



GIVE VOICE TO YOUR LOCAL CSR ACTIVITIES

The ultimate guide to
preparing and publishing a
local CSR Report based on
10+ years of local reporting
at Intel Israel

Revital Bitan

- › Foreword
- › The value of local reporting
- › A Quick Overview
- › Ten Top Tips:
 1. TIP 1 | Decide on the Right Theme for the Year
 2. TIP 2 | Get Glocal
 3. TIP 3 | Leadership Engagement
 4. TIP 4 | Make It A Team Effort
 5. TIP 5 | Employees Are At The Front
 6. TIP 6 | Speak the Right Language
 7. TIP 7 | Commit to Clarity
 8. TIP 8 | Don't Reinvent the Wheel on Design
 9. TIP 9 | Timing is Everything
 10. TIP 10 | Tell the story inside and outside
- › Closing Remarks



The end of the decade found me thinking that for this past ten years, I had produced Intel Israel's Israel local CSR Report from a deep belief that localized reporting was the responsible thing to do.

As a large employer in Israel, Intel's high standards of CSR and corporate behavior are held up to scrutiny. There is an expectation that we will align with leading practice in CSR, just as we do in other areas of the business. To be honest, referring local stakeholders to Intel's global CSR Report did not do much to support our local relationships or address the questions of local stakeholders. We needed to report locally in a relevant and authentic way. So, that's what I started out to do, and over the past 10 years, I have learned many things about how to deliver a such a report and use it as an effective tool for local stakeholder engagement and for reinforcing our positive local reputation.

Our Intel Israel CSR Report is a source of pride for me, and, by sharing this guide, I hope to inspire and assist other Intel operations to report locally as well, and also realize the rewards that come with local reporting.

Over the years, as I have met with colleagues around the world, I have been asked about the process for producing a local report. If there is anything I've learned in my years of working in CSR at Intel, it's that one size almost never fits all. Whether it's the programs run in different countries and regions, or how corporate responsibility performance is explained, it has to be appropriate for the target audience. Local programs have to be relevant to local constituencies. Local reports have to tell the story not just in the local language, but in ways that are relevant to local populations – highlighting the impact of global and CSR efforts at a local level.

At the ten-year mark, I felt it would be a great opportunity to summarize my insights and create an informal guide that I hope will be useful to my colleagues around the world. We all share the same objective – to advance CSR in Intel so that Intel can help create a better world for us all.

**Thank you for your interest.
I'll be thrilled to receive your feedback and questions.**

Revital Bitan
Intel Israel CSR manger
Revital.bitan@intel.com

In the case of Intel Israel, and other local Intel operations, a local CSR Report serves the following purposes:

- › Provides relevant content for local stakeholders – the global Intel organization is not their frame of reference. Local stakeholders, while they value the large, responsible corporation that guides the local organization they interact with, what's meaningful for them is how Intel is affecting their lives at the local level.
- › Provides a basis for stakeholder engagement – as we all know, dialogue with our stakeholders helps us learn, anticipate and safeguard against risk, and realize opportunities that come with stakeholder insight. A local report provides the basis for meaningful dialogue, helping us understand their concerns and expectations and informing our decision-making.
- › A source of pride for our local employees – while Intel Israel employees are proud to belong to a leading global corporation, their day-to-day is at the local level. They can relate to and share a local report with their families and friends, and take pride in their contribution, which is reflected in our communities.

- › A local management reference and tool for improvement – tracking CSR data and local CSR targets in a public way through a CSR Report becomes a compelling tool for management to ensure resources are appropriately allocated and actions planned to deliver against CSR objectives. Framing these within the local context ensures relevance, while public disclosure ensures accountability.
- › Building trust – local reporting helps build trust with local communities, municipalities, NGOs and regulators. We rely on these strong relationships to advance our business - receive tax benefits and grants to expand our operations, embark upon joint projects with local municipalities, collaborate with local NGOs on environmental or social projects. Reporting helps create a foundation of trust that pays off to help build a better business. Further, local reporting helps enhance trust in Intel as a global brand and company.



