

Our Culture of Inclusion

At Applied Materials, we value a Culture of Inclusion (COI) based on diversity, equity, and belonging. We celebrate different backgrounds, perspectives, and experiences, knowing they help build stronger, more resilient teams. And we know those teams, powered by their talents and capabilities, are what will drive Applied Materials toward greater innovation and financial performance.

Our strategy drives a multi-year roadmap, which contains actions to engage leaders as champions for change and sets us on the path to identifying and eliminating systemic barriers to inclusion and operationalizing inclusion in everything we do.

COI Strategy: Foundation and Roadmap

Engage leaders as champions of change

Make inclusion personal for leaders

Define metrics and leader accountability for change

Eliminate systemic barriers to inclusion

Identify and break down systemic barriers to inclusion

Engage and empower Inclusion Change Teams to break down barriers

Leverage data to develop action strategies to inclusion

Operationalize inclusion in all we do

Ensure talent practices are inclusive

Accelerate strategies for finding, selecting, placing, developing, and retaining talent

Measure qualitative and quantitative progress

Our Culture of Inclusion

Recruiting and Hiring

Taking Care of Our Employees

Occupational Health and Safety

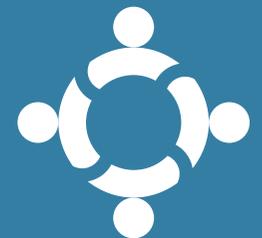
Learning and Development

Human Rights



Pledges for Change

In 2020, our CEO, Gary Dickerson, signed the **CEO Action for Diversity and Inclusion pledge** and the **Catalyst CEO Champions for Change pledge**, publicly committing Applied Materials to advancing diversity and inclusion in the workplace.



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Employee spotlight

Karen Courter
Human Resources
Executive Partner



For more than 20 years, Karen Courter had centered her career around supply chain, logistics, and materials management, most recently managing a large team supporting Applied’s global contact centers. But it was during a recent Culture of Inclusion Summit at Applied that Karen found a whole new calling. “I have two daughters and two sons. Diversity and inclusion is very personal to me,” said Karen, a native of Brazil now living in Texas. “I want all my kids to have a future living in a world and working in a company that lets people succeed while being their authentic selves.” In April 2021, Karen became the Human Resources Executive Partner for HR at Applied. To Karen, the willingness to let employees explore new passions and to look beyond a resume to see the whole person and the value she or he brings are just two of the many things she appreciates about the culture at Applied Materials. “The company welcomes people the way they are,” she said. “I feel like I matter—that I belong. I can bring my full self.”

Growing a Diverse Workforce

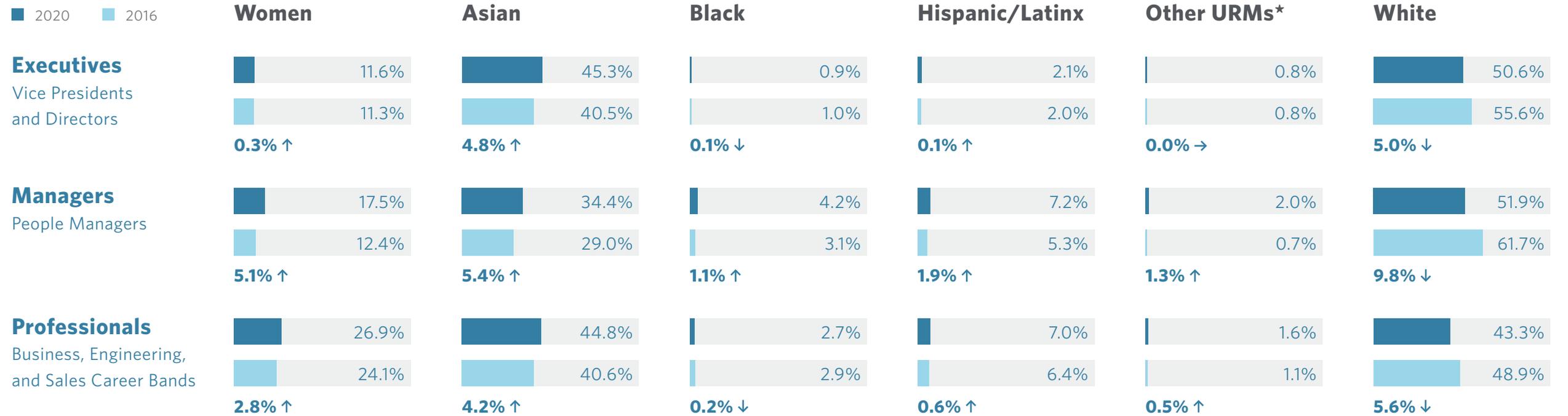
Over the past four years, Applied Materials has focused on strengthening our strategies for retaining and recruiting diverse talent and designing a fully actualized Culture of Inclusion to the benefit of all our employees. During 2020, we made significant progress in strengthening our COI strategy and targets, training commitments, and data disclosure. This year’s report includes expanded data on gender representation and global voluntary turnover. Our 2020 data shows five-year increasing trends in:

- Women’s representation (+1.2 percentage points (pp) global, +2.2 pp U.S.)
- Women’s representation at the executive (+0.3 pp), manager (+5.1 pp), and professional (+2.8 pp) levels
- Underrepresented minority representation at all levels (+2.4 pp U.S.)
- Black representation at the manager level (+1.1 pp U.S.)
- Women in engineering (+1.8 pp global, +2.1 pp U.S.)

