable, sustainable and modern energy for all

**SDG 9:** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

**SDG 12:** Ensure sustainable consumption and production patterns

**SDG 13:** Take urgent action to combat climate change and its impacts

We have made significant investments and set aggressive goals to reduce the environmental footprint of our global manufacturing operations, including goals and policies on climate change and water conservation. We have established new 2030 sustainability goals, and will continue to invest in conservation projects, alternative energy, and product energy efficiency. We collaborate with governments, leading companies, and nonprofits on innovative environmental projects, and proactively invest in our technology "handprint" to empower others to use Intel technology to reduce their environmental footprints and support sustainable consumption and production. In 2020, we also made progress toward our 2030 net positive water use goal.

## Enabling

We advance the SDGs above also through the application of our technology and the expertise and passion of our employees. Through the Intel RISE Technology Initiative, we are funding technology projects to drive social and environmental impact in partnership with our customers. We also encourage our employees to share their experience, talents, and passions in communities around the world, and provide volunteer opportunities to help address local and global problems. The Intel Foundation acts as a catalyst for change by amplifying the investments of Intel employees across a broad spectrum of personal philanthropy and volunteerism and by working with NGOs, nonprofits, and governments on innovative programs that support underserved and disenfranchised populations.

# Non-GAAP Financial Measures

Following are the reconciliations of our most comparable US GAAP measures to our non-GAAP measures presented:

<b>Years Ended (In Millions, Except per Share Amounts)</b>	<b>Dec. 29, 2020</b>	<b>Dec. 29, 2019</b>	<b>Dec. 29, 2018</b>	<b>Dec. 30, 2017</b>
<b>Operating Income</b>	<b>\$23,678</b>	<b>\$22,035</b>	<b>\$23,316</b>	<b>\$18,050</b>
Acquisition-related adjustments	1,416	1,324	1,305	1,257
Restructuring and other charges	198	393	(72)	384
<b>Non-GAAP Operating Income</b>	<b>25,292</b>	<b>\$23,752</b>	<b>\$24,549</b>	<b>\$19,691</b>

<b>Earnings per Share – Diluted</b>	<b>\$4.94</b>	<b>\$4.71</b>	<b>\$4.48</b>	<b>\$1.99</b>
Acquisition-related adjustments	0.33	0.29	0.28	0.25
Restructuring and other charges	0.05	0.09	(0.02)	0.08
(Gains) losses from divestiture	–	(0.16)	(0.11)	(0.08)
Ongoing mark-to-market on marketable equity securities	0.03	(0.06)	0.03	–
Tax reform	–	–	(0.06)	1.13
Income tax effect	–	–	(0.02)	0.09
<b>Non-GAAP Earnings per Share – Diluted</b>	<b>\$5.35</b>	<b>\$4.87</b>	<b>\$4.58</b>	<b>\$3.46</b>

<b>Years Ended (In Millions)</b>	<b>Dec. 28, 2020</b>	<b>Dec. 28, 2019</b>	<b>Dec. 29, 2018</b>	<b>Dec. 30, 2017</b>	<b>Dec. 31, 2016</b>
<b>Net cash provided by operating activities</b>	<b>\$35,384</b>	<b>\$33,145</b>	<b>\$29,432</b>	<b>\$22,110</b>	<b>\$21,808</b>
Additions to property, plant, and equipment	(14,259)	(16,213)	(15,181)	(11,778)	(9,625)
<b>Free cash flow</b>	<b>\$21,125</b>	<b>\$16,932</b>	<b>\$14,251</b>	<b>\$10,332</b>	<b>\$12,183</b>
<b>Net cash used for investing activities</b>	<b>(\$20,796)</b>	<b>(\$14,405)</b>	<b>(\$11,239)</b>	<b>(\$15,762)</b>	<b>(\$25,817)</b>
<b>Net cash provided by (used for) financing activities</b>	<b>(\$12,917)</b>	<b>(\$17,565)</b>	<b>(\$18,607)</b>	<b>(\$8,475)</b>	<b>(\$5,739)</b>

