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# Strategy and Management Approach

At Intel, corporate responsibility is not separate from our business; it is a core part of our global strategy and helps us create long-term business value. Our approach to corporate responsibility is rooted in our unwavering commitment to ethics, transparency, collaboration, and innovation.



Mouse over numbers to see more images.



10

Number of corporate responsibility reports Intel has published

>80

Awards and recognitions received for our corporate responsibility performance in 2010

3

Number of years that we have linked a portion of every employee's compensation to environmental metrics

[Key Corporate Responsibility Links](#)

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## An Integrated, Strategic Approach

By incorporating corporate responsibility into our strategy and objectives, we manage our business more effectively and identify ways to apply our technology and expertise to benefit the environment and society and create shared value. Our focus on responsible business practices helps us mitigate risks, reduce costs, protect brand value, and identify new market opportunities.

For decades, the backbone of our corporate culture has been our Intel Values: Customer Orientation, Discipline, Quality, Risk Taking, Great Place to Work, and Results Orientation. These values define who we are and how we act as employees and as a company. They move us forward toward common goals—in both business and corporate responsibility.

We are committed to operating with transparency, as it holds us accountable and encourages two-way dialogue with our employees and other stakeholders. As highlighted throughout this report, we focus on building relationships and partnerships with external organizations to help improve our performance and increase the impact of our programs and initiatives.

### Our Global Strategy

Our vision is to create and extend computing technology to connect and enrich the lives of every person on earth. The number and variety of devices connected to the Internet are growing, and computing is becoming an increasingly personal experience. End users value consistency across devices that connect seamlessly and effortlessly to the Internet and to each other. We will help to enable this experience by innovating around three pillars of computing: energy-efficient performance, connectivity, and security. To meet these objectives, we are using our core assets: our silicon and process technology, our architecture and platforms, our global presence, our strong relationships across the industry, and our brand recognition.

We rolled out the 2010 update of our vision and strategy for our employees through a campaign that included videos from our senior leaders, training materials, and intranet communications.



### Intel's Vision and Global Strategy

Our vision is to create and extend computing technology to connect and enrich the lives of every person on earth, by focusing on the following key strategic objectives:

- **Grow the PC and data center business with new users and uses.** Extend Intel's PC platform leadership and develop exciting innovations to deliver new user experiences; and lead the transformation to open data centers and cloud computing.
- **Extend Intel solutions into adjacent markets.** Transform the embedded industry with Intel® architecture (IA) in new market segments; and launch and ramp IA solutions in smartphones, tablets, smart TVs, and vehicles.
- **Create a continuum of personal computing.** Expand IA differentiation with new capabilities across devices; excite leading software developers to create the best user experiences and applications on IA; and deliver new usage models with multi-communications connectivity.
- **Care for our people and the planet, and inspire the next generation.** Cultivate a workplace where employees can thrive both on the job and in their communities; develop technology solutions to address major global problems while reducing our environmental impact; and accelerate education transformation worldwide through technology, program, and policy leadership.

Since 2008, to drive clarity and focus on our global strategy, Intel leaders created a one-page corporate strategy document. The strategy was updated in 2010, and corporate responsibility is again a key component of our approach.

Frameworks such as the United Nations Millennium Development Goals (MDGs) help inform our corporate responsibility strategy and approach. While we keep all of the MDGs in mind, we focus on two areas where we believe Intel is especially well suited to play a transformative role: education quality and access (especially for girls and women) and environmental sustainability. We believe that our technology can play a significant role in improving education, and that we can combine information and communications technology (ICT) with our experience in environmental management to help improve energy efficiency and address critical challenges such as climate change. Other frameworks also inform our thinking on corporate responsibility. Intel is a member of the United Nations Global Compact, and our Human Rights Principles reference external human rights and International Labour Organization standards.

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## Management and Decision-Making

At Intel, we never view corporate responsibility and sustainability as “finished”; we maintain a focus on continuous improvement, taking steps each year to further integrate these concepts into our decision-making, corporate culture, and compensation practices.

Intel’s Board of Directors—specifically the Board’s Corporate Governance and Nominating Committee—provides oversight for corporate responsibility and sustainability issues at Intel. Our global Corporate Responsibility Office acts as an internal business advisor to a number of groups and cross-functional Management Review Committees (MRCs), which manage corporate responsibility and sustainability activities across the organization.

