

What makes us

Diversity  
Equality  
Inclusion

# Micron



2023  
DEI Report



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# What makes us Micron

Nicolas Soberanes  
Micron Hispanic Professionals





## A message from President and Chief Executive Officer Sanjay Mehrotra

For more than 45 years, Micron has been an innovator of memory and storage solutions. As an industry leader, we have committed to a diversity, equality and inclusion strategy that boosts competitiveness, spurs innovation and advances our corporate mission.

Since 2018, we have published our annual DEI report to share our progress on our core diversity and inclusion initiatives. This year's report, "What makes us Micron," reflects the commitment and contributions of our team members toward building an inclusive culture — a culture that is prepared to support a global, diverse and complex workforce of the future and our vision to enrich life *for all*.

Over the past year, the memory and storage industry faced one of the most challenging market downturns in our history. Despite this, Micron's world-class teams

remained disciplined and focused, ensuring ongoing leadership in foundational memory technologies and the expansion of our industry-leading product portfolio. We see a strong future ahead with advances in generative artificial intelligence (AI) expected to drive new demand for memory solutions for years to come.

We have remained steadfast in our work building an inclusive team culture. We have 10 actively engaged employee resource groups (ERGs), with membership that grew to more than 47% of our global workforce in fiscal year 2023 (FY23). These more than 20,400 ERG members represent every walk of life and serve as ambassadors both inside and outside the company. They represent the full spectrum of our talent — team members from every level who are the heart of Micron's culture and drivers of our innovation.

We believe it is our responsibility to shape our industry in a way that considers everyone. Our inclusive values are at the forefront of how we do business, from increasing the diversity of the supplier ecosystem to investing in inclusive science, technology, engineering and math (STEM) education. We are pleased to share how our community investments and partnerships are igniting enthusiasm among teachers, parents and students in STEM so that perhaps someday they can be part of what our industry creates for the world.

Our industry needs more skills-based technician and engineering talent to meet future demand for semiconductor solutions. To find that talent, we must eliminate the barriers to entry that many people face, both in early education and workforce development. These barriers are why we invest in K-12 STEM education, in addition to traditional community colleges and universities. We also promote nontraditional

pathways to semiconductor careers, prioritizing engagement in rural and underserved communities.

In collaboration with the Micron Foundation, we are investing in initiatives around the globe to create greater access to opportunities across our industry. These include expanding STEM education for young girls in India, forming a collaborative U.S./Japan semiconductor university alliance (UPWARDS for the Future), and driving partnerships with organizations focused on promoting interest in engineering among women, Hispanic and Black populations. We are also partnering to create skills-based programs to blaze new pathways for the next generation of semiconductor technicians.

While we still have significant work to do, I am proud that our recent progress has been recognized by several global organizations committed to advancing diversity and inclusion.

Some noteworthy examples from FY23 include a top score from Disability:IN on the Disability Equality Index, an objective, reflective, forward-thinking disability rating tool designed to assist businesses in advancing inclusion practices. We moved into 10th place on the Just 100 ranking, achieving a top-10 position for the first time in Micron's history. We also received global recognition for our commitment to LGBTQ+ inclusion, earning a perfect score for the third year in a row on the Human Rights Campaign's Corporate Equality Index. We earned gold and silver recognitions for similar equality indexes in Japan and India, respectively, and received the top prize, the Workplace Excellence Outie Award, at the Out & Equal conference.

These results stem from our team's steadfast commitment to our diversity and inclusion initiatives. We hold ourselves accountable because we believe these initiatives are central to attracting the future workforce

that will develop tomorrow's memory and storage solutions. We will continue our work to advance our DEI commitments, and together, we can and will make a difference.

Through it all, we are unlocking the data economy while leaving no one behind. And that's what makes us Micron.



**Sanjay Mehrotra**  
President and CEO



“We advocate *for all* to have access to exciting STEM careers by bringing programs like our Micron Foundation’s Chip Camp to rural areas and countries outside the U.S. At the same time, our innovation depends on a culture of inclusion that begins with preparing our leaders to create a psychologically safe environment — where even the most entry-level team member feels emboldened to challenge the status quo. That’s what makes us stronger. That’s what makes us Micron.”

**April Arnzen**

Executive Vice President, Chief People Officer  
and President of the Micron Foundation

“What I love about Micron is that we always try to go beyond what’s possible. That’s why we welcome people from all over the world, from all backgrounds and from all experiences. It’s that diversity of thought that generates the best ideas to propel our innovation. It’s what makes us better. It’s what makes us Micron.”

**Fran Dillard**

Vice President and Chief Diversity Inclusion Officer



What makes us

unique

Cassidy Gehring  
Micron Young Professionals





# Our aspirational DEI commitments

What make us unique and inspirational are our bold diversity, equality and inclusion (DEI) commitments, born from our values and embedded in how we do business. Since 2020, our diversity, equality and inclusion commitments have been the cornerstone of our work. We know when we intentionally embed DEI in how we do business, we elevate our innovation and create inclusive opportunities. In FY23, we refined our focus from six to five commitments, making them more concise and impactful. Our executive team is responsible and accountable for the strategy and execution of our aspirational commitments.

As part of Micron's commitment to diversity, Micron does not discriminate against any employee, applicant for employment, supplier, client, or customer because of race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, genetic information or any other trait protected by law. In addition, Micron is fully committed to taking affirmative action to ensure that Micron treats all persons without regard to their race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, genetic information or any other trait protected by law. Micron is also committed to expanding talent pipelines, partnering with educational and government institutions, and creating a culture that provides an inclusive, engaging and innovative experience for all our team members. We engage with financial institutions aimed at broadening underrepresented communities' access to capital, and we seek to increase our pipeline of diverse suppliers for potential business opportunities. However, our aspirational DEI commitments are not taken into account with regard to employment selection, promotion or other decisions, including decisions regarding suppliers. Micron will never compromise on our goals to hire, promote and retain only the best qualified candidate for a given position or to select the best supplier or investment to meet our business needs.

## Our DEI commitments

**1** Increase hiring from nontraditional pathways, underrepresented groups and disadvantaged populations

**2** Drive equitable pay and inclusive benefits

**3** Champion advocacy and strengthen our culture of inclusion

**4** Engage with diverse financial institutions for cash management

**5** Increase diverse supplier representation and spending



“Micron is creating leading-edge memory solutions to drive the world forward, but we must also meet the challenge of a predicted talent shortfall and trillion-dollar semiconductor industry by 2030. Thus, it is critical to seek more partnerships with educational and government institutions and to continue to expand our global applicant pool of diverse and exceptional talent.”

**Scott DeBoer**  
Executive Vice President of Technology and Products

# What makes us **accountable**

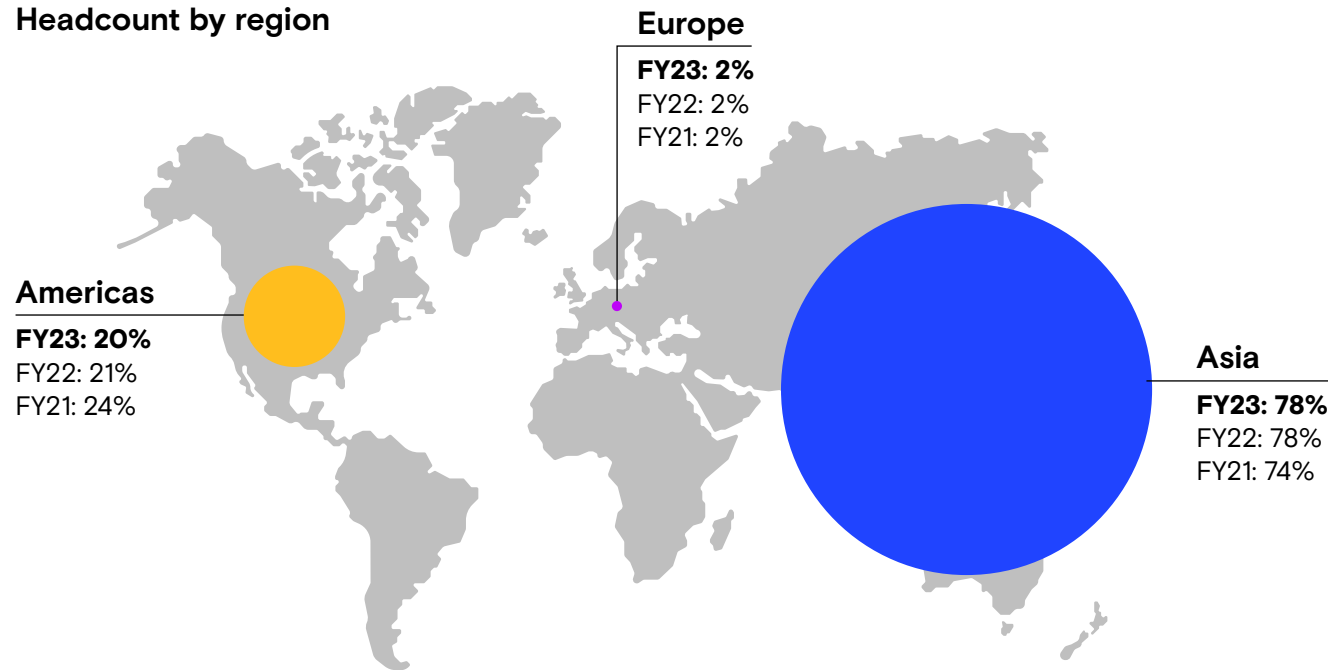
Rick Frianeza  
Mosaic



# Our DEI data

Transparency is the heart of integrity. That’s why, for the sixth year in a row, we are sharing our data<sup>1</sup> to celebrate our progress and understand our opportunities for improvement. In a challenging year for the industry with limited hiring, our representation remained mostly flat, although we experienced a reduction in some areas. We will concentrate on developing programs and partnerships that will help us achieve greater representation as market conditions for hiring improve. Through our membership in the [Alliance for Global Inclusion](#) and the [Tech Accountability Coalition](#), we are working toward a unified set of diversity and inclusion goals and metrics for the future. Learn about our [inclusive strategic partnerships](#).