# Intel 2020 Water Inventory by Location and Source

The following table details our water use, discharge, consumption, and conservation by source and destination for Intel sites around the world. Our fresh water withdrawals totaled 13.9 billion gallons (52.4 megaliters) in 2020. Approximately 78% of the water used at our sites was sent back to municipal treatment operations, where it was treated so that it could be used for other purposes or to recharge surface or groundwater sources. For additional information, see the [Sustainable](#) section of this report. To prepare our global water inventory, we follow established internal procedures for collecting, reviewing, and reporting water data. Internal data collection and reporting practices are outlined within corporate standards and guidance documents developed by Intel. After a corporate-wide inventory was prepared, it was reviewed internally and water conservation data were assured by Apex Companies LLC (see the “[Independent Limited Assurance Statement](#)” in this Appendix).

## Reported in Megaliters per Year

Location <sup>1</sup>		Water Withdrawals by Source (Total water usage) – Megaliters per Year						Total Fresh Water Withdrawals (All sources)	Total Water Withdrawals (All sources)	Water Discharged <sup>3</sup>	Water Consumption	Water Conserved	Water Source	Discharge Destination (Of municipality)	River Basin									
		Third-Party Water Withdrawals <sup>2</sup> (Purchased water sources)				Water Withdrawals (On-site water sources)																		
		Fresh Water from Surface Water Sources	Fresh Water from Ground Water Sources	Sea Water Sources	Reclaimed Water	Surface Water Source (Rainwater)	Ground Water Source (On-site well)																	
China	Chengdu	920	–	–	–	–	–	920	920	424	496	–	Surface	Surface	Yangtze River									
	Dalian	10,701	–	–	–	–	–	10,701	10,701	10,034	667	3,129	Surface	Sea	Pearl River									
	Shanghai – Zizhu <sup>4</sup>	73	–	–	–	0.4	–	73	73	66	7	0	Surface, Ground	Surface	Yangtze River									
Costa Rica	San Jose	–	–	–	–	0.04	311	311	311	89	222	1	Ground	Surface	San Juan River									
India	Bangalore: Sarjapur <sup>5</sup>	100	–	–	–	24	–	124	124	–	124	75	Surface	N/A (Zero discharge)	Arkavathi and Cauvery Rivers									
Ireland	Leixlip	7,125	–	–	–	–	–	7,125	7,125	6,533	592	1,665	Surface	Surface	Shannon River									
Israel	Haifa <sup>5</sup>	26	106	–	–	–	–	26	132	53	79	13	Sea (Primary); Surface & Ground (Secondary)	Sea (Primary); Third-Party Reuse (Secondary)	Mediterranean Sea (Coastal aquifer)									
	Jerusalem <sup>5</sup>	10	38	–	–	–	–	10	48	36	12	–												
	Qiryat Gat <sup>5</sup>	869	3,475	–	–	–	–	869	4,344	1,941	2,403	3,394												
Malaysia	Kulim	648	–	–	–	–	–	648	648	38	610	19	Surface	Surface	Kedah River									
	Penang	944	–	–	–	–	–	944	944	172	772	72			Pulua Pinang River									
Mexico	Guadalajara	–	63	–	–	–	–	63	63	2	61	11	Surface	Surface	Lerma-Santiago River									
Poland	Gdansk	–	7	–	–	–	–	7	7	6	1	1	Ground	Sea	Wisla River									

<sup>1</sup> We follow established internal procedures and thresholds to determine which sites are included in the inventory.

<sup>2</sup> Third-party water withdrawals represent water purchased from the local municipality.

<sup>3</sup> Third-party water discharges/returns represent water sent to the local municipality for reuse or surface/groundwater recharge.

<sup>4</sup> Sites located in area experiencing extremely high water stress, based on WRI's Aqueduct Water Risk Atlas (2021).

<sup>5</sup> Site located in area experiencing high water stress, based on WRI's Aqueduct Water Risk Atlas (2021).

