



2019

# ENGINEERING GOOD.

**CORPORATE RESPONSIBILITY REPORT**



12-MONTH PERIOD ENDING DECEMBER 31, 2019

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## ▶ MESSAGE FROM OUR CEO

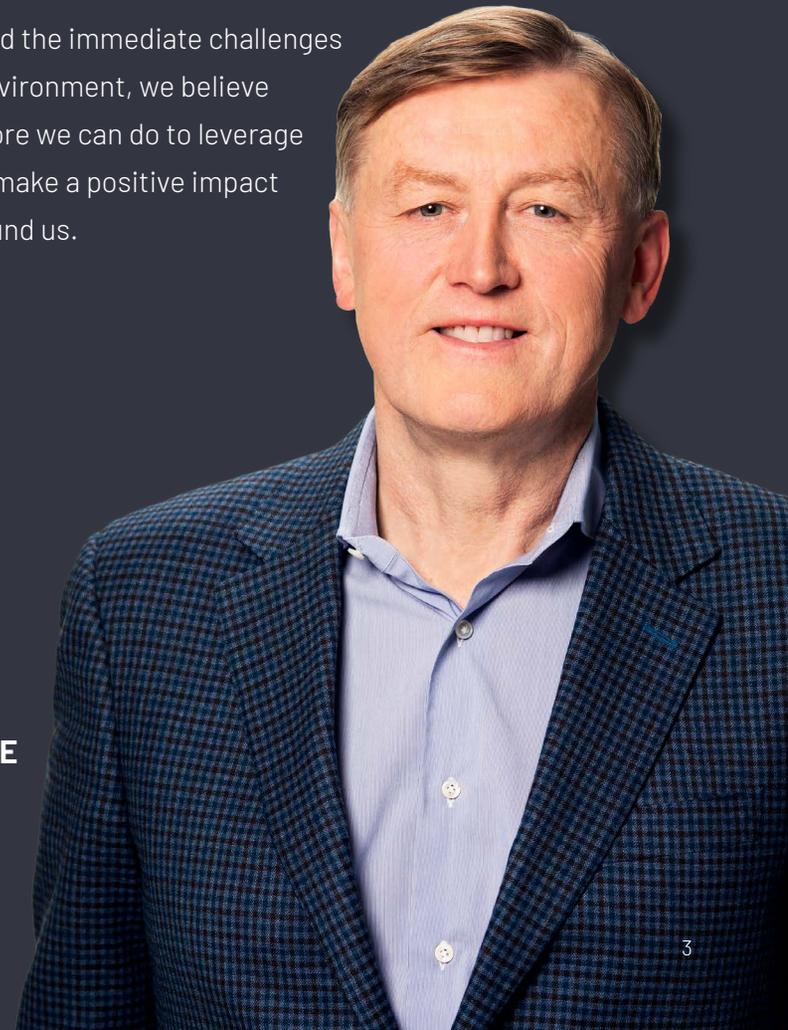
Throughout ADI's 55-year history, we have successfully navigated and adapted to changing global dynamics. Our ability to do so—and our commitment to solving the world's toughest problems while we engineer a better future—has become even more evident during the unprecedented challenges faced as a result of the COVID-19 pandemic.

For example, ADI stepped in to help meet the needs of the medical community by shifting towards technologies that support the global response to the crisis. This included increasing the production of components for critical point-of-care solutions, such as ventilators, infusion pumps and diagnostic imaging systems.

And our impact extends beyond our own capabilities and facilities. The Analog Devices Foundation made donations of \$4 million to the World Health Organization's COVID-19 Solidarity Response Fund and was a key supporter of the Global Citizen "One World: Together At Home" campaign. Additionally, the foundation donated \$500,000 to Massachusetts General Hospital's Vaccine and Immunotherapy Center, which will further advance the importance of testing and vaccine research at the center.

Combined, these efforts underscore our shared purpose and commitment to our role as corporate citizens and are a testament to what we can achieve when we align around solving complex problems together.

As we look beyond the immediate challenges of our current environment, we believe there is much more we can do to leverage our expertise to make a positive impact on the world around us.



**VINCENT ROCHE**  
CHIEF EXECUTIVE  
OFFICER

# ▶ MESSAGE FROM OUR CEO

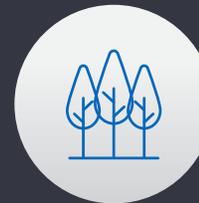
ADI is driven by the opportunity to play an important role in the transition towards a more stakeholder-centric world. Our company goals revolve around having a solid, yet adaptable business model that meets the needs of our end customers, while maintaining consistency between our values and our actions.

This means reducing the negative environmental impact of our business, while striving to deliver solutions that can actually make a positive impact and support regeneration goals. We are also focused on our social impact, ranging from the empowerment of our own people, to making a positive impact on the world and communities around us.

In fiscal 2019, we made significant progress against each of our sustainability priorities. We made significant strides toward our goal of reducing our global direct and indirect greenhouse gas emissions by 50% by 2025 compared to our 2015 baseline. We also continued our longstanding support of STEM education initiatives, which has included FIRST Robotics since 1965. We are proud to be delivering meaningful results as we work towards our goals.

And we are off to a strong start in fiscal 2020, building on last year's progress. We established the ADI Foundation to formalize the company's philanthropy and charitable giving. In April, ADI announced the successful issuance of the company's inaugural green bond—the first in our industry—to help finance or refinance eligible projects that offer environmental sustainability benefits.

This is all possible due to our talented employees, who bring their ingenuity and energy to trailblazing new sustainability solutions every day. Together, we will continue to find new ways to leverage our leading technology, domain expertise and customer relationships to deliver a more sustainable future for generations to come.



### **Protect and Regenerate the Environment**

We will deliver solutions that reduce our carbon and environmental footprint, as well as restore and replenish our natural resources and ecosystems.



### **Empower People**

We aim to create opportunities for people and make a meaningful impact on their lives—both at ADI and in the broader community.



### **Impact Through Engagement**

We will leverage the ingenuity of our people to drive positive change and help solve real-world problems that benefit our lives, our communities and our planet.

*Vincent Roche*

**VINCENT ROCHE**  
CHIEF EXECUTIVE OFFICER

## ▶ ABOUT OUR COMPANY



# ▶ ABOUT OUR COMPANY

## WHO WE ARE

We are insatiably curious problem solvers who transform people's lives.

### **Our Purpose**

To invent and deliver the innovations behind the world's most advanced technologies.

### **Our Values**

#### **Innovate with Impact**

We use innovation, continuous learning and customer success to deliver value faster than our competition.

#### **Create the Future**

We form long-term, win-win alliances with our customers, partners, employees and the communities we serve.



#### **Maximize Our Potential**

We achieve extraordinary things when we bring together diverse voices and foster a culture of inclusivity and invention.

#### **Execute with Excellence**

We deliver the highest quality, easy-to-use and sustainable technologies that solve our customers' greatest challenges.

#### **Move with Agility**

We empower our people with the freedom to act with courage, disrupt, experiment, take calculated risks and be decisive.

#### **Share Our Success**

We celebrate achievements, create prosperity and share our success with our people, community and investors.

# ▶ ABOUT OUR COMPANY

## BY-THE-NUMBERS SNAPSHOT

### Technologies for Today and Tomorrow



Autonomous Transportation and Machines

Automotive Electrification

5G and Next-Gen Connectivity

Digital Health

Industry 4.0 and Smart Energy

Immersive Consumer Experiences

#### Background

Founded: 1965

Headquarters: Norwood, MA

Employees: 16,000+

Countries: 30+

Worldwide sales, field applications, engineers, distribution, design and technical support

Products: ~45,000 SKUs

Customers: 125,000+

Publicly Listed—NASDAQ: ADI

Design Centers: ~44

Global Manufacturing:

U.S. (Massachusetts, California, Washington)

Ireland | Philippines | Malaysia

#### 2019 Revenue: \$6 Billion



Consumer



Automotive



Communications



Industrial

#### 2019 Revenue by Regions:



34% United States

11% Japan

23% Europe

9% Rest of Asia

22% China

1% Rest of North/South America

# ▶ ABOUT OUR COMPANY

## AWARDS AND RECOGNITION

### Corporate Reputation

2019 **Forbes' 100 Most Innovative Leaders**

*Analog Devices CEO, Vincent Roche* | Awarded to corporate leaders based on essential leadership qualities

2020 **Derwent Top 100 Global Innovators™**

Awarded to the world's most innovative organizations which successfully develop patented inventions that also have strong commercialization potential

2019 **Forbes' Top 100 Global Digital Companies**

The top 100 public companies that are shaping the digital economy

2019 **Fortune 100 Fastest-Growing Companies**

The world's top three-year performing companies in revenues, profits and stock

2017-2020 **Just Capital Just 100**

Performance based on matters related to corporate justness

2017-2020 **Global 100 Most Sustainable Corporations in the World by Corporate Knights**

Index of the most sustainable corporations of the world

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### Employer Awards

2018-2019 **Forbes America's Best Large Employers**

Rankings based on employee evaluations

2017-2019 **The Boston Globe's Top Places to Work**

Rankings based on employee satisfaction

2019 **Silicon Valley Business Journal's Best Places to Work**

Ranked one of the top 15 largest Bay Area employers

# ▶ OUR SUSTAINABILITY APPROACH



# ▶ OUR SUSTAINABILITY APPROACH

## OUR STRATEGY AND PRIORITIES

We believe that sustainability is about delivering holistic solutions to ensure we are making a real, demonstrable impact in the world.



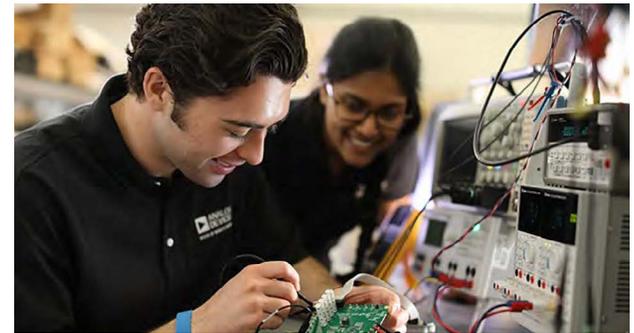
### Protect and Regenerate the Environment

While we are focused on reducing our carbon footprint and our impact on the environment today, we also strive to deliver an even greater environmental impact. Our goal is to make meaningful progress against environmental regeneration efforts and partner with our customers to help them solve their sustainability challenges. We leverage our expertise to develop new solutions to help restore natural resources, regenerate the quality of our biosphere and reduce carbon.



### Empower People

We are committed to helping our employees thrive through education, inclusion and support. We are focused on building programs within ADI to enhance our diverse and accepting workplace culture, while also broadening availability to STEM education, training and employment to impoverished communities across the globe.



### Impact Through Engagement

ADI takes an active role in addressing problems that impact our employees, our communities and our planet. We stand behind our employee engagement efforts and are proud to contribute to their causes, including our recent donation-matching program for The World Health Organization's COVID-19 Solidarity Response Fund.

# ▶ OUR SUSTAINABILITY APPROACH

## HOW WE MANAGE SUSTAINABILITY



### Stakeholder Engagement

We periodically evaluate our sustainability priorities outlined in this report to ensure alignment with our long-term strategy. As part of this process, we regularly engage with key stakeholders to ensure we continue to focus on the most important issues.

### Our Shareholders

We actively engage with our shareholders around topics of interest, including sustainability reporting and human capital management.

### Our Workforce

Through employee-led Green Teams, our employees focus on improving sustainability at local offices and provide feedback through our quarterly ADI Pulse engagement survey.

### Our Suppliers

ADI is a proud member of the Responsible Business Alliance and ensures our suppliers adhere to its code of conduct.

### Our Communities

ADI continues to fund and support STEM education and local environmental initiatives across the globe.

### Sustainability Agenda

Our sustainability agenda is led and managed by our Chief Executive Officer alongside a senior management team that includes our Chief People Officer, Chief Financial Officer, General Counsel, Senior Vice President of Industrial and Consumer, and newly appointed Director of Social Purpose. In addition, our Board of Directors is fully engaged and receives updates from senior management about our progress against our sustainability initiatives.

### Reporting and Disclosures

We utilize third-party disclosure initiatives to inform our sustainability activities and reporting. Our 2019 Sustainability Report is prepared in accordance with the Global Reporting Initiative: Core Option and we also report separately to the CDP Climate Change and Water Security projects. Our sustainability activities and reporting are appropriately aligned with the UN Sustainable Development Goals. Going forward, we plan to review other evolving ESG disclosure frameworks (e.g., TCFD and SASB) to better inform our sustainability reports.

# ▶ OUR SUSTAINABILITY APPROACH

## INNOVATING FOR THE ENVIRONMENT

We are dedicated to using our expertise to make an enduring impact on people’s lives and the world around us. At their core, the technologies and solutions we develop are supporting our environmental sustainability goals by reducing emissions, increasing efficiency and enabling greater use of renewable energy sources.



### Going the Distance with Electric Vehicles

EV battery systems are significant drivers of vehicle cost. ADI’s battery management solutions (BMS) reduce overall costs while improving battery performance, range and safety. ADI’s BMS accurately monitors the battery’s current and voltage profiles to prevent over- and undercharging, while maximizing battery life. This technology is supporting increased adoption of EVs, which could prevent up to 60 million tons of CO<sub>2</sub> from entering the atmosphere—the equivalent of 70 million acres of forest.



### Maximizing Renewable Energy

Maximizing power from wind and solar sources is critical to driving the renewable energy revolution. Our Energy Storage Systems provide a more reliable supply of renewable energy sources, greatly enhancing the viability of smart grids. Our power and isolation technologies convert electricity from solar panels for electrical power, and our data acquisition and signal processing technologies ensure wind turbines operate safely and effectively. These technology improvements make power alternatives more viable as primary energy sources in the future.



### Greener Data Centers

Data centers are considered to be among the most energy-intensive buildings and are estimated to account for 2% of all electricity used in the U.S. alone.\* The ability to reduce data centers’ energy consumption is necessary to help reduce their environmental impact. ADI’s intelligent sensing systems can activate an entire temperature, pressure and humidity sensing network without disruption to data center operations, greatly optimizing energy efficiency while maintaining reliability.

\*Source: U.S. Department of Energy

# ▶ OUR SUSTAINABILITY APPROACH

## IMPROVING LIVES THROUGH TECHNOLOGY

### Making Factory Floors Safer

Modern factories have robots and humans working alongside each other. In the past, this proximity would have posed potential dangers. ADI's advanced robotics technologies, such as drive and inverter control, LIDAR-based position sensing and 3D Time of Flight all improve sensing capabilities, reduce collision and mitigate other safety risks. And, variable speed motors deliver both motor- and process-efficiency improvements to significantly reduce energy usage across the factory floor.



### Connecting the World with 5G

Analog Devices has been planning, designing and building core technologies that make today's 5G network infrastructure possible. ADI's expertise in radio frequency and microwave communications enables increasingly high-speed data conversion and communication that are critical to the deployment of new 5G networks opening the door to the exciting new opportunities 5G brings, including improved access to healthcare, fully autonomous vehicles and improved robotic connectivity.



### Tackling Healthcare Challenges

ADI's critical measurement and control technologies are used in medical equipment essential for diagnostics and treatment including ventilators, respirators, tests and imaging systems—which has played an integral role in helping contain the COVID-19 pandemic and treating patients. And we remain committed to doing everything we can to ensure critical medical supplies are getting to the front lines.