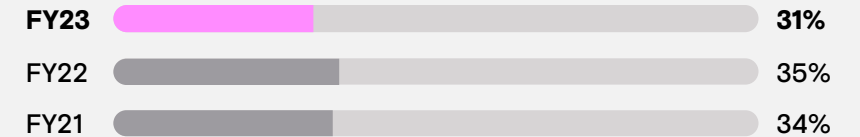
## Headcount by region



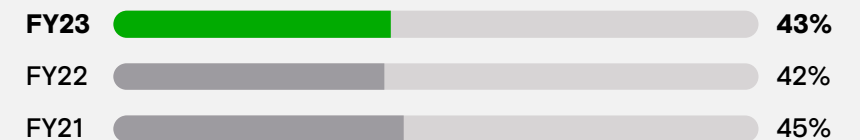
<sup>1</sup> Note: Percentages may not total 100 due to rounding. Find data definitions in the [data dictionary](#). Our representation commitment is designed to ensure the representation of our workforce reflects the available qualified workforce. We want to build a diverse slate and Micron will never compromise on our goal to hire only the best, most qualified candidate.

## Global hiring from underrepresented groups

↓ Experienced hires  
**down 4%**

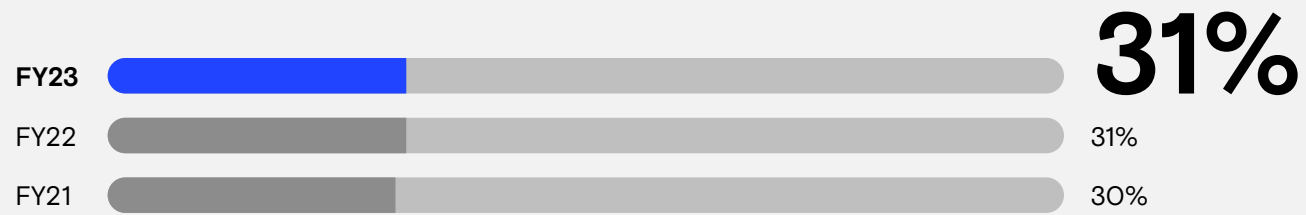


↑ New college graduates  
**up 1%**

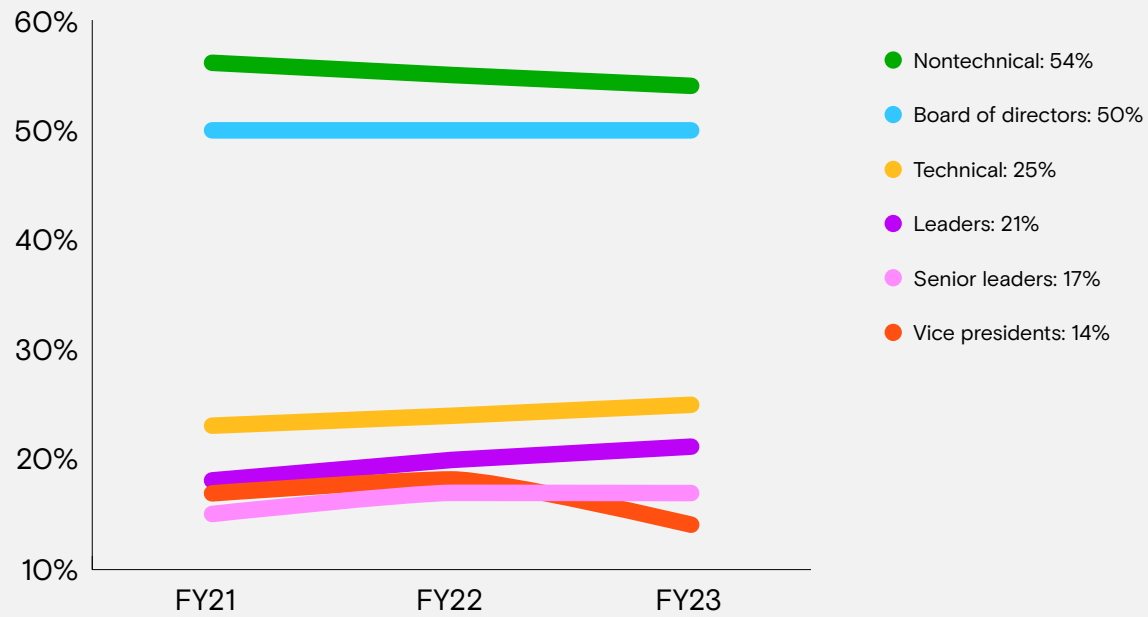


## WHAT MAKES US ACCOUNTABLE

### Global percentage of women

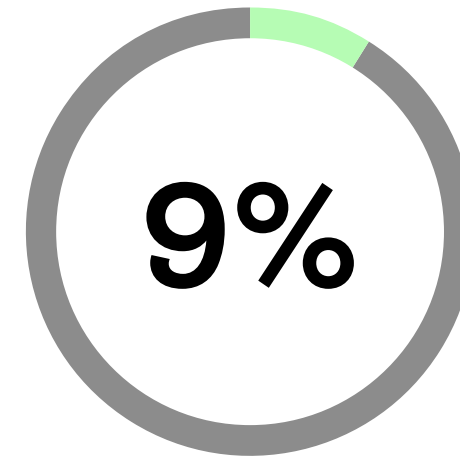


### Global percentage of women by group



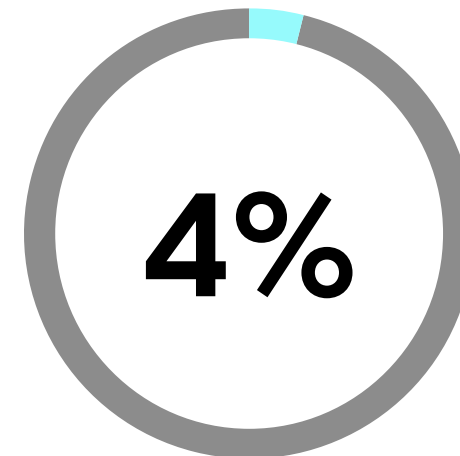
### US veterans

As a percent of the U.S. workforce



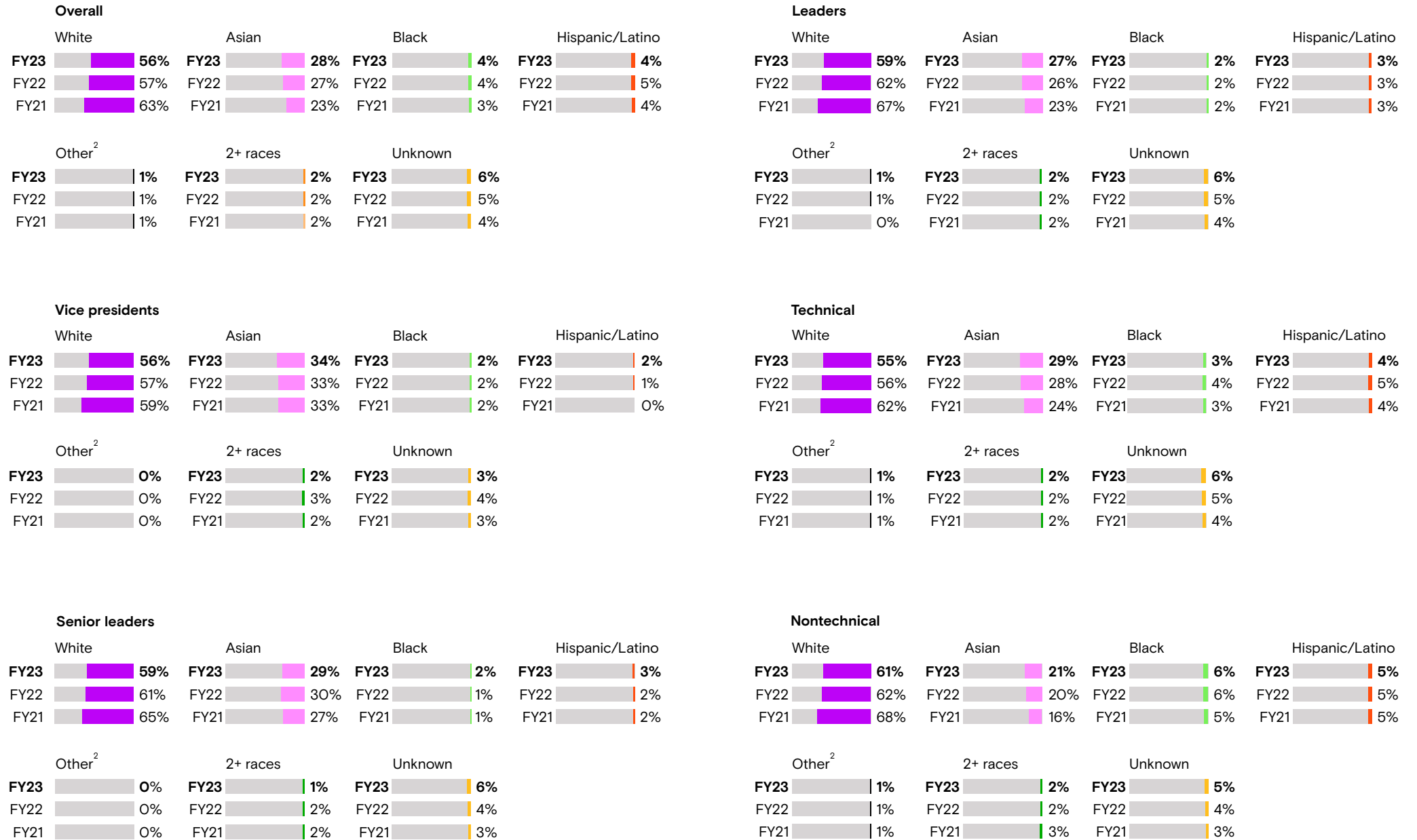
### Singapore Malay

As a percent of the Singapore workforce



# WHAT MAKES US ACCOUNTABLE

## US race/ethnicity<sup>1</sup>



<sup>1</sup> Find data definitions in the [data dictionary](#). Percentages may not total 100 due to rounding.

<sup>2</sup> Other underrepresented races/ethnicities.

# What makes us **innovative**

Barbara Bailey  
Tenured & Experienced @ Micron



# Ready for global expansion

Around the world, the memory chips we build make modern life possible — from changing speech to text on our smartphones to the sensors that make our cars safer. To keep up with demand, in **the past year**, we announced several long-term investments that will build the capacity critical to Micron's future.

The success of these projects depends on Micron's ability to acquire the diverse talent who are our most important resource and a critical driver of our competitive advantage. The Semiconductor Industry Association (SIA) predicts a talent shortfall of **67,000 workers in the U.S. alone by 2030**, if degree completion

rates continue at their current pace. To close this gap, Micron is committed to investing in new talent pipelines, partnering with educational and government institutions and creating a culture that guarantees an inclusive, engaging and innovative experience for all team members.



## India stepping onto the world stage of semiconductor manufacturing

Micron kicked off construction at our new assembly and test facility in Sanand, Gujarat, India, in September 2023. The first phase of operations is expected to come online in early 2025. Hiring for critical positions has begun, with some of the initial hires already undergoing training with teams in Malaysia to accelerate the site's ramp.

Micron President and CEO Sanjay Mehrotra spoke at events across India, encouraging workforce development and opportunities for India to build a leading semiconductor ecosystem. Those events included meetings with India Prime Minister Narendra Modi, other government officials and industry CEOs.

*Micron President and CEO Sanjay Mehrotra and Indian Prime Minister Narendra Modi discuss Micron's efforts to enhance the semiconductor ecosystem in India.*

# Fostering inclusive strategic partnerships

Key to increasing representation is our commitment to global inclusive strategic partnerships. We cannot succeed in building a diverse and abundant workforce of the future alone. As we prepare for our global expansion, we are also working closely with industry, education and other partners. Together, through our collective impact, we will grow the talent needs for Micron and the global semiconductor industry.



Micron and MENDAKI officials sign a memorandum of understanding. From left to right: MENDAKI Deputy CEO Zulaiha Yusuf, MENDAKI CEO Zuraidah Abdullah, Senior Minister of State and MENDAKI Deputy Chairman Zaqy Mohamad, Micron Vice President of Global Talent Acquisition & Mobility Sim Cher Whee, Micron Vice President of Assembly & Test Operations SG Gianpaolo Mettifogo

## Key collaborations

### Yayasan MENDAKI in Singapore

Its programs assist students and individuals with education and training, helping to uplift the Singapore Malay/Muslim community's educational performance and develop its resilience and adaptability.

### US-Japan UPWARDS for the Future

This 11-university-strong network is designed to grow the next-generation workforce and advance semiconductor-based research in the U.S. and Japan while closing the gender equity gap in STEM, actions that are crucial to building our industry's workforce of the future.