## Intel 2020 Water Inventory by Location and Source, continued

Reported in Megaliters per Year

Location <sup>1</sup>	Water Withdrawals by Source (total water usage) – Megaliters per Year						Total Fresh Water Withdrawals (All sources)	Total Water Withdrawals (All sources)	Water Discharged <sup>3</sup>	Water Consumption	Water Conserved	Water Source	Discharge Destination (of municipality)	River Basin								
	Third-Party Water Withdrawals <sup>2</sup> (Purchased Water Sources)				Water Withdrawals (On-site Water Sources)																	
	Fresh Water from Surface Water Sources	Fresh Water from Ground Water Sources	Sea Water Sources	Reclaimed Water	Surface Water Source (Rainwater)	Ground Water Source (On-site well)																
United States	Arizona: Chandler <sup>5,6</sup>	2,390		–	–	–	–	2,390	2,390	840	1,550	536	Surface, Ground	Ground; Third Party	Colorado/Salt River							
	Arizona: Ocotillo <sup>5,6</sup>	13,320		–	4,166	–	–	13,320	17,486	15,452	2,034	7,115										
	California: Bowers - Santa Clara	196	–	–	–	–	–	196	196	127	69	25	Surface	Surface to Sea	Santa Clara River							
	California: Folsom <sup>5</sup>	332	–	–	–	–	–	332	332	56	276	–										
	California: Mission – Santa Clara	346	–	–	66	–	–	346	412	260	152	–										
	New Mexico: Rio Rancho <sup>5</sup>	–	127	–	–	–	2,737	2,864	2,864	2,669	195	1,375	Ground	Surface	Bravo River							
	Oregon: Aloha	1,062	–	–	–	–	–	1,062	1,062	760	302	–	Surface	Surface	Columbia River							
	Oregon: Hawthorn Farm	76	–	–	–	–	–	76	76	57	19	10										
	Oregon: Jones Farm	545	–	–	–	–	–	545	545	409	136	–										
	Oregon: Ronler Acres	8,827	–	–	–	–	–	8,827	8,827	7,038	1,789	9,084										
	Texas: Austin	61	–	–	–	–	–	61	61	45	16	–	Surface	Surface	Colorado River							
Vietnam	Ho Chi Minh City	588	–	–	–	–	–	588	588	155	433	275	Surface	Surface	Mekong River							
<b>Total</b>		<b>49,358</b>	<b>3,619</b>	<b>4,232</b>	<b>24</b>	<b>3,048</b>	<b>52,428</b>	<b>60,279</b>	<b>47,261</b>	<b>13,017</b>	<b>26,799</b>											

<sup>1</sup> We follow established internal procedures and thresholds to determine which sites are included in the inventory.

<sup>2</sup> Third-party water withdrawals represent water purchased from the local municipality.

<sup>3</sup> Third-party water discharges/returns represent water sent to the local municipality for reuse or surface/groundwater recharge.

<sup>4</sup> Sites located in area experiencing extremely high water stress, based on WRI's Aqueduct Water Risk Atlas (2021).

<sup>5</sup> Site located in area experiencing high water stress, based on WRI's Aqueduct Water Risk Atlas (2021).

<sup>6</sup> Updated on June 18, 2021 to reflect both surface and ground water sources based on new information provided by the City of Chandler, AZ.

# 2020 Environmental, Health, and Safety Violations

Each year we share information about regulator visits to Intel sites across the globe and Notices of Violation received over the course of the year. In 2020, government officials made 130 visits (including audits and inspections) to Intel sites across the globe, including 46 health and safety agency inspections, 30 fire protection agency inspections, and 54 environmental agency inspections. Details on NOVs<sup>1</sup> and our subsequent corrective actions are provided in the table below.