We also saw a decrease in voluntary turnover among female employees between 2019 and 2020 (-2.0 pp global), contributing to an improvement in gender diversity. Overall voluntary turnover in FY20 (4.6%) continued to remain below the company’s target of 5% or less.

Since 2019, women’s representation in our U.S. workforce has increased to above 20%, with global representation at 17.8%. Additionally women’s representation in our global engineering staff has increased to 13.2%, with U.S. representation at 12.9%.

FY2020 U.S. Workforce Gender, Ethnicity, and Race Representation by Employee Level



*Underrepresented minorities

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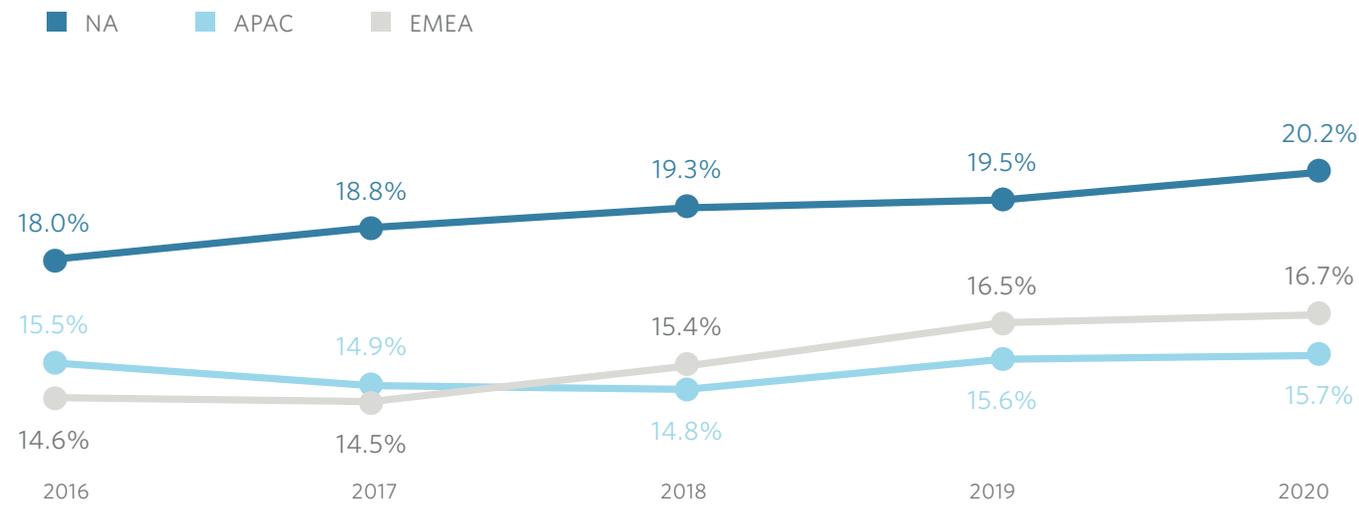
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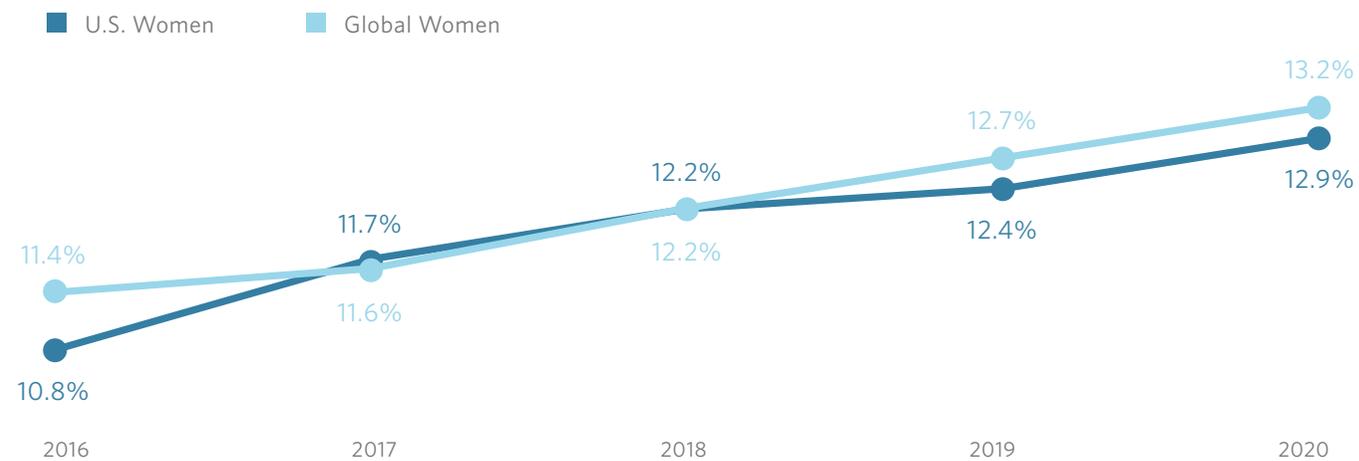
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Female Representation by Region 2016-2020



Improved Gender Diversity in Engineering



Women in Engineering Talent Development Program

Our Women in Engineering Talent Development Program (WE TDP) is focused on supporting the career growth of female technical talent at Applied. This two-year development program offers resources to support a select group of high-potential U.S. women employees through networking opportunities, conference participation, professional skill development workshops, career development roundtables, and mentoring programs. Women are nominated by their managers annually. Fifty-nine new members joined WE TDP in 2020. More than half of WE TDP alumni and year-two members have been promoted.