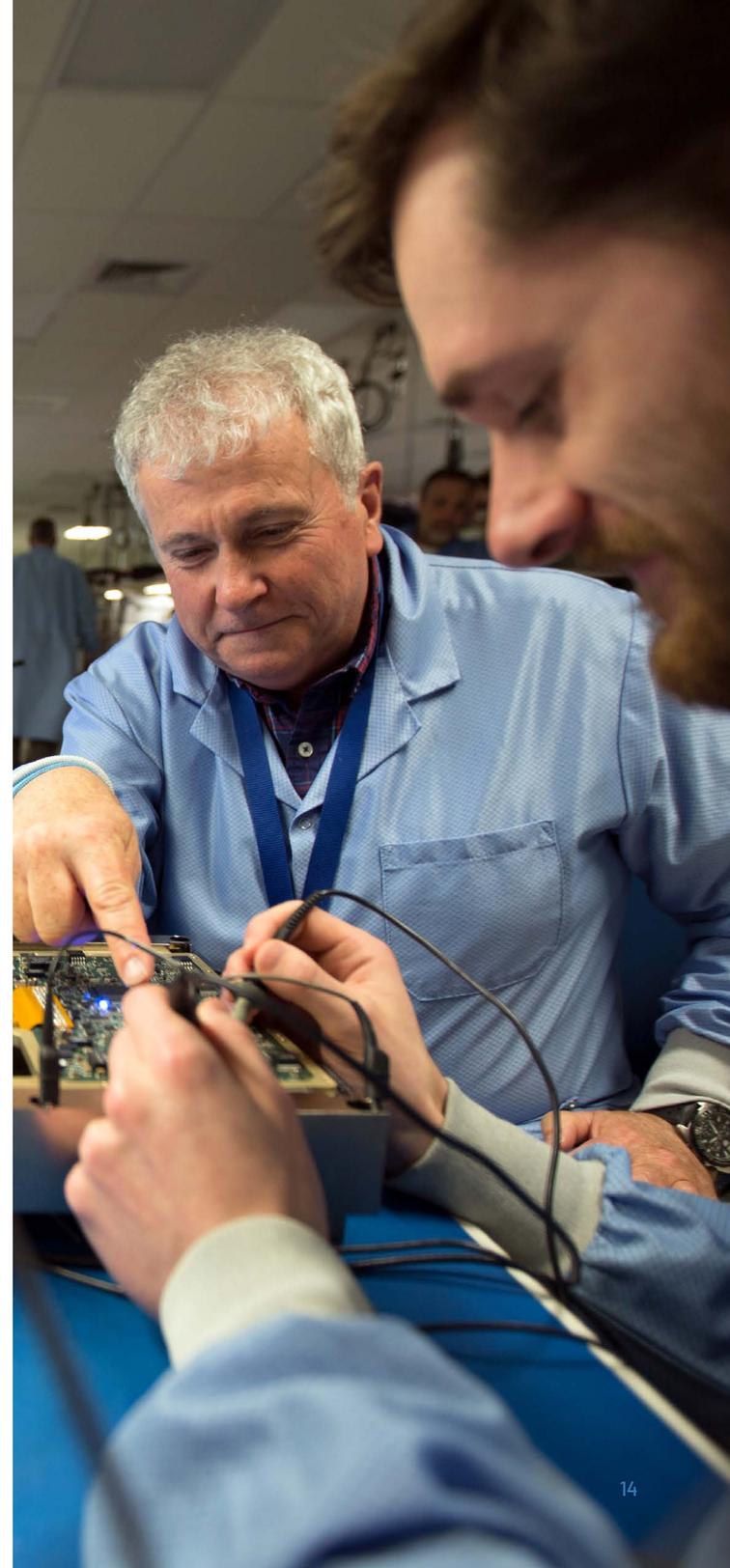
We are also leveraging our domain expertise in partnership with biosensor companies, research hospitals and the international Open Source Ventilator project to deliver breakthrough technology and provide design assistance where it is needed.



## ▶ OUR SUSTAINABILITY APPROACH PRODUCT LIFECYCLE

Our customers rely on our products for years, or even decades. We take pride in the longevity of our designs, and producing the same products decade after decade is a cornerstone of our business that we monitor as a key performance metric.

We believe the best products are those that are useful in the long term, and we purposefully design them to avoid obsolescence as long as possible. All of our product designs go through our Product Life Cycle program to extend their useful life and incorporate a design-for-environment concept to minimize needed materials for manufacturing and packaging.



# ▶ PROTECTING AND REGENERATING THE ENVIRONMENT

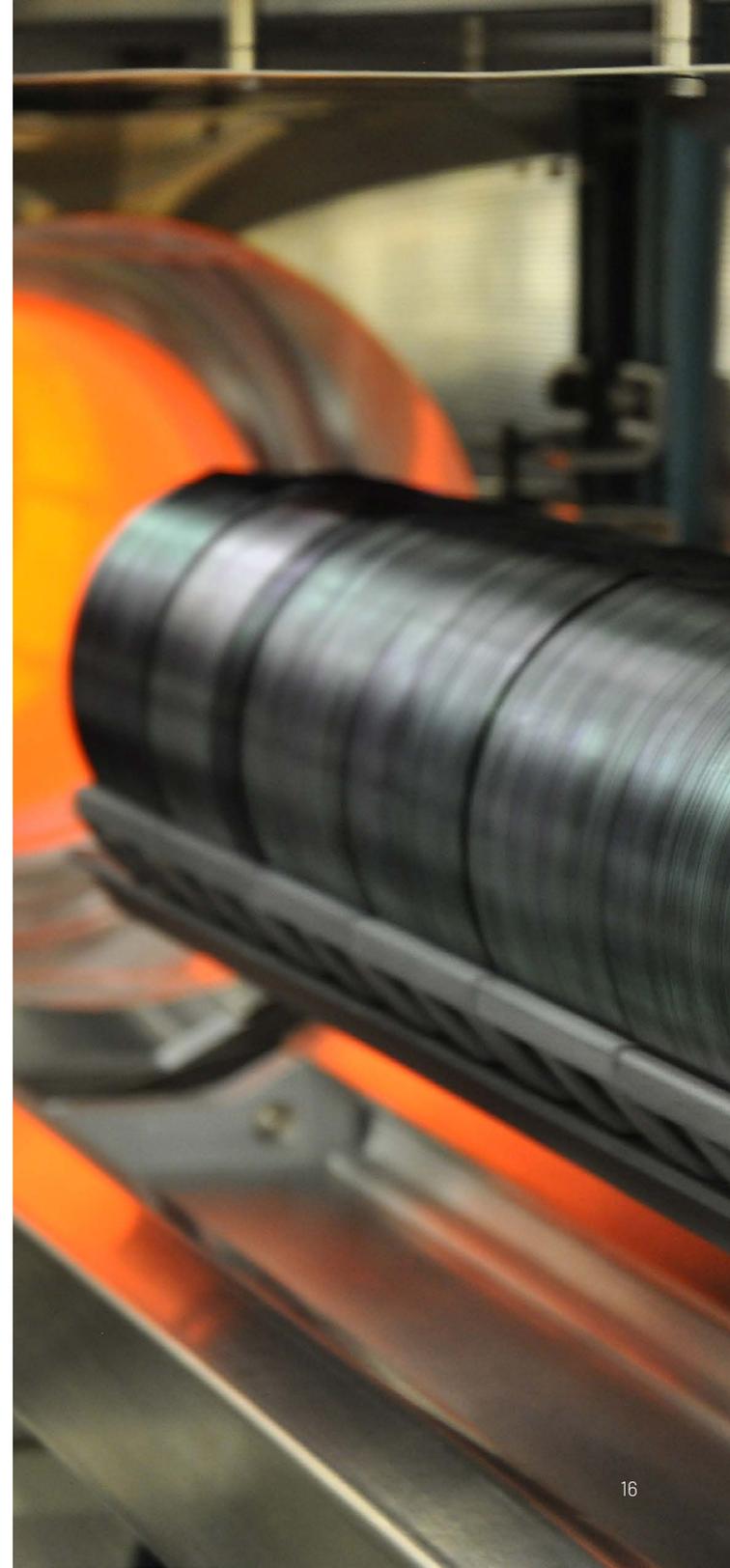


# ▶ PROTECTING AND REGENERATING THE ENVIRONMENT

## COMPANY INITIATIVES

ADI is committed to protecting the environment and ensuring the health and safety of employees, customers and the public.

We take this commitment seriously. As a company rooted in technology and innovation, our products are often implemented to further other companies' or individuals' sustainability efforts. And so we choose to lead by example in our activities as well. It's why we purposefully design our operations to minimize our environmental impact and conserve resources, which we continually monitor to help us improve resource efficiency and enhance our sustainability efforts.



# ▶ PROTECTING AND REGENERATING THE ENVIRONMENT

## OUR GOALS

At ADI, we're proud of the progress we've made in reducing our environmental impact. But we still have more to do, and so as good corporate citizens, we have set these ambitious 2025 environmental goals for our operations.

### 2025 TARGETS

CO<sub>2</sub> Emissions (Scope 1+2)



Water Use



Power Use



### 2030 TARGETS

Waste Generation



# PROTECTING AND REGENERATING THE ENVIRONMENT

## GREENHOUSE GAS EMISSIONS REDUCTION

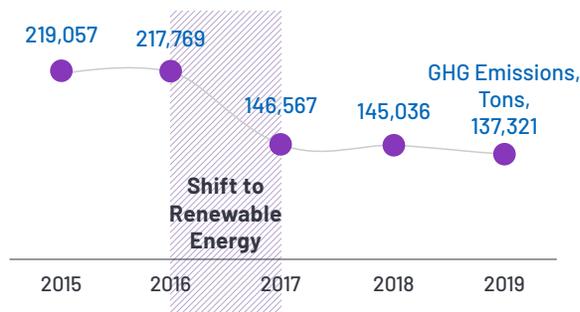
### Greenhouse Gas Emissions Reduction

Greenhouse Gas (GHG) emissions are categorized into “scopes” based on their source. ADI monitors Scope 1 and Scope 2 emissions and consolidates GHG emissions from which it has operational control: wafer fabrication facilities, and assembly and test facilities.

We exceeded the previous 2.5% intensity based Scope 1 reduction goal and we are moving to a more ambitious absolute reduction goal of 50% Scope 1+2 emissions by 2025 from our 2015 baseline.

#### GHG Emissions, Tons

Improvements in our abatement system as well as shifting to renewable energy sources have driven the decrease in our Scope 1+2 by 37% from 2015



#### Source and Associations

SCOPE 1: Stationary combustion and process emissions: Perfluorocarbons (PFCs), SF6, NF3 (from wafer fabrication processes)  
 SCOPE 2: Purchased electricity  
 SCOPE 3: Business travel

Since 2013, our Scope 1 and 2 emissions and our Scope 3 emissions from business travel have been verified by a third party. We also report our emissions to the CDP, formerly Carbon Disclosure Project.

Emissions are measured and estimated using the Greenhouse Gas Protocol and GWP from the IPCC Fifth Assessment report. Emission factors used from US-EPA Climate Leadership Emissions Factors for Greenhouse Gas Inventories and market-based factors where available; otherwise, location-based emission factors were used.



SCOPE 1: Emissions from sources owned or controlled by ADI, including fossil fuels used on site.



SCOPE 2: Indirect emissions from electricity, heating and cooling generated offsite but purchased by ADI.



SCOPE 3: Purchased goods and services; fuel and energy related activities not included in Scope 1 or 2; waste generated in operations; business travel; employee commuting; downstream transportation and distribution and end-of-life treatment of sold products.

# ▶ PROTECTING AND REGENERATING THE ENVIRONMENT

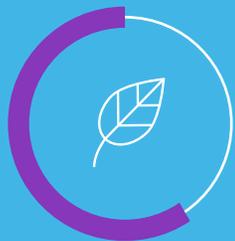
## SCOPE 1 & 2

### Scope 1 & 2 Emissions

ADI has achieved a 37% reduction in Scope 1+2 GHG emissions since 2015 due to renewable energy sourcing and more efficient abatement systems.

#### ENVIRONMENTAL SPOTLIGHT:

## Thanks to Renewable Energy



# 68%

Reduction in site  
Scope 2 GHG emissions

The ADI Philippines site's sources of greenhouse gas emissions include fuel, process gases and purchased electricity. In 2017, the site shifted to a renewable energy supplier source, driving down the sites' Scope 2 emission by 68%.

The site also installed solar photovoltaic panels that will supply 25% of power needed for Building 4 and will provide cost savings after 10 years.

# PROTECTING AND REGENERATING THE ENVIRONMENT

## SCOPE 3

### ENVIRONMENTAL SPOTLIGHT:

## A Greener Commute

ADI Wilmington supports electric vehicle (EV) drivers with onsite charging stations. Availability started at six spaces in 2018, but is projected to grow to 21 spaces by summer 2020 as the campus expands to become the Analog Devices Global Headquarters.

To help build interest in electric vehicles among employees, the Wilmington Environmental Health and Safety department brought teams together in two events to learn about growing demand for electric vehicle variety, quality and how to make the switch from conventional cars.

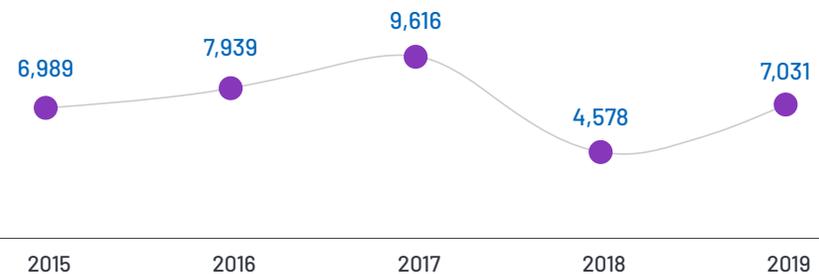
The Green Energy Consumers Alliance shared information on annual fuel savings, addressed “range anxiety” about battery capacity and provided useful information about rebates and incentives for purchasing an electric vehicle through their Drive Green Program. There was also a panel of four electric vehicle-owning ADI employees who answered questions from the audience like how EVs cars handle winter weather and why they made the switch.

### Scope 3

We follow the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard in accounting for our emissions. Currently, ADI is only able to account emissions from Business Travel under Scope 3. ADI’s Scope 3 emissions saw an upward trend since 2015, resulting from unique travel needs due to corporate acquisitions and integration activities. However, ADI has implemented programs to educate employees about GHG emissions associated with travel and commuting, and we encourage employee carpooling or use other alternatives whenever possible.

For example, our Philippines site provides free commuting shuttle buses, and ADI’s Wilmington, MA campus facilitates employee carpooling by providing prime parking spots as incentives. ADI is also working to increase teleconference and videoconference usage when possible to reduce emissions from business travel.

### Scope 3 Emissions (Business Travel) (Metric Tons CO<sub>2</sub>)



# ▶ PROTECTING AND REGENERATING THE ENVIRONMENT

## EMBRACING ELECTRIC ALTERNATIVES

### ENVIRONMENTAL SPOTLIGHT:

## EVs at HQ



As battery improvements continue, EVs are becoming more and more feasible for daily driving needs. And ADI is constantly promoting their use among employees.

In November 2018, ADI Wilmington—along with six other companies—pledged to participate in the inaugural year of the MassEVolves program, which is a public/private partnership initiated by the Massachusetts Executive Office of Energy and Environmental Affairs. The goal is to replace 300,000 fossil-fuel vehicles with electric alternatives by 2025. ADI is unique among the participants in that our products directly improve EV efficiency and lower their costs, therefore making this option more economical and environmentally friendly.

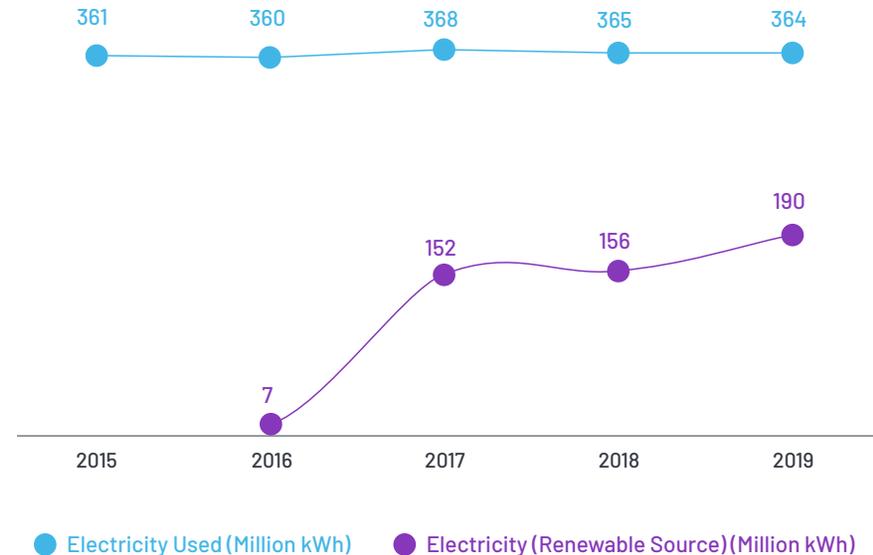
# PROTECTING AND REGENERATING THE ENVIRONMENT

## ENERGY EFFICIENCY

Green design, better efficiency and conservation initiatives have helped us maintain essentially the same electricity usage (in million kWh) year over year, even as we continue to grow. In late 2016, we began rapidly increasing our use of renewable energy, and by 2019, renewable sources supplied 52% of our energy needs.

We exceeded the previous 2.5% intensity based electricity use reduction goal and we are moving to a more ambitious goal of using 100% Renewable Energy in all our manufacturing sites by 2025.

Electricity Used (Million kWh)



# PROTECTING AND REGENERATING THE ENVIRONMENT

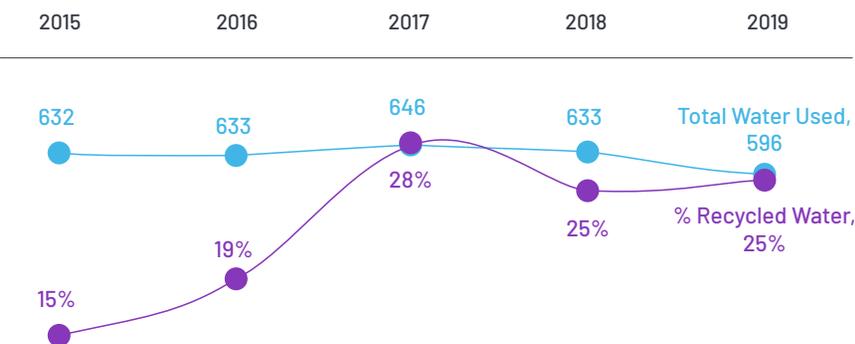
## WATER CONSERVATION

### Responsible Usage

Water is an essential part of ADI's operations, and our water comes from public sources. We treat a significant portion of that water to produce the high purity deionized (DI) water necessary for our manufacturing operations. We carefully monitor our water usage (in millions of gallons) at each of our operating facilities. We have exceeded our previous 2.5% normalized reduction goal on water and are now setting a new goal of doubling our water recycling/reuse rate by 2025 from our 2015 baseline.