Location	Violation	Fine	Intel's Corrective Action
<b>Chandler, AZ</b>	A non-compliant tag was observed on a kitchen suppression system.	\$0	Kitchen suppression system was upgraded. All Chandler fire/alarm system inspection and testing reports were transmitted to the fire department, with no follow-up queries or correspondence.
<b>Rio Rancho, NM</b>	Sprinkler system gauges needed testing, ceiling tiles were missing, emergency lighting and exit sign illumination deficiencies, blocked egress, missing fire extinguishers, and other miscellaneous findings—most of which were in unoccupied buildings.	\$0	Intel has addressed and reported on the status of findings. Findings related to larger projects have an estimated completion date of Q3 2021.
<b>Leixlip, Ireland</b>	The necessary monitoring ports to conduct air emissions monitoring in accordance with the site's industrial emissions license were missing.	\$0	Intel installed two new monitoring ports at the required location, adjusted equipment to improve access to the monitoring ports, and reviewed all other stacks at the site to ensure full compliance with standards.
<b>Aloha, OR</b>	The pH level at the site outfall compliance point dropped below the permit limit during construction on a sulfuric acid supply line.	\$100	Clean Water Services was notified within the two-hour window required for the wastewater permit.
<b>San Diego, CA</b>	Exit door required excessive force to open, and ceiling tile, penetration seal, and electric cover plates were missing.	\$0	Intel corrected findings and validated closure for the inspecting agency.
<b>Ronler Acres, OR</b>	Fire sprinkler system had deficiencies; penetration seals, ceiling tiles, and signage were missing; other deficiencies were reported related to housekeeping, storage, and fire extinguishers.	\$0	All issues were corrected, and vendor technicians completed retraining on fire system inspection, testing, and maintenance expectations.
<b>Aloha, OR</b>	The decommissioning of a chemical monitoring pump resulted in a temporary drop in the pH level at the site outfall compliance point below the permit level.	\$100	Clean Water Services was notified within the two-hour window required for the wastewater permit. Intel implemented enhanced labeling and work procedures to address future occurrences of this type.
<b>Bangalore, India</b>	Did not meet wastewater permit levels at the sewage treatment plant in September 2018. Intel paid the penalty under protest and requested that the authorities consider Intel's concurrent sampling test results, which had been sent to an accredited lab and showed that wastewater was within permit limits at the time.	\$6,886	Intel is upgrading the wastewater treatment plant to achieve 50% higher efficiency than the current regulatory requirement.
<b>Aloha, OR</b>	EPA/Oregon Department of Environmental Quality joint inspection revealed missing record operating information, equipment labels, and monitoring information for valves and pumps.	\$0	Intel enhanced labeling, auditing, and recordkeeping procedures for all valves and pumps, and conducted a comprehensive Resource Conservation and Recovery Act audit of the site.

<sup>1</sup> Our definition of an NOV includes any written notice from an agency stating Intel is not in compliance with a regulation or other legal requirement, including administrative items.

# Top 100 Production and Service Suppliers by Spends

These companies represent approximately 75% of Intel's total supply chain spends in 2020.