### Global Semiconductor Alliance

This leading industry organization provides a unique platform for collaboration, where semiconductor leaders meet to maintain a profitable and sustainable semiconductor ecosystem, with an emphasis on global collaboration, advancing best practices and driving innovation diversity and inclusion.

### India HerKey (formerly JobsForHer)

Micron began our partnership two years ago with HerKey (formerly JobsForHer) and hired the first cohort of 20 women under the New Beginnings program for engineering roles. Only 20% of working-age urban Indian women participate in the Indian workforce. Partnerships like New Beginnings are designed to help women build confidence in navigating and rebuilding their career journey.

### Tech Accountability Coalition – The Aspen Institute

The Tech Accountability Coalition was co-created in partnership with technology companies, trusted organizations from underrepresented communities in tech, academic institutions and think tanks. The coalition's underlying objective is to track, measure and accelerate DEI at an industry level by holding technology companies accountable to their DEI commitments and by building on collective action. Over time, the coalition will release key insights to improve transparency and accountability in technology, as well as unifying collective goals and providing a model for others to follow.

Learn more about [Micron's global strategic partners](#) >



# Elevating university partnerships

## University networks

As an industry leader, Micron championed the creation of university semiconductor networks to accelerate industry-driven priorities with our education partners. These include the [Northwest](#) and [Northeast](#) Semiconductor Networks as well as one focused on minority-serving institutions (MSIs). In addition, Micron and other industry partners launched the

[U.S.-Japan University Partnership for the Workforce Advancement and Research & Development in Semiconductors \(UPWARDS\) for the Future](#). All are tasked with collectively developing the next-generation semiconductor-ready workforce, driving foundational and emerging research across the semiconductor ecosystem, and increasing collaboration among education partners. All

curriculum is aligned to shared objectives as defined by the [American Semiconductor Academy \(ASA\) Initiative and SEMI](#).

As part of Micron's commitment to the networks, we will deliver Micron technical content to modernize university curriculum, support expanded opportunities for experiential learning programs in cleanrooms

and labs; host faculty to deepen faculty knowledge of industry, and provide industry-relevant guidance through university advisory boards and committees. Additionally, students will gain access to summer training programs, research opportunities, retention programs and support services.



## Memorandum of understanding with Singapore polytechnics

To reinforce our commitment to STEM education in Asia further, Micron became the first semiconductor company to sign a memorandum of understanding (MoU) with [five polytechnics in Singapore](#) to strengthen and scale the engineering talent pipeline for the technology industry.

The collaboration agreement includes a series of student engagement activities and opportunities, including scholarships, internships, polytechnic staff development and more.

## Diverse internship programs

Micron continues to invest in programs that strengthen internship opportunities for people from underrepresented communities. We have partnered with [INROADS](#), a nonprofit organization that creates pathways to careers for ethnically diverse high school and college students, for the last several years, and in FY23, we welcomed our first two [National GEM Consortium](#) fellows. The Graduate Education for Minorities (GEM) program is designed to increase the participation of underrepresented groups (African Americans, American Indians and Hispanic Americans) at the master's and doctoral levels in engineering and science.

Franchesca Bellevue worked with the industrial systems team at Micron's Manassas, Virginia, facility. She is pursuing her doctorate in industrial engineering from Florida A&M University. Oscar Reynozo worked with the DRAM product engineering team in Boise, Idaho. He is pursuing his master's degree in electrical engineering at Rice University.

Both students concluded their time at Micron with a virtual visit with Micron's President and CEO Sanjay Mehrotra, Executive Vice President and Chief People Officer April Arzen, Executive Vice President of Technology and Products Scott DeBoer and Senior Vice President of Technology Development Naga Chandrasekaran.



