



ENGINEERING GOOD.

CORPORATE RESPONSIBILITY REPORT

2020

12-MONTH PERIOD ENDING DECEMBER 31, 2020

PUBLICATION DATE: MAY 2021

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MESSAGE FROM OUR CEO

2020 will be remembered as one of the most profound years in our lifetime. The COVID-19 pandemic gripped our world, fundamentally reshaped global communities and economies, and turned our sense of normality upside down. It required us to rethink how we work and engage with each other while exposing the fragilities in our society, both in terms of social inequities as well as our climate.

for our customers. As the pandemic revealed the vulnerability of our global healthcare system, we mobilized quickly to help meet the needs of the medical community. We prioritized the production of our healthcare solutions and partnered with hospitals and biotech startups to develop new ones. Through the Analog Devices Foundation, we made a \$4 million donation to



“Faced with a once-in-a-lifetime global pandemic, our priority was to ensure the safety and well-being of our employees while continuing to deliver for our customers.”

–Vincent Roche
Chief Executive Officer

At ADI, we are driven by our purpose to “engineer good.” This simple yet consequential idea guides everything we do. **We engineer good for our customers, helping to solve their toughest problems. But we also engineer good for the world around us by tackling society’s most complex challenges.**

This purpose came to life in a unique way during 2020. Faced with a once-in-a-lifetime global pandemic, our priority was to ensure the safety and well-being of our employees while continuing to deliver

the World Health Organization (WHO)’s Solidarity Response Fund, which served to support countries to prevent, detect, and respond to the pandemic. We donated \$500,000 to the Massachusetts General Hospital’s Vaccine & Immunotherapy Center to help advance vaccine development and novel point-of-care testing technologies for COVID-19. And we partnered with international advocacy organization Global Citizen on a televised and streamed special, “One World: Together At Home,” and raised \$55 million towards the WHO’s Solidarity Response Fund.



MESSAGE FROM OUR CEO



The year also brought into sharp focus the grave consequences of climate crisis and environmental degradation. Semiconductors, as the bedrock of the modern digital economy, play a major role in improving our standard of living while protecting our planetary health. ADI's sensing technologies support smart grids that enable the electric vehicle infrastructure and our industry-leading Battery Management Solutions drive significant emission reductions while supporting the drive towards longer range vehicles. Both solutions play a critical role in enabling the transition towards a low-carbon economy.

Our impact also includes the ambitions we set for ourselves. We have committed to be carbon neutral by 2030 and achieve zero emissions by 2050. These goals consist of setting Science-Based

The pandemic also shined a light on deep disparities that still exist within our society, further underlining ADI's commitment to building a diverse, equitable, and inclusive organization.

Targets, ensuring our purpose is rooted in climate science, and that these are verified by trusted third parties. Recognizing the need to maximize our impact, we are also committed to inclusive collaboration. For example, we are partnering with the Woods Hole Oceanographic Institution to launch the Ocean and Climate

Innovation Accelerator. This initiative places special focus on the health and regeneration of our oceans, which play a critical role in regulating the Earth's climate. The Accelerator will serve as a multi-stakeholder consortium focused on creating "solution engines" to restore our oceans and mitigate climate change.

I firmly believe that varied voices and perspectives lead to better outcomes, and we are committed to providing all our employees with the freedom, opportunity, and support they need to make an impact. **During 2020 we placed an increased focus on our empowerment strategy by expanding the diversity of our workforce, broadening growth and development opportunities, and fostering an inclusive environment for all.** In 2021 we intend to increase the number of women and underrepresented populations throughout the company and specifically in management while continuing our commitment to pay parity across the globe.

As we start off the new year, I am encouraged by our achievements we made in 2020 and am energized by the opportunities ahead to further extend and expand our impact and achieve a more connected, greener, healthier, and safer future.

A handwritten signature in black ink that reads "Vincent Roche".

VINCENT ROCHE
CHIEF EXECUTIVE OFFICER

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ABOUT OUR COMPANY

WHAT'S NEW IN 2020

We continue to advance our approach to corporate responsibility and made notable progress in 2020. Key highlights include:

Empowering People: Diversity, Equity, and Inclusion



Launch of People of Color and Allies Network (POCAN) Affinity Group

Elevates the unique needs and supports people of color at ADI



Increasing Female Leadership

Global expansion of *Elevate*, our flagship development program for women

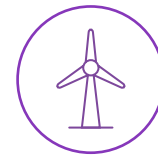
Protect and Regenerate the Environment



2020

Analog Devices closes semiconductor's first green bond with \$400M issuance

Commitment to set Science Based Targets



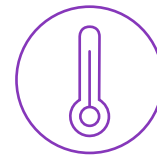
2025

100% renewable energy usage in manufacturing sites



2030

Committed to become carbon neutral by 2030



2050

Committed to net zero emissions by 2050 or sooner

Impact with Engagement: COVID-19 Response and Relief Efforts



Shifted production focus to healthcare technologies to support medical customers



Supporting COVID-19 vaccine and testing development with \$500,000 donation to Massachusetts General Hospital's Vaccine & Immunotherapy Center



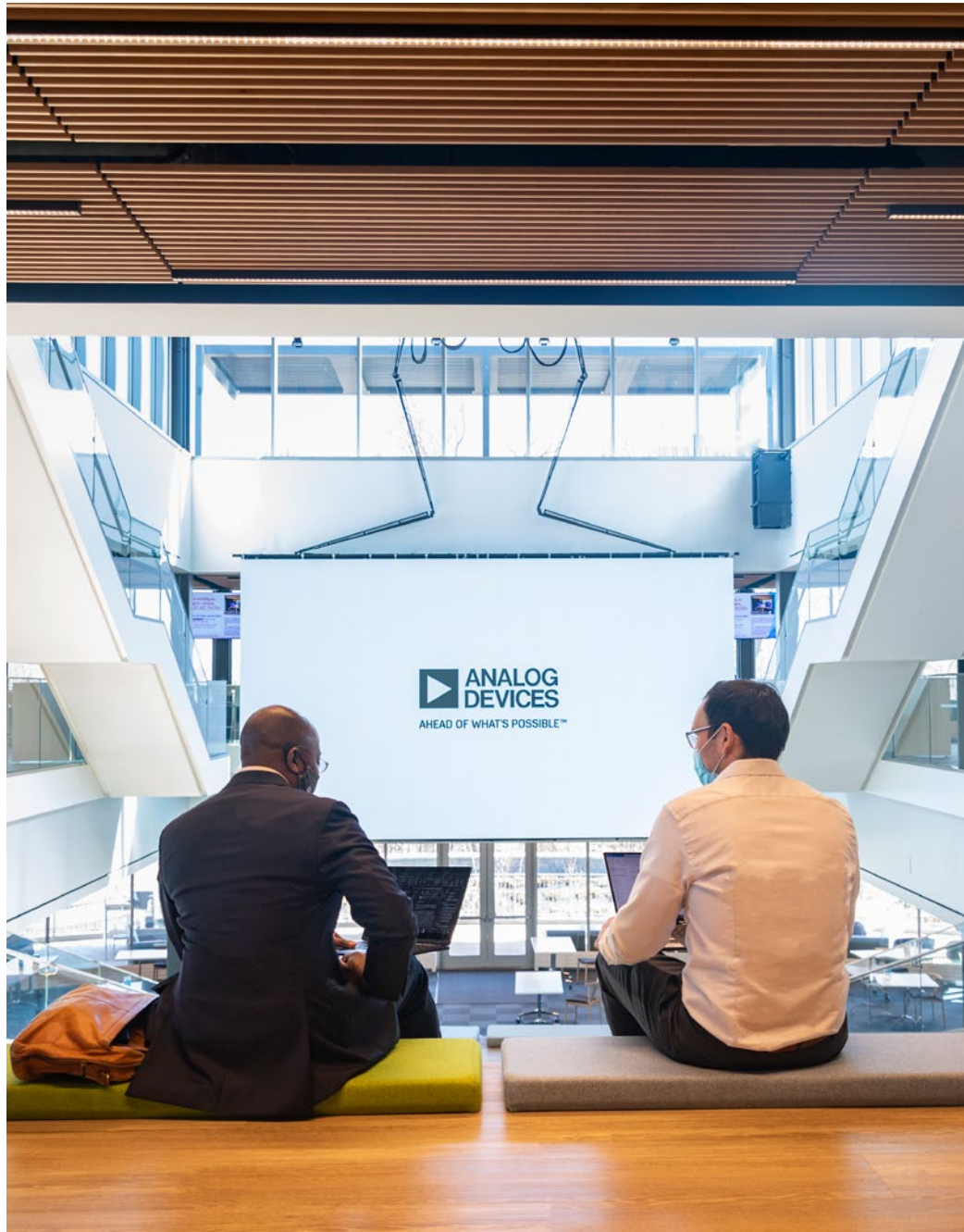
Supporting COVID-19 relief efforts, including \$4 million donation to World Health Organization's Solidarity Response Fund to support prevention, detection, and response



Provided global employees with the Emergency Coronavirus Paid Time Off (ECPTO) program for additional PTO for unexpected needs related to the pandemic

ABOUT OUR COMPANY

WHO WE ARE



About Analog Devices (ADI)

ADI is a leading global high-performance semiconductor company dedicated to solving the toughest engineering challenges. As a premier edge processing company, we connect the physical and digital worlds, where data is born. Our technologies transform physical phenomena into digital intelligence that ignites human breakthroughs.

Corporate Responsibility Commitment

To engineer good with our technology, people, and voice to regenerate the planet and improve quality of life. Our obligation to future generations is to ensure sustainability and drive positive change.

Our Values

Innovate with Impact

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

Create the Future

Form long-term, win-win alliances with customers, partners, employees, and communities we serve.

Maximize Our Potential

Achieve extraordinary things by bringing together diverse voices and fostering a culture of inclusivity and invention.

Execute with Excellence

Deliver the highest quality, easy-to-use, and sustainable technologies to solve customers' greatest challenges.

Move with Agility

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

Share Our Success

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

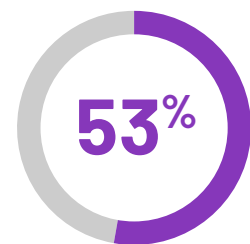
ABOUT OUR COMPANY

WHO WE ARE

Background

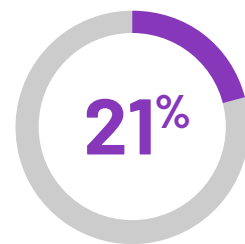
Founded: 1965	Headquarters: Wilmington, MA	Employees: 15,900	Products: ~45,000 SKUs	Customers: 125,000+	Publicly Listed - NASDAQ: ADI	Design Centers: ~44
Countries: 30+ Worldwide sales, field applications, engineers, distribution, design, and technical support				Global Manufacturing: U.S. (Massachusetts, California, Washington) Ireland Philippines Malaysia Singapore		

Fiscal 2020 Revenue: **\$5.6B**



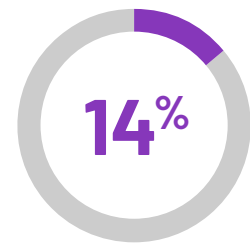
Industrial

Aerospace and Defense | Energy | Factory automation | Healthcare | Instrumentation



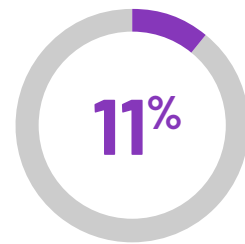
Communications

Wired/Optical Networking | Wireless



Automotive

Electrification | Infotainment | Autonomous Mobility



Consumer

Hearable & Wearable Devices | High-End Audio & Video | Portables

2020 Revenue by Regions



34% United States **22%** China **9%** Rest of Asia
23% Europe **11%** Japan **1%** Rest of North/South America

ABOUT OUR COMPANY

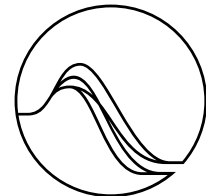
AWARDS AND RECOGNITION



Commitments



United Nations
Global Compact



SCIENCE
BASED
TARGETS



Corporate Reputation

**Newsweek's America's
Most Responsible Companies**
2021

Fortune 500
2018-2020

Derwent Top 100 Global Innovators
2020

Just Capital's JUST 100
2017-2020

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



Employer Awards

Forbes World's Best Employers
2020

**The Boston Globe's Top Places
to Work**
2017-2020

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

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SUSTAINABILITY

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STAKEHOLDER ENGAGEMENT ▶	

SUSTAINABILITY

OUR STRATEGIES AND PRIORITIES

We believe sustainability means delivering holistic solutions that make a positive, demonstrable impact on the world. These core pillars are the foundation of our strategy for achieving our goals:



Protect and Regenerate the Environment

Deliver solutions that reduce our carbon and environmental footprints as well as restore and replenish our natural resources and ecosystems



Empower People

Create opportunities for people and make a meaningful impact on their lives, both at ADI and in the broader community



Impact Through Engagement

Leverage the ingenuity of ADI employees to drive positive change and help solve real-world problems that benefit our lives, communities, and planet

SUSTAINABILITY

HOW WE MANAGE SUSTAINABILITY

Our agenda is led by our Chief Executive Officer alongside a senior management team that includes our Chief People Officer, Chief Financial Officer, Chief Legal Officer, Senior Vice President of Global Operations, and Director of Social Purpose.