Water conservation initiatives at our manufacturing sites have significantly contributed to lowering our overall water usage despite the company's 74% growth: Our 2019 water usage (in million gallons) **decreased by 6%** from 2015, while water recycling rates **increased to 25%** from 15% in 2015.

### Water Used



### ENVIRONMENTAL SPOTLIGHT:

## Using Our Water Smarter

On the ADI Philippines campus, just one building (B1) consumes 71% of the site's water supply. Water is mainly used for Cooling Towers, Deionized Water (DI) production and domestic purposes. Knowing how much this building stands out as a high-usage case, we put our minds to devising an opportunity to reduce our resource impact—and decided to start by recycling B1's used DI water for Cooling Tower use.

A Cooling Tower is a heat exchanger that uses air to help cool water, which is then used to cool the refrigerant of HVAC chillers. But if water from the heat exchange is exposed to open air, there's a chance for contamination, cooling inefficiencies, scaling, algae growth and the like. So the water regularly needs to be flushed and simultaneously replaced with fresh water.

Instead of continuing to pull water from a public source, we installed a filtration system to use DI water as an alternative source for our Cooling Tower's flushing system. This meant that there was no net new water needed to refresh the Cooling Tower, saving 9,000 cubic meters per month.

### Project results:

**100%**  
replacement of raw water use  
by using reclaimed water



**30%**  
average reduction in B1's  
raw water consumption

**108,000 m<sup>3</sup> /year**  
measured reduction in  
water conservation

**\$143,000**  
annual cost avoidance

# PROTECTING AND REGENERATING THE ENVIRONMENT

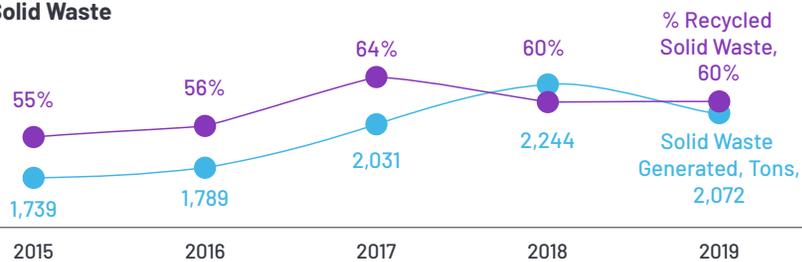
## WASTE GENERATION

### Reducing Landfill Waste

At ADI, we constantly look for better ways to reduce the amount of waste we generate, and more so the amount of waste we send to the landfill. However, the recent growth of our production resulted in an increase in waste generation. As a result, we did not meet our previous goal of 2.5% normalized reduction. We remain committed to going beyond our current performance. Hence, we are now moving to a goal of 0% waste to landfill.

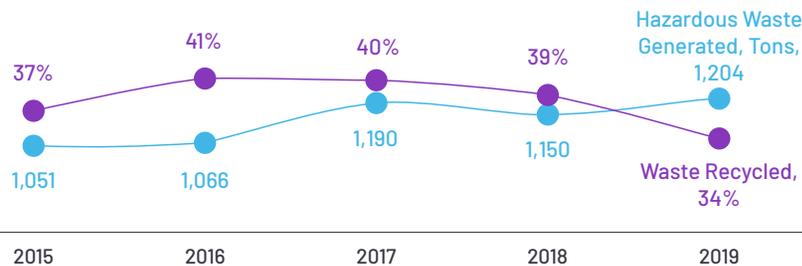
Solid waste generated (in tons) increases an average of 5% annually. In 2019, 60% of our solid waste was recycled.

#### Solid Waste



Hazardous waste generation (in tons) increases by 4% annually but more than a third is sent to recycling facilities.

#### Hazardous Waste



### ENVIRONMENTAL SPOTLIGHT:

## Leading by Example

ADI Wilmington celebrated a huge milestone in 2018 when it received the Sustainability Award from the Associated Industries of Massachusetts (AIM), which recognizes companies for excellence in environmental stewardship, promotion of social well-being and contributions to economic prosperity. The award specifically acknowledged ADI's efforts to reduce its environmental footprint at its Wilmington, MA facility, which is the site of the future global HQ.

Expanding on the ADI strategy, Vince Roche, President and CEO, said,

“At ADI, we’re building solutions for a better tomorrow, and that goes beyond what we build to how we build them. We’ve made a concerted effort to reduce waste and minimize the environmental impact in our operations to create a safer, healthier future for our employees, customers and neighbors. We’re constantly working to achieve our ambitious sustainability goals and are honored to be recognized by AIM for our efforts.”

# ▶ PROTECTING AND REGENERATING THE ENVIRONMENT

## POLLUTION PREVENTION

### **Environmental Management**

A key component of ADI's approach to environmental management is pollution prevention and we have incorporated relevant practices and plans into our manufacturing operations.

### **Stormwater Pollution Prevention Plan**

Locations of materials and industrial activities that are potentially exposed to rainwater and snowmelt are included in our stormwater prevention plan to promote application and improvement of appropriate pollution prevention and best management practices. We have built enclosures to protect transportation-associated loading and unloading activities, waste roll-off containers and solid waste/recycling compactors. Our inspection program includes visual monitoring and sampling to promote effectiveness of the plan.



### **Hazardous Materials Contingency Plan**

This plan is designed to prevent and minimize hazards to public health; safety; or welfare of the environment by fires, explosions, spills; or any other unplanned release of hazardous wastes, hazardous waste constituents, or hazardous materials to the air, soil, surface water, or groundwater. This plan is incorporated in the emergency preparedness and response requirements in the ADI ISO 14001/OHSAS 18001 environmental, health, and safety management system.

### **Oil Spill Prevention Control and Countermeasures (SPCC) Plan**

This plan features prevention and control technology to reduce the likelihood of a discharge of oil from a site or facility.

# ▶ PROTECTING AND REGENERATING THE ENVIRONMENT

## CDP-CARBON

Analog Devices responds to the CDP Climate Change Programme module annually to disclose how we're managing the potential impacts, risks and opportunities brought about by climate change.

We also use this platform to disclose our Greenhouse Gas (GHG) emissions, our emissions reduction initiatives and performance against our GHG goals. Our business strategy is largely influenced by climate-related regulations, customer requirements, product demand landscape and climate-related natural disasters. We have set up a Business Continuity Plan (BCP) to ensure sustained supply of products despite the challenges of the changing climate. More information is available in our 2019 public CDP response and can be accessed through the [CDP.net portal](#).



# PROTECTING AND REGENERATING THE ENVIRONMENT

▶ CDP-WATER



Water is essential to the operation of ADI facilities, and we are continuously exploring and implementing new recycling and conservation activities. These efforts are published in our [Corporate Responsibility webpage](#). In addition, we also respond to the CDP Water Programme module where we disclose the potential impacts, risks and opportunities associated with water-related issues and concerns. We continue to work to maintain operations that comply with existing legal requirements and strive to stay abreast of changes that affect those requirements or our operations. We monitor the occurrence of extreme weather events and natural disasters and evaluate their potential impact to our operations. We have instituted business continuity plans and alternative sourcing arrangements to reduce impacts to the Company should these events occur.

# ▶ PROTECTING AND REGENERATING THE ENVIRONMENT

## SYSTEMS AND COMPLIANCE



### Commitment to Management Systems and Structure

ADI's manufacturing sites are certified to internationally-recognized standards\* ensuring ADI's Environmental Management System (EMS) and Occupational Health & Safety (OH&S) are functioning to meet internal and external compliance obligations and reduce risk.

The EMS Director, who reports to the Senior Vice President of Global Operations and Technology, is responsible for compliance with applicable EMS legal requirements. EMS Management meets regularly with ADI's in-house counsel and with external counsel, advisors and financial personnel to discuss potential environmental risks (including those related to climate change) and possible impacts to ADI.

\*Manufacturing certification standards ISO 14001:2015 and 45001:2018



### Environmental Compliance at ADI and Beyond

ADI is committed to the exemplary environmental performance of our products and operations. Each of our operating facilities maintains a regulatory register and has programs to monitor and evaluate our EMS compliance status. We undergo regular internal and independent third-party audits of our regulatory compliance management system, and our facilities are inspected by government agencies to ensure compliance with regulatory requirements. Employees receive EMS training and participate in prevention and risk control activities associated with their work and formalized within the EMS management system. ADI expects its suppliers to adhere to the same environmental compliance standards ADI has set for itself.

# ▶ PROTECTING AND REGENERATING THE ENVIRONMENT

## OFFICE EFFICIENCY

Smarter building design helps us reduce electricity consumption and emissions associated with our operations, which ultimately reduces our impact on the environment and climate. Since 2013, we have certified three new buildings to the LEED (Leadership in Energy and Environmental Design) Standard, and we continue to design, construct, operate and maintain our buildings in accordance with LEED and other green standards in sustainable site development, water efficiency, energy efficiency, materials selection and indoor environmental quality.



**ADI Philippines Campus LEED Features**  
Cavite, Philippines Office

**LEED-Gold certified**

- Reflective roof surfaces and exterior insulation conserve energy for cooling
- Stormwater management system prevents runoff and reduces environmental impact
- Efficient cooling system with underfloor air distribution technology
- 100% LED fixtures for internal lighting
- Rainwater harvesting and water recycling for landscaping and restrooms



**ADI Ireland Campus LEED Features**  
European Research and Development Center in Limerick, Ireland campus

**LEED-Platinum certified**

- Central glass atrium reduces lighting needs and increases employees' connection with the environment
- Smart and high-efficiency lighting saves 100,000 kWh annually over typical systems
- Solar panels generate ~9,400 kWh annually
- Reflective roofing and efficient air conditioning further reduce greenhouse gas emissions

### Running on Renewables

We now power core computing needs in our datacenters with enough renewable energy to offset the power-related emissions of 50 U.S. homes.



# 50

U.S. Homes worth of power-related emissions offset

# ▶ RESPONSIBLE SOURCING

## CONFLICT MINERALS

### Sourcing Responsibly

Analog Devices is committed to sound ethical practices and full compliance with all applicable laws and regulations concerning sourcing of conflict minerals. We are a member of the Responsible Minerals Initiative (RMI) which was founded by the Responsible Business Alliance to facilitate responsible sourcing of conflict minerals in the electronics supply chain. ADI adopted the framework of the Organisation for Economic Co-operation and Development Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas to facilitate responsible sourcing and fulfill the reporting obligations related to conflict minerals.



Our Conflict Minerals policy is available on our website, and is a key component of our management system:

It reflects ADI's commitment to ethical practices and compliance with applicable laws and regulations.

It includes ADI's actions on collaborating with other concerned electronics companies, under the RMI, in developing methods to track the origin of tantalum, tungsten, tin and gold (3TG) used in the manufacture of electronic products.

It reflects ADI's support of the Responsible Minerals Assurance Process (RMAP) in assessing activities, processes and systems used by the Smelter or Refiner facility to conduct upstream supply chain due diligence of minerals for conflict-affected and high-risk.

It is communicated to ADI's supply chain with the expectation of compliance with this conflict minerals policy, and for all relevant suppliers to provide sourcing information using the RMI Conflict Minerals Reporting Template as standard.

## ▶ EMPOWERING PEOPLE



## ▶ EMPOWERING PEOPLE LIFELONG LEARNING CULTURE

Analog Devices was founded in 1965 on the principles of innovation, excellence, collaboration and lifelong learning. We know that amazing talent is how we will succeed as a company. That's why we're committed to hiring great people, investing in their potential and helping them learn at every stage of their career.

“ It's the talent behind the tech that matters. We invest in you so we succeed together at creating impactful technologies that better the world, ahead of what's possible. ”

**MARNIE SEIF**  
CHIEF PEOPLE  
OFFICER



# ▶ EMPOWERING PEOPLE

## MESSAGE FROM OUR CHIEF PEOPLE OFFICER

At our core, we are problem-solvers. ADI employees are united in a shared ambition to create solutions for the world's—and our customers'—most complex problems.

This has become even more evident during the COVID-19 pandemic; I am struck by the unwavering commitment and dedication from our employees who want to help.

Similar to companies across many different sectors, ADI's operations have been affected by disruptions and new operating requirements. In an attempt to maintain continuity, our colleagues have focused on leveraging new technologies that enable productivity while working remotely, adopting new work protocols for essential roles and creating new ways to meet their ever-changing situations.

Combined, these efforts have allowed us to maintain operations and to continue delivering solutions and technologies that benefit our customers, our communities and people across the world.

I am immensely proud of the contributions made and ingenuity I have seen from everyone here at ADI.

### Our Approach to Empowerment and Inclusion

As we continue to evolve our business offerings and innovate our designs, we are also placing our environmental and social responsibilities at the center of our operations. The empowerment of our people is a key focus area.

Our empowerment strategy is led by our new Social Purpose Governance Council, made up of members from across our business units who provide different perspectives across age, gender and sexual orientation.

Core to our empowerment strategy is embracing diversity and building a culture of inclusion across the organization. We achieve this by expanding the diversity of our workforce, creating growth and development opportunities for our employees, embracing different perspectives and fostering an inclusive work environment for all.

I would like to thank our leaders for continuing to drive our sustainable business efforts forward, as well as our employees for helping foster an environment of inclusiveness in the workplace and being actively involved in the community beyond our offices.

I am confident in our ability to keep pushing the boundaries of innovation to achieve our sustainability goals while also embracing new ways to support the people here who make these breakthroughs possible.

**MARNIE SEIF**  
CHIEF PEOPLE OFFICER

### Our strategy is anchored around four key initiatives:



Broadening access to digital economies



Prioritizing diversity and inclusion (D&I)



Furthering education



Expanding training and professional development

### 2019 Highlights



Held unconscious bias training for over 150 of our global leaders



Over 50% of women in our accelerated development program have moved into higher profile career roles

# ▶ EMPOWERING PEOPLE

## DIVERSITY AND INCLUSION

### Diversity & Inclusion Mission

ADI is building a culture of inclusion – that values and leverages the uniqueness and broad perspectives of each employee – to develop a talent base that makes us a leading innovation company in the world.

### D&I at ADI

It's important to bring diverse perspectives to every technology problem we try to solve, because more is achieved when we harness employee talent and bring together people of diverse backgrounds. This commitment is the reason why diversity and inclusion is an important part of our company values.

### Innovate with Impact

Innovation thrives in open environments and with teams built from different backgrounds and experiences. We know this to be true now, but we also knew it in 1974, when an ADI design director wrote a widely circulated memo, titled "Philosophy of Design Review," which championed diversity of thought and opinion as critical components of an effective design process.



To enable a truly inclusive recruitment approach that drives results we have a Master Class for Recruiters training program for our talent acquisition team to help drive the diversity we know is needed to support a culture where innovation can thrive.

### Create the Future

Developing talent throughout the organization is essential for the future of ADI. Our flagship Global Early Employee Challenge (GEEC) is an example of how we engage employees across functions and with different seniority levels to develop business skills. The GEEC program is our business competition for employees with five or fewer years of career experience. Through the process, teams are assigned manager mentors, engage with different functional areas, are offered visibility with executives and receive recognition across the organization.

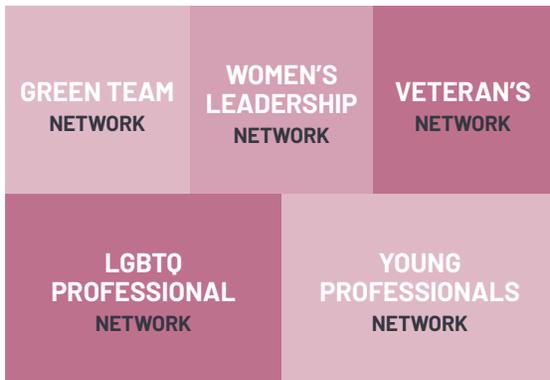


# ▶ EMPOWERING PEOPLE

## DIVERSITY AND INCLUSION

### Reach Our Full Potential

Members of an organization who are underrepresented need to feel free to contribute their unique backgrounds and perspectives. Actively seeking out and engaging with those diverse perspectives is needed to achieve our full potential. We have a variety of Employee Networks which are employee led, and that reach across areas such as gender, age, sexual orientation and veteran status. In fact, 17% of our total employee population is a part of at least one employee-led network. These networks play a critical role in helping give employees a sense of inclusion.



### Execute with Excellence

An environment in which employees excel requires hearing all voices. That is why we implemented a multi-year program around inclusion designed to impact every employee. The program started with training on unconscious bias for hundreds of ADI leaders including our executive team. Our leaders are now supported with conversation guides to have discussions on diversity and inclusion with their teams to ensure conversations continue after training.



### Move with Agility

We strive to foster an agile culture where adaptability and transparency leads to expanding employee skills and helping employees capitalize on new opportunities. Our approach is to help employees proactively find new career opportunities within the company through development discussions, training and mentoring.