Corporate Responsibility Management Structure	
<b>CEO and Board-Level Oversight</b>	The Board of Directors’ Corporate Governance and Nominating Committee receives briefings from our Corporate Responsibility Office twice a year, in addition to updates on specific corporate responsibility issues as needed. Our CEO receives regular corporate responsibility updates from executive management.
<b>Management Review Committees (MRCs)</b>	MRCs bring together senior executives from across the company to review performance and set strategy in specific areas. For example, our Corporate Responsibility MRC reviews emerging issues across a range of focus areas, and our Eco-MRC reviews Intel’s approach to environmental management.
<b>Business Group and Cross-Functional Teams</b>	Multiple business groups have dedicated teams that address corporate responsibility issues within their organizations, helping to develop plans and set goals in support of Intel’s overall strategy and objectives. Those groups include, but are not limited to, Environmental Health and Safety, Eco-Technology Program Office, Ethics and Compliance Program Office, Corporate Affairs, Global Public Policy, Human Resources, Corporate Diversity, Supply Chain, and Information Technology. In addition, cross-functional teams coordinate efforts that span business groups. For example, our Eco-Stakeholder Council brings together representatives from across Intel to develop clear and consistent strategies for improving our environmental performance and engaging employees.

We have long believed that a strategic and integrated approach to corporate responsibility and sustainability results in clear benefits for both our company and our stakeholders. In recent years, investors have been increasingly interested in the connection between corporate responsibility performance and the creation of business value.

We have engaged in a number of planning sessions and have also discussed this topic externally with investors and research organizations. Working with a team from our corporate finance organization, we developed a framework and supporting finance tools to better assess how corporate responsibility factors create business value and to further integrate these factors into our decision-making. Our focus on designing products with improved energy-efficient performance helps us meet new customer needs and identify market expansion opportunities; our investments in energy efficiency in our operations help us reduce our emissions and energy costs; and our training, diversity, and benefits programs enable us to attract and retain a talented workforce.

### Integrated Value Framework



Integrating corporate responsibility and sustainability into our business and decision-making creates value for Intel in four main ways, as 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 new market opportunities. We will continue to refine this framework, which was based on a number of external frameworks, including one from McKinsey and Boston College Center for Corporate Citizenship.

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## Stakeholder Engagement

We derive significant value from our diverse stakeholders and maintain formal management systems to engage with, listen to, and learn from them. We take their feedback seriously, and, when appropriate and relevant to our business, incorporate it into our thinking and planning.

We prioritize our stakeholders and their concerns by looking at both the relevance of the stakeholder's relationship to our business and the importance of the issue being raised. We evaluate our community programs based on local input, and we work to adapt our reporting methodology and the content of this report to meet the needs of our stakeholders.

We have developed a number of tools and processes that provide valuable, ongoing feedback on our performance and strategy. In addition to face-to-face meetings, we generate discussion through web tools and social media. We maintain an [e-mail account](#) on our Corporate Responsibility web site that enables stakeholders to share their issues, concerns, and comments directly with members of our corporate responsibility team. Through this account, we receive and respond to hundreds of messages each year on a wide variety of topics.

In addition, we have an external [CSR@Intel blog](#), where members of our corporate responsibility team and leaders across Intel discuss their views and opinions, and receive and respond to comments made by other blog participants. In 2010, we continued to expand our use of other social media channels, such as [Twitter](#), to reach new audiences with information on our corporate responsibility performance.

For more than 10 years, we have completed an annual "SRI road trip" to meet with leading environmental, social, and governance research firms and socially responsible investors (SRIs) to review our Corporate Responsibility Reports, gain a better understanding of emerging issues, help set priorities, and gather feedback on our performance. In 2010, we met with representatives of more than 20 firms in three cities. Key discussion topics included: water conservation, political accountability, conflict minerals and supply chain responsibility, and reporting best practices.

We also held a stakeholder panel to gain input for the development of our 2020 environmental goals. This session, convened by Business for Social Responsibility, included investors, peer companies, and representatives from non-governmental organizations. Priority issues identified in this session included: water, climate change and energy conservation, transparency and reporting, supply chain responsibility, and using Intel technology to address environmental challenges. Feedback from these meetings has informed improvements in our reporting and goal-planning processes.