Sustainability Governance

ADI's sustainability strategy and performance is governed by the Nominating and Corporate Governance Committee. This includes overseeing the company's environmental, social and governance policies, goals and programs, and reviewing the company's sustainability initiatives and goals.

The Committee receives updates on priority sustainability issues from management on an ongoing basis.

The Committee reviews these matters on an annual basis and reports regularly to the full Board on these issues.

Disclosure and Reporting Frameworks

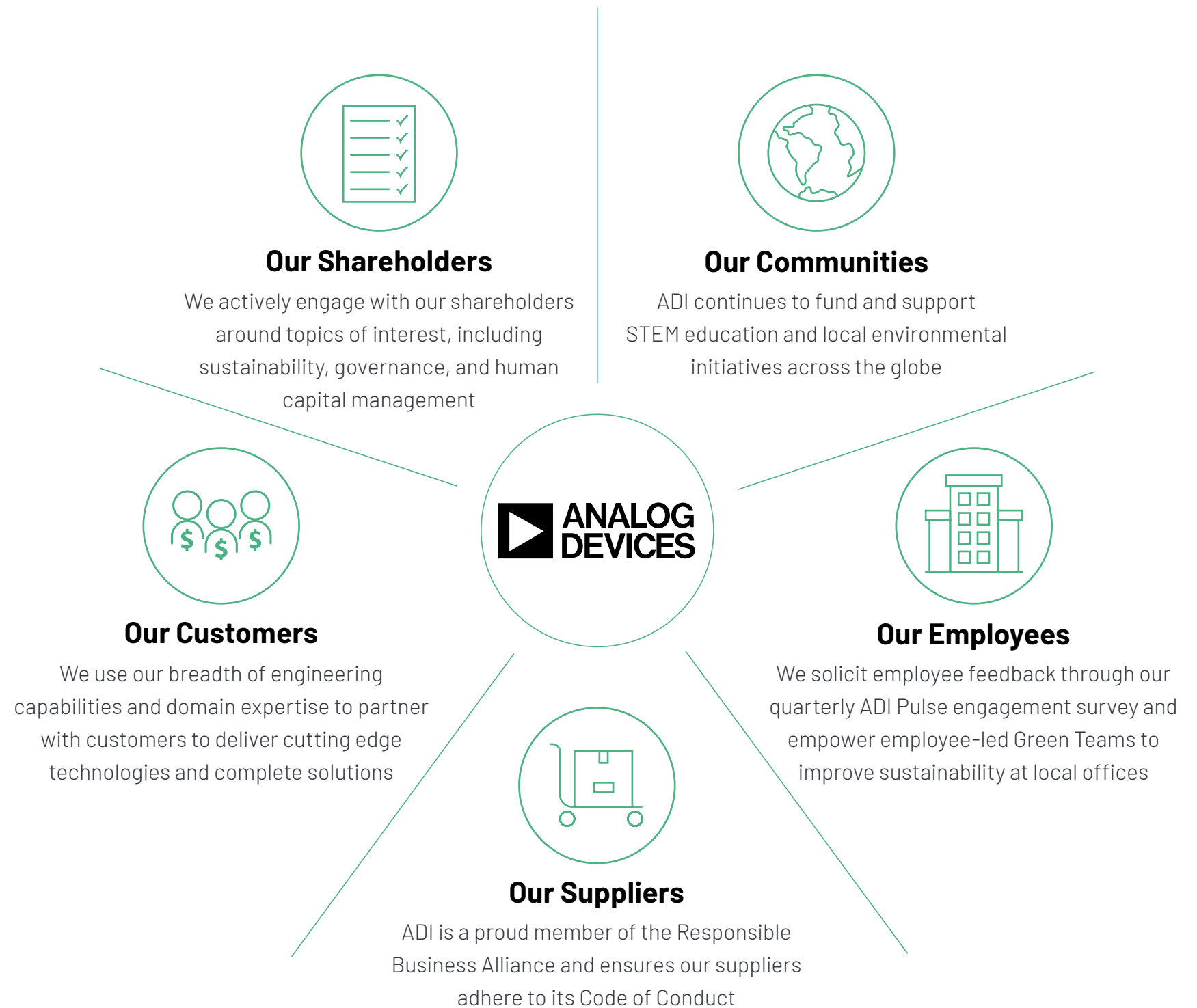
We utilize third-party disclosure initiatives to inform our sustainability activities. This disclosure is in accordance with the Global Reporting Initiative. Starting this year, we also aligned with two additional frameworks: The Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-related Disclosures (TCFD). ADI also reports separately to the CDP Climate Change and the CDP Water Security modules. Our sustainability activities and reporting are aligned with UN Sustainable Development goals.



SUSTAINABILITY

STAKEHOLDER ENGAGEMENT

ADI believes sustainability is about delivering holistic solutions that make a true impact on the world. We strive to create a rewarding workplace and be a trusted partner, a leading corporate citizen, and a contributor to communities. We aim to have ongoing, transparent communications with our stakeholders that ensure a continued focus on the most important issues. Their feedback is important to us and improves our communications.



SUSTAINABILITY

PRODUCT SUSTAINABILITY

Product Lifecycle

With customers relying on products for years or even decades, we take pride in the longevity of our designs. This is a cornerstone of our business and a key performance metric. We believe the best products must be designed for long-term usage. All product designs go through our Product Lifecycle program to extend their life and incorporate a design concept that minimizes materials for manufacturing and packaging. More information on [Product Lifecycle](#) can be found on our website.

Product Portfolio Impact

As the bedrock of the modern digital economy, semiconductors have a major role to play in improving quality of life and the health of the planet. ADI is uniquely positioned to drive positive impact with a portfolio that ranges from DC to 100 gigahertz, from nanowatts to kilowatts, and from sensor to cloud, defining the edge of performance and inherently delivering sustainable benefits. With each generation of chip design, ADI increases efficiency while enhancing the performance of our customers' systems. ADI invests more than \$1 billion in research and development each year, and in 2020 announced the industry's first green bond of \$400 million. This enables ADI to solve our customers' and society's most pressing challenges.

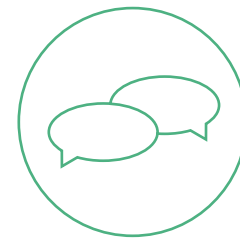
Our Key Markets and Applications Include:



Automotive



Industrial



Communications



**Digital
Healthcare**



Consumer

To learn more about the impact ADI innovation has on the world around us, visit:

[Innovating for Humanity](#)

[The sustainable future of electric vehicle battery technology](#)

[Longevity and the battery management system](#)

[Renewable energy storage for a smarter grid](#)

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PROTECTING AND REGENERATING THE ENVIRONMENT

IN THIS SECTION

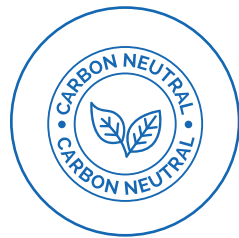
WHAT'S NEW ▶	REGENERATING OUR OCEANS & CLIMATE ▶
INNOVATING FOR ENVIRONMENTAL SUSTAINABILITY ▶	REDUCING OUR CARBON FOOTPRINT ▶

PROTECTING & REGENERATING THE ENVIRONMENT

WHAT'S NEW

At ADI, we understand climate change is one of the most consequential challenges facing society. It requires bold ambitions, concerted effort, and innovative collaboration across the public and private sectors. We are committed to helping solve this challenge by reducing the impact of our own operations and by leveraging our expertise and technologies to make a meaningful impact in mitigating climate change and its effect on communities globally.

New in 2020



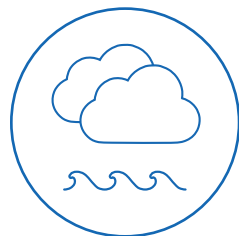
Carbon Neutral by 2030 and Net Zero by 2050

Reduce ADI's carbon footprint by developing Science-Based Target reduction plans and setting goals to become carbon neutral by 2030 and net zero emissions by 2050 or sooner.



Memberships & Commitments

Joined U.N. Global Compact and their campaign Business Ambition for 1.5°C, a call to action to reach a net zero target in line with limiting global warming to 1.5°C above pre-industrial levels.



Ocean & Climate Innovation Accelerator

Launch of consortium with Woods Hole Oceanographic Institution to generate new knowledge and solutions at the intersection of ocean and climate science, engineering and action.

Launch of our Engineering Good Climate plan to better our planet

To create a more sustainable future, our plan focuses on the three areas of impact toward which we devote our resources, efforts, and voice as a means to achieving our goals.

REGENERATING OUR OCEANS & CLIMATE

Launch of the Ocean and Climate Innovation Accelerator with Woods Hole Oceanographic Institute.

REDUCING OUR CARBON FOOTPRINT

Carbon neutrality by 2030 and net zero emissions by 2050 or sooner.

INNOVATING FOR SUSTAINABILITY

Continue and accelerate technology innovations that intersect our customers' and society's pressing environmental challenges.

PROTECTING & REGENERATING THE ENVIRONMENT

REGENERATING OUR OCEANS & CLIMATE

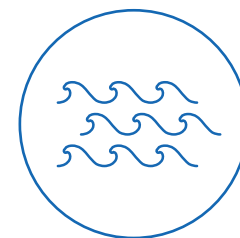
Launch of Ocean Climate Innovation Accelerator

Analog Devices and Woods Hole Oceanographic Institution launched a first-of-its-kind consortium focused on the critical role of oceans in combating climate change. The Ocean Climate Innovation Accelerator (OCIA) consortium will advance knowledge and develop new solutions at the intersection of oceans and climate. The oceans play an important role in mitigating a warming planet and technology-based solutions are needed to restore ocean health as part of the global fight against climate change.



Advance Knowledge of Ocean and Climate Change

The OCIA consortium brings together industry, academic, and NGO partners to form an innovation ecosystem. The charter of the consortium is to:



Generate new knowledge and solutions at the intersection of ocean and climate science, engineering and action.



Leverage the research powerhouse of Woods Hole Institution and ADI's expertise to create technology solution engines that help restore the ocean's ability to mitigate climate change.



Conduct research and technology explorations that open doors for ADI and other partners to contribute technology and expertise.






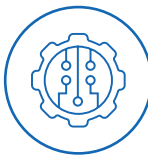


Bring in additional partners with complementary capabilities to broaden the range of technologies that can be applied to further accelerate potential solutions.

PROTECTING & REGENERATING THE ENVIRONMENT

INNOVATING FOR ENVIRONMENTAL SUSTAINABILITY

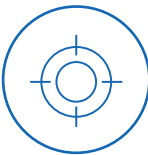





Our technologies reduce greenhouse gas emissions and waste to help enable a lower carbon economy.

Vehicle Electrification	Communications	Industry 4.0
<p>Electric Vehicles</p>  <p>Battery management systems are enabling technologies that provide electric vehicles with longer drive range, improved safety, and less charge time at lower costs.</p>	<p>Data Centers</p>  <p>Power protection and conversion solutions thermally engineered for high-density servers, storage, and networking equipment to improve energy efficiency and operating costs.</p>	<p>Factory Automation</p>  <p>Precision sensing and drive technologies enable variable-speed motors to operate factory lines based on efficient energy usage.</p>
<p>Clean Charging</p>  <p>Energy Storage Systems (ESS) capture energy from renewable energy sources, store and redeploy it providing efficient distribution of renewable energy and making sure that EV charging stations run off cleaner energy.</p>	<p>5G Networks</p>  <p>5G networks are 90% more energy efficient than 4G networks. Transceivers, signal chains, and algorithms enable network densification and beamforming that play a large role in these efficiency gains.</p>	<p>Predictive Maintenance</p>  <p>AI-driven sensing platform OtoSense interprets signals for real-time machine health monitoring. Equipment operating non-optimally can be replaced before machines break down, and it allows increased energy efficiency.</p>

PROTECTING & REGENERATING THE ENVIRONMENT

INNOVATING FOR SOCIAL SUSTAINABILITY

Our technologies address challenges in healthcare and industrial safety to help improve quality of life.