### Share Our Success

We encourage our people to contribute and support their passions inside and outside work. To foster this, we have developed initiatives designed to give employees avenues to share their experiences, gain knowledge and expand their networks. One example is our Pay It Forward program that works with high-performing female employees to support our diversity initiatives, including mentoring interns and help with outreach.

To support career development for women, we recently launched the new Elevate program. Elevate focuses on developing women of ADI, regardless of career level, into leadership positions.

# EMPOWERING PEOPLE

## 2019 GLOBAL WORKFORCE DATA SNAPSHOT

ADI does not rely on EEO-1 data for our annual report because ADI is a global company and the EEO-1 report only covers our US employees. In addition, the band of EEO-1 categories are fixed and very broad in nature, and not reflective of ADI's complex job structure.

### Employees by Geography

#### POPULATION BY GEOGRAPHY

REGION	# EMPLOYEES	%
AM	5,357	33%
APAC	8,853	55%
EMEA	1,872	12%
Grand Total	16,082	100%

### Hiring by Gender

#### OVERALL ADI

GENDER	# HIRES	% HIRES
Female	504	34.9%
Male	942	65.1%
Grand Total	1,446	100%

### Ethical Employment



**4%**

2019 Employee Voluntary Turnover Rate

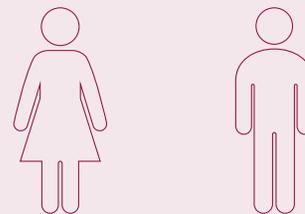
### Profile by Gender

#### POPULATION BY GENDER AS % OF OVERALL ADI

GENDER	# EMPLOYEES	%
Female	6,748	42%
Male	9,334	58%
Grand Total	16,082	100%

### Leadership by Gender

#### SENIOR LEADERSHIP



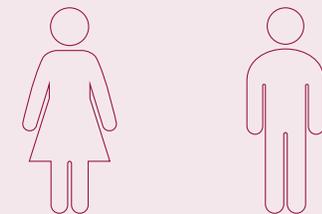
**11%**

Female

**89%**

Male

#### MANAGER



**23%**

Female

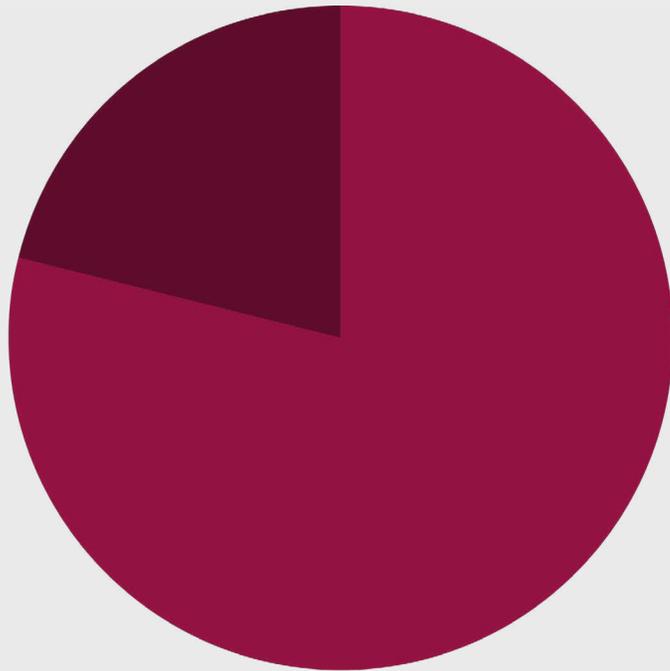
**77%**

Male

# ▶ EMPOWERING PEOPLE

## 2019 GLOBAL WORKFORCE DATA SNAPSHOT

TECHNICAL ROLE BY GENDER



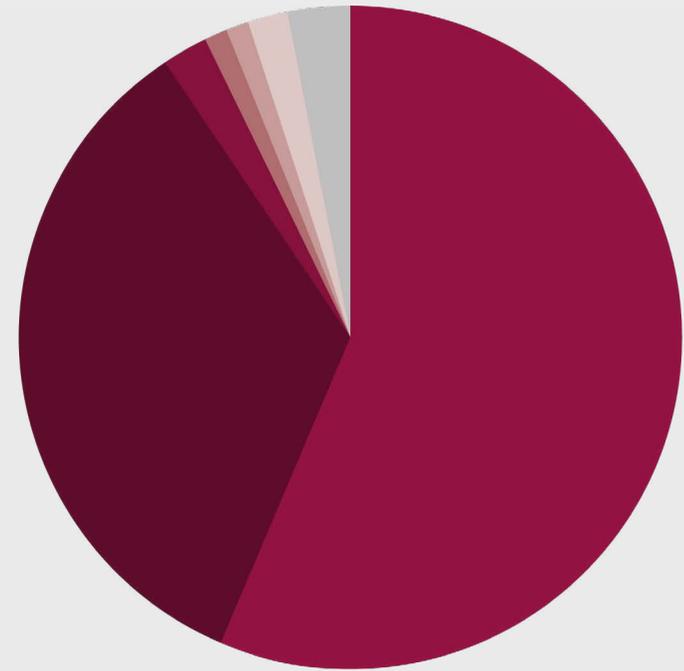
**79%**

MALE

**21%**

FEMALE

TECHNICAL ROLE BY RACE—U.S. ONLY



**59%**

WHITE

**35%**

ASIAN

**1.6%**

BLACK OR AFRICAN AMERICAN

**.32%**

AMERICAN INDIAN/ALASKAN NATIVE

**.03%**

NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER

**.7%**

TWO OR MORE RACES

**3.35%**

UNDECLARED

# ▶ EMPOWERING PEOPLE

## EMPLOYEE COMPENSATION

### Our Compensation Philosophy

We strive to attract and retain the most talented employees in the industry across the globe by offering competitive compensation and benefits that support their health, financial and emotional well-being. We are also committed to providing fair wages to all workers regardless of gender or race.

Our compensation philosophy is based on rewarding each employee's individual contributions. We use a combination of fixed and variable pay including base salary, bonuses, performance awards and stock incentives.

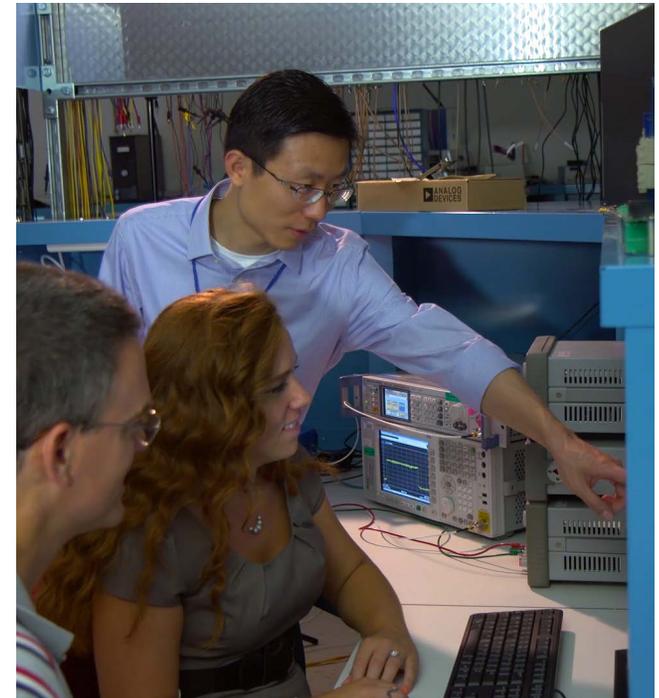
The compensation we provide always meets or exceeds local statutes, and we annually assess our pay ranges to ensure we remain competitive. Our pay ranges apply to new hires and existing staff, and we offer training to managers to ensure fairness in all compensation decisions, which are also reviewed by a higher-level manager and HR.

### Pay Equity

At Analog Devices, we have long been committed to equal pay for equal work regardless of gender, race or ethnicity. In support of this, we have designed checks and balances into our compensation system, including an in-depth annual analysis, to help ensure fairness.

Our goal is to attain 100% pay equity for people with similar roles, skills and experience. We conduct equal pay assessments at least annually, and our 2020 assessment and validation process showed that we are close to attaining our pay equity goal in the U.S. We have discontinued asking candidates their salary history in the U.S. to support this.

Our work in pay equity is never done, and we will continue to assess compensation globally to close pay gaps and strive to achieve pay equity worldwide, similar to our U.S. achievements.



# ▶ EMPOWERING PEOPLE

## EMPLOYEE BENEFITS

### Benefits at ADI

We owe our success to our many employees. As such, we work to take care of them and ensure their needs and goals are met beyond just compensation.

Our benefits vary by country and are designed to meet or exceed local laws and to be competitive in the marketplace. ADI is proud to provide benefits to the majority of our employees around the world.

Examples of U.S. benefits include a 401(k) plan with employer contributions; health benefits; life, business travel and disability insurance; additional voluntary insurance; paid time off and parental leave; education assistance; paid counseling assistance; backup child and adult care; adoption support and family college planning.

In 2020, U.S. benefits cover eligible employees working 20+ hours per week except for disability, which requires 30 hours per week. Interns, co-ops and employees working fewer than 20 hours are ineligible for most benefits.



### Work-Life Balance

A healthy work-life balance is essential for a fulfilled and productive workforce, and we strive to provide our employees with everything they need to establish the balance they want. Both managers and employees are empowered to make these arrangements as needed by their roles and local laws.

### Tuition Assistance

We're proud to offer tuition assistance and help employees further their education. Most employees can get tuition help for a variety of programs and certificates at accredited institutions to improve themselves and build a better future.

# ▶ EMPOWERING PEOPLE

## TALENT DEVELOPMENT

ADI encourages all employees to never stop learning through the 70-20-10 philosophy. By employees growing through career experiences (70%), learning from others (20%) and education (10%), they can continue to further their own growth and development.

# GTC 2020

## Learning & Networking

Analog Devices General Technical Conferences for employees is dedicated to showcasing engineering talent and innovation. The annual events consist of technical presentations, interactive workshops, hands-on demonstrations and networking events. Multiple versions of the conference are scheduled globally in different locations, including in the U.S., Ireland, India and China.



## Education & Training

ADI offers a variety of courses that can benefit its employees at every stage of their career.

### Engineering & Science

Helps employees leverage in-house experts with topics including artificial intelligence, data science and machine learning.

### ADI Technical University

Allows employees to share knowledge with other employees. Topics include Agile Methods for product development and Software 101 for hardware engineers.

### Management Courses

Training for new and experienced managers. Topics include management essentials, situational leadership and project management skills.

# ▶ EMPOWERING PEOPLE

## TALENT DEVELOPMENT

### Talent Engagement Programs

#### GEEC

Our Global Early Employee Challenge (GEEC) is ADI's organization-wide business competition for employees with five or fewer years of career experience. Participants form teams that compete in a four-month challenge while focused on a specific area (such as machine health or societal need) that concludes with team presentations to senior leadership.

#### ADI Hackathon

The ADI Hackathon, hosted by ADI Ireland, encourages our best and brightest thinkers to apply ADI technology in a novel way that benefits society. In 2020, 60+ technologists contributed ideas that led to the winning team designing a headset that could help opticians more easily monitor a patient's eye health for the theme of "Visual Impairment."

#### Talent Feedback

ADI Pulse is our employee engagement survey that allows us to get employee viewpoints on what we are doing well and where we can improve across the company. The survey is administered annually with quarterly "Mini Pulses" surveys to get more frequent feedback. Survey topics include matters on leadership, decision making and more. The survey is administered by a third party to ensure anonymity and results are shared with employees.

### Talent Development

ADI works to ensure our employees are continuously challenged and always developing their careers. We conduct annual assessments that:

- Review each division's goals to identify talent needs
- Assess how each division is positioned from a talent perspective
- Review the current state of talent vitality for each division
- Review key talent segments and prioritize actions to identify and develop
- Identify and agree on critical actions, next steps and outcomes



# ▶ EMPOWERING PEOPLE

## TALENT ACQUISITION

We're focused on finding the right people to ensure ADI can be successful in the future. We do so by finding new talent with diverse backgrounds, and by promoting internal talent to help grow their careers. We consider broad ranges of candidates for experienced hires, new college graduates, interns and/or co-ops, which each bring a unique perspective that adds to our culture and capabilities.

### Recruiting Diverse Perspectives

ADI is committed to creating a strong pipeline of unique perspectives, skill sets and backgrounds to fuel our innovation. In partnership with global diversity associations, we seek to identify the broadest pipeline of talent and connect them with meaningful careers at ADI.

### Internship & Co-Op Programs

Our internship and co-op programs are proven methods of bringing new talent to ADI. Participants gain experience via hands-on projects tied to ADI's business initiatives, as well as networking and mentorship opportunities.



# ▶ EMPOWERING PEOPLE

## TREATING EMPLOYEES FAIRLY

As a global manufacturer, ADI is committed to treating every single one of our employees fairly and with dignity. We always comply with local laws, and often go above and beyond them to lead by example in our communities with fair compensation and safe working conditions.

### Forced Labor

Analog Devices does not use forced or involuntary labor. All work must be voluntary, and workers are always free to leave upon reasonable notice. Our workers are not required to hand over government-issued identification, passports or work permits to our facility representatives as a condition of employment.

ADI is a member of RBA and subscribes to the RBA Code of Conduct. We also expect our key suppliers to recognize the RBA Code as it contains standards intended to eradicate slavery and human trafficking in the electronics supply chain. These standards promote best practices in a number of areas affecting human rights. [Modern Slavery Act Statement](#)

We verify our conformance to the RBA Code by engaging third party audit entities accredited by the RBA to conduct Validated Audit Programs (VAP) at our manufacturing facilities. Our employees receive Training on the RBA Code, as well as training and guidance on ADI's values and ethics, specifically as it relates to integrity and respect in the workplace.

### Child Labor Avoidance

ADI does not use child labor at any stage of manufacturing. We use the RBA Code of Conduct definition of "child": any person under the age of 15 (or 14 where the law of the country permits), or under the age for completing compulsory education or under the minimum age for employment in the country, whichever is greatest. The use of legitimate workplace apprenticeship programs, which comply with all laws and regulations, is supported by ADI. Workers cannot perform work that is likely to jeopardize their health or safety.

### Freedom of Association

ADI regards open communication and direct engagement between workers and management to be the most effective ways to resolve workplace and compensation issues. ADI respects the rights of workers to associate freely and seek to communicate openly with management regarding working conditions without fear of reprisal, intimidation or harassment.

### Collective Bargaining Agreements

Globally, approximately 1.2% of our employees belong to unions.

# ▶ EMPOWERING PEOPLE

## WORKER SAFETY

### Worker Safety

At ADI, we make employee health and safety a priority. Our manufacturing sites have EH&S committees or work groups which include representatives from different functional groups to ensure this commitment. ADI workers do not participate in occupational activities with high incidence or high risk of specific diseases, which has resulted in no known or reported incidents in this area.

ADI's industrial hygiene surveillance program minimizes and prevents exposures in the workplace and reduces the risk of specific diseases. We use two industry standard metrics to assess injury performance and trends worldwide.

All legacy ADI sites have ISO 45001 health and safety certification, while sites from our acquisition of

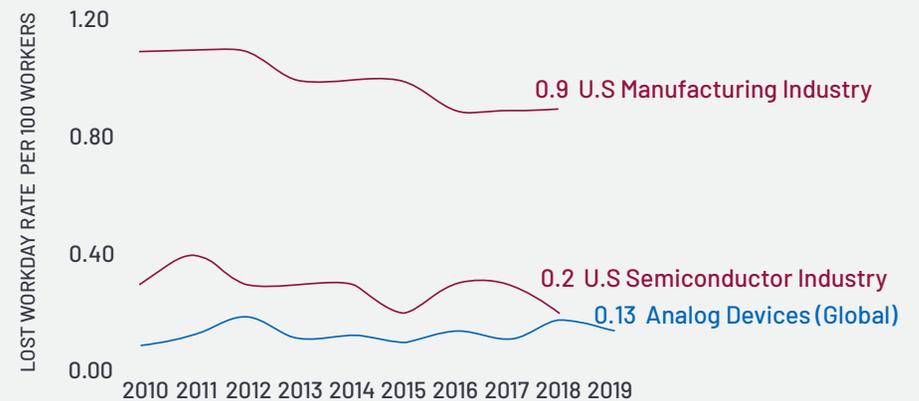
Linear Technology are working towards certification to the same standard.

ADI incident rates and lost workday rates are better than U.S. semiconductor and manufacturing industries.