Franchesca Bellevue, Micron National GEM Consortium fellow, leaders from the National GEM Consortium and Donna Aaron Totty, senior manager of DEI



Oscar Reynozo, Micron National GEM Consortium fellow

## WHAT MAKES US INNOVATIVE

### Industry partnerships with SWE, NSBE and SHPE

Micron is a proud member of the Corporate Partnership Council of the [Society of Women Engineers \(SWE\)](#), the Board of Corporate Affiliates for the [National Society of Black Engineers \(NSBE\)](#) and the Industry Partnership Council for the [Society of Hispanic Professional Engineers \(SHPE\)](#). Through these relationships, Micron helps to ensure funding for programs, networking opportunities and insight into hiring practices. As part of our commitment, we hosted conference workshops with our Vice President and Chief Diversity Inclusion Officer Fran Dillard, Micron technical leaders and industry partners to introduce semiconductor careers as exciting and fulfilling professional opportunities.



The Micron talent acquisition and DEI teams join with the Micron Women's Leadership Network ERG to support the SWE information and recruiting booth at WE23 in Los Angeles, California.



October 2023, Micron Vice President of Global Front End Procurement Thy Tran, Micron Vice President and Chief Diversity Inclusion Officer Fran Dillard, iRelaunch CEO and Co-Founder Carol Fishman Cohen, University of Washington College of Engineering Dean Nancy Allbritton and Northrop Grumman Senior Systems Engineering Manager and SWE Board Member Enanga Daisy Fâlé. All were part of a Micron-hosted WE23 panel titled, "What the CHIPS and Science Act Means for Women and Girls."



The Micron talent acquisition and DEI teams join with the Micron Hispanic Professionals ERG to support the national SHPE conference in Salt Lake City, Utah.

# Identifying alternative pathways

Because a four-year degree may no longer be required for every technical semiconductor career, we are also investing in skills-based programs to find critical talent and create new pathways to good-paying jobs. We are intentionally focusing on rural and underrepresented areas, which have not historically been exposed to STEM opportunities.

## New York

At [Onondaga Community College \(OCC\)](#), the electromechanical technology certificate and associate of applied science (AAS) program launched this past fall with the capacity to enroll about 75 students a term. And [Micron pledged \\$5 million to build and outfit the Cleanroom Simulation Lab on campus](#), along

with investments from the county and state for a total investment of \$15 million. The lab is currently on track to be open for use in the spring of 2025. In November 2023, our first OCC student, [RJ Tinsley](#), was hired to work as an intern in Boise during the summer of 2024.



October 2023, Micron Executive Vice President of Global Operations Manish Bhatia visited Onondaga Community College to share the Micron Cleanroom Simulation Lab renderings and welcome the first cohort of electromechanical technology students.

## WHAT MAKES US INNOVATIVE

### Idaho

The Idaho Workforce Development Council awarded the College of Western Idaho (CWI) \$4.2 million in support of the advanced mechatronics technology (AMET) program that is predicted to increase the capacity of graduates who can apply for Micron's Registered Technician Apprenticeship Program as well as full-time technician opportunities postgraduation.

Two of those students, Olivia Zierenberg and Ethan McTague, are part of the first cohort of Micron's Registered Apprenticeship Program. Apprenticeships can fast-track individuals to long-term careers as they acquire hands-on, practical experience through an earn and learn model.



College students Olivia Zierenberg and Ethan McTague, pictured here at Micron's Boise campus, are part of a new apprentice program at the campus.

“Apprentices are able to ladder up inside their employer ... That enables us to broaden the pipeline. We can pull people right out of high school or pull adults from other careers and determine what they already know and build upon that.”

Mike Russo, president and CEO of the National Institute for Innovation and Technology, interviewed in [“Chip ecosystem apprenticeships help close the talent gap”](#)



Micron Executive Vice President and Chief People Officer April Arnzen poses with the second cohort of College of Western Idaho (CWI) students participating in Micron's Registered Apprenticeship Program.

## Support for transitioning to civilian careers

Micron has established itself as an employer of choice for veterans who are highly skilled and seek a seamless transition to a civilian career after their service. We hired a military recruiting specialist, George Ramsey, a 30-year Army veteran, who served for 15 years in a U.S. Army recruiting command to bolster our military recruiting efforts. In FY23, veteran representation remained steady at 9% of Micron's U.S. workforce during a year of limited hiring due to challenging market conditions. We aim to boost that percentage over time, including hiring 1,500 veterans in Central New York through 2045. Our veteran hiring strategy includes direct outreach to veterans via military installations, community colleges, universities and veteran service organizations, as well as through these efforts:

- Investing with [Military.com](#) to develop web-based branding and the design of a military occupational specialty (MOS) skills translator to match military skills with civilian employment opportunities.
- Partnering with Syracuse University's [D'Aniello Institute for Veterans and Military Families](#) (IVMF), higher education's first interdisciplinary academic institute singularly focused on advancing the post-service lives of the nation's military veterans and their families. Micron is proud to partner with IVMF to create a

semiconductor hub certification program that will increase awareness of the semiconductor industry and baseline skills for semiconductor careers that will enhance Micron's veteran pipeline nationwide, offering employment and support to veterans and military spouses.

- Deepening our partnerships with the Department of Defense's [SkillBridge](#), Department of Labor's [HIRE Vets Medallion Program](#), U.S. Chamber of Commerce Foundation's [Hiring Our Heroes](#).
- Strengthening partnerships with local veteran organizations, including [Mountain Home Air Force Base, Mission43](#), the [Idaho Veterans Chamber of Commerce](#) and the [Idaho Army National Guard](#)
- Signing a memorandum of agreement solidifying Micron's commitment to the U.S. Army [Partnership for Your Success](#) (PaYS) program.
- Partnering with local New York military installations, including the [U.S. Army's Fort Drum](#) and [Hancock Field Air National Base](#), and [Clear Path for Veterans](#) to raise awareness of job opportunities within the semiconductor industry.



Talent Acquisition Senior Manager and Military Recruiting Specialist George Ramsey



Idaho Army National Guard Brigadier General Cole Packwood and Micron Executive Vice President and Chief People Officer April Arzen holding the certificate commemorating Micron's commitment to the PaYS program



## Support for reentering the workforce

Micron is investing in many other nontraditional programs to pave the way to exciting semiconductor careers. In 2024, Micron's Boise campus will host its first return-to-work pilot cohort in partnership

with the **iRelaunch** organization. Through a structured, 16-week program, the program will support assimilation and upskilling for individuals, including refugees and military spouses, who have taken a career break.

## Support for working parents

Around the world, a lack of quality childcare is a challenge for all working parents. To help overcome this obstacle, Micron is investing in public-private partnerships. In November 2022, our first engagement in partnership with the **Penang State Government and TalentCore** opened in Malaysia, accommodating up to 100 children between the ages of three and six years old.

In May 2023, Micron broke ground on a **childcare center in Idaho** as part of the Idaho Community Investment Framework, reflecting the shared priorities Micron and its partners have identified to lead inclusive growth across the state. Operated by the **Treasure Valley Family YMCA**, the world-class childcare facility will provide STEM-based programming. The center, located across from Micron's corporate headquarters and future fab, will grant easy access for parents to their

children, help to address barriers to workforce entry and ease the transition for Micron team members, especially mothers. The Idaho Community Investment Framework reflects the company's long-standing partnership with the state of Idaho and the city of Boise and will guide Micron's efforts to cultivate the talent pipeline and enrich the communities where our team members live and work. The framework will focus on three key elements: building the workforce of the future, investing in STEM education *for all* and engaging with local communities.

In New York, Micron also announced a **\$500,000 initial investment** in partnership with the **YMCA of Central New York** to provide quality childcare, early learning and youth development for underserved communities in the region.

*November 2022, Micron President and CEO Sanjay Mehrotra engages with children at the new public-private childcare center in Penang, Malaysia.*

# What makes us **dedicated**



Maithilee Motlag  
Micron Women's Leadership Network



# Dedication to advancing women

Micron is committed to encouraging girls to study STEM and pursue semiconductor careers, as well as reducing the barriers for entry and advancement. FY23 was challenging for semiconductor memory and storage markets, so we didn't see the progress we would have liked. Our hiring and gender representation remained mostly flat. As markets recover, we will keep our focus on creating inclusive environments where women and all team members can grow, advance and achieve career success.

Although Micron exceeds many gender equity industry benchmarks, including board of director membership, overall representation, and women in technical roles, we have an opportunity for greater gender representation in executive and leadership roles — and research shows advancing women is good business. As reported by an [Accenture and Global Semiconductor Alliance \(GSA\) survey](#), women today only hold 13% of executive positions at public semiconductor companies, yet research shows three-quarters of companies with diverse teams in leadership roles exceed financial goals and other metrics.

# Nurturing women and girls in STEM

In FY23, we focused on expanding our signature STEM programming to more audiences and regions than ever before, including programs targeting girls, young women, and those who identify as nonbinary or gender fluid.



## Inspiring through Girls Going Tech en Español

In October 2023, in partnership with Onondaga Community College (OCC) and La Liga, the Micron Foundation welcomed more than 50 eighth grade girls from the Syracuse City School District to the OCC campus for a special session of our signature program, Girls Going Tech, fully in Spanish! Girls Going Tech en Español removes language barriers to STEM education and allows Spanish-speaking students to see role models of the same ethnicities as themselves. This created a special connection for the students, and they left the program excited and inspired to pursue STEM careers.

