



## Changes in Diversity 2016-2019



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*Group Vice President,*  
*Human Resources*

## The Applied Materials Culture of Inclusion Journey

We love talented people and know that outstanding talent comes in many different packages. We also know that our greatest strength as a global leader is our collective differences focused on making possible the technology that shapes the future.

This year we are releasing 2019 diversity data by three levels (Executives, Managers and Professionals), providing transparency in our progress as well as acknowledging there is still work to be done. We believe we can accelerate our progress with innovative Culture of Inclusion strategies that will enhance our ability to recruit and retain women globally and U.S. underrepresented minorities.

We believe that our culture and workplace experiences matter. And we want a workplace where everyone is engaged and inspired to do their best work. This is vital to serving our customers and delivering value-creating innovation.

Our journey to design a meaningful Culture of Inclusion will broaden and sustain the diversity of our workforce, promote ideas and approaches, and help us build a culture that benefits everyone ... our people, our customers and our shareholders.

Lasting change will be the result of meaningful steps in our journey. We believe this intentional focus on a Culture of Inclusion will bring the necessary shifts in our workplace to move closer to becoming a fully actualized culture of inclusion and diversity.

## We will accelerate our progress by:

### Engaging Leaders as Champions of Change as an Intentional Focus

- Understand the inclusion problem before fixing it
- Make inclusion personal for leaders
- Define inclusion barriers and key metrics for leading change

### Eliminating Systemic Barriers to Inclusion

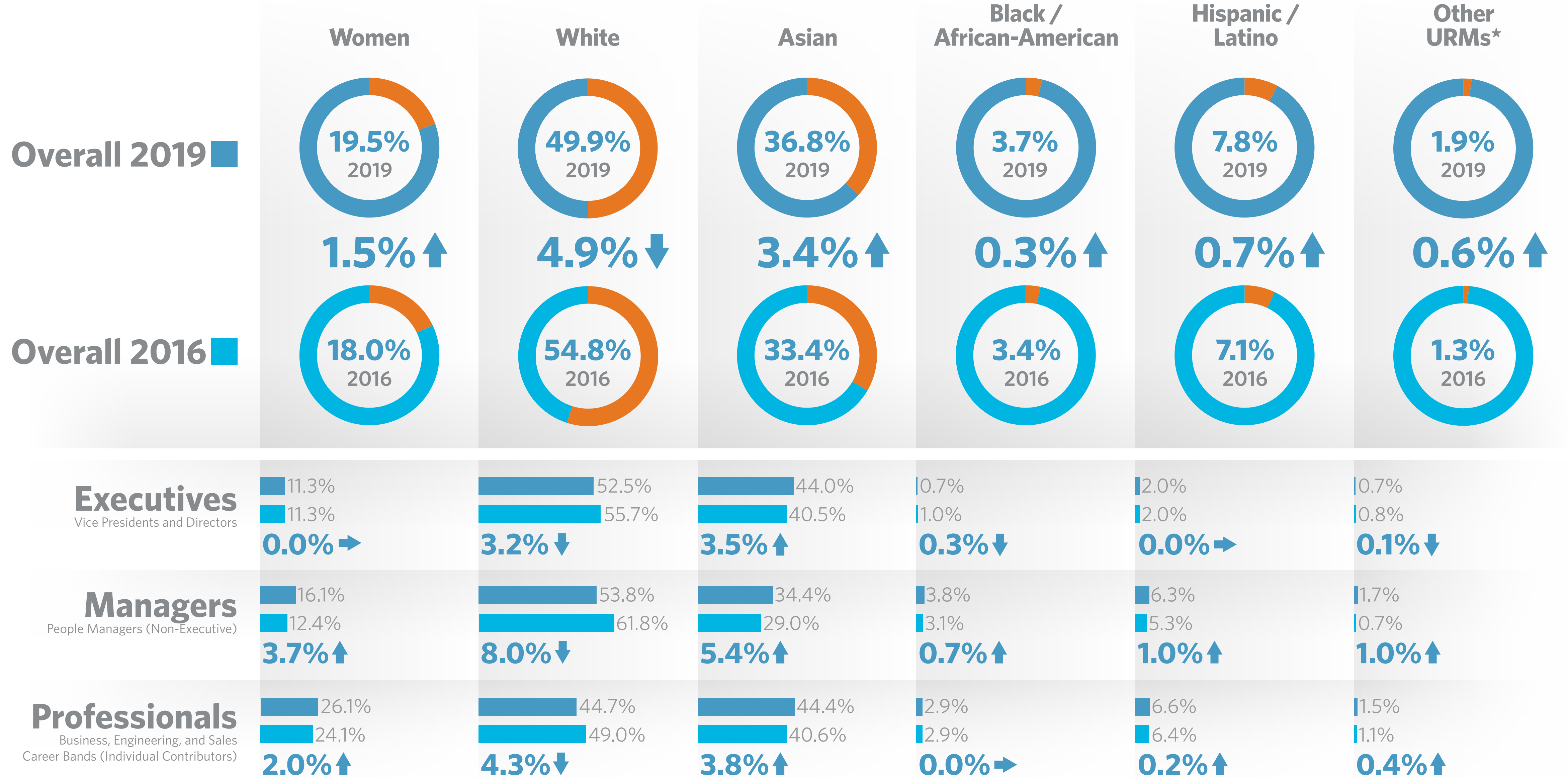
- Identify and break down systemic barriers to inclusion in all that we do
- Leverage data to develop key action strategies and monitor success
- Engage and empower Inclusion Change teams to breakdown barriers