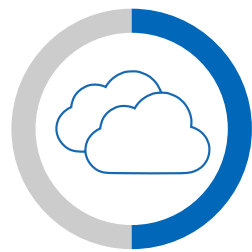
Digital Healthcare	Intelligent Buildings	Safer Robotics
<p>Medical Imaging</p>  <p>Precise, high-speed technologies for CT scans, x-rays, and ultrasounds for high-quality imaging with safer levels of radiation.</p>	<p>Building Safety</p>  <p>Optical sensing technologies enable early fire detection, accurate smoke alerts, and reduced nuisance alarms.</p>	<p>Factory Safety</p>  <p>3D time of flight technologies provide proactive depth sensing on robotics to prevent collisions and improve safety and productivity.</p>
<p>Vital Sign Monitoring</p>  <p>Vital sign measurement sensors monitor multiple health parameters in wearable patient solutions that accurately measure vital signs outside of hospital or care settings.</p>	<p>Occupancy Monitoring</p>  <p>Vision sensing technology measures building occupancy to enable energy efficiencies, improved sustainability, and safety.</p>	<p>Factory Efficiency</p>  <p>Sensors for vibration and position are applied to factory robotics, enhancing process efficiency and movement control.</p>

PROTECTING & REGENERATING THE ENVIRONMENT

ENVIRONMENTAL GOALS

2025-2030

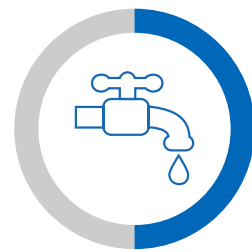
CO2 and CO2e Emissions:



50%

reduction by 2025

Water Usage:



50%

recycling rate
by 2025

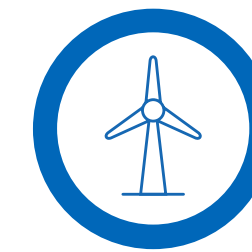
Waste Generated & Disposed:



0

waste to landfill
by 2030

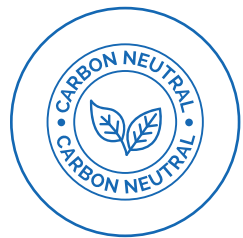
Renewable Energy Usage:



100%

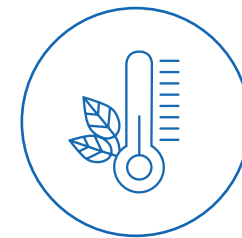
in manufacturing sites
by 2025

2030



Carbon Neutrality

2050 or Sooner



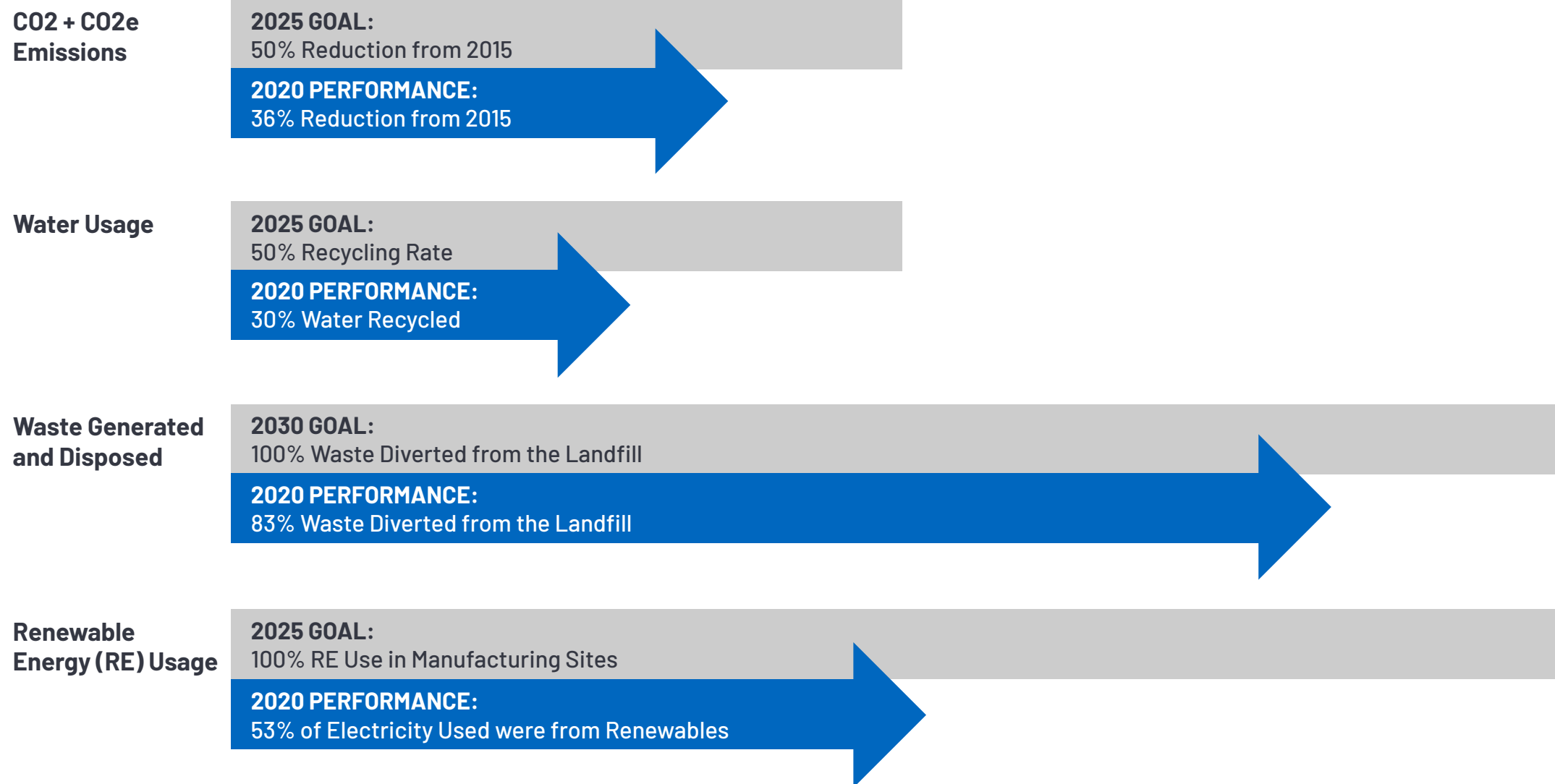
Net Zero

PROTECTING & REGENERATING THE ENVIRONMENT

PROGRESS ON ENVIRONMENTAL GOALS

Performance That Leads to Progress

In terms of successfully achieving our sustainability goals, the proof is in the progress we've made to this point. The information below* provides a comparison between our goals we plan on reaching by 2025 versus the progress made in 2020.



Analog Devices Public CDP Response

ADI responds to the CDP Climate Change Program module annually to disclose how we are managing the potential impacts, risks, and opportunities brought about by climate change. We also use this platform to disclose our greenhouse gas emissions, emissions reduction initiatives, and performance to goals. Additionally, ADI also responds to the CDP Water Program where we disclose the potential impacts, risks, and opportunities associated with water-related issues and concerns. More information is available in our 2020 public CDP response and can be accessed through the [CDP Net Portal](#).

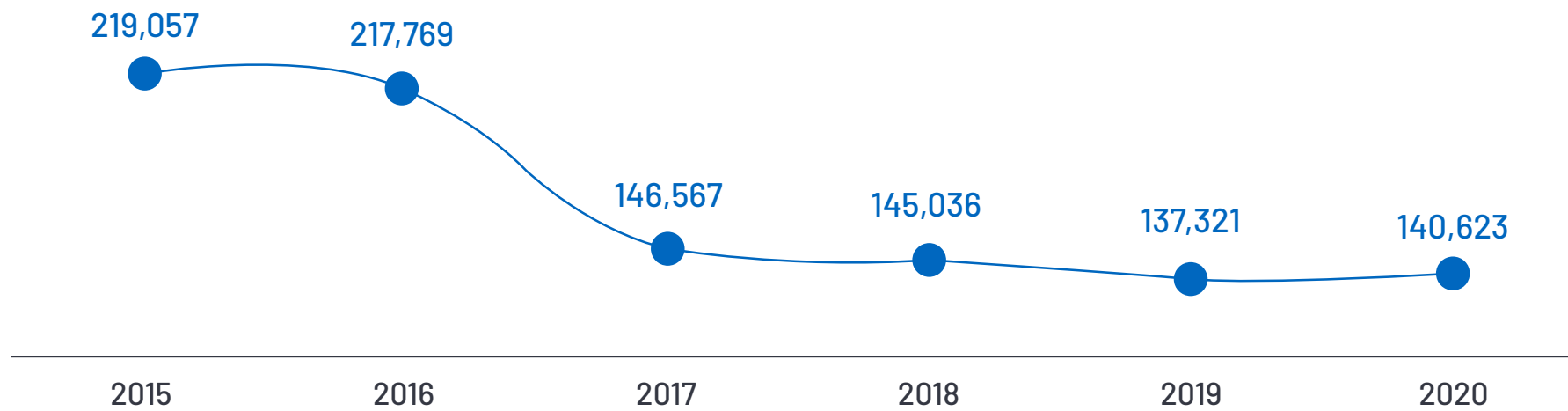
*Data based on information from the legacy ADI and legacy LTC manufacturing sites

PROTECTING & REGENERATING THE ENVIRONMENT

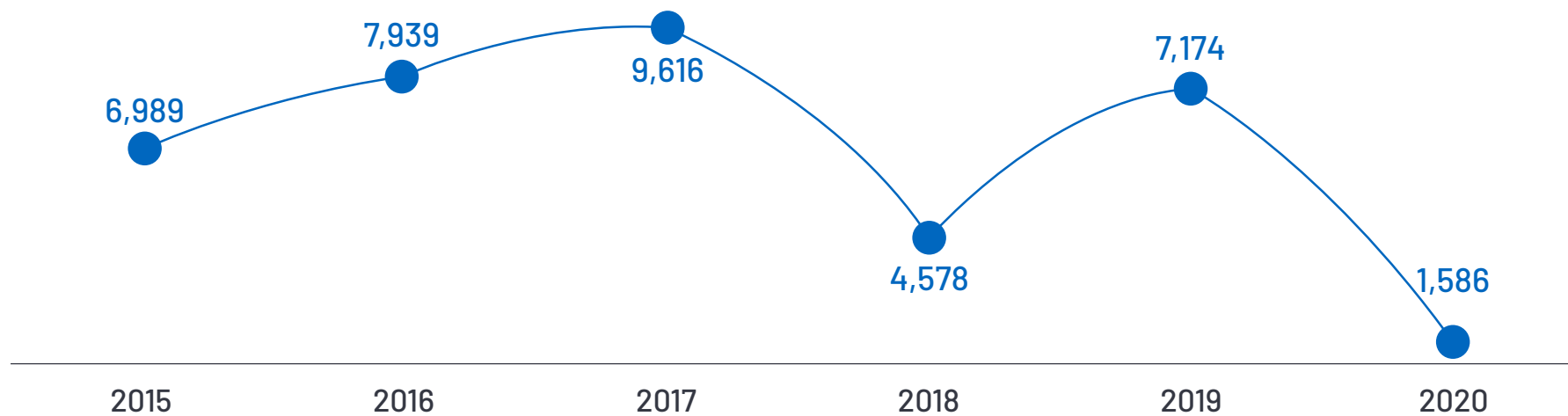
GREENHOUSE GAS EMISSIONS REDUCTION

In 2020, our emissions have gone down by 36% vs. our baseline year of 2015. We will be continuing to plan for reductions in order to reach our net zero emissions goal. Notable progress includes 3 of ADI's manufacturing sites have already been converted to renewable energy.

Scope 1+2 emissions (in tons) decreased by 36% from 2015



Scope 3 emissions from business travel (in tons)



SPOTLIGHT STORY: A Greener Way to Work

In 2020, ADI's corporate headquarters in Wilmington, Massachusetts installed a 1.4 MW solar panel array. The solar panels are located on the top of a newly constructed headquarters building and parking garage. The panels on the parking garage are "carport-style," meaning they act as a roof to protect vehicles from the snow in the winter and the hot sun in the summer. These panels on average can supply up to 10% of the site's non-manufacturing electricity demand.



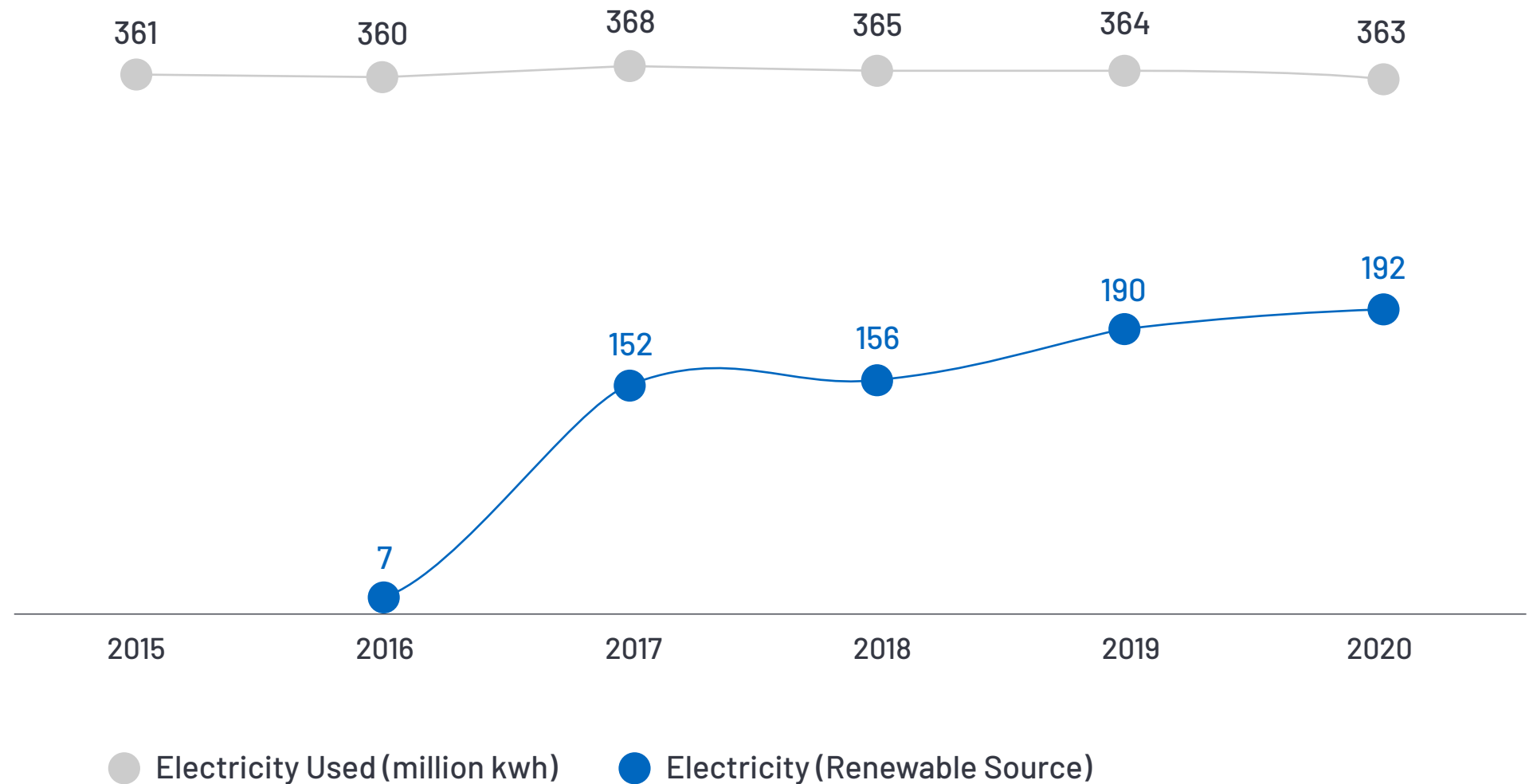
Solar panels at ADI Headquarters in Wilmington, MA power a more sustainable workplace.