Girls Going Tech

## Learning new skills and earning Girl Scout badges

In the Girl Scouts, learning a new skill can often come with a badge! In Hiroshima, Japan, the Micron Foundation partnered with Girl Scouts of Japan to teach two new STEM skills — binary logic and robotics.

## Building relationships that promote careers

For five years, Micron has invested in the Global Women's Mentorship Program, a unique opportunity for talented, undergraduate or graduate students in STEM to build meaningful relationships with professional technical women. Micron's female leaders raise awareness about our company and opportunities in the semiconductor field for young women around the world. In FY23, 84 female mentors at Micron supported 263 female STEM students from 11 countries and 103 different universities.

## Empowering future leaders

In the fall of 2022, the Micron Foundation funded the second Micron Academy for Inclusive Leadership at [Spelman College](#), an all-women historically Black college and university (HBCU). The program, which welcomed its first cohort of six first-year students in the fall of 2023, was designed to create a sense of belonging, increase leadership skills and improve degree completion in engineering. Similar programs have launched at [Boise State University](#).

## Cultivating women inventors

The company's patent development group and the Micron Women's Leadership Network (MWLN) ERG established the Women Innovate Network (WIN) program in 2018, which encourages more Micron women to become inventors. In FY23, more than 17% of the original patent applications that Micron filed named a woman as inventor.

Additionally, the Technical Leadership Program (TLP) named the first woman fellow, Tecla Ghilardi. Fellows are industry-recognized

leading experts in their fields and proven innovators in one or more areas of technology. They work with multiple engineering groups and mentor future technical leaders, driving innovation through collaboration to meet the goals of our technology road map. Tecla's focus is the early phase in process development of NAND cells, and among her other responsibilities, she studies scaling challenges and process and design solutions.



Tecla Ghilardi is the first woman ever to be promoted to the role of Micron fellow.

## Facilitating workforce reentry

Micron joined the [STEM Reentry Task Force](#) through a partnership with [iRelaunch](#) and the [Society of Women Engineers](#) to expand our talent pipeline to include people who have taken a career break. This task force is in addition to Micron India's [New Beginnings](#) return-to-work program and provides career coaching to all those transitioning back to the workforce. It allows Micron to engage in peer learning and community-building with other company leaders.

## Launching FAME

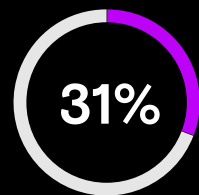
According to the [2023 McKinsey Women in the Workplace](#) survey, women at the director level are leaving the workforce at a higher rate than in past years. Their departure is also higher than that for men at the same level — resulting in fewer women in line for top positions. This is especially true for women of color. Micron took concrete steps to demonstrate our commitment to supporting women executives by hosting our first event to develop a pipeline for executive women leaders in 2023. Called FAME (females at Micron executives), this powerful event brought together existing and emerging women with executive talent to form genuine connections, gain insights and build a network to help more of them rise to executive levels.



“FAME is the cornerstone of our commitment to female leadership development. I am sure FAME will be a model that will inspire more women leaders to grow and reach their full potential.”

**Betty Wu**  
Corporate Vice President AT DRAM Operations and China Country Leader

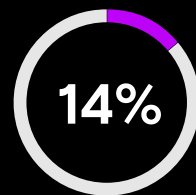
## Micron gender progress tracker



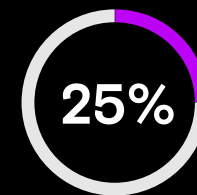
Women's global representation (unchanged)



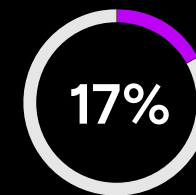
Women's board of directors representation (unchanged)



Women vice presidents (↓ 4%)



Women in technical positions (↑ 1%)



Women named as inventor on original patent applications (↓ 5%)

## Continuing work on the Mansfield Rule

Having achieved **Mansfield Rule** certification in 2022 and fostering its continuing commitment to advancing diversity, equality and inclusion in the legal profession, Micron's legal department is proud to participate in the Mansfield Rule Legal Department Edition 2023-2025 (MRLD). The MRLD was inspired by the National Football League's **Rooney Rule** and **Arabella Mansfield**, the first woman admitted to practice law in the United States. The MRLD's sponsor, the Diversity Lab, developed the program as a structured certification process designed to ensure all legal department talent have a fair and equal opportunity to advance into leadership roles. The current certification process, which runs from Sept. 15, 2023, through Sept. 14, 2025, measures whether legal departments

are considering broad pools of talent — including from historically underrepresented groups — for significant leadership roles and career advancement opportunities in the department and when engaging outside counsel. The MRLD's goal to broaden the talent pool for consideration aims to facilitate transparent leadership pathways for these underrepresented groups. Mirroring the company's belief that a commitment to DEI promotes a culture in which every team member feels they have an equal opportunity to be seen, valued, and heard, Micron's legal department continually aspires to further its DEI efforts and enhance its diversity initiatives through its participation in such programs as the MRLD.



Micron's legal team being recognized for their allyship and commitment to Mansfield Rule certification.

## Empowering women in STEM through skilling and outreach

In India, **UN Women**, a global champion for gender equality, is implementing various programs to empower the most marginalized women who have been denied access to opportunities since an early age due to poverty and gender-based discrimination.

The Micron Foundation is partnering with UN Women to launch the Empowering Women in

STEM program to motivate and support young women across Balaghat, Mandla, Dindori and Chindwara to pursue education and careers in STEM. UN Women will work with Head Held High (HHH) to engage higher education institutes (HEI), vocational education institutes and technical education institutes in tribal areas to upskill young women and enable them to participate in the economy gainfully

or make informed choices about higher education in STEM.

Orientation sessions were conducted with students in all four districts to explain the key program objectives and opportunities, and career coaches were placed in the districts to guide these women on their path to a future in STEM. Throughout the program, young

women will learn digital and financial literacy, soft skills and employability skills while they pursue internships, apprenticeships and ultimately employment in STEM fields.

# What makes us **inclusive**



Dale Stump  
Veterans Employee Resource Group

# Our 10 employee resource groups

At the heart of Micron's inclusive culture are our employee resource groups (ERGs) – diverse groups of team members who share common interests, backgrounds or demographic factors such as gender, ethnicity or experiences. As of FY23, we have 10 global ERGs with 92 chapters, and nearly half our workforce – more than 47% – belongs to at least one ERG.

That's up 9% from FY22. All ERGs are inclusive, do not limit participation and are open to all. These groups are pivotal in building a workplace that not only values diversity but actively promotes the inclusive behaviors that drive our breakthrough innovation.

## ERG impact

**47%**

of Micron team members belong to at least one ERG, up 9% from FY22

**92**

ERG chapters in 12 countries

**10K**

team members impacted by ERG and DEI programming

**\$500K**

distributed through the Micron Gives ERG grant program, a collaboration with the Micron Foundation

# 10 global ERGs



Asian American and Pacific Islander Network (AAPIN)



Black Employee Network (BEN)



Capable



Micron Hispanic Professionals (MHP)



Mosaic



PRIDE+ Allies



Tenured & Experienced @ Micron (TE@M)



Veterans Employee Resource Group (VERG)



Micron Young Professionals (MYP)



Micron Women's Leadership Network (MWLN)



*Micron Executive Vice President of Technology and Products Scott DeBoer and members of the Micron Black Employee Network ERG at the Micron-sponsored STEM Village as part of the Boise Soul Food Festival*

## Breaking down barriers to STEM globally

Around the world, our ERG members are involved in generating excitement for STEM education and careers by volunteering for the Micron Foundation's K-12 programs and attending university and diverse conference events. They are also key to optimizing our strategic partnerships. For example, our Micron Women's Leadership Network (MWLN) ERG members in India, Malaysia and Singapore helped establish Society of Women Engineers chapters in their respective countries, which benefit Micron and the entire semiconductor industry.

## Celebrating Capable, our largest ERG

Capable is Micron's employee resource group dedicated to ensuring an accessible and inclusive workplace for those with visible and invisible disabilities. More than 8,100 members strong at the end of FY23, it is now Micron's largest ERG. Capable has advocated for leadership and other trainings to supervise people with disabilities. Its members have also focused on ways to better accommodate people with disabilities, such as enabling the use of service animals, colorblind glasses and talk-to-text software. As a result of these actions, Micron received our first score of 100 on the [Disability Equality Index](#).





Micron team members in India celebrating the company's commitment to diversity and inclusion at the HARMONY road show.

## Addressing the unique needs of the LGBTQ+ community

In FY23, Micron took several steps to support the unique needs of our LGBTQ+ team members, including publishing our first [LGBTQ+ benefits guide](#).