### Operationalizing Inclusion in All We Do

- Ensure talent practices are inclusive - Accelerate strategies to finding, selecting, placing, developing, and retaining diverse talent
- Leverage best practices to ensure inclusion across the enterprise
- Track progress by using qualitative and quantitative metrics

# Changes in U.S. Diversity

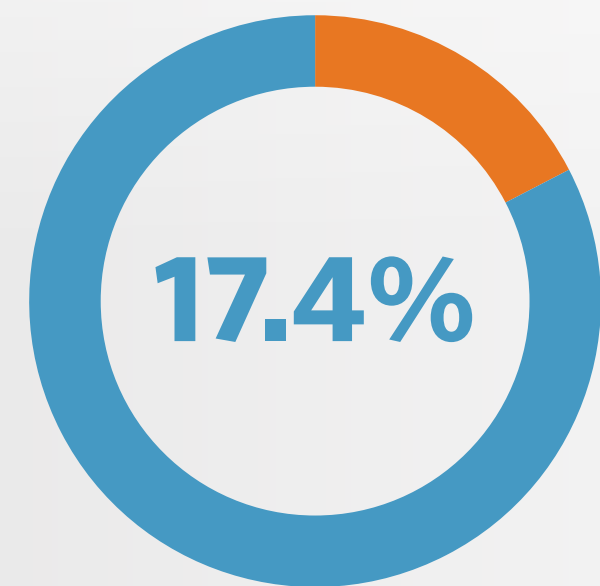
By Percent†



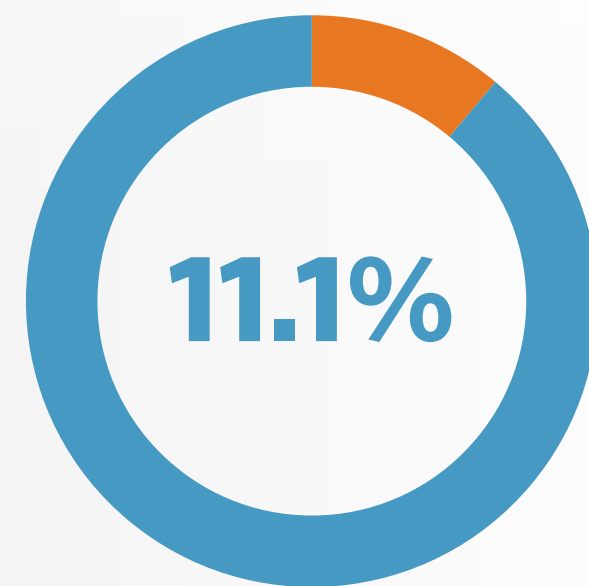
†Applied Materials U.S. employees. \*2 or More Races, American Indians/Alaskan Native, and Native Hawaiian/ Pacific Islander.

# Gender Diversity

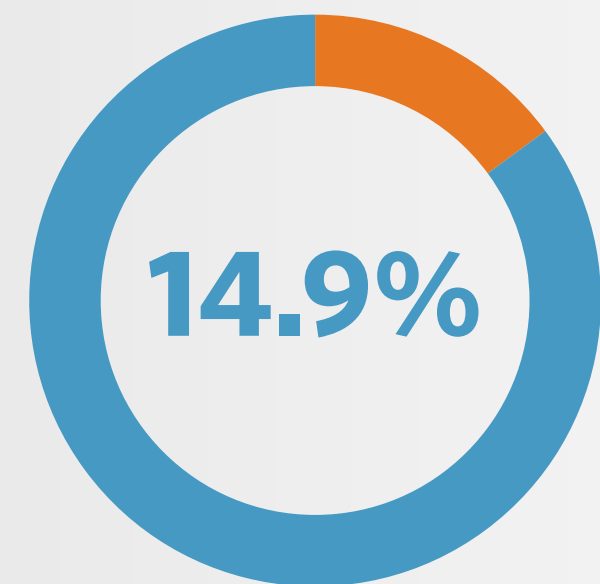
## 2019 Global Women Representation by Level