### Workplace Injury/Fatality Incident Rate

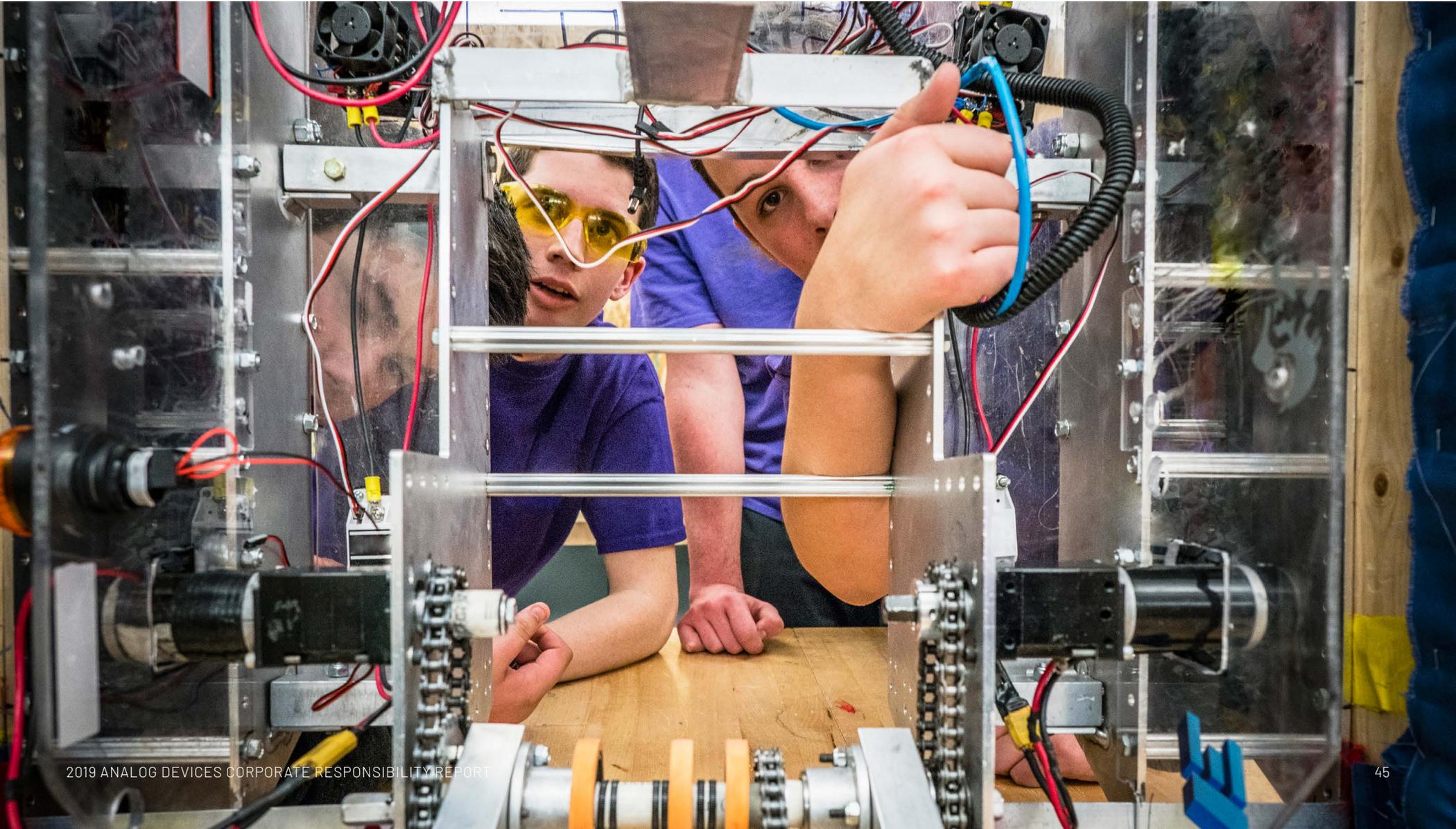


**Incident rate:** Number of reportable incidents per 100 employees working a full year.



**Lost workday case rate:** Number of incidents requiring time away from work per 100 employees working a full year.

▶ OUR IMPACT



## ▶ OUR IMPACT

### IMPACT THROUGH ENGAGEMENT

We're proud of the impact our employees have on their communities through all of our volunteer efforts. Collectively, ADI employees spend countless hours each year on education, outreach and conservation efforts to better the world around them.

The following pages will share just a few of the ways our employees engage with the world around them.



# ▶ OUR IMPACT

## RESPONDING TO COVID-19

As the coronavirus outbreak has continued its global spread, governments, companies, communities and individuals are facing a health and economic crisis of unprecedented nature. Throughout this crisis, ADI and our team of 16,000 employees have been united in our commitment to support global response efforts, providing a reminder of what we can achieve when we come together in our mission to solve the world's toughest challenges—and engineer a better future.

### Protecting Health and Safety

Teams across our organization made tremendous efforts to ensure business continuity and put processes in place to ensure the safety of our 16,000 global employees. The efforts of our entire workforce enable the company to continue operating remotely, as well as the frontline workers who have kept our factories open to produce essential technologies and equipment.



### Prioritizing Critical Customer Needs

In response to the growing need for our technologies in healthcare devices such as ventilators, respirators, diagnostic test systems and imaging systems, we worked with customers to prioritize shipments of critical equipment. This includes dedicated manufacturing lines to increase production, enhancing safety in our manufacturing environments and working with local governments worldwide to ensure facilities could remain in operation.

### Supporting Global and Local Efforts

#### World Health Organization (W.H.O.) COVID-19 Solidarity Response Fund

Analog Devices Foundation, Analog Devices and our employees—through an accelerated employee match—donated a combined \$4 million to the W.H.O. COVID-19 Solidarity Response Fund and supported Global Citizen on its televised and streamed special “One World: Together At Home.” The special brought the world together through music and raised \$55 million towards the W.H.O.’s Solidarity Response Fund to prevent, detect and respond to the pandemic.



#### Massachusetts General Hospital Vaccine and Immunotherapy Clinic (VIC)

The Analog Devices Foundation donated \$500,000 to fund research for the VIC at Massachusetts General Hospital. The donation directly supports work to develop a vaccine and novel point-of-care testing technologies for COVID-19, which is critical to start opening up the economy and increase safety of healthcare workers and their patients. Analog Devices and the VIC are supporting a trial to deploy new diagnostic testing to identify those infected with COVID-19 and confirm which individuals have developed an immune response and are virus negative.

# ▶ OUR IMPACT

## RESPONDING TO COVID-19

### **COVID-19 Case Study: Fulfilling Critical Needs From the Philippines**

In line with our commitment to maximizing our impact beyond our own capabilities and facilities, ADI partnered with several organizations to further our reach and support additional response efforts.

#### **Problem:**

While the facility was given exemption to stay open by the Philippine government due to the critical technology we produce, broader quarantine measures and transportation suspensions presented challenges for employees needing to travel to and from the facility.

#### **Solution:**

ADI partnered with the Philippine government to find alternative accommodation solutions. Together they were able to identify housing for nearly 400 employees, across local hotels and within plant facilities.

In addition, the team provided significant relief efforts to local communities, including the donation of protective equipment to hospitals, the donation of groceries to the most vulnerable and at-risk people and holding a donation drive that raised more than \$12,000 towards the acquisition of PPE for local healthcare workers and first responders.

This is just one example where our employees, management and leaders joined in their commitment to overcome obstacles so they could continue to supply the technologies and equipment to customers in need and contribute to the global COVID-19 response efforts.

# ▶ OUR IMPACT

## IMPACT THROUGH ENGAGEMENT



### 35 Years of STEM Education

Since our founding in 1965, ADI has devoted time, resources and steadfast support to promote STEM education. We rely on the next generation of engineers to fuel our success in the future, and we're constantly working to broaden access to STEM education across the world.

Many of our employees volunteer their time to mentor schools, teams and clubs in engineering to help shape the next generation of STEM pioneers. We're proud of the impact we can have on these students.



### Having Fun with FIRST

ADI has been a proud sponsor of FIRST Robotics since 2003. We provide funding and mentoring to help inspire young people to become science and technology leaders and innovators.

Our employees support their competitions, like Robotics, Technology and Lego Leagues, by volunteering as team mentors, competition judges and parent volunteers. Our sponsored teams have received numerous accolades and awards rewarding them with invitations to several national and international opens. This is one of the most rewarding and fun ways our employees give back to their communities while also supporting the next generation of technology leaders.

# ▶ OUR IMPACT

## IMPACT THROUGH ENGAGEMENT

### ADI IRELAND

## Inspiring a Generation

Since 2014, our Limerick, Ireland office has hosted a Robotics Showdown for 5th grade students. We put their engineering skills to the test by asking them to design, build, test and program their own robot for a final "Robotics Sumo Showdown." The event encourages teamwork, and creativity, and is an overall blast for the 30+ schools and 900+ students who participate annually.

“ This competition is a great opportunity for these young competitors to see the tremendous opportunities that a career in STEM could offer. The skills shown by the competitors today are exactly the ones that will be valued by the workplace of the future. ”

### BRENDAN O'DOWD

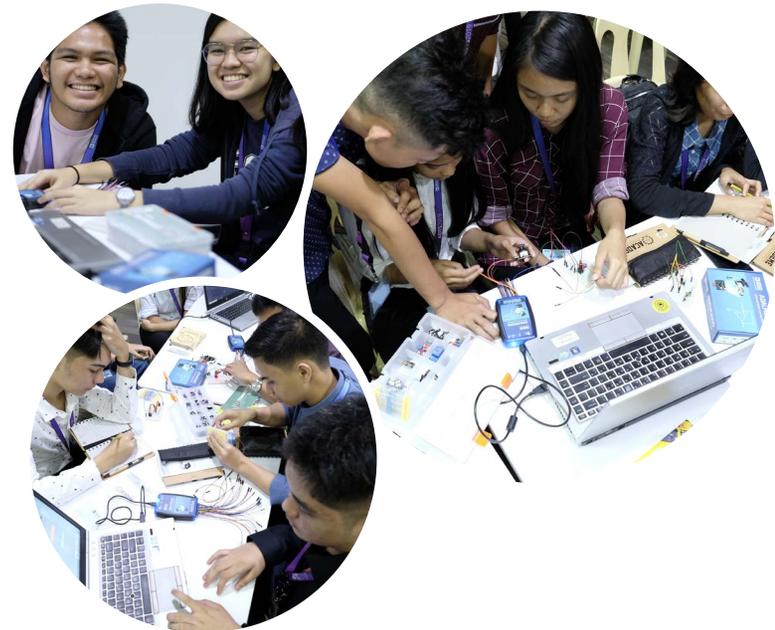
GENERAL MANAGER, INDUSTRIAL AUTOMATION

### ADI PHILIPPINES

## Academe Linkage

Our Philippines office created the Academe Linkage program more than 20 years ago to forge long-term, collaborative relationships with local higher education institutions. The program promotes STEM education with college students in an effort to develop potential engineering talent.

Activities include factory visits, scholarship programs, sponsorships and internships. The program has helped inspire many students to pursue engineering degrees and dramatically aided our Philippines recruiting efforts.



# ▶ OUR IMPACT

## IMPACT THROUGH ENGAGEMENT

### Boosting Biodiversity

In 2010, ADI Philippines launched a local biodiversity conservation program for the 14 hectare-campus. Their efforts help foster a community that cares about their environment and will lead to a better campus for all. A wide range of results has come quickly, including:

#### Reforestation



**100+** native endangered trees planted on campus



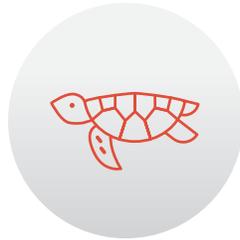
**6,100+** trees given to employees to plant at their own homes



**2,100+** trees planted in local communities through volunteer programs



**22+** bird species with protected nesting sites on campus

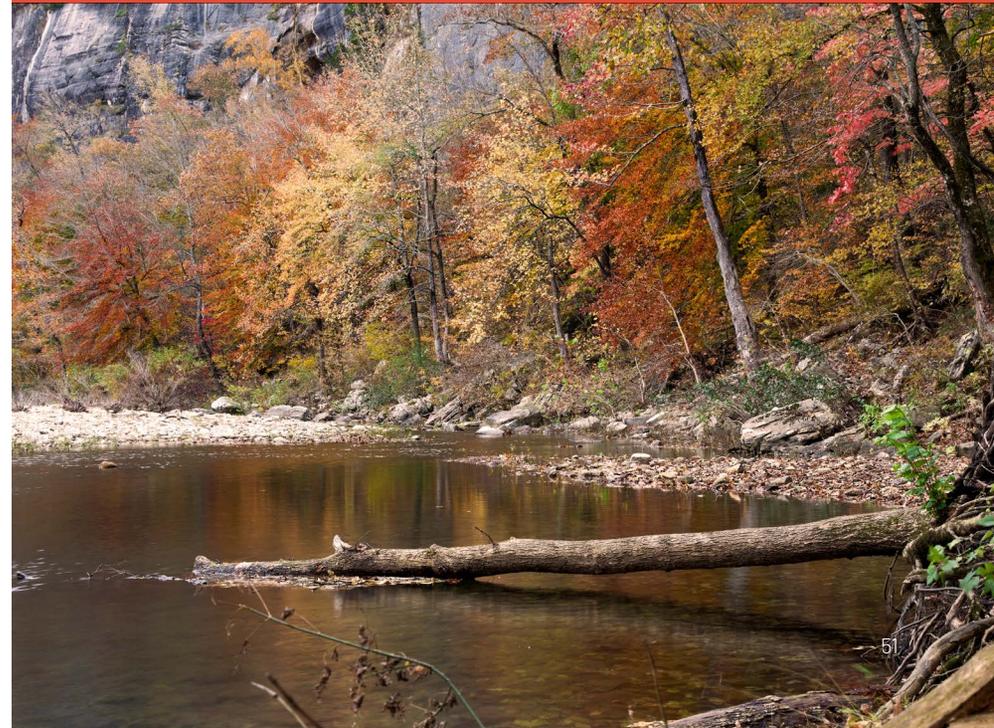


**530+** sea turtle hatchlings protected and released through local partnerships

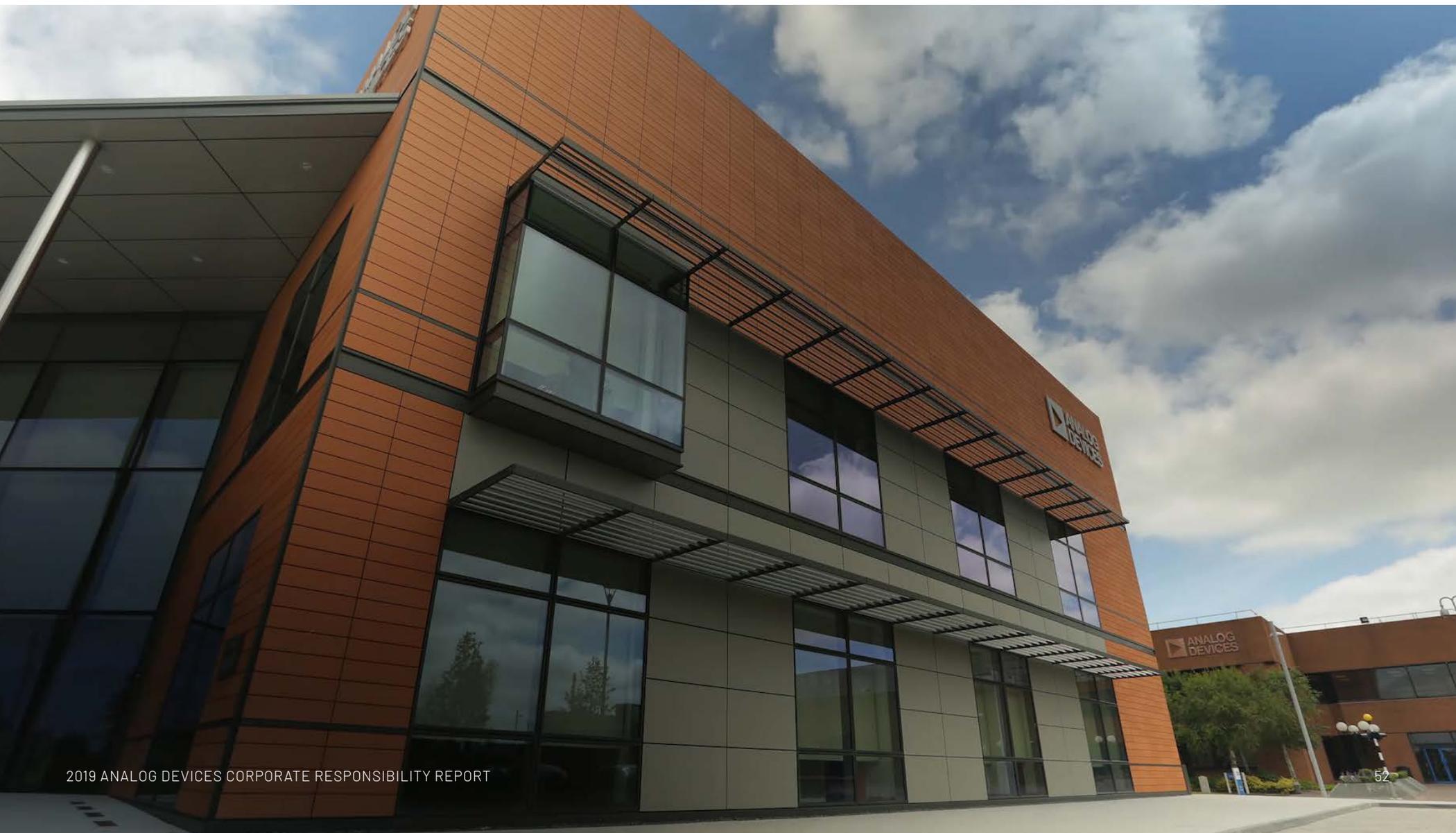
#### GLOBAL HQ

### Watershed Protectors

The Ipswich River provides drinking water to 14 communities along its path, impacting a population of 350,000 residents and businesses, including our global headquarters site in Wilmington, MA. Our long-standing partnership helps provide much needed funds and volunteers to Ipswich River Watershed Association, which brings together citizens, scientists, businesses and municipal managers to work together to protect and restore the watershed.