In February, Micron's PRIDE+Allies ERG leaders and DEI team hosted ERG and DEI leaders from [Alliance for Global Inclusion](#) companies for an interactive discussion, "Beyond the rainbow." The forum focused on the most pressing challenges and opportunities for the LGBTQ+ community. The conversation was facilitated by Jean-Marie Navetta, director of learning and inclusion for [PFLAG National](#). Outcomes included establishing priority goals for the community, developing guidance and messaging across alliance members for tackling political challenges, and creating or refreshing allyship programs. Micron also sponsored Pride-related events and parades, including our first sponsorships in Atlanta, Georgia, and Syracuse, New York. [Learn more](#) about how our advocacy and inclusive policies earned us multiple awards and recognitions from around the world, including our first [Workplace Excellence Outie Award](#) from Out & Equal.

## Promoting global wellbeing with key ERG partners

Micron's global wellbeing team is on the ground around the world, partnering with ERG members to demonstrate our people value of caring about each other. Nurturing our inclusive culture is done through a variety of activities, ranging from collaborating with Micron's Tenured & Experienced ERG on financial wellbeing workshops in China to partnering with DEI and ERG members in India, hosting a HARMONY road show that celebrates Micron's commitment to inclusion. The global wellbeing team collaborated to ensure team members are aware of the programs and resources that can support their work-life balance.

When wars, legislative policies or natural disasters happen, the global wellbeing team's team member advocates jump to action, supporting our people and their families and directing them to helpful resources, including listening sessions with professional counselors to collectively process grief.

## Localizing impact through ERG grants

Since 2020, Micron’s employee resource groups (ERGs) have played a pivotal role in shaping our inclusive giving campaigns. For the fourth year in a row, Micron’s ERGs, in partnership with the **Micron Foundation**, have collectively directed \$500,000 to nonprofit organizations that align with communities they care about through the **Micron Gives ERG grant program**.

This year, ERGs were empowered to localize the grants by country/region. By giving smaller yet significant amounts at a local level — rather than awarding fewer grants at a regional level — our ERG grants can go further and give nonprofits even more influence in their communities around the world. The result is that, in 2023, we increased the number of grants to 51 awarded to 46 unique nonprofits located in communities where team members work and live. Together, we’re making a difference by enriching lives and providing meaningful impact *for all*.

### Here are our 10 ERGs and their 2023 Micron Gives ERG grant recipients:

#### AAPIN

- Asian Mental Health Collective
- South Pacific Islander Organization

#### BEN

- Barbershop Books

#### Capable

- China Women’s Development Foundation
- Autismo Abruzzo Onlus
- Samarthanam Trust for the Disabled
- Nicoloop
- Cerebral Palsy (Spastic) Children’s Association of Penang
- TomoWork
- Syin-Lu Social Welfare Foundation

#### MHP

- Hispanic Heritage Foundation
- Hispanic Scholarship Fund

#### Mosaic

- China Women’s Development Foundation
- Bhushan Educational Society of Tadepalligudem
- The Nippon Foundation
- Rotary Club of Muar

- Yayasan MENDAKI

- One-Forty

- American Indian Science and Engineering Society

#### MWLN

- China Women’s Development Foundation
- Cooperativa Sociale New Hope
- Rural Development Foundation Telangana
- Girl Scouts of Japan
- Penang Science Cluster: Girls in STEM
- Zonta Club of Singapore: Project Pari Fund
- The Garden of Hope Foundation
- Women’s and Children’s Alliance

#### MYP

- China Women’s Development Foundation
- Fondazione Santobono Pausilipon Onlus
- Ashray Akruti
- Manabinominato
- Penang Science Cluster
- Arc Children’s Centre
- Teach For Taiwan
- National Consortium of Graduate Degrees for Minorities in Engineering (GEM)

#### PRIDE+Allies

- Arcigay
- PURE India Trust
- ReBit
- Omprakash
- Taiwan LGBT Family Rights Advocacy
- Services and Advocacy for LGBTQ+ Elders (SAGE)

#### TE@M

- China Women’s Development Foundation
- E.V.A. Società Cooperativa Sociale
- Child Welfare and Holistic Organization for Rural Development (CHORD)
- Sandankyo-Ota River Basin Research Association
- Blossom Seeds
- Huashan Social Welfare Foundation
- Bull Run Mountains Conservancy

#### VERG

- Willing Warriors
- Wyakin Foundation

# What makes us excited



Julio Pineda  
Micron Hispanic Professionals

# Shaping STEM futures in the communities where we work and live

## Deutsches Museum — Munich, Germany

The Micron Foundation and the [Deutsches Museum](#) partnered to create a “Tech & Tinkering Lab” for students to get their hands on microelectronics and DRAM as they explore physics and engineering. The partnership will continue in 2024, with plans to expand programming further.

## UNICEF — in India

Through a partnership with the Micron Foundation, UNICEF is strengthening systemic approaches to foster 21st century skills and innovation in schools in India, with a focus on STEM. This innovative program includes [two key objectives](#). The first is to strengthen [Atal Tinkering Labs](#) (ATLs). The ATLs in 23 hubs of Karnataka are reaching and benefiting 9,200 secondary-level students by teaching them

design thinking and tinkering skills. The Karnataka government has now earmarked public funds for promoting school-based innovation through makerspaces. In addition, in the states of Telangana and Karnataka, the Micron Foundation is funding the establishment of 40 low-cost makerspaces in residential schools for girls with tribal backgrounds (called Kasturba Gandhi Balika Vidyalaya). This will enable the girls to get access to experiential STEM learning at the high school level and build their interest and knowledge in STEM. The second objective is developing access to 21st century skills through [Passport to Earning](#) (P2E), an e-learning platform that connects young people from underrepresented populations to relevant skilling and employment learning. This program has resulted in the skilling of more than 14,500 young people in Karnataka through courses on digital productivity and financial literacy with more than 65% of all users of P2E being young women.

## Milton J. Rubenstein Museum of Science & Technology (MOST)

As part of Micron’s long-standing commitment to investing in and enriching the communities where our team members live and work through philanthropy and volunteerism, the company announced a [\\$500,000 sponsorship](#) of the MOST under the Community Investment Framework. A highlight of our investment is the launch of a permanent semiconductor exhibit, “DECONSTRUCTED: Semiconductors and other secrets inside everyday technology.”

The 1,200-square-foot exhibit is made up of four sections, each designed to ensure accessibility for visitors and to promote the hands-on STEM learning that powers the MOST.



MOST ribbon cutting, Syracuse, New York

# Expanding outreach to rural and Indigenous communities and people with disabilities



## Expanding Chip Camp to rural Idaho

Reaching rural students is a priority for Micron and the Micron Foundation. One way we are doing that is by taking our signature programs from the big cities into more rural areas to reach kids and remove barriers like lack of transportation. This summer, we partnered with the College of Western Idaho (CWI) in Canyon County, Idaho, to bring Chip Camp and STEM education closer to students in the region. Registration and communications were available in English and Spanish, and CWI's translation team assisted students and their caregivers in registering if they had questions or language barriers.

*Chip Camp partnered with College of Western Idaho in Canyon County.*

## Creating a Chip Camp for hearing-impaired students in China

In 2022, the Micron Foundation launched a mission to expand Chip Camp to new regions and new students. In China, we did both. In Shanghai, we held the first [Chip Camp for students with hearing impairments](#). In partnership with Micron's Capable ERG, we translated Chip Camp activities from spoken language to sign language and took camp participants on a tour of Micron to experience what scientists and engineers do at a semiconductor company.



## Supporting the American Indian Science and Engineering Society

Founded in 1977, the [American Indian Science and Engineering Society](#) (AISES) is a national nonprofit focused on substantially increasing the representation of North America's Indigenous people and Pacific Islanders in STEM studies and careers.

The Micron Foundation is pleased to fund AISES as the organization implements its "SPRK-ing Interest in Computer Science (CS) education program" during the 2023-2024 school year. This program targets Native American students in grades PK-8 but primarily focuses on middle school students.

The program brings engaging computer science activities using Sphero computer robotics technology to classrooms. AISES also incorporates Native American cultures and languages into the computer science activities.

Micron also sponsored the AISES National Conference for the first time this year. Members of our DEI and talent acquisition teams and our ERGs attended, raising awareness to Indigenous students about semiconductor career opportunities.

*Chip Camp in Wilder, Idaho*

## Helping the Idaho Hispanic Youth Leadership Summit bring STEM education to rural Idaho

Each year, the [Idaho Commission on Hispanic Affairs](#) offers a youth leadership summit for Hispanic high school students. The summit is held in several locations, extending across the state and including rural areas. Students who attended the events engaged in interactive, hands-on STEM-related breakout sessions, enhanced their leadership skills and were inspired by keynote speakers to pursue their leadership journey. Students were also able to attend a college fair, apply for scholarships, talk with employers in their communities and glimpse how college might fit into their future.

What makes us

**bold**

Cynthia Atanga  
Black Employee Network



# Our investment with diverse financial institutions

Micron believes our vision to enrich life *for all* includes making intentional investments with financial institutions committed to providing capital and financial services to underserved communities. These investments have a multiplying effect on the economies of underrepresented communities. They also help to promote diversity on Wall Street.

In FY23, we achieved our goal to grow fixed income investments managed by diverse financial institutions to \$750 million.