Achronix Semiconductor Corporation	Dentsu Group, Inc.	JE Dunn Construction	Powertech Technology Inc.
Advanced Semiconductor Engineering	Deutsche Post DHL Group <sup>9</sup>	JLL <sup>7</sup>	Quanta Computer Inc.
Advantest America Inc	DSV Panalpina A/S <sup>9</sup>	JSR Corporation	Rinchem Company Inc.
AEM Singapore Pte. Ltd. <sup>9</sup>	DuPont	JX Nippon Mining & Metals Corporation <sup>2</sup>	Samsung Electro-Mechanics Co., Ltd.
AGC Inc. <sup>8</sup>	EBARA Corporation	KellyOCG <sup>7</sup>	Samsung Semiconductor, Inc.
Air Liquide	Edwards Ltd	Keysight Technologies, Inc. <sup>8</sup>	SCREEN Semiconductor Solutions Co., Ltd.
Air Products and Chemicals, Inc.	Elitegroup Computer Systems Co., LTD.	KLA Corporation <sup>8</sup>	Shin-Etsu Chemical Co., Ltd. <sup>2</sup>
Amkor Technology, Inc.	Entegris, Inc.	Kokusai Electric Corporation <sup>2</sup>	Shinko Electric Industries Co. LTD.
Analog Devices, Inc.	Exyte	Lam Research Corporation <sup>1,3</sup>	SiliconMotion
Applied Materials, Inc. <sup>1,3</sup>	Fabrinet	Lasertec Corporation <sup>2</sup>	Siltronic AG <sup>1</sup>
Arm Limited	Flex <sup>9</sup>	Linde	SIRVA Worldwide, Inc.
ASM International N.V. <sup>2,4</sup>	FormFactor, Inc.	Marvell Technology Group, Ltd.	SK Hynix Inc.
ASML <sup>2</sup>	FUJIFILM Electronic Materials	Mentor Graphics Corporation	Skanska USA Building Inc.
AT&S Austria Technologie & Systemtechnik AG <sup>2</sup>	Gemtek Technology Co., Ltd. <sup>9</sup>	Merck KGaA Darmstadt, Germany	SUEZ Water Technologies & Solutions
Avantor <sup>9</sup>	GLOBALFOUNDRIES	Micron Technology, Inc	SUMCO Corporation <sup>2</sup>
Azurewave Technologies	GlobalWafers Co., LTD.	Microsoft Corporation <sup>9</sup>	Sundt Construction, Inc.
BE Semiconductor Industries N.V.	Harder Mechanical Contractors	Mitac Holdings Corporation	Super Micro Computer, Inc <sup>9</sup>
Broadcom Inc.	HCL Technologies Limited <sup>6,9</sup>	Mitsubishi Gas Chemical Company Inc.	Synopsys, Inc. <sup>2,5</sup>
Cadence Design Systems Inc. <sup>9</sup>	Hensel Phelps	Moses Lake Industries (TAMA Chemicals) <sup>2</sup>	Taiwan Semiconductor Manufacturing Company, Limited <sup>1</sup>
CMC Materials, Inc.	Hitachi High-Tech Corporation <sup>2</sup>	Murata Machinery, Ltd. <sup>2</sup>	Tokyo Electron Limited <sup>1</sup>
Compass Group PLC	Hoffman Construction	MWH Constructors, Inc.	Tokyo Ohka Kogyo Co., LTD <sup>2</sup>
Courier Network Inc. <sup>9</sup>	Honeywell Electronic Materials	NetApp	Ultra Clean Technologies (UCT) <sup>9</sup>
Cymer	IBIDEN Co., LTD.	Nikon Corporation	Unimicron Technology Corporation
Daifuku Co., LTD	Infosys Limited <sup>9</sup>	NNR Global Logistics	United Microelectronics Corp
DB Schenker <sup>9</sup>	Jacobs Engineering Group, Inc.	Pegatron Corporation	UST Holdings Ltd.

Table updated on June 18, 2021 to reflect the most current supplier names.

<sup>1</sup> Suppliers that received a 2020 Supplier Continuous Quality Improvement (SCQI) award.

<sup>2</sup> Suppliers that received a 2020 Preferred Quality Supplier (PQS) award.

<sup>3</sup> Supplier additionally recognized for Distinction in Supplier Diversity.

<sup>4</sup> Supplier additionally recognized for Distinction in Safety.

<sup>5</sup> Supplier additionally recognized for Distinction in Innovation.

<sup>6</sup> Supplier that received a 2020 Supplier Achievement (SAA) award for extraordinary results in cost.

<sup>7</sup> Supplier that received a 2020 Supplier Achievement (SAA) award for extraordinary results in supplier diversity.

<sup>8</sup> Supplier that received a 2020 Supplier Achievement (SAA) award for extraordinary results in technology.

<sup>9</sup> Supplier that received a 2020 Supplier Achievement (SAA) award for extraordinary results in COVID-19 response.

# intel.

[www.intel.com](http://www.intel.com)

News and information about Intel® products and technologies, customer support, careers, worldwide locations, corporate responsibility and sustainability, and more.

[www.intc.com](http://www.intc.com)

Stock information, earnings and conference webcasts, annual reports, and corporate governance and historical financial information.