We work with community stakeholders to consider the impact of our operations at all phases: entering, operating, and exiting. When entering a community, we work with third parties to conduct needs assessment studies to prioritize our community engagement activities. We also begin working with community organizations to develop programs and initiatives prior to commencing operations. When making the difficult decision to close a facility, we try to minimize the impacts on employees and the local community by collaborating with local officials and providing severance packages and job search support for employees.

During our operating phase, we work to build relationships with local stakeholders through informal meetings, community advisory panels (CAPs), working groups, and community perception surveys (usually completed by third parties). CAP members provide constructive input on a broad range of issues, such as education, environmental impact, health and safety, and emergency response and management.

For example, the [Intel New Mexico Community Environmental Working Group](#) (CEWG) meets monthly to discuss concerns about Intel's environmental impact. The CEWG is chaired by John Bartlit, chairman of New Mexico Citizens for Clean Air and Water, and is facilitated by a third party. CEWG meeting minutes and agendas for the last six years are posted on the [CEWG](#) web site. In 2010, we also conducted third-party-administered community focus groups and surveys to understand the concerns and priorities of the local community. In early 2011, we launched a pilot in New Mexico for a new transparency web site, "[Explore Intel](#)," which provides real-time disclosure, monitoring, and videos for the local community. The web site also features a blog and e-mail account where community members can engage with our environmental managers.

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Stakeholder Engagement Activities		
Stakeholders	Tools and Processes	Benefits and Results
<b>Employees</b>		
	Open-door policy designed to give employees access to management at all levels.	Multiple processes support direct communication up and down the organization. OHS results allow us to track our performance in key areas and identify gaps on a regular cadence. For more detail, see the <a href="#">Workplace</a> section of this report.
	Employee surveys, including our Organizational Health Survey (OHS).	
	Circuit News, our daily intranet “newspaper,” which includes direct feedback tools.	
	Quarterly Business Update Meetings for all employees, and Executive Open Forums and webcasts that include Q&A sessions.	
<b>Customers</b>		
	Customer Excellence Program (CEP), a structured program that uses a web-based survey administered by a third-party market research firm to obtain and prioritize customer feedback on the quality of Intel’s products and services. A portion of Intel employees’ annual variable compensation is tied to CEP results.	Objective customer feedback enables us to identify areas for improvement. In 2010, employees received two additional days of pay based on the high customer satisfaction levels under the CEP. For more information, refer to the <a href="#">Intel Quality System Handbook</a> .
	<a href="#">Consumer Support</a> web site.	
	External blogs, such as <a href="#">Technology@Intel</a> , with discussions of interest to customers.	
<b>Suppliers</b>		
	Intel’s <a href="#">Supplier Site</a> .	Setting consistent expectations for our suppliers reduces risk and improves efficiency across our supply chain. In this year’s report, based on stakeholder feedback and benchmarking research, we have provided additional detail in the <a href="#">Supply Chain</a> section.
	Intel Supplier Day conference, which brings together hundreds of our top suppliers for training.	
	Participation in the Electronic Industry Citizenship Coalition (EICC).	
<b>Communities</b>		
	Community advisory panels and working groups, two-way forums where community members and Intel representatives collaborate to address community issues and concerns. Community perception surveys and needs assessments conducted as needed.	Maintaining an open dialogue with our communities has allowed us to build positive and constructive relationships at the local level. For more detail on our community engagement activities, see the <a href="#">Contributions to Society</a> section of this report.
	<a href="#">Intel Community</a> web site, which includes feedback mechanisms.	
	Placement of Intel employees on local nonprofit boards and commissions.	
	Extensive working relationships with educators and educational institutions worldwide, and third-party evaluations of our education programs.	