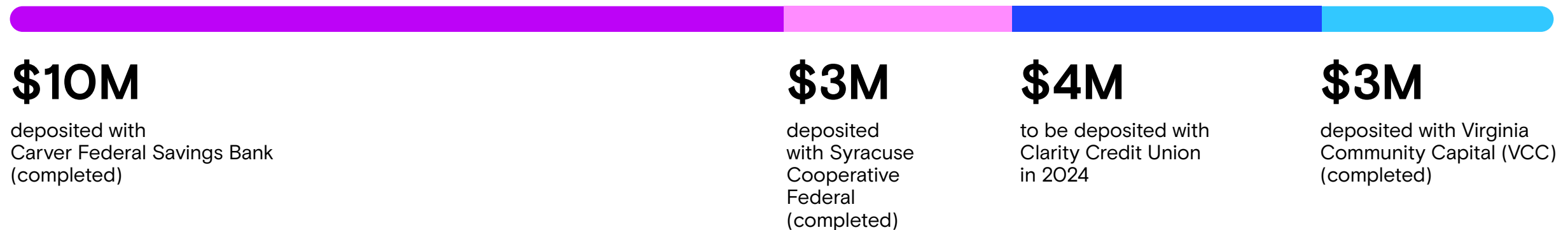
Micron also became a founding member of the [White House's Economic Opportunity Coalition](#), a public-private partnership committed to unlocking the potential of communities of

color, low-income communities, rural areas and other historically underserved communities. Micron is the only semiconductor company among that group of 12 founding firms.

In FY23, Micron also included diverse financial institutions as underwriters in the issuance of \$3.5 billion of debt.

These efforts align with Micron's DEI commitment to invest in diverse financial institutions and ensure underrepresented communities have access to capital.

## Micron committed to deposit \$20M in community development financial institutions (CDFIs)





# What makes us uplifting



# Building a diverse supplier ecosystem

In building a robust and sustainable supplier ecosystem, Micron employs a four-prong strategy, which focuses on the following pillars of impact.

The first pillar is direct impact, which encompasses the sourcing that Micron does directly and includes our end-to-end procurement processes and the systems, tools and policies that enable and govern our work. Examples include database tools to identify diverse businesses, sourcing platforms that are configured to measure inclusion in competitive bids, and policies that ensure the prioritization of diverse businesses in new sourcing.

Indirect impact is the second pillar. As a global leader in the semiconductor industry, Micron has significant influence within the larger supply chain ecosystem, which is why we strongly encourage our suppliers to have their own supplier diversity programs in place. We work with our suppliers to set targets and help them to build their own capabilities. We hold them accountable via performance management processes, such as supplier

scorecards. By partnering with our suppliers to have supplier diversity programs in place and working to engage diverse businesses to fulfill Micron contracts, we amplify our influence and foster opportunities at the Tier 2 level and beyond.

Ecosystem impact is the third pillar. To foster business ecosystems where diverse businesses can grow and thrive, we invest in partnerships at the national and local levels to support the growth and success of diverse businesses through greater access, capacity building, advocacy and training. Micron is a proud member of the [National Minority Supplier Development Council](#), [WEConnect International](#), [National LGBT Chamber of Commerce](#), [U.S. Black Chamber of Commerce](#), [Women's Business Enterprise National Council](#) and [Disability:IN](#). Local partners also help to inform our strategy in the communities where Micron operates.

In 2023, Micron was honored to receive the Top Global Champions for Supplier Diversity & Inclusion Platinum Award from WEConnect International, along with partners

Disability:IN and the National LGBT Chamber of Commerce. The award recognizes the top 15 corporations globally for spending with women-owned businesses outside the U.S.

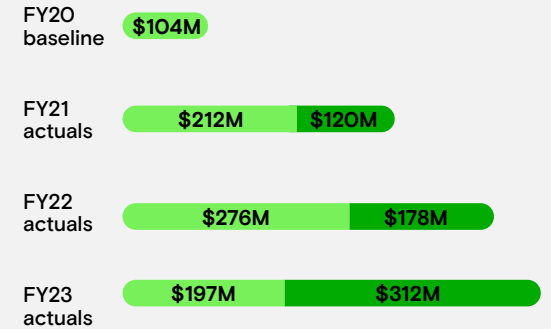
Industry impact is the fourth pillar. Micron is the co-chair of the [SEMI Manufacturing Ownership Diversity Working Group](#), wherein we work with our peers, customers and suppliers to develop best practices and drive awareness and adoption throughout our global supply chain.

At Micron, we understand the collective impact that our sourcing decisions have on our business and communities. We recognize that it is the company and partners' shared responsibility to make commitments and business decisions that positively enrich life *for all* — because the success and resilience of our business are deeply interconnected with the diversity and inclusivity of our supply chain.

Micron always selects the most qualified supplier to meet business needs.

## Spend with diverse suppliers in FY23

- Tier 1
- Tier 2

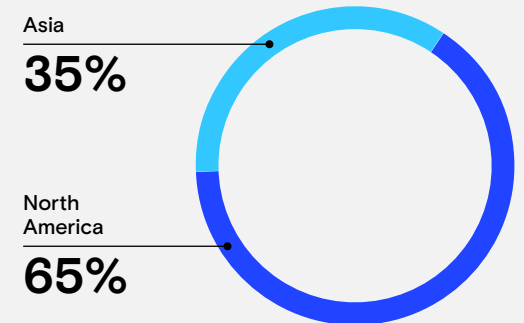


Scope of spend: Tier 1 and Tier 2 spend with diverse suppliers.

Tier 1: Diverse businesses from which Micron makes purchases directly.

Tier 2: Diverse businesses from which Micron's Tier 1 suppliers make purchases.

## Tier 1 spend by region



Geographic breakdown of Tier 1 spend; 35% occurred in Asia.

# What makes us collaborative



Ariela Gruszka  
Micron Hispanic Professionals

Swetha Sridharan  
Micron Women's Leadership Network

# Our strategic partnerships

Throughout the years, we have developed important relationships with these partners who provide key feedback, research and insights that help Micron drive our DEI initiatives forward.

Alliance for Global Inclusion	Global Women's Innovation Network	OUT JAPAN
ASPIRE PAC	Global Semiconductor Alliance	SEMI Foundation
Blue Sky Institute	Grace Hopper Celebration	Singapore Council of Women's Organizations
BOLD PAC	HBCU Partnership Challenge	Society of Hispanic Professional Engineers
Catalyst	Human Rights Campaign	Society of Women Engineers
CEO Action for Diversity & Inclusion	Idaho Manufacturing Alliance	STEMM Opportunity Alliance
CenterState CEO	Idaho Workforce Development Council	Syracuse University's D'Aniello Institute for Veteran and Military Families (IVMF)
China Disabled Persons' Federation	INROADS	Tech Accountability Coalition – The Aspen Institute
Congressional Black Caucus Institute	Manufacturers Association of Central New York	Tent Partnership for Refugees
Congressional Hispanic Caucus Institute	National LGBT Chamber of Commerce	The Valuable 500
DRR Advisors	National Science Foundation	Yayasan MENDAKI
Disability:IN	National Society of Black Engineers	Year Up
Empire State Development	Out in Science, Technology, Engineering and Mathematics	
Equality PAC	Out & Equal	
Future-Ready Workforce Innovation Consortium		

# What makes us recognized

Rachel Burkett  
Asian American and Pacific Islanders Network



# Global awards for our efforts

Throughout our diversity, equality and inclusion journey, we have benchmarked our efforts using surveys as well as through receiving competitive corporate and individual awards. We may also place on various rating and ranking lists compiled by third-party organizations who evaluate companies in these areas.

In FY23, we were proud to receive more than a dozen awards, including our first perfect score on the [Disability Equality Index](#), which recognizes organizations for their commitment

to creating inclusive and accessible workplaces. We also received several awards for our inclusive LGBTQ+ workplace practices, including the [Equality 100](#) award from the [Human Rights Campaign](#) for the third year in a row, as well as similar recognition in [Japan](#), [India](#) and [Taiwan](#). And we received the [Workplace Excellence Outie Award](#) from Out & Equal.

We are also honored to be recognized as a military-friendly employer with honors including our commitments to veterans,

military spouses, supplier diversity and the [HIRE Vets Medallion Platinum Award](#) from the U.S. Department of Labor.

Finally, in FY23, several Micron individuals received recognition for their commitment to creating an inclusive culture or advancing our technology. Vice President and Chief Diversity Inclusion Officer Fran Dillard was named to the list of [2023 Most Influential Executives in Diversity & Inclusion](#) and Senior Director Kia Hiang Tan was named a [Top 15 Champion of Global Diversity](#). Micron Vice President of DRAM Product Engineering and Executive

Co-Sponsor of the PRIDE+Allies employee resource group Debra Bell was named an [Outstanding LGBTQ+ Executive of 2023](#). Senior Assistant General Counsel Anne-Marie Dega was named Ally of the Year by the [Association of Corporate Counsel's Mountain West Chapter](#). And the Global Semiconductor Alliance named Micron's Vice President of Global Front End Procurement Thy Tran its [Rising Woman of Influence 2023](#), while Senior Design Engineer Navya Sri Sreeram was recognized as a [GSA Wish List Finalist for the Up and Comer Award](#).