A LETTER FROM OUR CEO

Our shared experience in recent months combating COVID-19 has been extraordinary. The suffering and loss of life is tragic and yet we are connecting by selfless acts across our essential services, as well as the commitment of individuals, organizations, and communities to their part to protect the most vulnerable.

Intel has also been transformed in this moment. Like so many, we have learned lessons and re-invented ways of working to safeguard the well-being of employees and service partners who keep our manufacturing operations and labs functioning. This preserves a global technology supply chain that underpins essential services and supports millions of people around the world now working and learning remotely. We have also committed over \$50 million to directly aid our customers, partners, and communities in the fight against COVID-19.

The pandemic is a powerful context for sharing Intel's Corporate Responsibility Report and our objectives for the decade ahead: our commitment to positive global impact is embedded in our purpose to create world-changing technology that enriches the lives of every person on earth. We are further inspired by the shared urgency, open collaboration, and bold action demonstrated throughout the pandemic response.

Today, our world is facing many serious challenges, from devastating wildfires and the urgent need for action on climate change, to a deep digital divide and lack of representation and inclusion in our technology industry. It is the reality that the current pandemic demands new thinking about global health challenges we will face together in the future.

Intel has a long history of leadership in corporate responsibility. We have a track record of setting ambitious goals and transparently reporting on both our progress and our challenges. For decades, we have worked to advance progress on complex issues together with our customers and other stakeholders.

This year brings an important milestone in this journey—the reporting of Intel's results against the 2020 corporate responsibility goals and the launch of our new goals and aspirations for the next decade. I am proud of all the accomplishments we share in this year's report. These include our progress reducing greenhouse gas emissions, increasing our use of renewable energy, reducing our water use, achieving our workforce diversity goal two years ahead of schedule, increasing annual spending with diverse suppliers, and enabling our employee's continued support of their local communities.

Our new 2030 corporate responsibility strategy and goals reflect even greater ambition ourselves, as well as a growing sense of urgency to work with others to address challenges we can tackle alone. We are committing to accelerate the adoption of responsible, inclusive, and sustainable practices in key areas in our operations and supply chain, across the technology industry and society:

- › **Responsible.** Drive to even higher levels of safety, wellness, and responsible best practices in our operations and supply chain, including acceleration of respect, minerals sourcing practices. We will also collaborate with others and revolutionize technology to improve health and safety through strategic healthcare, manufacturing and transportation initiatives.
- › **Inclusive.** Advance diversity and inclusion at Intel, including doubling the number of women and underrepresented minorities in senior leadership roles. Together with a broad range of stakeholders, we will strive to create technology fully inclusive: expand digital readiness for everyone.
- › **Sustainable.** Continue to invest in reducing our own environmental footprint while working with others to achieve carbon neutral computing through high energy efficiency and sustainable design—and the increased application of solutions to reduce emissions in high-impact industries.
- › **Enabling.** Accelerate the ways in which we will enable progress through our products and services to help others advance their goals and improve their lives.

We will have much more to share in the months ahead as we go after these embedded in our business strategy and operational objectives. Equally important, how we accomplish our results. I firmly believe that if something is not done, it is not worth doing. Acting in an ethical manner and listening to and supporting stakeholders—especially in times of great need—are foundational to our purpose. I'm extremely proud to lead this company. Our Intel teams passion and drive to do the right thing is a positive impact in the world every day inspires my confidence that we can achieve these bold objectives for the next decade.