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Stakeholder Engagement Activities (continued)		
Stakeholders	Tools and Processes	Benefits and Results
<b>Investors</b>		
	Regular face-to-face meetings with social responsibility-oriented fund managers and analysts.	Feedback and benchmark data drive improved performance and help us identify emerging issues and concerns. In response to feedback from these groups in 2010, we adopted a new Intel Water Policy. We amended the charter of the Board's Corporate Governance and Nominating Committee (which already included reference to corporate responsibility) to include language clarifying that the committee is responsible for reviewing sustainability issues.
	Timely interaction with investors and research firms through e-mail exchanges, conference calls, and detailed investor surveys.	
	Online stockholder forum, launched in 2009, featuring investor surveys on a range of issues, and information on corporate responsibility.	
	Intel Corporate Responsibility e-mail account, Intel Investor Relations e-mail account, and CSR@Intel blog.	
<b>Governments and Policy Makers</b>		
	Active engagement in policy and legislative efforts worldwide through individual discussions and exchanges with joint industry and government committees.	Our efforts in policy development foster credible, trustworthy relationships; strengthen regard for Intel as a valued corporate citizen; and create a supportive public policy environment. For more information, see "Public Policy and Advocacy" in this report.
	Intel Global Public Policy and Intel Corporate Affairs working with policy makers.	
	Policy@Intel web site and blog.	
<b>Non-Governmental Organizations (NGOs)</b>		
	Issues meetings, formal dialogues and projects, and multi-sector efforts.	Intel's interactions with NGOs promote mutual understanding on environmental issues, regional education priorities, technology options and solutions for developing countries, supply chain management issues, and other topics. Details on our collaborations with NGOs in our main corporate responsibility focus areas are covered in other sections of this report.

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Corporate Responsibility Materiality Analysis

Identify

Identify issues from a wide range of stakeholders and sources.

Primary Sources

- Employee blogs and forums
- Customer concerns
- Corporate Responsibility web site e-mails
- Results of community advisory panels and community perception surveys
- Meetings/feedback sessions with mainstream and socially responsible investors
- Proxy resolution negotiations
- Ethics and Compliance Oversight Committee
- Strategic chemical review process
- Community relations
- Corporate responsibility/sustainability conferences
- Market research on reputation issues
- Meetings with government officials
- Review of external standards
- Participation in industry working groups

Issues

- Climate change
- Water conservation
- Air emissions/quality
- Education
- Fair compensation
- Stock price performance
- HIV/AIDS
- Antitrust
- Health concerns related to wireless technology
- Energy
- Nanomaterials
- Labor unions
- Materials restrictions
- Employee health
- Privacy
- Political contributions
- Taxes/incentives
- Diversity
- E-waste
- EHS/human rights in the supply chain
- Extractives sourcing concerns
- Human right to water