PROTECTING & REGENERATING THE ENVIRONMENT

ENERGY EFFICIENCY

Electricity consumption has remained relatively constant from 2015. 53% of electricity used in 2020 was from renewable sources.

Energy efficiency programs such as Compressed Dry Air (CDA) process optimization, installation of motion sensors in meeting rooms, lighting upgrades, and installation of Variable Frequency Drives (VFD) have helped us reduce our electricity consumption.



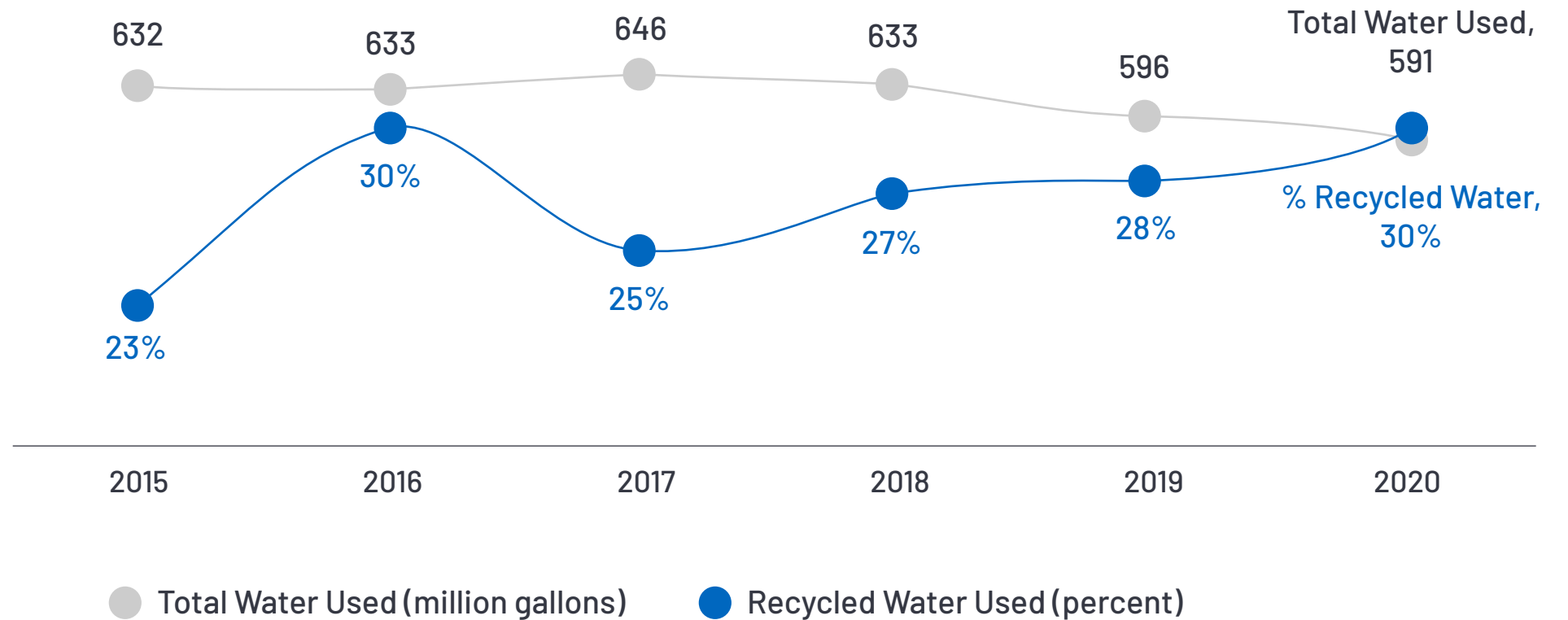
PROTECTING & REGENERATING THE ENVIRONMENT

WATER CONSERVATION

Total water used decreased by 7% from 2015, while the water recycling rate increased to 30% in 2020.

Water recycling initiatives have resulted in lesser volume of freshwater withdrawal.

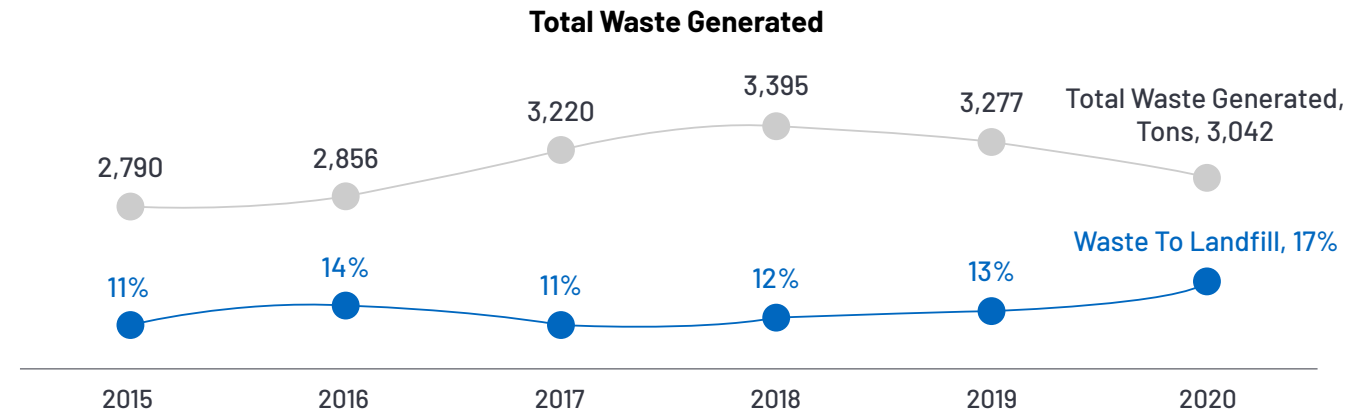
Water Used and Water Recycling Rate



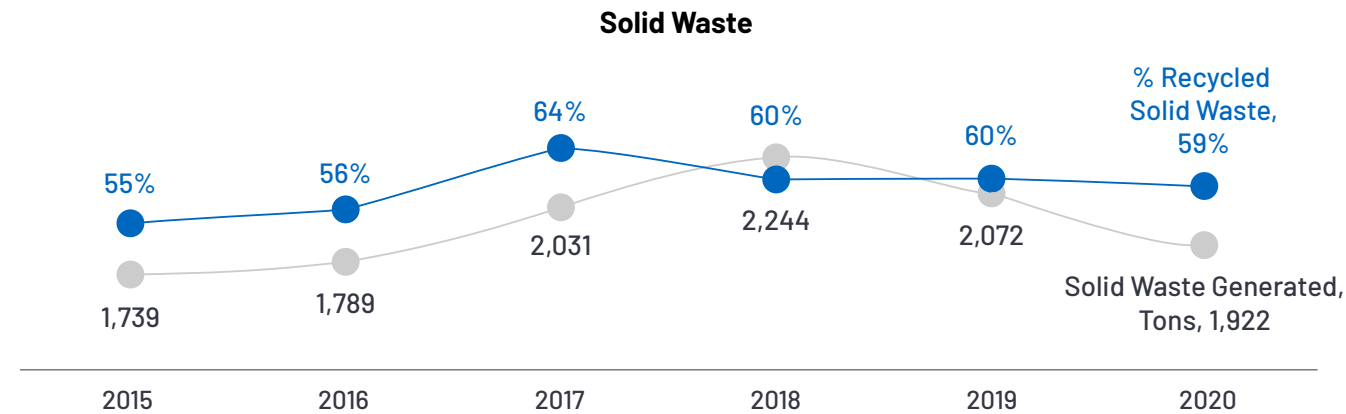
PROTECTING & REGENERATING THE ENVIRONMENT

WASTE GENERATION

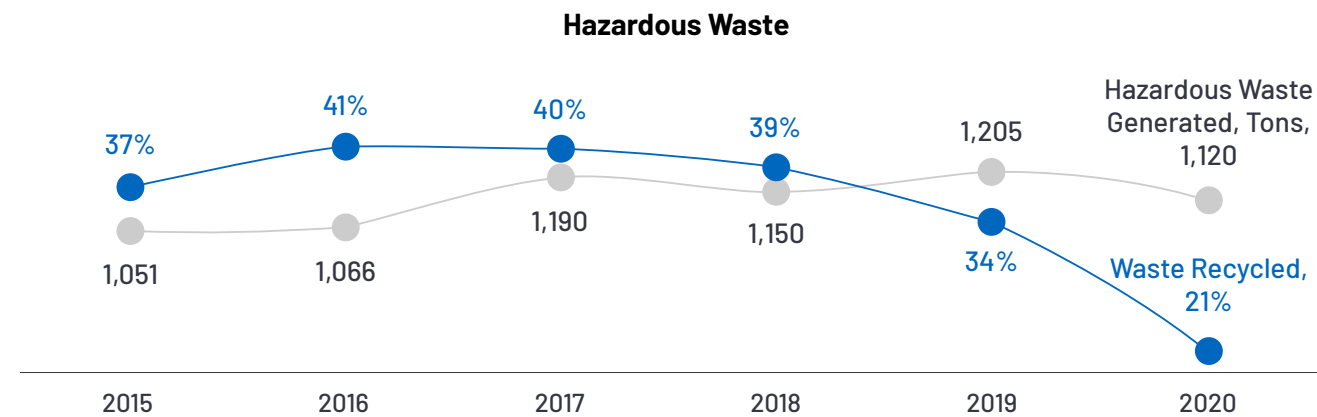
Total waste generated increased by 9% from 2015 to 2020 and 83% was diverted from the landfill.



Solid waste generated went down by 7% from 2019 to 2020. Recycling improved from 55% in 2015 to 59% in 2020.



Hazardous waste generated went down by 7% from 2019 to 2020.



PROTECTING & REGENERATING THE ENVIRONMENT

ENVIRONMENTAL MANAGEMENT

Our Approach

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

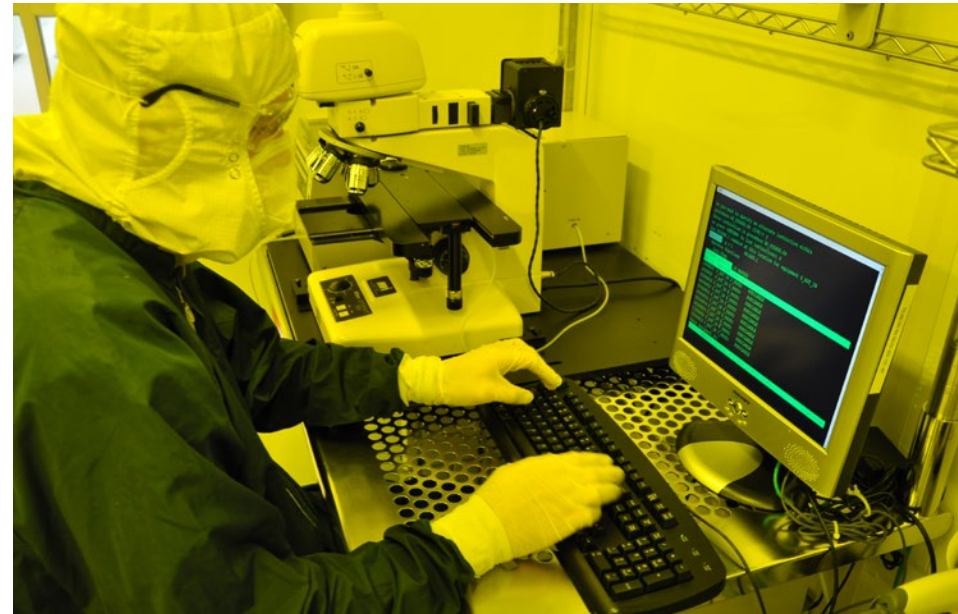
This plan is designed to prevent and minimize hazards to public health; safety; or welfare of the environment by fires, explosions, spills or any other unplanned release of hazardous wastes, hazardous waste constituents, or hazardous materials to the air, soil, surface water, or groundwater. This plan 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 & REGENERATING THE ENVIRONMENT

SYSTEM & COMPLIANCE



Commitment to Management Systems and Structure

ADI's manufacturing sites are certified to internationally recognized standards* ensuring ADI's Environment 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.