# ▶ PROMOTING GOOD GOVERNANCE



# ▶ PROMOTING GOOD GOVERNANCE

## CORPORATE GOVERNANCE

We have long believed that good corporate governance is important to ensure Analog Devices is managed for the long-term benefit of our shareholders. We review our corporate governance policies and practices annually and compare them to those suggested by various authorities in corporate governance and the practices of other public companies. As a result, we have adopted policies and procedures that we believe are in the best interests of Analog Devices and our shareholders. In particular, we have adopted the following policies and procedures:



### Corporate Governance Guidelines

Our Board of Directors has adopted Corporate Governance Guidelines for our Company that establish a common set of expectations to assist the Board and its committees in performing their duties. The Board reviews these Guidelines at least annually, and updates them as necessary to reflect changing regulatory requirements and evolving practices.



### Declassified Board of Directors

We have a declassified Board of Directors, and our bylaws provide that each director will serve for a term ending on the date of the annual meeting following the one at which such director was elected. All of our directors will stand for election for terms expiring at the next annual meeting of shareholders.



### Majority Voting for Election of Directors

Our bylaws provide for a majority voting standard in uncontested director elections, so a nominee is elected to the Board of Directors if the votes “for” that director exceed the votes “against” (with abstentions and broker non-votes not counted as for or against the election). If a nominee does not receive more “for” votes than “against” votes, the director must offer his or her resignation.

# PROMOTING GOOD GOVERNANCE

## CORPORATE GOVERNANCE HIGHLIGHTS



Majority of directors are independent



Annual election of directors of a declassified board



Majority voting for directors in uncontested director elections



Regular executive sessions of independent directors



Share ownership guidelines for executive officers and non-employee directors



Active Board engagement in managing talent and long-term succession planning for executives



No supermajority voting provisions



Annual Board and Committee self-evaluations



Implemented proxy access bylaw



Oversight of corporate activities on environmental sustainability and social responsibility

# PROMOTING GOOD GOVERNANCE

## DIRECTOR PROFILE

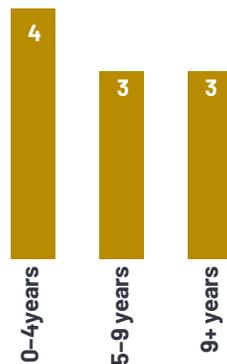
Analog Devices Board of Directors and its Nominating and Corporate Governance Committee are committed to ensuring that the Board is comprised of a highly capable group of directors who collectively provide a significant breadth of experience, knowledge and ability to effectively represent the interest of shareholders, drive shareholder value and reflect our corporate values of integrity, honesty and adherence to high ethical standards. The board also believes that having directors with a mix of tenure helps transition the institutional knowledge of the more experienced directors while providing a broad, fresh set of perspectives. The Nominating and Corporate Governance Committee considers gender, racial, ethnic and experiential diversity as part of its search criteria, consistent with the requirement for relevant and diverse experience, skills and industry familiarity.



**8/10 Directors are Independent**

### Independence

Other than our founder and Chief Executive Officer, all of the members of our Board are independent directors.



### Average Tenure

The Board of Directors believes that having directors with a mix of tenure on the board helps transition the knowledge of the more experienced directors while providing a broad, fresh set of perspectives and provides the Board of Directors with a diversity of experiences and viewpoints. We have had three new directors join the Board of Directors within the last two years. The average tenure of our independent directors standing for re-election is approximately 6.5 years.



### Diversity

Our Corporate Governance Guidelines provide that gender, racial and ethnic diversity, consistent with the requirement for relevant and diverse experience, skills and industry familiarity, are important search criteria. To this point, in addition to strengthening our board from a skills and experience perspective, the Board's newest three directors have also increased the Board's overall diversity profile.

# PROMOTING GOOD GOVERNANCE

## PAY FOR PERFORMANCE

A significant portion of the total target compensation for our named executive officers, or NEOs, is variable and directly linked to Company performance in the form of variable cash incentive bonus payments and equity awards. This approach provides our executives with an opportunity to earn above peer average compensation if ADI delivers strong results. Conversely, our NEOs' total compensation is reduced if our business results are below target.

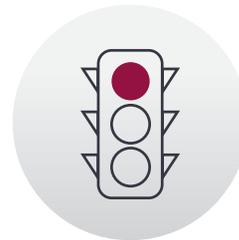
### Pay and Governance Practices

Our pay and governance practices are designed to align our executives' interests with our shareholders. For example:



#### What we DO

- Our cash incentive bonus awards are based solely on our financial performance
- We have a specific policy regarding the grant dates of stock options, RSUs and other stock-based awards for our directors, executive officers and employees
- We have stock ownership guidelines for all officers and directors
- We prohibit hedging transactions and "short sales" involving ADI securities
- We prohibit holding ADI securities in margin
- We prohibit pledging ADI securities as collateral for a loan
- Annual "say on pay" vote



#### What we DO NOT DO

- We do not guarantee salary increases or non-performance-based bonuses
- We do not modify our performance targets during the performance period, even in challenging years
- We do not provide new tax gross-ups for executive officers
- We do not pay dividends on unvested equity awards\*
- We do not provide extensive perquisites to our executives

\*Restricted Stock Awards assumed in connection with the Linear Technology acquisition are the only exception to this statement.

# PROMOTING GOOD GOVERNANCE

## SHAREHOLDER ENGAGEMENT BY THE NUMBERS

During fiscal 2019, in addition to investor relations meetings, we contacted stakeholders representing more than 55% of our shares outstanding, with engagement invitations.

The topics covered during engagement with those shareholders who accepted our invitation included:



Board composition and risk oversight



Board evaluation and refreshment



Corporate governance trends



Environmental, social and governance considerations, including diversity and inclusion and human capital management



Executive compensation policies and design



In the spirit of continuous improvement, we have reviewed the key takeaways from shareholders meetings, with the goal of continuing to evolve our corporate governance practices to best meet the needs of the Company and our shareholders. This dialogue has led to enhancements made to our practices and disclosures, including:

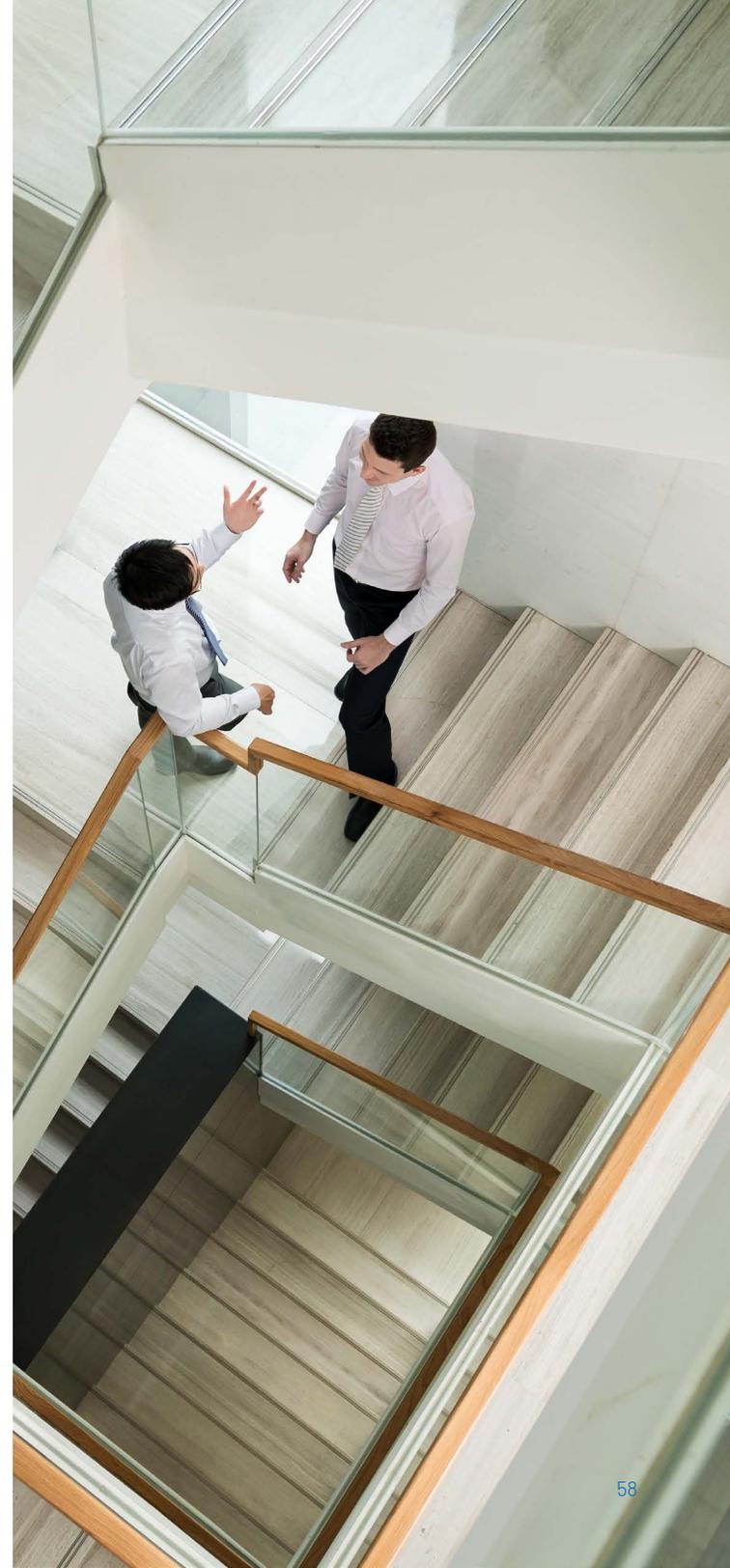
WHAT WE HEARD	WHAT WE DID
Continue to refine our shareholder engagement process	Increased communication on topics of interest including sustainability and human capital management
Update our Corporate Governance Disclosure	Revised our disclosure to include director qualification and skills, the Board's self-evaluation process and oversight of risk
Expand CD&A Disclosure	Revised to include disclosures relating to incentive performance targets
Enhance D&I Disclosures	Began disclosing management perspective and workforce data on diversity and inclusion topics in CSR reporting

We intend to continue our shareholder outreach efforts on an on-going basis and look forward to continuing to engage with our valued shareholders.

## ▶ PROMOTING GOOD GOVERNANCE RISK MANAGEMENT

Our Risk Management Framework defines how we identify, manage and govern risk throughout our organization to promote the thoughtful achievement of our financial and operational goals in a compliant manner. It assigns accountability for risk management to every Business Unit, based on the risks they encounter as part of their day-to-day operations.

Risk governance is managed by our General Counsel and Chief Financial Officer in partnership with the Senior Leadership Team. On a quarterly basis, issues of risk management are reviewed by ADI's Audit Committee and Nominating and Governance Committees. Our General Counsel reports to our full Board of Directors regarding our management of all enterprise and operational risks and our Risk Management Framework annually, with periodic updates on focus areas such as cybersecurity.



# ▶ PROMOTING GOOD GOVERNANCE

## COMPLIANCE AND BUSINESS ETHICS



### Governance and Ethical Sustainability

Ethical behavior has been a core tenet of our Company's values since our earliest days. Our employees, across all locations and job functions, have internalized the value of ethical behavior, routinely going beyond mere compliance with applicable laws and regulations.

Employees have a mandatory training on our Code of Ethics and are then re-certified the following years. It is reviewed for necessary changes or amendments on an annual basis by the Nominating and Corporate Governance Committee of our Board of Directors. Our long history of leadership in the area of governance and ethics has resulted in a trusted reputation among our customers, investors and employees, as well as the communities where we operate.

### Code of Business Conduct and Ethics

We work to comply with all applicable anticorruption and antibribery laws in all countries where we do business (see Guidelines for Gifts and Business Entertainment on page 9 within the [ADI Code of Business Conduct and Ethics](#)). We also assess our manufacturing sites for corruption and ethics risks using the Responsible Business Alliance's (RBA, formerly Electronic Industry Citizenship Coalition) self-assessment tools. We publicly report on breaches to or waivers of the Company's Code of Conduct for officers or our controller on a Form 8-K in accordance with SEC rules.

### Supplier Code of Conduct

We are members of the RBA and adhere to the RBA Code of Conduct for our operations and as our Supplier Code of Conduct. Our belief that ethical behavior is a core company value and the RBA Code supports our commitment to upholding the highest ethical standards in how we conduct business.

### Voicing Concerns

We have several avenues through which employees and stakeholders can report potential violations of laws, rules, regulations and Company policies. We have an open-door policy with regard to issues that may arise under the Code or about potential violations. Employees may bring these issues to their supervisors, their supervisor's managers, their human resources representative, any member of human resources or ADI's Senior Vice President and General Counsel.

In addition, we have a toll-free and confidential business ethics hotline operated by an independent third party through which employees may anonymously report any potential violation online or via a hotline. Following a report, ADI's Legal Department oversees an investigation appropriate for the situation. Anonymous reports and the results of any investigation are reported to the Nominating and Corporate Governance Committee. For more information regarding reporting of violations, please view our [Code of Business Conduct and Ethics](#).

# PROMOTING GOOD GOVERNANCE

## COMPLIANCE AND BUSINESS ETHICS



### No Retaliation

We do not discipline, discriminate against or retaliate against any employee who reports a complaint or concern.

### Fair Competition and Pricing

ADI and its employees do not discuss prices or customers with our competitors except when necessary in connection with legitimate sales or purchase transactions. In addition, ADI and its personnel do not fix or dictate resale prices to our distributors or pressure resale price maintenance by reprimanding or threatening distributors who reduce their prices. We are fair in our dealings with our distributors and do not restrict our distributors' rights to sell our products, nor do we seek to prevent our distributors from selling our competitors' products.

We do not discriminate among similar distributors when we offer price discounts. ADI had zero legal actions related to anti-competitive behavior, anti-trust and monopoly practices in the reporting period.

### Insider Trading

Our policy regarding the trading of securities is applicable to all ADI personnel, as well as our Board of Directors. They are required to take a mandatory online course covering our insider trading rules. Appropriate employees are also reminded quarterly via email of their obligations to refrain from trading in Company stock during blackout periods.

### Anti-Corruption

We work to comply with all applicable anticorruption and antibribery laws in all countries where we do business. Our Guidelines for Gifts and Business Entertainment, which prohibit the giving of anything of value to a government official with the purpose of influencing his or her decision or gaining an improper benefit, apply to all ADI personnel.

*See link under Governance Documents for full ADI Anti-Corruption Policy.*

### Export Controls

ADI monitors and strives to comply with the export regulations of the United States and of other countries where we conduct business. We provide training on export laws, including the International Traffic in Arms Regulations and the Export Administration Regulations, to all appropriate employees. New hires receive export awareness training within the first month of hire. Export compliance training is delivered every two years to all ADI employees and more frequently for certain functional teams.

#### Governance Documents Links:

[Download ADI Code of Conduct & Ethics](#)

[Download ADI Related Person Transaction Policy](#)

[Download ADI Privacy & Security Statement](#)

[Download ADI Anti Corruption Policy](#)

# PROMOTING GOOD GOVERNANCE

## COMPLIANCE AND BUSINESS ETHICS



### Supply Chain Management

Our goal is to develop a meaningful and lasting relationship with ADI suppliers. Our products require a wide variety of components, raw materials, external foundry, assembly and test services—much of which ADI purchases from third-party suppliers. We have multiple sources for many of the components and materials that are purchased and incorporated into our products. However, a large portion of our external wafer purchases and foundry services are from a limited number of suppliers—primarily Taiwan Semiconductor Manufacturing Company.

### Purchasing Responsibly

The ADI Purchasing Organization has a procedure for purchasing materials from its suppliers. Approximately 63 of the material suppliers are considered to be key suppliers. Where appropriate, raw materials and critical indirect materials are either dual sourced or have an identified second source. The ADI Purchasing Organization, in conjunction with the Subcontractor Management Organization, oversees the work of Taiwan Semiconductor Manufacturing Company and the test and assembly subcontractors in Asia. ADI has developed a series of specifications to define the ADI Supplier Management Policy for materials and services.

### Ethical Suppliers

ADI expects suppliers to adhere to the same business ethics and human rights standards ADI has set for itself. ADI's policy is to perform FCPA (Foreign Corrupt Practices Act) checks on all new suppliers being added to ADI's supplier master file, and ADI provides new suppliers with a copy of the ADI ethics statement and requests acknowledgment from the supplier. The Agreement on Responsible Business Conduct

which includes human rights clauses is implemented broadly to all suppliers. All of our key raw materials suppliers have signed an Agreement on Responsible Business Conduct.