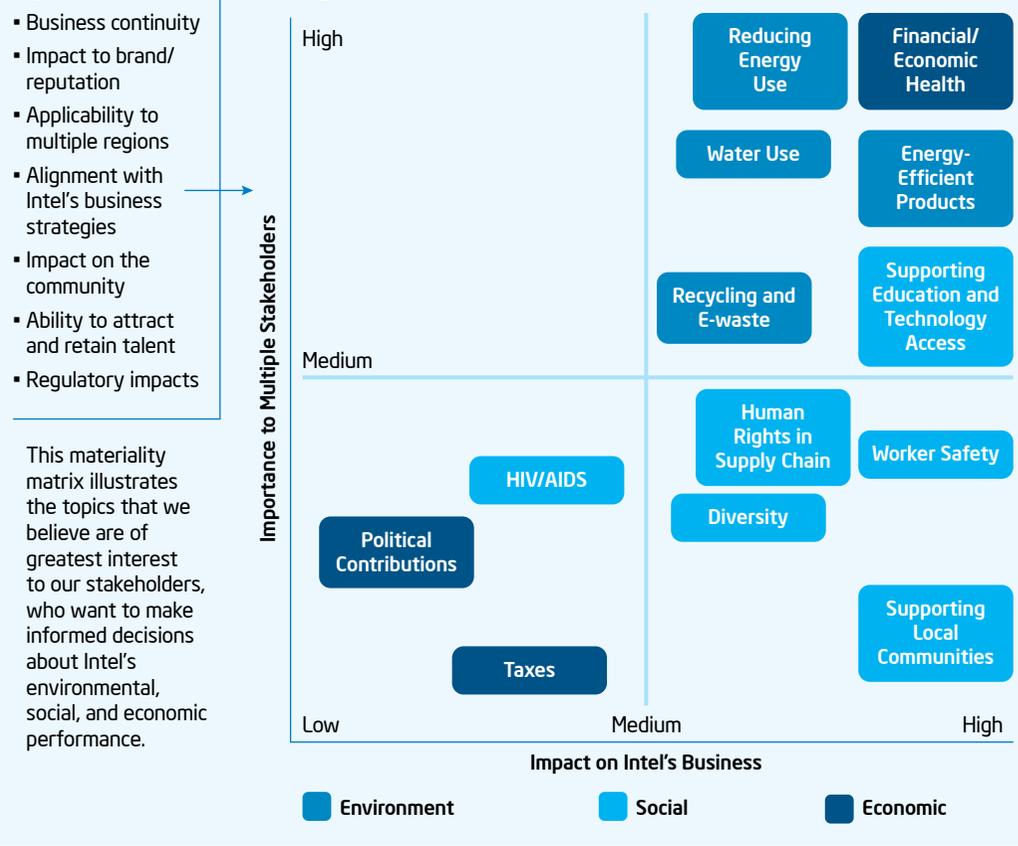
Prioritize

Use a consistent set of filters to determine the significance of each issue and develop a list of the most material issues.

Key Criteria

- Business continuity
- Impact to brand/reputation
- Applicability to multiple regions
- Alignment with Intel's business strategies
- Impact on the community
- Ability to attract and retain talent
- Regulatory impacts

Materiality Matrix



Review

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

Internal Review

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

External Review

- Outreach to socially responsible investors
- Corporate Responsibility Report review
- SustainAbility participation and benchmarking

Decisions

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

We have used the Sustainability Materiality Framework developed by the research firm AccountAbility to define corporate responsibility materiality, both for this report and for our strategy development. (Note that "materiality" in this context does not refer to financial materiality.)

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## Sustainability Trends: Key Challenges and Opportunities

Climate change, water, education, labor standards, and supply chain responsibility are among the major sustainability areas that present challenges and opportunities for Intel.

### Climate Change and Energy Efficiency

As impact to climate and energy have become major focus areas for businesses and governments, we have taken steps to reduce absolute emissions from our operations—even as we grow—and to address the climate change impact of our products. We continue to work on lowering our normalized and absolute emissions, with the goal of a 20% reduction in absolute emissions by 2012 from 2007 levels, and improving the energy-efficient performance of our products. Worldwide efforts to reduce emissions and address climate change also present potential market opportunities for Intel technologies, including smart grids and home energy management systems.

### Water Use

Sustainable water management is a key focus at Intel and is increasingly important to our external stakeholders. Intel has developed innovative water conservation solutions that we share with local governments and other companies. Still, we continue to face challenges in reducing our water use as our manufacturing processes become more complex. We have expanded our disclosure on our water use and conservation efforts, and continue to engage with external organizations to understand emerging best practices. In addition, in early 2010 we adopted a [new water policy](#) that reinforces our commitment to conservation and to the respect for the human right to water.

### Education Transformation and the Digital Divide

Global economic health and Intel's success depend on young people having access to a quality education and technology. As a leading technology company, we believe that we can help governments around the world achieve their economic development and educational goals by effectively integrating technology into their programs and strategies.

### Recycling and Electronic Waste

In 2010, we continued to recycle a significant percentage (over 75%) of the solid and chemical waste generated in our operations. However, in the past three years, our chemical waste on a per chip basis has increased, despite our reduction and recycling efforts. In recent years, companies have also been increasing their efforts to manage electronic waste (e-waste). Intel's products are sold primarily to original equipment manufacturers (OEMs) and other companies that produce finished products. While our components are not typically subject to recycling or e-waste laws, we work with OEMs, retailers, and others to identify shared solutions for end-of-life product management and address this challenge.

### Labor Standards and Supply Chain Responsibility

In our industry and others, companies are taking a more active role in pushing for improvements in the labor and safety practices of their suppliers. We have engaged with other companies to promote collaboration and shared processes for accountability in the electronics supply chain. We have also taken steps in the past year to promote transparency and accountability in our supply chain, such as disclosing our top suppliers, increasing the number of completed assessments and audits, and proactively working with our gold, tantalum, tin, and tungsten suppliers to address significant challenges related to the traceability of conflict metals in the Democratic Republic of the Congo.

### Workforce Diversity

In recent years, we have significantly improved the diversity of our workforce in a number of key categories, including increasing the number of women at the vice president level by 24% since 2004. The overall percentage of women in our global workforce, however, has remained relatively flat over the past five years. We continue to work to increase the number of under-represented minorities and technical females in our workforce—especially at management and senior leadership levels—through initiatives such as global education and scholarship programs aimed at building the talent pipeline in engineering and technical disciplines.