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.

Conflict Minerals

ADI is committed to ethical practices and compliance with 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. Our [Analog Devices Conflict Minerals Policy Statement](#) is available on our website.

MESSAGE FROM OUR CEO	ABOUT OUR COMPANY	SUSTAINABILITY	PROTECTING AND REGENERATING THE ENVIRONMENT
EMPOWERING PEOPLE	IMPACT WITH ENGAGEMENT	GOOD GOVERNANCE	APPENDICES



EMPOWERING PEOPLE

IN THIS SECTION

WHAT'S NEW ▶	WORKFORCE DATA SNAPSHOT ▶	DIVERSITY & INCLUSION ▶
TALENT DEVELOPMENT ▶	COMPENSATION & BENEFITS ▶	WORKER SAFETY ▶

EMPOWERING PEOPLE

For more than five decades, ADI has led our industry by building a culture that celebrates the creation of products and services that solve our customers' and our society's most pressing and complex challenges. This has never felt more relevant or more important than during this past year.

Guided by our purpose to engineer good, our organization and our people rose to meet the many challenges that 2020 presented us.



"I have never been prouder to be part of ADI's team of compassionate and tenacious individuals."

*-Marnie Seif
Chief People Officer and General Counsel*

As COVID spread around the globe, our first priority was the safety and support of our employees. As a manufacturer of medical products that were deemed essential, we quickly put measures in place to protect the health and well-being of employees in our manufacturing operations, and like most companies, we

transitioned remaining employees to remote-work environments. We enacted a global Emergency Coronavirus Paid Time Off (ECPTO) program so that employees could comply with self-quarantine requirements without concerns about undue financial burdens. Throughout the pandemic, we have been amazed by the resiliency and creativity of our employees, who found ways to collaborate and innovate, even while working remote. We found that Zoom

calls with global colleagues fostered a sense of belonging and inclusion among participants. And our engineers created a virtual platform for sharing ideas and having "drop by" conversations which sparked new ideas and solutions to difficult problems.

It has been inspiring to see how rapidly and effectively our colleagues adapted to the "new normal." And while we will always remain an organization that believes in the importance of being together, this past year taught us valuable lessons as we discern our next steps, including more hybrid work arrangements.



EMPOWERING PEOPLE

Among the many hardships of this past year, the pandemic exacerbated and exposed the deep inequities that continue to exist in our society. Added to that were continued cases of racial injustice, including those that resulted in the tragic and unnecessary loss of life. Yet, as appalling and painful as last year's events were, the year also saw a groundswell of action.

At ADI, we launched a new Employee Resource Group (ERG) focused on elevating and prioritizing the unique needs of people of color and creating opportunities to support colleagues from underrepresented groups. The People of Color and Allies Network (POCAN) broadens our network of ERGs, including the Women's Leadership Network and LGBTQ+ Network, which will all contribute to our broader DEI initiatives as well as engage ADI leaders to ensure policies and practices are conducive to diversity and inclusion for employees of all backgrounds.

In addition, we are broadening our recruitment efforts to attract more diverse talent to our organization. In 2021, we made new commitments to increase the number of women and underrepresented populations in the

company. Specifically in board and management roles, we've increased our board leadership to nearly 30% female and our executive management team is 20% female leadership.

All told, 2020 was a profoundly challenging year for the world collectively and for each of us individually. I have never been prouder to be part of ADI's team of compassionate and tenacious individuals. As we deliver against our ambition to be the preferred destination for the world's best talent, we will continue to invest in building an inclusive environment that provides our teams with the freedom and opportunity to accelerate their impact and empower them to engineer good for both people and the planet. I have great confidence in our employees and our future.



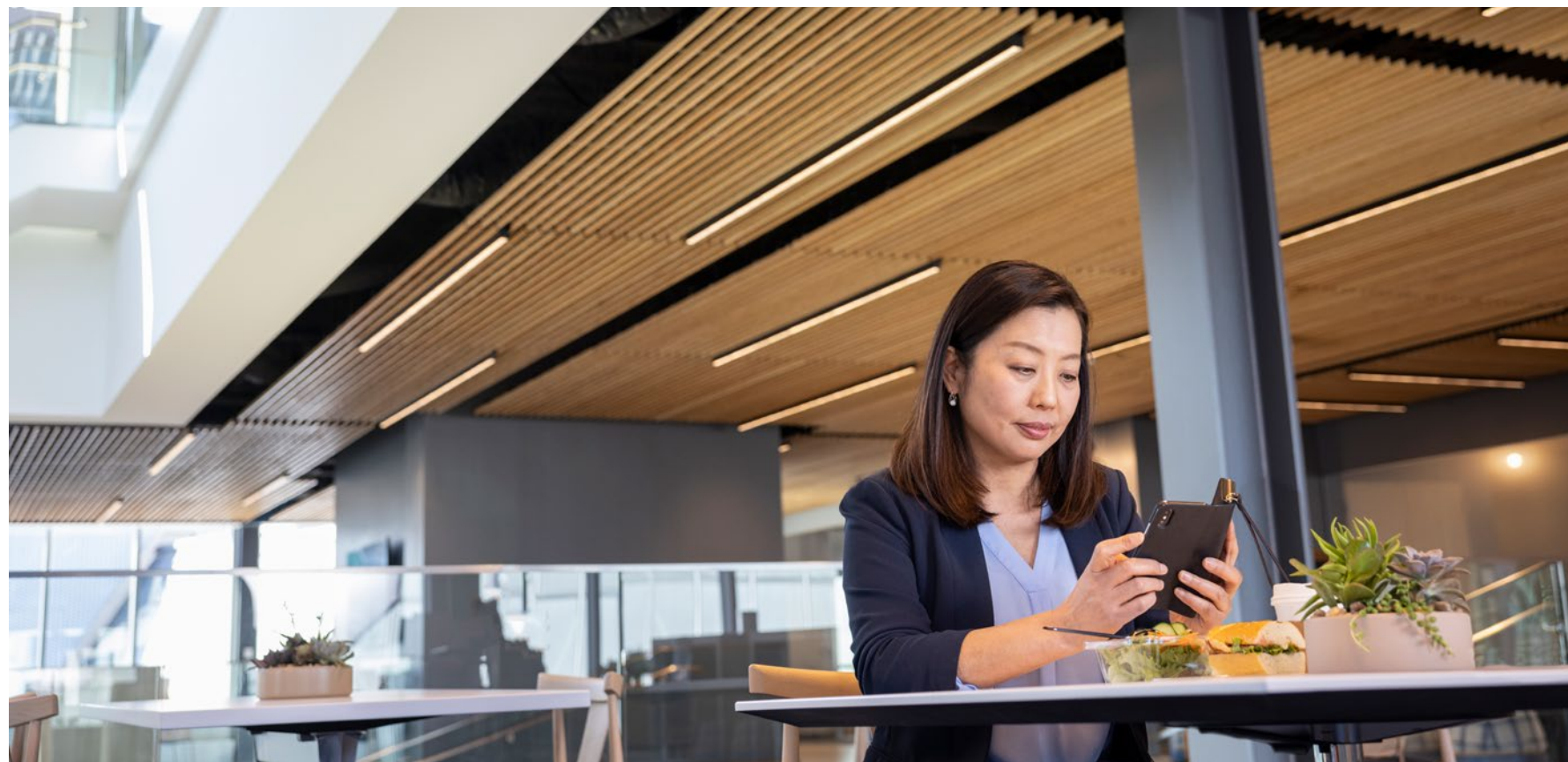
MARNIE SEIF
CHIEF PEOPLE OFFICER AND GENERAL COUNSEL



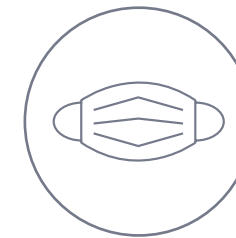
EMPOWERING PEOPLE

WHAT'S NEW

Our employees are the bedrock of our success. We invest in our people so they can engineer the next generation of technology that betters our world. We care about our employees, offering competitive benefits and compensation, as well as fulfilling career opportunities. In support of this, we are continuously looking for ways to evolve our programs and practices to ensure employee satisfaction.



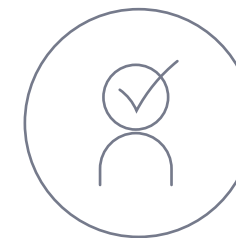
New in 2020



Provided Emergency Coronavirus Paid Time Off (ECPTO)



Enhanced learning and development and employee feedback disclosures



Global expansion of our flagship development program for women



Launch of People of Color and Allies employee resource group

EMPOWERING PEOPLE

WORKFORCE DATA SNAPSHOT

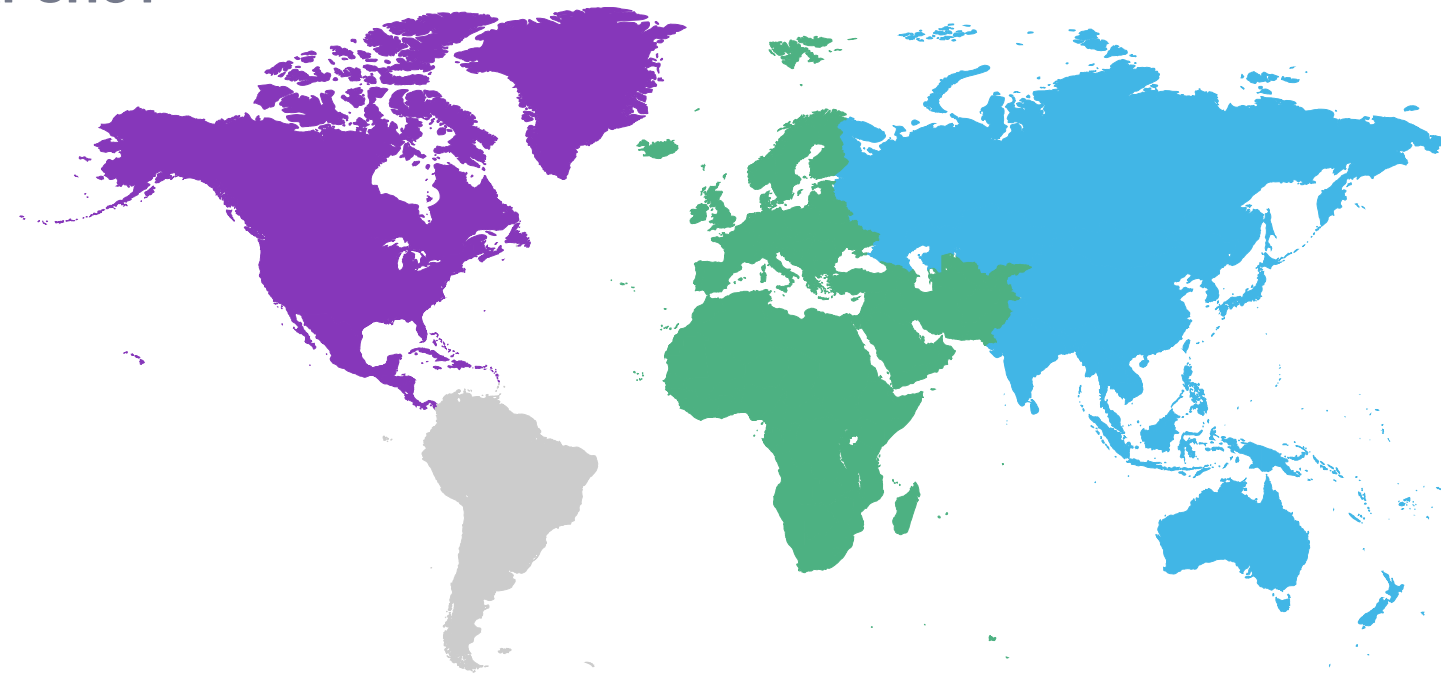
Employees by Geography

Population by geography

57% APAC: 9,007 employees

31% North America: 5,007 employees

12% EMEA: 1,857 employees



Hiring by Race & Ethnicity

United States Total Hiring Population

White	47.2%
Asian	33.3%
Hispanic or Latinx	7.1%
Black or African American	1.9%
American Indian or Alaskan Native	.4%
Two or More Races	1.1%
Undisclosed	9.0%
Total	100%

Global Leadership by Gender

Senior Leadership*

Manager



16%

84%

Female

Male



21%

79%

Female

Male

*Senior leadership represents the top 7% of our manager population

Hiring by Gender

Global

GENDER	%	HIRES
Female	29%	313
Male	71%	768
Grand Total	100%	1,081

Global Turnover

4.1% Global Voluntary Turnover Rate

Technical Role by Gender*

Global

GENDER	%
Female	17%
Male	83%
Grand Total	100%

Using redefinition, percentage of females in technical roles was 16% in 2019 vs. 17% in 2020

*Technical role redefined as all engineering positions and no longer includes quality operation roles

Technical Role by Race & Ethnicity*

United States

White	56.97%
Asian	32.79%
Hispanic or Latinx	3.04%
Black or African American	1.52%
Two or More Races	0.66%
American Indian or Alaskan Native	0.23%
Native Hawaiian or Other Pacific Island	0.03%
Unknown/Undisclosed	4.76%
Total	100%

*Using redefinition, percentage of people of color in technical roles is 37.92% in 2019 and is at 38.28% in 2020

EMPOWERING PEOPLE

DIVERSITY, EQUITY, AND INCLUSION

DEI Philosophy

By harnessing the collective power of our diversity, employees come together to have a meaningful impact on their work and the communities around them.