### Supplier Audits

ADI suppliers must demonstrate proven quality, effective process controls, financial stability, competitive pricing, on-time delivery and commitment to continual improvement in all aspects of their business. Suppliers are audited for conformance with ADI requirements and other purchasing conditions. This audit schedule is determined based on a risk management process. New key raw material suppliers are audited prior to their acceptance.

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## ABOUT THIS REPORT

### Scope and Boundary

The scope of this report covers the 12-month period ending December 31, 2019. Financial data covers our fiscal year ending November 2, 2019 and is reported in U.S. dollars. This report is limited to our directly managed operations and wholly owned subsidiaries. The boundary of reported content includes operational data and management performance for activities that have a significant impact, and in which ADI has direct control or significant influence. Financial statements were audited by Ernst & Young LLP. Our sustainability report was reviewed by outside consultants and advisors with relevant expertise. Additionally, our greenhouse gas emissions calculations have been independently verified and certified.

### Disclosure and Assurance

ADI publicly reports greenhouse gas emissions through the CDP (formerly Carbon Disclosure Project). We also respond to the CDP Water Programme module. More information is available in our 2019 public CDP response and can be accessed through the [CDP Portal](#).

### External Assurance Statement

ADI's sustainability reporting is in accordance with the Global Reporting Initiative Standards: Core Option. This report has been prepared in accordance with the GRI Standards: Core Option. Use of external assurance is noted in the report where it is used, though the report as a whole has not been externally assured.

### Comments and Feedback

We welcome stakeholder comments and feedback, which provide important input for the continual improvement of our sustainability programs and performance. Please direct any general comments or questions regarding environmental, health and safety (EHS) to [ehs@analog.com](mailto:ehs@analog.com). For any non-EHS related questions, please contact [Sustainability@analog.com](mailto:Sustainability@analog.com).

### Additional Information

Additional Information on Analog Devices financial statements and operations is available in our annual report: [Analog Devices 2019 Annual Report](#) and [Analog Devices 10-K](#). Learn more about our corporate responsibility efforts at [analog.com/csr](http://analog.com/csr)

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## GRI INDEX

GRI STANDARD	DISCLOSURE NUMBER AND TITLE	RESPONSE	
<b>GENERAL DISCLOSURES</b>			
<b>GRI 102: GENERAL DISCLOSURES</b>	102-1	Name of the organization	Analog Devices, Inc.
	102-2	Activities, brands, products and services	<a href="#">ADI Products</a>
	102-3	Location of headquarters	<a href="#">ADI Corporate Information, Regional Headquarters</a>
	102-4	Location of operations	ADI has manufacturing facilities in the USA, Ireland and the Philippines. <a href="#">2019 Annual Report Page 20</a>
	102-5	Ownership and legal form	<a href="#">2020 Proxy Statement</a>
	102-6	Markets served	<b>Corporate Responsibility Report</b> <a href="#">About Our Company Page 7</a>
	102-7	Scale of the organization	<b>Corporate Responsibility Report</b> <a href="#">About Our Company Page 7</a>
	102-8	Information on employees and other workers	<b>Corporate Responsibility Report</b> <a href="#">About Our Company Page 7</a>
	102-9	Supply chain	<b>Corporate Responsibility Report</b> Promoting Good Governance Supply Chain <a href="#">Page 61</a> <a href="#">2019 Annual Report Pages 7-8</a>
	102-10	Significant changes to the organization and its supply chain	<a href="#">2019 Annual Report Pages 7-8 and Page 20</a>
	102-11	Precautionary principle or approach	ADI applies the concepts of the precautionary approach by considering the long-term trajectory of climate change and its potential impacts on ADI. Elements of that ongoing evaluation are reflected in ADI's sustainability web content.
	102-12	External initiatives	<b>Corporate Responsibility Report</b> Our Sustainability Approach <a href="#">Pages 9-14</a>
	102-13	Membership associations	ADI subscribes to, is a member of and/or has committed to the following external initiatives: Catatlyst, International Standards Organization (ISO), Responsible Business Alliance (RBA), European Union's Restriction of Hazardous Substances (ROHS), Registration Evaluation Authorization and Restriction of Chemical Substances (REACH), and End of Life (ELV) Directives in China RoHS.
	102-14	Statement from senior decision-maker	<b>Corporate Responsibility Report</b> CEO Letter <a href="#">Pages 3-4</a>
	102-15	Key impacts, risks and opportunities	<b>Corporate Responsibility Report</b> CEO Letter <a href="#">Pages 3-4</a> <a href="#">2019 Annual Report Page 10</a>
	102-16	Values, principles, standards and norms of behavior	<b>Corporate Responsibility Report</b> Promoting Good Governance <a href="#">Pages 52-61</a> <a href="#">ADI Code of Business Conduct and Ethics</a>
	102-17	Mechanisms for advice and concerns about ethics	<b>Corporate Responsibility Report</b> Promoting Good Governance <a href="#">Pages 52-61</a> <a href="#">ADI Code of Business Conduct and Ethics Page 12</a>

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## GRI INDEX

GRI STANDARD	DISCLOSURE NUMBER AND TITLE	RESPONSE
GRI 102: GENERAL DISCLOSURES	102-18	Governance structure <b>Corporate Responsibility Report</b> Promoting Good Governance <a href="#">Page 53</a> <a href="#">2020 Proxy Statement</a>
	102-19	Delegating authority <a href="#">Corporate Governance Guidelines</a>
	102-20	Executive level responsibility for economic, environmental and social topics <b>Corporate Responsibility Report</b> Promoting Good Governance <a href="#">Page 53</a>
	102-21	Consulting stakeholders on economic, environmental and social topics <b>Corporate Responsibility Report</b> Our Sustainability Approach <a href="#">Page 11</a> <b>Corporate Responsibility Report</b> Promoting Good Governance <a href="#">Pages 53-61</a>
	102-22	Composition of the highest governance body and its committees <a href="#">2020 Proxy Statement Page 29</a>
	102-23	Chair of the highest governance body <a href="#">2020 Proxy Statement Page 29</a>
	102-24	Nominating and selecting the highest governance body <a href="#">Nominating and Corporate Governance Committee Charter</a>
	102-25	Conflicts of interest <a href="#">ADI Company By Laws Page 20</a>
	102-26	Role of highest governance body in setting purpose, values and strategy <a href="#">Corporate Governance Guidelines</a>
	102-27	Collective knowledge of highest governance body <b>Corporate Responsibility Report</b> Promoting Good Governance <a href="#">Pages 53-61</a> <a href="#">2020 Proxy Statement Page 7</a>
	102-28	Evaluating the highest governance body's performance <a href="#">Corporate Governance Guidelines</a>
	102-29	Identifying and managing economic, environmental and social impacts <a href="#">2020 Proxy Statement Page 26</a>
	102-30	Effectiveness of risk management processes <b>Corporate Responsibility Report</b> Promoting Good Governance <a href="#">Page 58</a> <a href="#">2020 Proxy Statement Page 32</a>
	102-31	Review of economic, environmental and social topics <b>Corporate Responsibility Report</b> Promoting Good Governance <a href="#">Page 53-61</a> <a href="#">Corporate Governance Guidelines</a>
	102-32	Highest governance body's role in sustainability reporting <b>Corporate Responsibility Report</b> Promoting Good Governance <a href="#">Page 53</a> <a href="#">2020 Proxy Statement Page 26</a>
	102-33	Communicating critical concerns <a href="#">2020 Proxy Statement Page 32</a>

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## GRI INDEX

GRI STANDARD	DISCLOSURE NUMBER AND TITLE	RESPONSE
GRI 102: GENERAL DISCLOSURES	102-34	Nature and total number of critical concerns <a href="#">ADI Code of Business Conduct and Ethics Page 12</a>
	102-35	Remuneration policies <a href="#">2020 Proxy Statement Page 40</a>
	102-36	Process for determining remuneration <a href="#">2020 Proxy Statement Page 40</a>
	102-37	Stakeholder involvement in remuneration <a href="#">2020 Proxy Statement Pages 2 and 25</a>
	102-38	Annual total compensation ratio <a href="#">2020 Proxy Statement Page 66</a>
	102-39	Percentage increase in annual total compensation ratio <a href="#">2020 Proxy Statement Page 66 and Page 54 (for previous year compensation)</a>
	102-40	List of stakeholder groups ADI Stakeholders include Employees, customers, investors, communities, governments, suppliers, media, shareholders and financial analysts.
	102-41	Collective bargaining agreements ADI regards open communication and direct engagement between workers and management to be the most effective ways to resolve workplace and compensation issues. ADI respects the rights of workers to associate freely and seek to communicate openly with management regarding working conditions without fear of reprisal, intimidation or harassment. Globally, approximately 1.2% of our employees belong to unions.
	102-42	Identifying and selecting stakeholders <b>Corporate Responsibility Report</b> Our Sustainability Approach <a href="#">Page 11</a> <b>Corporate Responsibility Report</b> Promoting Good Governance <a href="#">Page 57</a>
	102-43	Approach to stakeholder engagement <b>Corporate Responsibility Report</b> Our Sustainability Approach <a href="#">Page 11</a> <b>Corporate Responsibility Report</b> Promoting Good Governance <a href="#">Page 57</a>
	102-44	Key topics and concerns raised <b>Corporate Responsibility Report</b> Promoting Good Governance <a href="#">Page 59</a>
	102-45	Entities included in the consolidated financial statements <a href="#">2019 Annual Report</a>
	102-46	Process for defining report content and topic boundaries <b>Corporate Responsibility Report</b> Our Sustainability Approach <a href="#">Pages 9-14</a> <b>Corporate Responsibility Report</b> CEO Letter <a href="#">Page 3-4</a>
	102-47	List of material topics <b>Corporate Responsibility Report</b> <a href="#">Page 2</a>
	102-48	Restatements of information There are no restatements applicable to the scope and boundary of this reporting content at this time.
	102-49	Changes in reporting There are no significant changes in the list of material topics or boundaries at this time.
	102-50	Reporting period The reporting period is the 12-month period ending December 31, 2019.
	102-51	Date of most recent report This reporting period addresses the 2019 time frame. ADI's previous report addressed the 2016 to 2018 time frame.

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## GRI INDEX

GRI STANDARD	DISCLOSURE NUMBER AND TITLE		RESPONSE
<b>GRI 102: GENERAL DISCLOSURES</b>	102-52	Reporting cycle	Biennial Cycle—Transitioning to Annual
	102-53	Contact point for questions regarding the report	We welcome—stakeholder comments and feedback, which provide important input for the continual improvement of our sustainability programs and performance. Please direct any general comments regarding this report to <a href="mailto:sustainability@analog.com">sustainability@analog.com</a> .
	102-54	Claims of reporting in accordance with the GRI Standards	The Sustainability Report has been prepared in accordance with the GRI Standards: Core Option. All relevant content is referenced in the GRI Index and is available to locations indicated in the GRI Index.
	102-55	GRI content index	This GRI Content Index <a href="#">Page 64-74</a> identifies the material sustainability topics addressed in this reporting.
	102-56	External assurance	This report has been prepared in accordance with the GRI Standards: Core Option. Use of external assurance is noted in the report where it is used, though the report as a whole has not been externally assured.
<b>MANAGEMENT APPROACH</b>			
<b>GRI 103: MANAGEMENT APPROACH</b>	103-1	Explanation of the material topic and its boundary	<b>Corporate Responsibility Report</b> CEO Letter <a href="#">Pages 3-4</a> , Our Sustainability Approach <a href="#">Pages 9-14</a> , Protecting And Regenerating The Environment <a href="#">Page 15-30</a> , Empowering People <a href="#">Page 31-44</a> , Our Impact <a href="#">Pages 45-51</a> , Promoting Good Governance <a href="#">Pages 52-61</a> , About The Report <a href="#">Page 63</a>
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
<b>ECONOMIC STANDARDS</b>			
<b>GRI 201: ECONOMIC PERFORMANCE</b>	201-1	Direct economic value generated and distributed	<a href="#">2019 Annual Report Page 48</a>
	201-2	Financial implications and other risks and opportunities due to climate change	Additional information available in <a href="#">Analog Devices 10-K Filing</a> and <a href="#">CDP Portal</a>
	201-3	Defined benefit plan obligations and other retirement plans	<a href="#">ADI 10-K Filing Pages 79-80</a>
	201-4	Financial assistance received from government	<a href="#">2019 Annual Report</a>
<b>GRI 203: INDIRECT ECONOMIC IMPACT</b>	203-1	Infrastructure investments and services supported	Omission: Information Unavailable Explanation: Site level investments not rolled up for tracking
	203-2	Significant indirect economic impacts	<b>Corporate Responsibility Report</b> Talent Development <a href="#">Page 40</a> <b>Corporate Responsibility Report</b> Impact With Engagement <a href="#">Pages 46-51</a>

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GRI STANDARD	DISCLOSURE NUMBER AND TITLE		RESPONSE
<b>ANTI-CORRUPTION</b>			
<b>GRI 205: ANTI-CORRUPTION</b>	103	Management Approach Disclosure: Explanation of the material topic and its boundary	<b>Corporate Responsibility Report</b> Compliance and Business Ethics <a href="#">Pages 59-61</a>
	205-1	Operations assessed for risks related to corruption	All operations are assessed for risks related to corruption. No significant risks have been identified.
	205-2	Communication and training about anti-corruption policies and procedures	<b>Corporate Responsibility Report</b> Compliance and Business Ethics <a href="#">Page 60</a>
	205-3	Confirmed incidents of corruption and actions taken	<a href="#">Analog Devices 10-K Page 21</a> <a href="#">Analog Devices 2019 Annual Report Page 21</a>
<b>ANTI-COMPETITIVE BEHAVIOR</b>			
<b>GRI 206: ANTI-COMPETITIVE BEHAVIOR</b>	103	Management Approach Disclosure: Explanation of the material topic and its boundary	<b>Corporate Responsibility Report</b> Compliance and Business Ethics <a href="#">Pages 53-61</a>
	206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	<b>Corporate Responsibility Report</b> Compliance and Business Ethics <a href="#">Page 60</a>

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GRI STANDARD	DISCLOSURE NUMBER AND TITLE		RESPONSE
<b>ENVIRONMENTAL STANDARDS</b>			
<b>GRI 302: ENERGY</b>	302	Management Approach Disclosure: Energy	<b>Corporate Responsibility Report</b> Protecting & Regenerating The Environment Company Initiatives <a href="#">Page 16</a>
	302-1	Energy consumption within the organization	<b>Corporate Responsibility Report</b> Energy Efficiency <a href="#">Page 22</a>
	302-2	Energy consumption outside of the organization	<b>Corporate Responsibility Report</b> Energy Efficiency <a href="#">Page 22</a>
	302-3	Energy intensity	<b>Corporate Responsibility Report</b> Energy Efficiency <a href="#">Page 22</a>
	302-4	Reduction of energy consumption	<b>Corporate Responsibility Report</b> Energy Efficiency <a href="#">Page 22</a>
<b>GRI 303: WATER</b>	303	Management Approach Disclosure: Water	<b>Corporate Responsibility Report</b> Water Conservation <a href="#">Page 23</a>
	303-1	Water withdrawal by source	<b>Corporate Responsibility Report</b> Water Conservation <a href="#">Page 23</a>
	303-2	Water sources significantly affected by withdrawal of water	<b>Corporate Responsibility Report</b> Water Conservation <a href="#">Page 23</a>
	303-3	Water recycled and reused	<b>Corporate Responsibility Report</b> Water Conservation <a href="#">Page 23</a>
<b>GRI 304: BIODIVERSITY</b>	304	Management Approach Disclosure: Biodiversity	<b>Corporate Responsibility Report</b> Our Impact Boosting Biodiversity <a href="#">Page 51</a>
	304-3	Habitats protected or restored	<b>Corporate Responsibility Report</b> Our Impact Boosting Biodiversity <a href="#">Page 51</a>

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GRI STANDARD	DISCLOSURE NUMBER AND TITLE		RESPONSE
<b>GRI 305: EMISSIONS</b>	305	Management Approach Disclosure: Emissions	<b>Corporate Responsibility Report</b> Protecting & Regenerating The Environment Company Initiatives <a href="#">Page 16</a>
	305-1	Direct (Scope 1) GHG emissions	<b>Corporate Responsibility Report</b> Scope 1 & 2 <a href="#">Page 18</a>
	305-2	Energy indirect (Scope 2) GHG emissions	<b>Corporate Responsibility Report</b> Scope 1 & 2 <a href="#">Page 18</a>
	305-3	Other indirect (Scope 3) GHG emissions	<b>Corporate Responsibility Report</b> Scope 3 <a href="#">Page 18</a>
	305-4	GHG emissions intensity	Additional information available through <a href="#">CDP Portal</a>
	305-5	Reduction of GHG emissions	<b>Corporate Responsibility Report</b> Greenhouse Gas Emissions Reduction <a href="#">Page 18</a>
	305-6	Emissions of ozone depleting substances (ODS)	Additional information available through <a href="#">CDP Portal</a>
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX) and other significant air emissions	Additional information available through <a href="#">CDP Portal</a>
<b>GRI 306: EFFLUENTS &amp; WASTE</b>	306	Management Approach Disclosure: Effluents & Waste	<b>Corporate Responsibility Report</b> Protecting & Regenerating The Environment Company Initiatives <a href="#">Page 16</a>
	306-1	Water discharge by quality and destination	<b>Corporate Responsibility Report</b> Water Conservation <a href="#">Page 23</a> Additional information available through <a href="#">CDP Portal</a>
	306-2	Waste by type and disposal method	<b>Corporate Responsibility Report</b> Waste Generation <a href="#">Page 24</a>
	306-3	Significant spills	<b>Corporate Responsibility Report</b> Pollution Prevention <a href="#">Page 25</a>
	306-4	Transport of hazardous waste	<b>Corporate Responsibility Report</b> Waste Generation <a href="#">Page 24</a>
	306-5	Water bodies affected by water discharges and/or runoff	Additional information available through <a href="#">CDP Portal</a>