ROB SWAN, Chief Executive Officer
Intel Corporation
May 14, 2020



- › Producing a local report does not mean forgetting our global parent company; on the contrary, the best way to maximize the benefit for Intel globally and for our local organization is to find a way to get the best of both worlds. Therefore, In Israel, we usually try to retain the “look and feel” and brand language of the global report, and pick up some of the key themes, while introducing specific local content in each section.
- › The selection of content very much depends on the activities in the country and the target audience. Unlike Intel globally, whose report aims to reach, among others, investors and investment analysts as a key audience, our local report is more for our colleagues, our communities and our local partners and decision makers. Therefore, we select what we know is important to us and to them, within a broad Intel global CSR framework. We do not apply any external reporting standards, such as the Global Reporting Initiative, always referencing the Intel global reporting for those structured disclosures, which makes our local report simpler to create and complete.
- › We make sure to involve local Subject Matter Experts (SMEs), or content-owners, in the preparation of the local report, giving them voice to present their key achievements in CSR throughout the year.
- › No CSR Report can be complete without data. Over the years, we have established a set of focused CSR local metrics that we report each year, so that we can be consistent in our communications and track progress. This year, with our 2019 report (published in mid-2020), we established local 10-year targets as

well, on the back of Intel's new RISE goals, and that enhances our commitment and relevance of the local report. We link our local targets to the UN Sustainable Development Goals that Intel supports globally.

- › We always publish our local report a few weeks after Intel's global publication. This is so that we can pick up key design elements and any relevant pieces of content as we prepare our own report. Most years, we are able to get a “sneak preview” of the global publication, so that we can make sure our preparations are aligned.
- › Finally, we always find a worthy stage – event or industry gathering – to launch our local report and have our leaders speak about its relevance. Sustainability reporting is not newsworthy for mainstream press, so part of the job of producing the report also means ensuring people know it's there and are encouraged to read it.

היגדים המוקדמים ל-2020		תחום
<p>ביטחון העובדים</p> <p>הבטיח שיותר מ-9000 העובדים יגישרו בשלום פגיעה על-פי תוכנית מונעה של ביטחון.</p>		<p>אחריות</p> <p>להוביל בקידום ביטחון, הווחה וגישרה עסקיות אחריות בכל פעולות הייצור שלנו בעולם, במשרות הערך ועוד.</p>
<p>השפעה על הקהילה</p> <p>הגיעו ל-600,000 שעות התנדבות בנושא בישראל, כולל מרועד העולמי לתרום 10 מיליון שעות התנדבות לתמיכה בקהילות המקומיות, דגות הרחבת ההתנדבות המבוססת על כישורים המקצועיים של העובדים.</p>		
<p>גיוון וכלכלה של עובדי החברה</p> <p>הכפיף את מספר הנשים והמיועדים בתח-לונות את קו ה-40% נשים במשרות סכניות. ייצגו בנאמדות ניהול ביחידות.</p>		<p>הכלה</p> <p>לקדם גיוון והכלה בקרב עובדי החברה והתעשייה בכל העולם ולהרחיב התמחויות באמצעות סכנות, הכלה ויחלום של מוכנות דיגיטלית.</p>
<p>גנישות</p> <p>לקדם את הגנישות ולהגדיל את שיעור העובדים המזהים את עצמם עם מוגבלות ל-100% מוכות העבודה שלנו.</p>		
<p>גיוון ספקים</p> <p>להגדיל את ההוצאה על רכש מספקים מנוצים בישראל ל-30%.</p>		<p>קיימות</p> <p>להיות מובילים עולמיים בקיימות ולאפשר לקהילות ריגוע את השפעתם על הסביבה באמצעות פעולותינו והסכנות שלנו.</p>
<p>הרחבת המוכנות הדיגיטלית</p> <p>הסמיק את המוכנות העולמית לכישורים מוכנות סכנותיות ה"AI for All" בישראל, כולל מרועד העולמי להנעים יותר מ-30 מיליון אנשים בכישורים AI.</p>		
<p>אקלים/אנרגיה</p> <p>להשיג את היעד של 100% חשמל ממקורות מתחדשים במפעל אנדר ישראל.</p>		<p>מים</p> <p>העשות שימוש חיוני במים באמצעות שימוש 60 מיליארד גלונים (כ-227 מיליון ליטר) של מים ומיומן פרויקטים חינוכיים לשיקום מקורות מים להגשת כישורים לפרויקטים בישראל הליקוי.</p>
<p>אפס פסולת וכלכלה מחזורית</p> <p>אנו מחויבים ליעד העולמי להגיע לאפס פסולת למסמנות בישראל וליישם אסטרטגיות של כלכלה מחזורית עבור 60% מספנות הייצור שלנו, במשך 10 שנים.</p>		



TIP 1

DECIDE ON THE RIGHT THEME FOR THE REPORT

The end of the decade found me thinking that for this past ten years, I had produced Intel Israel's Israel local CSR Report from a deep belief that localized reporting was the responsible thing to do.