Our Approach

ADI is building a culture that values and leverages the uniqueness of each employee. As a company that challenges assumptions, we know that more is achieved when we bring together people with diverse perspectives. Innovation thrives in open environments and in teams built with different identities, cultures, backgrounds, and experiences. These collaborations spark provocative questions and generate unexpected insights. Through our talent, we solve our customers' toughest challenges and implement practices and solutions that build a more inclusive world.

DEI Pillars

We focus on three strategic pillars to drive sustainable change and long term success.

Diverse Perspectives	Equitable Practices	Inclusive Culture
Employees represent a mix of identities, cultures, backgrounds, and experiences.	Internal talent practices and external business practices are designed to remove potential bias and counteract systemic inequities.	ADI's culture is built to foster a global sense of belonging and value the contribution of each individual.



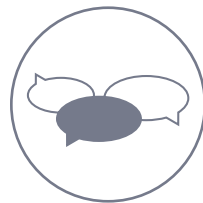
"Our goal is to foster a sense of belonging and promote collaboration that stimulates individual and business growth. ADI believes unique points of views, experiences, and a culture that allows everyone to contribute their fullest is the foundation that sparks innovation and ideation."

- Debra Delise
General Manager Trusted Security Solutions & Executive Sponsor for Diversity, Equity, & Inclusion

EMPOWERING PEOPLE

DIVERSITY, EQUITY, AND INCLUSION

Focus Areas and Actions



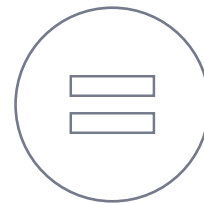
Diverse perspectives

Growing our female leadership pipeline

Elevate, our flagship women's development series offers three levels of programming to prepare women for leadership roles regardless of their current career stage. Through an exciting combination of action learning and sponsorship, women accelerate their development while building global networks.

Building an ecosystem of diverse partnerships

We focus on long-term partnerships, not just short-term hiring. ADI employees engage in career development events and technical talks with racially diverse universities and organizations, helping to ensure students of color have equal access to knowledge and resources.



Equitable practices

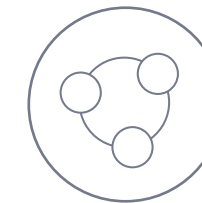
Expanding educational programming in underserved communities

We tackle systemic inequities in STEM education by supporting community organizations that target women and communities of color. Below are a few examples of organizations we support:

- Boston Museum of Science's Engineering Everywhere program
- Women's Foundation of Boston's STEM fund
- Massachusetts Science and Engineering Fair's statewide and regional fairs

Leading industry-wide change

As an anchor member of the Massachusetts High Tech Council's Diversity, Equity, and Opportunity Initiative, we are assembling best-in-class guidance for diversity programming and have firm commitments across partnering organizations to increase representation from communities of color.



Inclusive culture

Leveraging an employee-driven approach

Employee Resource Groups (ERGs) are the backbone of our inclusive culture. Together they provide allyship, improve development programs, and enhance organizational policies and practices.

Current groups include: Analog Veterans Network, LGBTQ+ Network, People of Color and Allies Network, Women's Leadership Network, and the Young Professionals Network.

Removing and preventing unconscious bias

We continue driving awareness and action around unconscious bias. In 2021, all people managers are required to complete an unconscious bias training and have goals related to inclusive behaviors.

EMPOWERING PEOPLE

TALENT DEVELOPMENT



“Career development is a continuous journey. At ADI, we enable employees to own that journey and see the possibilities they can aspire to as they navigate and broaden their careers.”

– Sylvia Mahlebjian
Sr. Director, Global Talent Development

Our Talent Proposition: Learn, Grow, Teach

At the heart of ADI’s employee development philosophy is the commitment to equip employees for today and ready them for tomorrow. Our goal is to enable the potential of all employees by providing easy and continuous access to development experiences that grow capabilities and accelerate their impact. Core to the success of this strategy is building a culture that energizes employees to learn. We use the 70-20-10 philosophy to encourage all employees to continue learning. Growing through on-the-job career experiences (70%), learning from others (20%), and attending formal education programs (10%) empowers employees to own their development, realize their potential, and explore a myriad of career possibilities.

70%

- Sprint teams
- Action learning
- Rotations
- Assignments

20%

- Mentor platform
- Sponsorship
- Coaching
- Expert forums

10%

- University partnerships
- MOOCs
- Digital learning

In 2020, ADI converted and offered **100%** of the company’s learning via interactive virtual format.

ADI was quick to adapt and shift given the environment to ensure the company continued to engage employees in their development.

Digital learning courses completed by employees in 30 countries



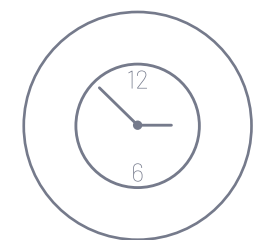
17,000

Total Learning Hours:



158,518*

Average Learning Hours Per Employee:



10.1

*Total learning hours for 15,781 full-time employees; excludes sales training hours and represents only the formal learning that is tracked in our system.

EMPOWERING PEOPLE

TALENT DEVELOPMENT

Development for All Career and Leadership Stages

While priority is placed on hands-on experiences, we offer an array of experiential, collaborative, and formal learning opportunities to accelerate development at all stages.

Interns

- Provides students with hands-on learning experiences and solving real-world customer and business problems
- Interns participate in learning activities, mentoring and social events while supporting active business projects

Early-Career

- Rotation programs help accelerate development by building a broader view of the business and expanding their network
- Mentorship programs play an important role with nearly 200 early career employees working with mentors and 96% expressing satisfaction with the program
- ADI's Global Early Employee Challenge (GEEC) is a business competition for employees to apply business concepts to address societal needs

Mid-Career

- Programs focused on building great teams including coaching, goal setting, career conversations, effective feedback, and decision making
- Development tools to help mid-career professionals assess their leadership strengths and opportunities
- Global Management Essentials program for new and potential managers
- Global Situational Leadership program for experienced managers

Senior-Career

- Programs focused on building enterprise business and commercial acumen
- Leadership development tools to support continuous learning for our enterprise leaders
- Proactive executive coaching for new senior leaders
- Bespoke executive education program through partnership with MIT Sloan

Access to digital learning libraries, MOOCs, and online ADI expert content with flexibility that meets the needs of demanding schedules.

2020 Virtual Technical Conferences			
Our annual internal technical conferences provide valuable learning opportunities and training sessions for all career levels. To keep these important programs accessible, in 2020 they were transformed into virtual, digital experiences with expanded access.			
Key conferences include:	• Analog Devices General Technical Conference (GTC) Worldwide	• Analog Devices Limerick Engineering Conference (ADLEC) Ireland	• Field Applications Engineer Training Worldwide

EMPOWERING PEOPLE

EMPLOYEE BENEFITS AND COMPENSATION



Compensation & Rewards

Analog Devices' total rewards package is designed to provide generous compensation and relevant benefits worldwide:

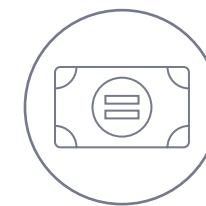
- Competitive market pay
- Broad-based bonuses
- Healthcare benefits
- Retirement benefits
- Paid time off benefits

We examine pay, benefits and stock programs which includes annual in-depth analysis against industry market data to ensure they are competitive and compliant. In addition, all employees of certain professional levels are eligible for stock awards.



Bonus Compensation

Our employee bonus programs link employees' compensation to ADI's revenue and operational performance goals. We believe having all employees striving to achieve the same goals creates a common drive for excellence and celebrating achievement.



Pay Equity

We are committed to equitable compensation regardless of gender, race, or ethnicity. Our goal is to attain 100% pay equity. To this end, we conduct regular equal pay assessments, with rigorous statistical analyses of employees performing similar work and active plans to adjust where appropriate. In the U.S., women currently earn 98 cents for every \$1 earned by their male counterparts; notably, we don't see a systemic pattern of women being underpaid in the same jobs. Similar analysis of racial pay differences in the U.S. found the same 98 cents/\$1 ratio for people of color. Also, we monitor our worldwide adjusted compensation for women compared to men, working to adjust within local practices.

EMPOWERING PEOPLE

EMPLOYEE BENEFITS AND COMPENSATION

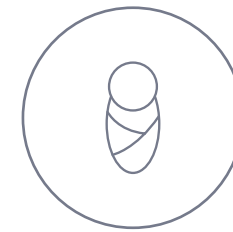
Benefits

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



Example of U.S. Benefits

- 401(k) plan with employer contributions
- Health benefits
- Life, business travel, disability, and additional voluntary insurance plans
- Paid time off
- Paid counseling assistance
- Backup child & adult care
- Family college planning



Parental Leave

We believe in the importance of giving parents time to bond with their new child (adoption, foster, and newborn). Our parental leave policies vary by country and are often subject to regulations. For example, in the U.S. ADI provides 3 weeks of 100% paid time off for new parents, plus an additional 8 weeks of paid benefits for new mothers recovering from childbirth. These benefits are in addition to those offered through the employee's residence state.



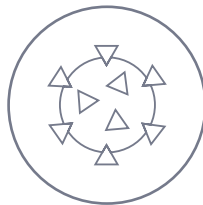
Work/Life Balance

We encourage employees to establish a healthy work/life balance, as it leads to a more fulfilled and productive workforce. Both managers and employees are empowered to make arrangements as needed in their roles and local laws.

EMPOWERING PEOPLE

SUPPORTING EMPLOYEES DURING COVID-19 PANDEMIC

In these challenging times, we know it's important to support our workforce professionally and personally. We responded by adapting to our employees' needs, helping them feel safe and cared for.



Emergency Coronavirus Paid Time Off (ECPTO)

Created a targeted program for all employees providing up to an additional 3 weeks of 100% paid time off for unexpected issues caused by the pandemic.



Enhanced Family Care Benefits

1. Offered employees extended number of available days and reduced copayments for child and adult care, as well providing tutoring discounts. (U.S.)
2. Expanded benefits to help employees and immediate family members manage student loan debt through access to specialized debt counselors, educational and financial support tools and refinancing options. (U.S.)
3. Offered parent workshops for support with challenges they face while balancing work and home schooling.



Expanded Mental Health Resources

Additional mental health support, including resources through our ongoing U.S. Employee Assistance Program, providing employees with confidential, no-cost counseling sessions. Additional mental health resources included live webinars, such as managing mental health and parenting during the pandemic.



EMPOWERING PEOPLE

OUR APPROACH TO TALENT RECRUITMENT

Addressing Unconscious Bias

1. Unconscious bias masterclass training, conducted in 2020 for Talent Acquisition team.
2. Revamped interview process to eliminate hiring bias by standardizing and streamlining interview guides and putting more emphasis on behavioral interview questions.

Increasing Diversity of Candidates

1. Increased recruitment efforts at Historically Black Colleges and Universities (HBCUs) and racially diverse STEM talent fairs.
2. More focus on diversity recruiting events including National Black Engineer Society, U.S. veterans and Society of Women Engineers.

Internship & Co-op Program

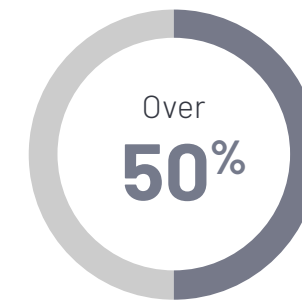
We are committed to developing the next generation of innovators, as they are the future of ADI. Many interns return for additional internships or join us full time upon graduation. The internship program is strategic and aims to provide on-the-job learning and positive learning experiences to interested students.



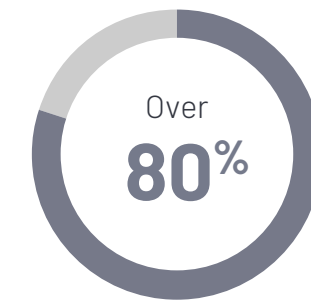
“Internships offer a great opportunity for managers and the individual to have an extended interview that goes well beyond traditional processes. An internship allows the manager to more thoroughly assess the intern’s competency, drive, and interest on the job as well as offers the intern the opportunity to ensure ADI is a great fit for their career aspirations.”

– Natalia Hing

North America University Relations Manager



Global interns accepted full-time positions



North American interns accepted full-time positions

Meaningful Internship Experience During a Pandemic

Although this year’s internship experience was unlike anything in past years, we committed to creating a meaningful, engaging agenda for the interns, welcoming nearly 90 interns in North America alone. We committed to keeping our internship program active, even if that meant connecting virtually. Interns took part in different learning initiatives through “Talk and Learns” and social activities, such as a welcome event on Zoom, allowing participants to not only “meet” and play icebreaker games, but also learn more about ADI and our employee networks.