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## GRI INDEX

GRI STANDARD	DISCLOSURE NUMBER AND TITLE		RESPONSE
<b>ENVIRONMENTAL COMPLIANCE</b>			
<b>GRI 307: ENVIRONMENTAL COMPLIANCE</b>	307	Management Approach Disclosure: Environmental Compliance	<b>Corporate Responsibility Report</b> Systems & Compliance <a href="#">Page 28</a>
	307-1	Non-compliance with environmental laws and regulations	<b>Corporate Responsibility Report</b> Systems & Compliance <a href="#">Page 28</a>
<b>SUPPLIER ENVIRONMENTAL ASSESSMENT</b>			
<b>GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT</b>	308	Management Approach Disclosure: Supplier Environmental Assessment	<b>Corporate Responsibility Report</b> Systems & Compliance <a href="#">Page 28</a>
	308-1	New suppliers that were screened using environmental criteria	<b>Corporate Responsibility Report</b> Systems & Compliance <a href="#">Page 28</a>
<b>EMPLOYMENT</b>			
<b>GRI 401: EMPLOYMENT</b>	401	Management Approach Disclosure: Employment	<b>Corporate Responsibility Report</b> CPO Letter <a href="#">Page 33</a>
	401-1	New employee hires and employee turnover	<b>Corporate Responsibility Report</b> Global Workforce Data Snapshot <a href="#">Pages 36-37</a>
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<b>Corporate Responsibility Report</b> Employee Benefits <a href="#">Page 39</a>
	401-3	Parental leave	<b>Corporate Responsibility Report</b> Employee Benefits <a href="#">Page 39</a>
<b>OCCUPATIONAL HEALTH AND SAFETY</b>			
<b>GRI 403: OCCUPATIONAL HEALTH AND SAFETY</b>	403	Management Approach Disclosure: Occupational Health and Safety	<b>Corporate Responsibility Report</b> Systems & Compliance <a href="#">Page 28</a> <b>Corporate Responsibility Report</b> Worker Safety <a href="#">Page 44</a>
	403-1	Workers' representation in formal joint management—worker health and safety committees	<b>Corporate Responsibility Report</b> Worker Safety <a href="#">Page 44</a>
	403-2	Types of injury and rates of injury, occupational diseases, lost days, absenteeism and number of work-related fatalities	<b>Corporate Responsibility Report</b> Worker Safety <a href="#">Page 44</a>
	403-3	Workers with high incidence or high risk of diseases related to their occupation	<b>Corporate Responsibility Report</b> Worker Safety <a href="#">Page 44</a>

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GRI STANDARD	DISCLOSURE NUMBER AND TITLE		RESPONSE
<b>TRAINING AND EDUCATION</b>			
<b>GRI 404: TRAINING AND EDUCATION</b>	404	Management Approach Disclosure: Training and Education	<b>Corporate Responsibility Report</b> Training and Development <a href="#">Pages 40-41</a>
	404-2	Programs for upgrading employee skills and transition assistance programs	<b>Corporate Responsibility Report</b> Training and Development <a href="#">Pages 40-41</a>
<b>DIVERSITY AND INCLUSION</b>			
<b>GRI 405: DIVERSITY AND INCLUSION</b>	405	Management Approach Disclosure: Diversity and Inclusion	<b>Corporate Responsibility Report</b> CPO Letter <a href="#">Page 33</a>
	405-1	Diversity of governance bodies and employees	<b>Corporate Responsibility Report</b> Diversity and Inclusion <a href="#">Page 43</a>
	405-2	Ratio of basic salary and remuneration of women to men	<b>Corporate Responsibility Report</b> Diversity and Inclusion <a href="#">Page 38</a>
<b>NON DISCRIMINATION</b>			
<b>GRI 406: NON DISCRIMINATION</b>	406	Management Approach Disclosure: Non-discrimination	<a href="#">ADI Code of Business Conduct and Ethics Page 4</a>
<b>FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</b>			
<b>GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</b>	407	Management Approach Disclosure: Freedom of Association and Collective Bargaining	<b>Corporate Responsibility Report</b> Treating Employees Fairly <a href="#">Page 43</a>
	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<b>Corporate Responsibility Report</b> Treating Employees Fairly <a href="#">Page 43</a>
<b>CHILD LABOR</b>			
<b>GRI:408 CHILD LABOR</b>	408	Management Approach Disclosure: Child Labor	<b>Corporate Responsibility Report</b> Treating Employees Fairly <a href="#">Page 43</a>
	408-1	Operations and suppliers at significant risk for incidents of child labor	<b>Corporate Responsibility Report</b> Treating Employees Fairly <a href="#">Page 43</a>
<b>FORCED OR COMPULSORY LABOR</b>			
<b>GRI 409: FORCED OR COMPULSORY LABOR</b>	409	Management Approach Disclosure: Forced or Compulsory Behavior	<b>Corporate Responsibility Report</b> Treating Employees Fairly <a href="#">Page 43</a>
	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	<b>Corporate Responsibility Report</b> Treating Employees Fairly <a href="#">Page 43</a> <b>Corporate Responsibility Report</b> Compliance and Business Ethics <a href="#">Pages 59-61</a>

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GRI STANDARD	DISCLOSURE NUMBER AND TITLE	RESPONSE
<b>SECURITY PRACTICES</b>		
<b>GRI 410: SECURITY PRACTICES</b>	410-1 Security personnel trained in human rights policies or procedures	100% of security personnel are trained in ADI's human rights policies or procedures relevant to operations.
<b>HUMAN RIGHTS ASSESSMENT</b>		
<b>GRI 412: HUMAN RIGHTS ASSESSMENT</b>	412 Management Approach Disclosure: Human Rights Assessment	<b>Corporate Responsibility Report</b> Empowering People Treating Employees Fairly <a href="#">Pages 43</a>
	412-1 Operations that have been subject to human rights reviews or impact assessments	<b>Corporate Responsibility Report</b> Compliance and Business Ethics <a href="#">Pages 59-61</a>
	412-2 Employee training on human rights policies or procedures	<b>Corporate Responsibility Report</b> Compliance and Business Ethics <a href="#">Pages 59-61</a>
<b>LOCAL COMMUNITIES</b>		
<b>GRI 413: LOCAL COMMUNITIES</b>	413 Management Approach Disclosure: Local Communities	<b>Corporate Responsibility Report</b> Our Impact <a href="#">Pages 45-51</a>
	413-1 Operations with local community engagement, impact assessments and development programs	<b>Corporate Responsibility Report</b> Our Impact <a href="#">Pages 45-51</a>
	413-2 Operations with significant actual and potential negative impacts on local communities	<a href="#">Analog Devices 10-K Page 18</a>
<b>SUPPLIER SOCIAL ASSESSMENT</b>		
<b>GRI 414: SUPPLIER SOCIAL ASSESSMENT</b>	414 Management Approach Disclosure: Supplier Social Assessment	<b>Corporate Responsibility Report</b> Compliance and Business Ethics <a href="#">Page 61</a>
	414-1 New suppliers that were screened using social criteria	<b>Corporate Responsibility Report</b> Compliance and Business Ethics <a href="#">Page 61</a>
	414-2 Negative social impacts in the supply chain and actions taken	<a href="#">Analog Devices 10-K Page 17</a>
<b>PUBLIC POLICY</b>		
<b>GRI 415: PUBLIC POLICY</b>	415 Management Approach Disclosure: Public Policy	<b>Corporate Responsibility Report</b> Compliance and Business Ethics <a href="#">Pages 59-61</a>
	415-1 Political contributions	<a href="#">ADI Code of Business Conduct and Ethics</a>

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GRI STANDARD	DISCLOSURE NUMBER AND TITLE		RESPONSE
<b>CUSTOMER HEALTH AND SAFETY</b>			
<b>GRI 416: CUSTOMER HEALTH AND SAFETY</b>	416	Management Approach Disclosure: Customer Health and Safety	<a href="#">Analog Devices Quality &amp; Reliability Program</a>
	416-1	Assessment of the health and safety impacts of product and service categories	<a href="#">Analog Devices Quality &amp; Reliability Program-Functional Safety</a>
	416-2	Incidents of noncompliance concerning the health and safety impacts of products and services	<a href="#">Analog Devices 10-K Page 21</a>
<b>MARKETING AND LABELING</b>			
<b>GRI 417: MARKETING AND LABELING</b>	417	Management Approach Disclosure: Marketing and Labeling	<a href="#">Analog Devices Quality &amp; Reliability Program</a>
	417-1	Requirements for product and service information and labeling	<a href="#">Analog Devices Quality &amp; Reliability Program-Material Declarations</a>
	417-2	Incidents of noncompliance concerning product and service information and labeling	<a href="#">Analog Devices 10-K Page 21</a>
<b>CUSTOMER PRIVACY</b>			
<b>GRI 418: CUSTOMER PRIVACY</b>	418	Management approach disclosure: Customer Privacy	<a href="#">Analog Devices Privacy and Security Statement</a>
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<a href="#">Analog Devices 10-K Page 21</a>
<b>SOCIOECONOMIC COMPLIANCE</b>			
<b>GRI 419: SOCIOECONOMIC COMPLIANCE</b>	419-1	Non-compliance with laws and regulations in the social and economic area	<a href="#">Analog Devices 10-K</a> <a href="#">Analog Devices 2019 Annual Report Page 21</a>

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## UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS STATEMENT

Analog Devices corporate responsibility strategy and initiatives are in alignment with the UN SDGS to support a better and more sustainable future for all.

More information on the initiatives in this report that align with the UN SDGS are noted below:



### Improving Lives Through Technology [Page 13](#)

Technology solutions for diagnostic and testing medical equipment including ventilators, respirators, test and imaging systems.

#### Responding To COVID-19 [Pages 47-48](#)

Prioritizing healthcare customer shipments to support manufacturing of critical medical equipment as well as supporting R&D initiatives with the W.H.O. and Mass General Hospital.



### Impact Through Engagement-STEM Education [Page 49](#)

Supporting science, technology, engineering and math programs in the U.S., Europe and Asia for over 35 years.



### Protecting and Regenerating the Environment [Page 23](#)

Water conservation initiatives to reduce impact in our manufacturing and office facilities.

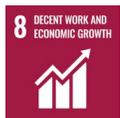


### Innovating for The Environment [Page 12](#)

Technology solutions for electric vehicles, energy storage systems and improving power efficiency in data centers.

#### Protecting & Regenerating The Environment [Pages 22 and 29](#)

Reducing usage of energy in our manufacturing and office facilities.



### Empowering People [Pages 31-44](#)

ADI believes the talent of our people is how we will succeed as a company, which is why we are committed to creating a culture that invests in our people, is inclusive and treats employees equitably and fairly.



### Improving Lives Through Technology [Page 13](#)

Technologies to make factory floors safer and enabling the next generation of wireless communications with core technologies for 5G network infrastructure.



### Diversity and Inclusion [Pages 34-35](#)

We're committed to increasing diversity across the organization and nurturing a culture of inclusion where every employee brings their best to their jobs.

#### Treating Employees Fairly [Page 43](#)

ADI is committed to treating every single one of our global employees fairly and with dignity. We always comply with local laws, and indeed, often go above and beyond them to lead by example.



### Protecting and Regenerating the Environment [Page 24](#)

We implemented an audit of all waste streams to identify opportunities to improve resulting in 60% of our solid waste being recycled in 2019.

#### Ethical Supply Chain [Page 61](#)

ADI expects suppliers to adhere to the same business ethics and human rights standards ADI has set for itself.



### Protecting and Regenerating the Environment [Pages 18-19](#)

We achieved a 37% reduction in Scope 1+2 GHG emissions since 2015 due to renewable energy sourcing and more efficient abatement systems.

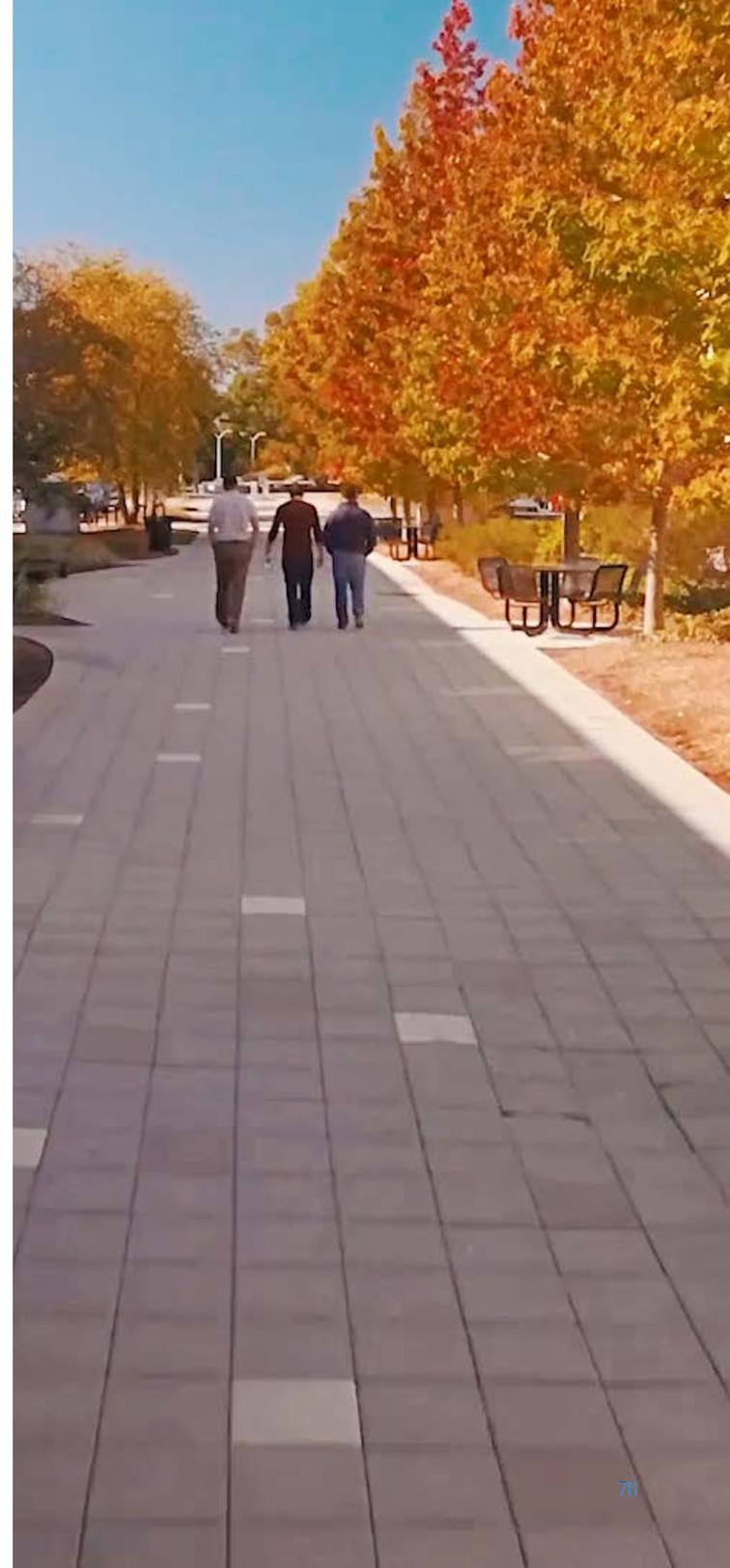


### Boosting Biodiversity [Page 51](#)

Support for biodiversity conservation programs at our facilities and in our local communities.

## ▶ APPENDIX FORWARD-THINKING STATEMENT

This report may be deemed to contain forward-looking statements intended to qualify for the safe harbor from liability established by the Private Securities Litigation Reform Act of 1995. These forward-looking statements include, among other things, our statements regarding our future results of operations and financial condition; our strategy and competitive advantages; and the expected opportunities, benefits and developments associated with our diversity and inclusion strategy and programs. The statements contained in this report are not guarantees of future performance, are inherently uncertain, and involve certain risks, uncertainties and assumptions that are difficult to predict. Therefore, actual outcomes and results may differ materially from what is expressed in such forward-looking statements, and such statements should not be relied upon as representing our expectations or beliefs as of any date subsequent to the date of this report. Important factors that could cause actual results to differ materially from the results described, implied or projected in any forward-looking statements include changes in global economic conditions, difficulty or delay in the design, development, production and marketing of our products, technologies and solutions, our ability to recruit or retain key personnel and other risk factors described in our most recent filings with the Securities and Exchange Commission. We do not undertake any obligation to update forward-looking statements made by us.





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