As a large employer in Israel, Intel's high standards of CSR and corporate behavior are held up to scrutiny. There is an expectation that we will align with leading practice in CSR, just as we do in other areas of the business. To be honest, referring local stakeholders to Intel's global CSR Report did not

do much to support our local relationships or address the questions of local stakeholders. We needed to report locally in a relevant and authentic way.

So, that's what I started out to do, and over the past 10 years, I have learned many things about how to deliver a such a report and use it as an effective tool for local stakeholder engagement and for reinforcing our positive local reputation.

Our Intel Israel CSR Report is a source of pride for me, and, by sharing this guide, I hope to inspire and assist other Intel operations to report locally as well, and also realize the rewards that come with local reporting.

GET GLOCAL

TIP 2



"Glocal" has become a popular term to describe a global approach with local application, merging the two dimensions into a single seamless concept. This is of course very apt for our reporting process. Intel Israel, alongside other local subsidiaries, is part of Intel Corporation, so, while the focus is local, we cannot and would not wish to divorce ourselves from our rich global heritage and leadership. We are proud to be part of the bigger Intel and we try to reflect that in our Report, referencing global strategies

and advances while providing detail of local application and achievement. The fact that Intel invests in delivering a comprehensive and detailed global CSR Report gives us both legitimacy and the freedom to select the kind of content that is right for our local operations – including collaboration and partnerships with local government agencies, municipalities and NGOs. With this glocal mix, we deliver a report based on the best of both worlds.



TIP 3

LEADERSHIP ENGAGEMENT

The Some years ago, we used to translate the welcome letter of Intel's global CEO as the opening message for our local report. We felt it was important for us to connect with the global themes and messaging of the global leadership. Later, we realized that it's really the local leadership that local users of our Report want to hear from. Therefore, we now include a local letter, from the Managing Director of Intel Israel. This letter, while

focusing on local content and representing a local voice, also brings out some of the global themes of our parent company. We feel this is important, not only for external users of the Report, but also for our own colleagues and teams, who derive inspiration from our local leadership.

TIP 4



MAKE IT A TEAM EFFORT

“Reporting is never a one-man show! This is absolutely true of Intel's global reporting, and it's no less true of local reporting efforts. To create a report, even a short, focused document, requires the input and collaboration of many different SMEs and teams throughout the organization. Many colleagues are actively involved, particularly in the early, information-gathering stages, and the whole process demands a significant, coordinated effort. My approach is to establish a small task force of supportive SMEs who can provide or be responsible for gathering the relevant information and data. Typically, the task force includes SMEs representing the following functions/topics:

- EHS (including environmental and safety data and achievements)
- Human Resources (including Diversity and Inclusion)
- Procurement (including supplier management and supplier diversity)
- Supply Chain (including manufacturing impacts and activities)
- Technology / R&D (including innovation)
- Community leaders

LOCAL IMAGES FROM INTEL ISRAEL'S 2019-2020 CSR REPORT



TIP 5

EMPLOYEES ARE AT THE FRONT

Images in CSR Reports help bring the content to life and make it real for those reading the Report, not to mention for our employees and local partners for whom it is somewhat of an honor to appear in Intel Israel's CSR Report. We believe in using images from our own operations, of our own people, rather than generic images from photo-banks, or from Intel Corporation global photo libraries. It's very easy to tell if images are not authentic. The use of images that local stakeholders cannot relate to has a negative effect on the credibility of any Report, including our own.

It's therefore important to collect relevant images throughout the year and not just at the time the report is being designed. All too often, you get to the end of the year and scramble around to find images that fit. If you are producing a local Report, set up a rolling system for logging information and images that will be useful for the Report content and design, rather than waiting till the day you need them. The work on your next report starts the day after publication day of your current Report.