EMPOWERING PEOPLE

LISTENING TO OUR EMPLOYEES



Our Approach

We employ a listening strategy to gather employee feedback throughout the year. ADI Pulse, our signature engagement survey, allows us to get employee viewpoints on how we are doing well and where we can improve. “Mini Pulses” are another tool to engage more specific and frequent feedback throughout the year. Survey topics include matters of inclusion, leadership, decision making, and more. Surveys are administered by a third party to ensure anonymity and results are confidential. These results are provided to leadership and managers to inform actions that positively impact engagement and create meaningful change.

2020 Survey Highlights

80%

Global Participation Rate

77

Likely to Recommend
(+5 vs. benchmark)

76

Overall Engagement Score
(+4 vs. benchmark)

74

Happy to Work at ADI
(+2 vs. benchmark)

EMPOWERING PEOPLE

FAIR TREATMENT OF EMPLOYEES

Our Approach

We believe Human Rights are the fundamental rights, freedoms, and standards of treatment to which all people are entitled. Respect for human rights is rooted in our values and applies wherever we do business. ADI's [Human Rights Principles](#) formalize our commitment to respect human rights and summarizes our policies. Our Human Rights Principles apply to all employees and contingent workers, products and services, as well as our business relationships, including our supply chains. A number of additional policies guide action in specific areas, such as the supply chain, privacy, and environmental health and safety.



Details of these additional policies can be found here on our website:

Policies & Documents

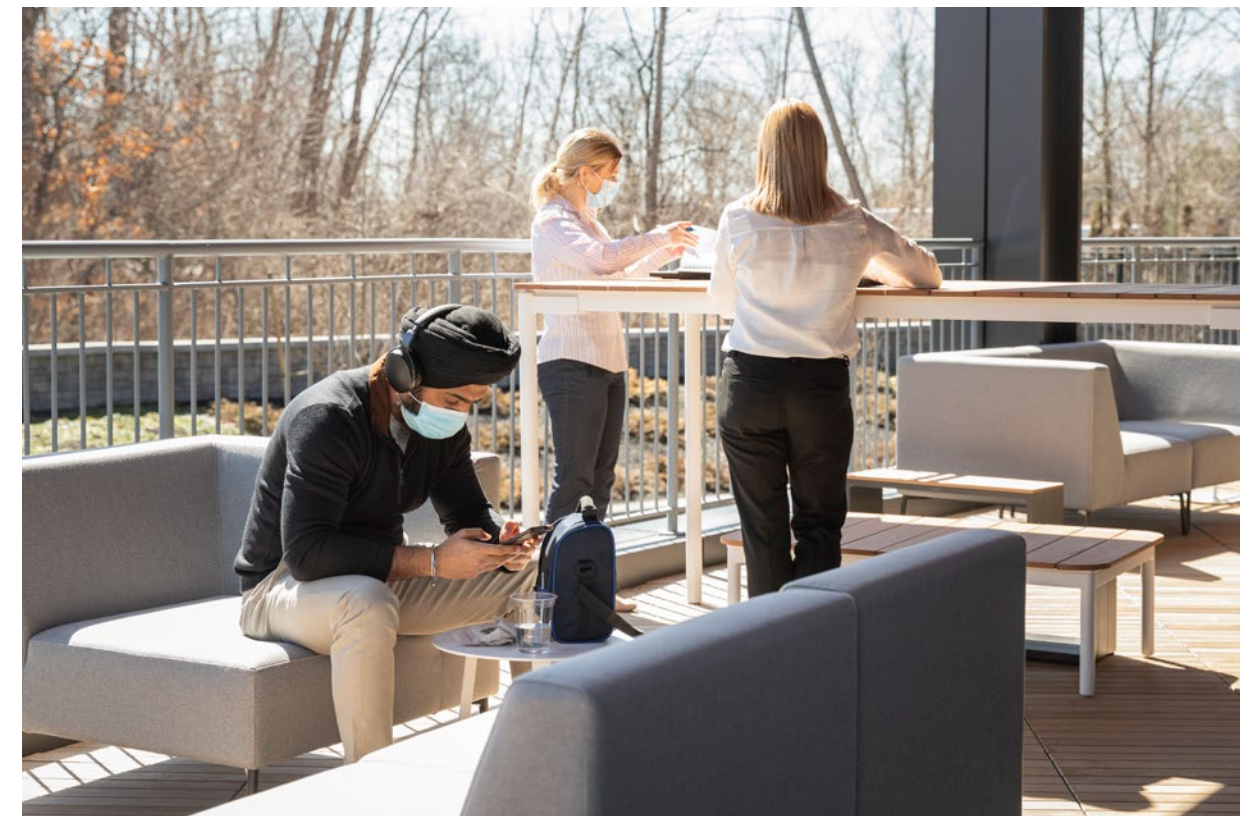
- [Analog Devices Anti-Slavery, Child Labor and Human Trafficking Statement](#)
- [Analog Devices Sexual and Other Unlawful Harassment Policy](#)
- [Analog Devices Third-Party Whistleblower Website to Report Grievances](#)
- [Analog Devices Human Rights Principles](#)

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 the fear of reprisal, intimidation, or harassment.

Collective Bargaining Agreements

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



EMPOWERING PEOPLE

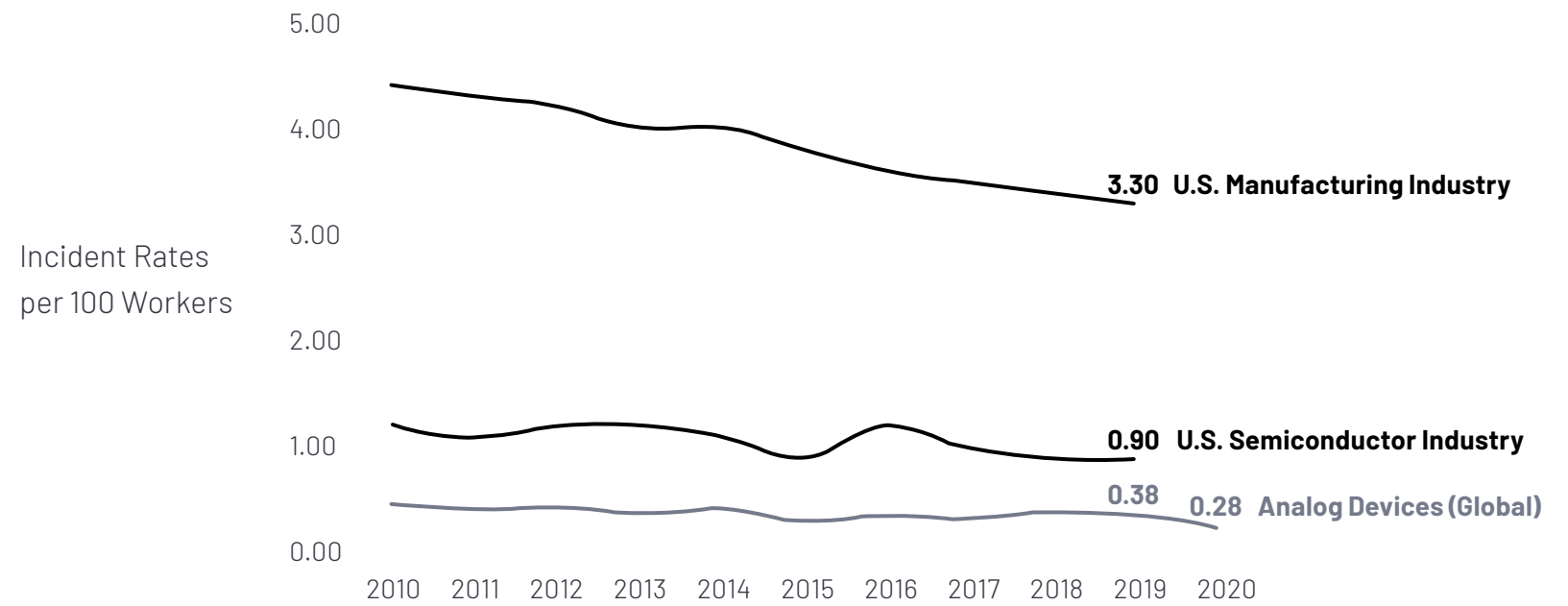
WORKER SAFETY



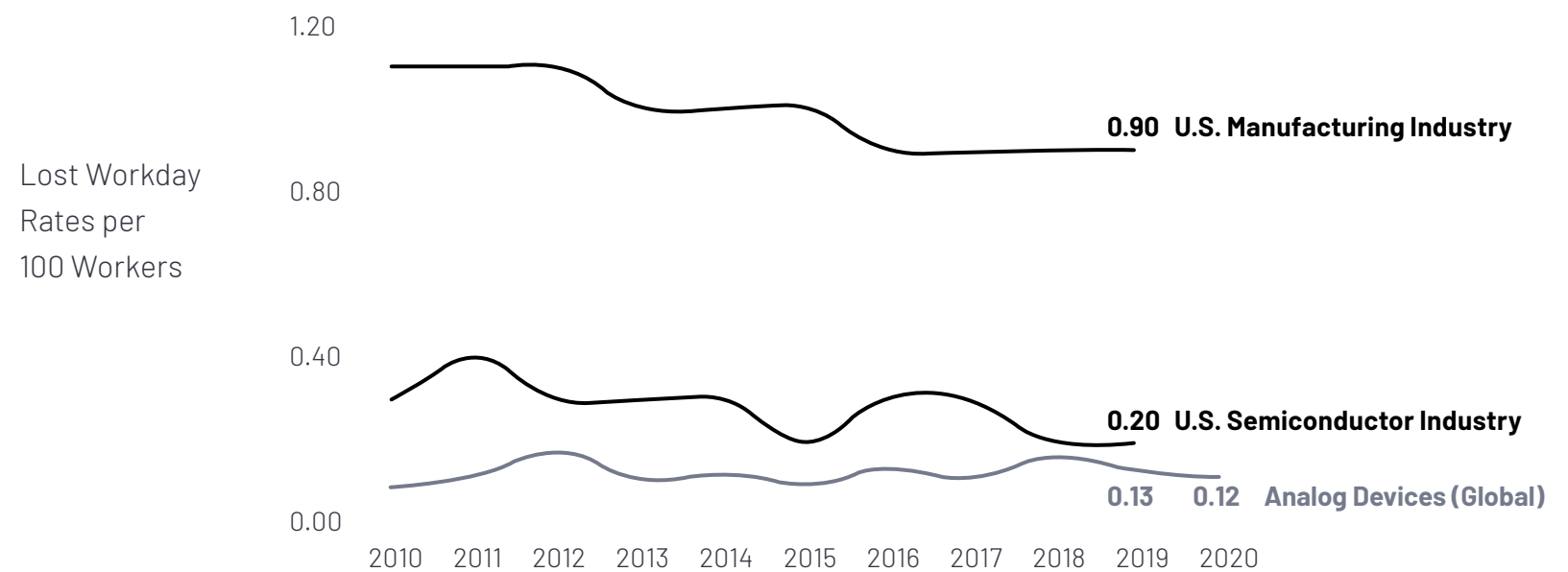
Our Approach

The health and safety of our employees and contractors is a top priority. To ensure our commitment to a safe operating environment, manufacturing sites have employee health and safety committees. All four ADI legacy sites are certified to ISO 45001 Occupational Health and Safety management system standards, while the two sites from our acquisition of the former Linear Technology are working towards certification to the same standards. ADI incident rates and lost workday rates are better than the rates reported by the U.S. Semiconductor Industry and U.S. Manufacturing Industry.

Incident Rates



Lost Workday Case Rate



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IMPACT WITH ENGAGEMENT

IN THIS SECTION

WHAT'S NEW ▶	RESPONDING TO A GLOBAL PANDEMIC ▶
INCREASING ACCESS IN STEM EDUCATION ▶	HELPING COMMUNITIES GLOBALLY ▶

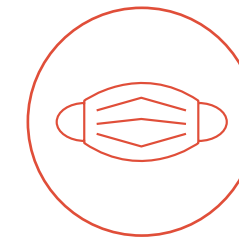
IMPACT WITH ENGAGEMENT

WHAT'S NEW

ADI understands the importance our impact has on communities across the globe. In 2020, our efforts focused on COVID relief, continued support of STEM education and supporting organizations making a difference in local and global communities.

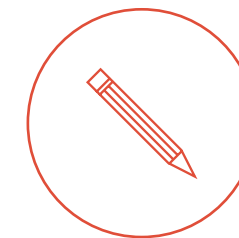


Additional highlights from 2020:



Global Pandemic Response

Enhanced safety protocols for ADI employees, while lending support to customers and global communities.



Accessibility to STEM Education

ADI built upon its longstanding commitment to STEM education by adapting programs virtually and increasing awareness for career opportunities.



Impacting Global Communities

Expanded support for local and global organizations through traditional and virtual volunteer opportunities.

IMPACT WITH ENGAGEMENT

RESPONDING TO A GLOBAL PANDEMIC

Throughout 2020, ADI enhanced its support efforts for our employees, customers, and global communities. Moving forward, we will continue to adapt those efforts to the changing circumstances posed by COVID-19.



Our Employees

To ensure the safety of employees, ADI put additional safety measures in place and initiated programs that support employees in their personal lives:

Enhanced Benefits

[Learn more](#) about the benefits and support provided to employees during the pandemic.