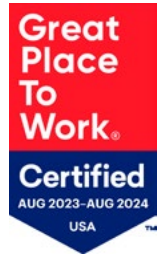


Members of Micron PRIDE+Allies ERG receiving the Out & Equal Workplace Excellence Outie Award



Thy Tran receiving the GSA Rising Woman of Influence Award

# Awards and partnerships



# Appendix



# Data dictionary

This report covers Micron’s worldwide operations. Most workforce data is based on our global headcount data with representation captured at the end of fiscal year 2023 (FY23). Other data sources include Micron Technology groups for employee resource group data. The Micron Foundation is a separate legal entity with a different

fiscal calendar than Micron Technology — from January to December 2023. Micron Foundation data is sourced from its stand-alone system. U.S. race and ethnicity categories follow the definitions used within U.S. Equal Employment Opportunity (EEO-1) reporting guidelines. Data includes all regular team members regardless of leave status.

Contractors and interns are excluded. The diversity, equality and inclusion (DEI) data playbook, which governs our data collection process, has been reviewed by a third party, Buck. This Gallagher Company is an integrated HR, pensions, and employee benefits consulting, technology and administration services firm. We eliminated the disclosure of

self-reported data that was not statistically significant, including intersectionality, LGBTQ+ and people with disabilities. For a comprehensive review of Micron’s broader environmental, social and government commitments, see our [sustainability](#) webpage.

Metrics	Description
Asian	A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent.
Black	A person having origins in any of the Black racial groups of Africa.
Board of directors	These are the eight members of Micron’s board of directors. Board member race and ethnicity includes Asian, Black, Hispanic/Latino, two or more races, American Indian or Native Alaskan, Native Hawaiian or Pacific Islander and white. Two or more races means a person who identifies with more than one of the following categories: White (not of Hispanic or Latino origin), Black, Hispanic/Latino, Asian, American Indian or Native Alaskan and Native Hawaiian or Pacific Islander.
Diverse financial institutions	A company, which is at least 51% minority-owned, managed and controlled, engaged in the broad range of business operations within the financial services sector, including banks, trust companies, insurance companies, brokerage firms and investment managers.
Diverse suppliers	A company that is majority-owned by one or more individuals of historically underrepresented groups; women; people with disabilities; LGBTQ+ individuals; and veterans. Micron aligns to the certification standards in the country in which a supplier is located.
Engineers	All team members who are in the job-level framework for technical engineering.
Experienced hires	Team members who have worked in engineering or professional levels and above.
Global percentage of technical women	Female makeup of all workforce levels in technical roles.

APPENDIX

<b>Metrics</b>	<b>Description</b>
Global percentage of women overall	Female makeup of all workforce levels.
Global workforce	Gender and ethnicity makeup of all workforce levels.
Hispanic/Latino	A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.
Leaders	All team members who lead a team, including senior leaders and vice presidents.
Minority-serving institution	Institutions of higher-learning that are classified as minority-serving based on either one of two separate criteria: legislation or the percentage of minority student enrollment.
Native American or Alaskan Native	A person having origins in any of the original peoples of North and South America (including Central America), and who maintain tribal affiliation or community attachment.
Native Hawaiian or Pacific Islander	A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
New college graduate hires	Team members who have a new college graduation date less than or equal to two years from their hire at Micron.
Nontechnical	All team members whose job responsibilities include a nontechnical role or who supervise those in nontechnical roles.
Senior leaders	All team members with a global job structure (GJS) level equal to or above director, including vice president.
Technical	All team members whose job responsibilities include a technical role or who supervise those in technical roles.
Technical Leadership Program (TLP)	All team members who are in the job-level framework for the Technical Leadership Program
Two or more races	A person who identifies with more than one of the following categories: white (not of Hispanic or Latino origin), Black, Hispanic/Latino, Asian, American Indian or Native Alaskan and Native Hawaiian or Pacific Islander.
U.S. race/ethnicity	The makeup of the U.S. workforce who voluntarily disclosed their race or ethnicity as Asian, Black, Hispanic/Latino, two or more races, American Indian or Native Alaskan, Native Hawaiian or Pacific Islander and white. Two or more races means a person who identifies with more than one of the following categories: white (not of Hispanic or Latino origin), Black, Hispanic/Latino, Asian, American Indian or Native Alaskan and Native Hawaiian or Pacific Islander.
Underrepresented groups	Team members with one or more of the following diversity attributes. Global: women and people with disabilities; Singapore only: Singapore Malay; U.S. only: veterans, Hispanic or Latino, Black or African American, two or more races, or other underrepresented races/ethnicities.
Veterans	The makeup of the U.S. workforce who voluntarily identified as a protected or nonprotected veteran.
Vice presidents	All team members with a global job structure (GJS) level of vice president.
White (not Hispanic/Latino)	A person having origins in any of the original peoples of Europe, the Middle East or North Africa.

# Data tables

Percentages may not total 100 due to rounding.

## Headcount by region

	FY21	FY22	FY23
Asia	74%	78%	78%
Americas	24%	21%	20%
Europe	2%	2%	2%

## Global percentage of women

	FY21	FY22	FY23
Women	30%	31%	31%
Men	70%	69%	69%

## Global hiring from underrepresented groups

	FY21	FY22	FY23
Experienced hires	34%	35%	31%
New college graduates	45%	42%	43%

## Global percentage of women by group

	FY21	FY22	FY23
Board of directors	50%	50%	50%
Vice presidents	17%	18%	14%
Senior leaders	15%	17%	17%
Leaders	18%	20%	21%
Technical	23%	24%	25%
Nontechnical	56%	55%	54%

## US veterans

	FY21	FY22	FY23
Veterans	7%	9%	9%

## Singapore Malay

	FY22	FY23
Singapore Malay	5%	4%

U.S. race/ethnicity

Overall

	FY21	FY22	FY23
Asian	23%	27%	28%
Black	3%	4%	4%
Hispanic/Latino	4%	5%	4%
Other underrepresented races/ethnicities	1%	1%	1%
Two or more races	2%	2%	2%
White	63%	57%	56%
Unknown	4%	5%	6%

Vice presidents

	FY21	FY22	FY23
Asian	33%	33%	34%
Black	2%	2%	2%
Hispanic/Latino	0%	1%	2%
Other underrepresented races/ethnicities	0%	0%	0%
Two or more races	2%	3%	2%
White	59%	57%	56%
Unknown	3%	4%	3%

Senior leaders

	FY21	FY22	FY23
Asian	27%	30%	29%
Black	1%	1%	2%
Hispanic/Latino	2%	2%	3%
Other underrepresented races/ethnicities	0%	0%	0%
Two or more races	2%	2%	1%
White	65%	61%	59%
Unknown	3%	4%	6%

Leaders

	FY21	FY22	FY23
Asian	23%	26%	27%
Black	2%	2%	2%
Hispanic/Latino	3%	3%	3%
Other underrepresented races/ethnicities	0%	1%	1%
Two or more races	2%	2%	2%
White	67%	62%	59%
Unknown	4%	5%	6%

Technical

	FY21	FY22	FY23
Asian	24%	28%	29%
Black	3%	4%	3%
Hispanic/Latino	4%	5%	4%
Other underrepresented races/ethnicities	1%	1%	1%
Two or more races	2%	2%	2%
White	62%	56%	55%
Unknown	4%	5%	6%

Nontechnical

	FY21	FY22	FY23
Asian	16%	20%	21%
Black	5%	6%	6%
Hispanic/Latino	5%	5%	5%
Other underrepresented races/ethnicities	1%	1%	1%
Two or more races	3%	2%	2%
White	68%	62%	61%
Unknown	3%	4%	5%



This report contains forward-looking statements that involve a number of risks and uncertainties. Such forward-looking statements may be identified by words such as “goal,” “commitment,” “anticipate,” “expect,” “intend,” “pledge,” “committed,” “plans,” “opportunities,” “future,” “believe,” “target,” “on track,” “estimate,” “continue,” “likely,” “may,” “will,” “would,” “should,” “could,” and variations of such words and similar expressions. However, the absence of these words or similar expressions does not mean that a statement is not forward-looking. Specific forward-looking statements include, but are not limited to, statements such as those related to our DEI commitments and our plans to achieve those commitments. These forward-looking statements are subject to a number of risks and uncertainties that could cause actual events to differ materially. Please refer to the documents we file with the SEC, including our most recent Annual Report on Form 10-K and our Quarterly Report on 10-Q. These documents contain and identify important factors that could cause our actual results to differ materially from those contained in the forward-looking statements. Although we believe that the expectations reflected in the forward-looking statements are reasonable, we cannot guarantee future results, levels of activity, performance, or achievements. We are under no duty to update any of the forward-looking statements to conform these statements to actual results.

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