TIP 6

SPEAK THE RIGHT LANGUAGE

Well, this might sound obvious, but not everybody has English as a mother tongue, even though English is the universal language of business. In writing your local report, your objective is to reach your stakeholders where they are, and in ways that make the Report

accessible to them. In Israel, therefore, our local Report is always written in the local language of our primary local stakeholders. Preparing your Report in the local language is a sign of consideration and respect for local users of the Report.

TIP 7



COMMIT TO CLARIFY

It's very important, when writing at the local level, to ensure it's clear that it's local. For the reader, it can be quite confusing when we might want to reference the global achievements or other information of Intel at the global level, versus Intel locally. Therefore, over the years, I have realized that we must differentiate

very clearly between Intel Corporation and Intel Israel.

It can be a little burdensome, but this level of clarity will ensure your local stakeholders can relate to the information in the report in the correct way – and, that you are not inadvertently misrepresenting any local achievements.



TIP 8

DON'T REINVENT THE WHEEL ON DESIGN

Developing graphics takes time and budget, so, although we have fabulous, creative graphic designers here in Israel, we do not expect them to reinvent the wheel – in fact, we specifically want them not to do that. We usually receive a file from Intel Corporate that is easy to use and customize for our purposes,

leaving our local report designers just enough opportunity to be creative while ensuring same look and feel of the Intel Corporate Report. Specifically, we always use the same cover image. In some cases, it makes sense for global to be more global 😊.



TIP 9

TIMING IS EVERYTHING

Typically, CSR Reports are published several months after the end of the reporting year. In our case, producing a local Report means for waiting for Intel Corporation's global report to be published, as the global report informs our local efforts, and this generally delays our publication by at least a month (locally, we usually publish in late May or June). In the past, we related to the report as covering a single year of operation. However, from time to time, things happen in the first half of the year that are important to communicate

earlier rather than later. In 2020, for example, It would be inconceivable not to reference COVID-19 as part of the report that covers calendar year 2019, even though the impacts of COVID-19 and activities relating to the pandemic occurred in 2020. A few years back, we took the decision to use a two-year span in the title of our Report. So, the Intel Israel 2018 Report became the 2018-2019 Report, the latest one is 2019-2020. We apply a calendar year for data disclosure and a flexible 2019 – early 2020 approach for non-quantitative content.

LAST BUT NOT LEAST: TELL THE STORY INSIDE AND OUTSIDE

Intel has always worked on the premise that CSR communication without substance – real action and achievements supported by data – is false PR. But truthful, authentic and balanced CSR communications demonstrate our commitment and strengthen the credibility of our brand and company. Good CSR communication also sets a standard for others to follow, showing that transparency is possible and important to stakeholders. Corporate responsibility coupled with clear communications is a winning formula. However, the publication of a CSR Report no longer catches the attention of mainstream media, which typically are interested in more sensationalist items, rather than companies' ongoing positive actions.

So, if we want people to notice our report and to be encouraged to read and use it, we must find the right platform to generate awareness. Usually, I link the publication of the report with an event in the local market, or we host an event that serves a broader purpose. For example, this year, we announced our 2019-2020 CSR Report at an online conference organized by Globes, Israel's leading financial and business newspaper. We created a video and other media items around the report launch.

In tandem, it's vital to communicate the report internally, to managers and employees, and encourage them to share it with their contacts.

TIP 10





A report is more than a report. It's an entire project, with a process that lasts several months, and a superb example of teamwork, collaboration and positive spirit. In our CSR Report, we try to reflect this by including information from our entire organization, and by sharing the report widely within the organization once it's published. Reporting is an empowering process, inviting people

to reflect on the positive work that is going on at Intel and providing a unique opportunity every year to share this with all those we touch in and through our work.

I hope these tips are useful to local subsidiaries who decide to embark upon the reporting journey. I am more than happy to assist.

Good Luck!

Revital