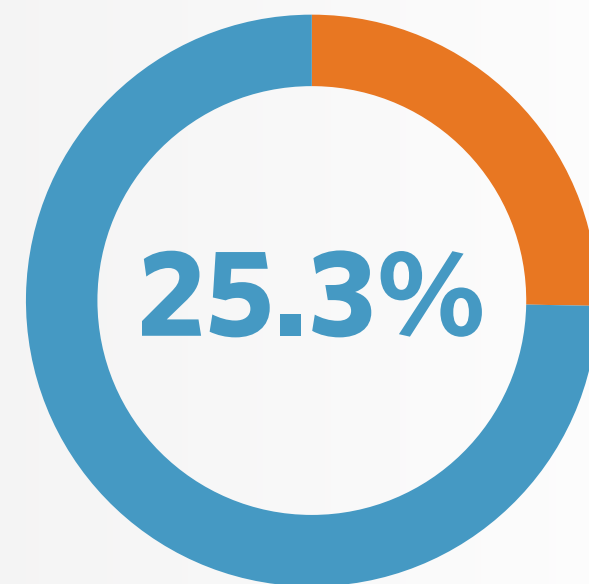
Overall



Executives  
*Vice Presidents and Directors*



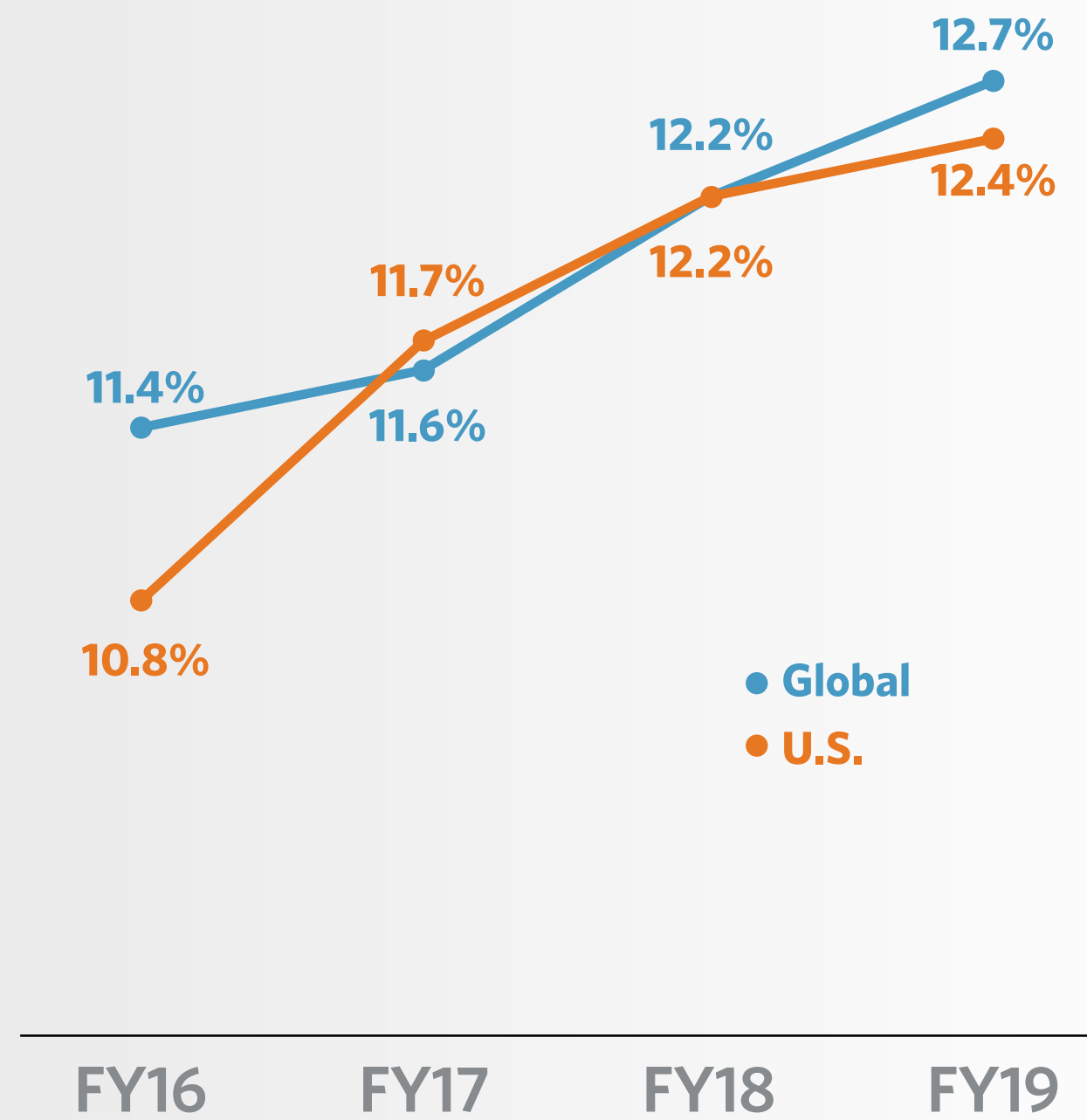
Managers  
*People Managers*



Professional  
*Business, Engineering, and Sales Career Bands*

## 2016–2019 U.S. & Global Women in Engineering

*Includes those who are in the Engineering job family group.*



## 2016–2019 U.S. Women New College Graduate Hiring

*Includes those who have been hired to start directly after graduation and have been with the company for two or less years.*