Remote Work Options

Provided employees with the flexibility to work from home and to work in our offices if permitted by regional laws and conditions.

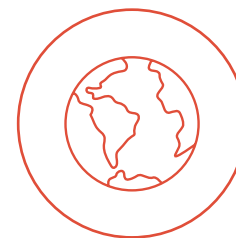
Enhanced Safety Measures

New protocols were put in place for employees returning to the office in accordance with regional laws. These new measures included onsite COVID testing, screenings, occupancy limits, extra cleanings and mask distribution.



Our Customers

ADI technologies are being used in life-saving medical equipment, including ventilators, respirators and imaging. Our global operations and sales teams prioritized the needs of our health care customers by expediting production and shipping of parts needed to treat COVID-19 patients.



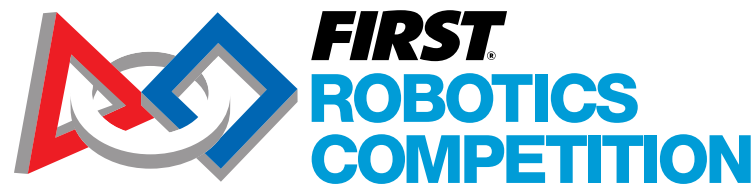
Our Global Communities

Analog Devices, its employees and the Analog Devices Foundation provided support to COVID-19 relief efforts through a \$4 million donation to the World Health Organization's COVID Solidarity Response Fund. In addition, our donation of \$500,000 to Massachusetts General Hospital's Vaccine Immunotherapy Center funded research and development for vaccines and testing.

IMPACT WITH ENGAGEMENT

INCREASING ACCESS TO STEM EDUCATION

For over 35 years, ADI has understood the importance of increasing awareness of STEM careers for future generations. Across the globe, our STEM education sponsorships focus on expanding access and promoting education. In 2020, prior to pandemic shutdowns, our employees held live events and found creative ways to hold virtual events.



United States

ADI has proudly sponsored the FIRST Robotics Competition since 2003. In addition to funding, our employees provide mentorship and coaching to high school teams across the country, having worked with 34 teams through the FIRST Robotics home program in 2020.



Philippines

ADI's Junior Aspirant program encourages students grades 10-12 to pursue engineering and technology courses. Sponsored by our Young Professionals Network, a virtual, immersive program was developed, allowing students to experience a day in the life of an engineer.



Ireland

For six years, ADI's Limerick, Ireland campus has hosted the Primary School Robotics Competition for students ages 10-12 years old. During this time, students were given the opportunity to design, build, test and program robots during a day-long robotics workshop.

IMPACT WITH ENGAGEMENT

HELPING COMMUNITIES GLOBALLY

ADI employees and the Analog Devices Foundation continued to support organizations making a difference in their communities. In 2020 alone, the Analog Devices Foundation provided \$4.5 million dollars in community grants and generated over \$250,000 in combined employee donations and matching gifts. Learn more about the [Analog Devices Foundation](#).



SPOTLIGHT STORY: Building Towards Better



ADI continues its longstanding relationship with Habitat for Humanity, an organization dedicated to addressing housing inequality. Organized by the Young Professionals Network and the Analog in Action committee, volunteers spent three days building better quality and more affordable housing for families in the suburbs of Boston, Massachusetts.

IMPACT WITH ENGAGEMENT

HELPING COMMUNITIES GLOBALLY

SPOTLIGHT STORY: Keeping People Connected



After Gateway is a day program and support service for severely disabled adults based in Greensboro, NC. ADI's partnership began in 2018, when our North Carolina employees created assistive recreational devices as part of our corporate Project Playtime initiative. In 2020, our foundation provided much-needed COVID social distancing equipment, including tablets and security items.

SPOTLIGHT STORY: Supporting Leaders of Tomorrow



JNANA PRABODHINI
FOUNDATION

The Analog Devices Foundation provided a \$25,000 grant to the Jnana Prabodhini Foundation which focuses on rural development, education, and women leadership across diverse communities around the world. JPF promotes activities for drought relief, energy sufficiency, healthcare and women empowerment to fulfill basic needs in rural India.



MESSAGE FROM OUR CEO	ABOUT OUR COMPANY	SUSTAINABILITY	PROTECTING AND REGENERATING THE ENVIRONMENT
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GOOD GOVERNANCE

IN THIS SECTION

- WHAT'S NEW ▶
- GOVERNANCE HIGHLIGHTS ▶
- COMPLIANCE AND BUSINESS ETHICS ▶

GOOD GOVERNANCE

WHAT'S NEW

We continually review corporate governance practices to ensure we deliver on our commitment to sustaining a culture of innovation, collaboration, solid performance and fiduciary responsibility. In 2020, we progressed in ways that will help create an even stronger environment of accountability.

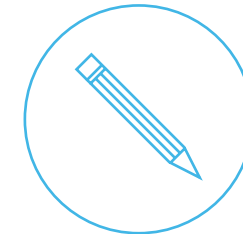


2020 Governance Highlights



Shareholder Engagement

Continued refinement of shareholder engagement process to connect our key stakeholders within our company on topics of interest, including sustainability and human capital management reporting



Board Practices

Revised Board practices for risk oversight to include cybersecurity at the Board level and ESG under the Nominating and Corporate Governance Committee



Executive Compensation

Adoption of new clawback policy for all executive officers with respect to cash and equity incentives applicable in the event of a material financial restatement due to fraud or willful misconduct

[Analog Devices 2021 Proxy Statement](#)

[Analog Devices 2020 Annual Report](#)

GOOD GOVERNANCE

GOVERNANCE HIGHLIGHTS

Effective Board leadership, independent oversight and strong corporate governance



Majority of directors are independent



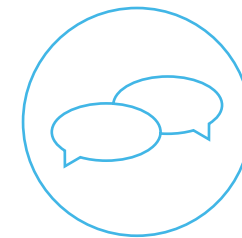
Average tenure of independent directors is approximately 6.7 years



Regular executive sessions of independent directors



Adopted clawback policy for CEO and executive officers



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

Shareholder rights and accountability



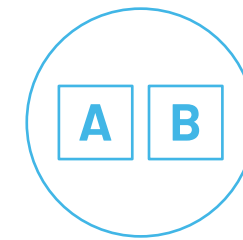
Annual election of directors of a declassified Board



Majority voting for directors in uncontested director elections



Implemented proxy access bylaw



No dual class of stock or controlling shareholder



Annual Board and Committee self-evaluations

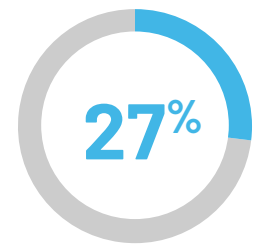
GOOD GOVERNANCE

SNAPSHOT

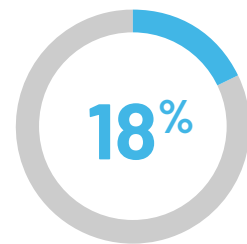
Strong Board Diversity

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 Board has continued to make progress in broadening the experience, gender and tenure of our eleven directors.

Diversity

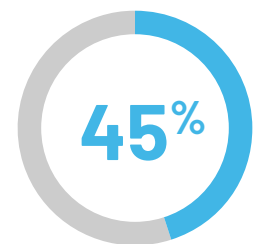


Directors are female

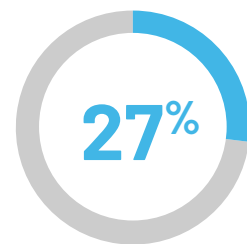


Directors are ethnically diverse

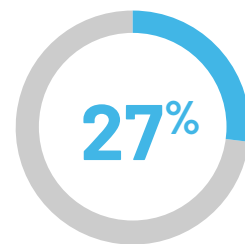
Average Tenure



0-5 Years



5-10 Years



10+ Years

6.7 YEARS

Average Tenure of Independent Directors

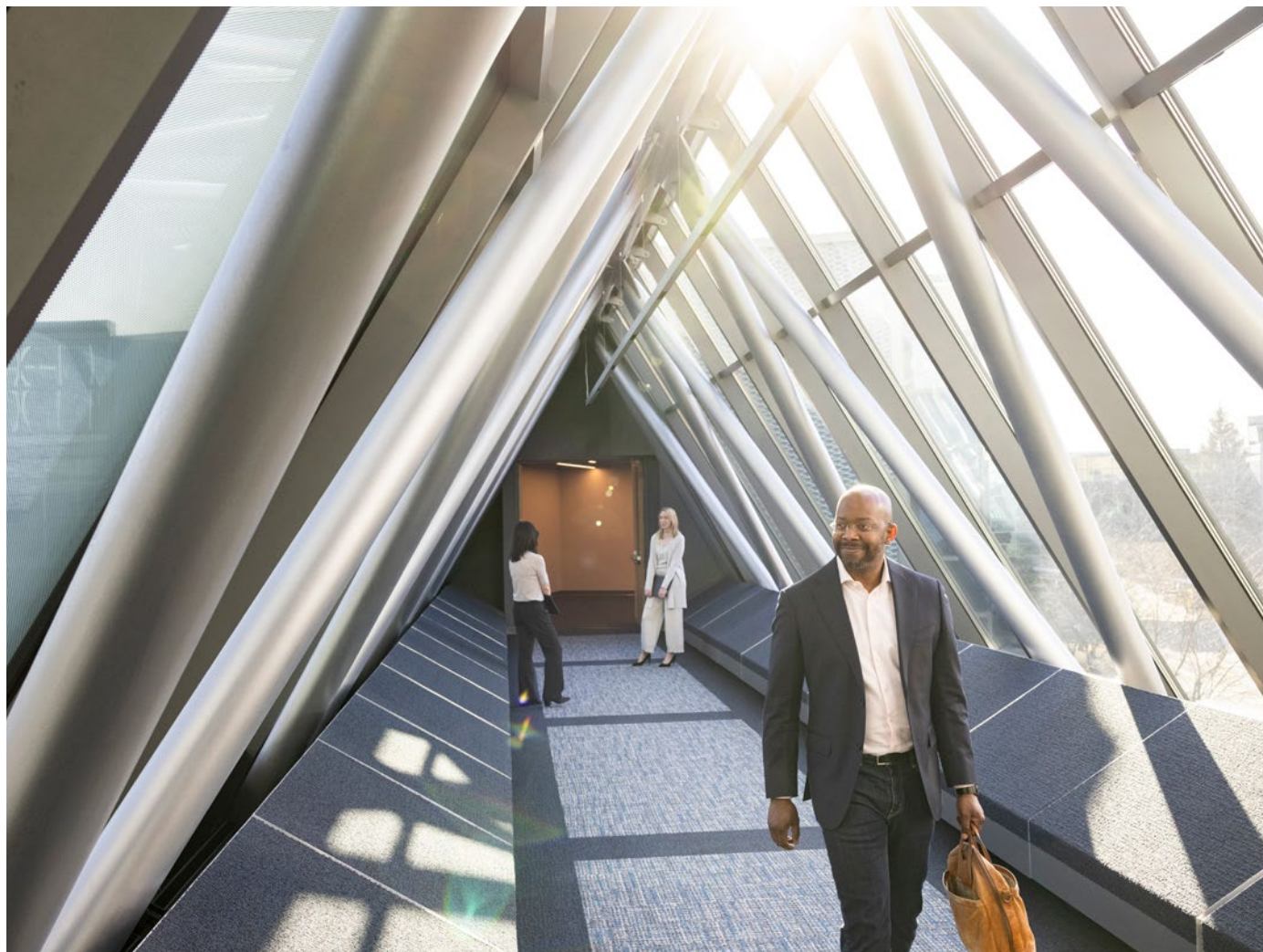
Director Experience

Experience/Expertise	Number of Directors
CEO Experience Experienced leadership of complex global businesses	5
Industry Experience Insight into key issues affecting our company	8
Technology Leadership Expertise and thought leadership relating to technological innovation in our industry and our end markets	9
Governance/Public Company Board Expertise Knowledge of public company governance issues and policies to enhance Board practices	6
Financial Expertise Oversight of our company's audit function and preparation of financial statements and capital market expertise	3
International Experience Insight into the many factors involved in overseeing management of our company's global footprint	8
Strategy Experience Oversight of management's development and implementation of strategic priorities	11
Risk Management Expertise Oversight of risks facing our company and a comprehensive approach to risk management	1
Cybersecurity Expertise Oversight of our company's efforts to maintain our customers' trust and protect the security of their data	5

GOOD GOVERNANCE

EXECUTIVE COMPENSATION

Our executive compensation program is designed to attract, retain and motivate top talent and align interests of our executives and shareholders. More detailed information can be found in our [Analog Devices 2021 Proxy Statement](#).



Summary of ADI's Compensation Best Practices



Cash incentive bonus awards are based on our financial performance



A significant portion of equity awards are contingent upon long-term performance



Incentive awards are tied to rigorous performance targets aligned with our corporate strategy



Payout for relative TSR-based awards are capped at target for instances of negative absolute TSR



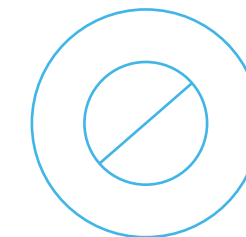
Recently adopted clawback policy for all executive officers in the event of a material financial restatement due to fraud or willful misconduct



Specific policy regarding the grant dates of stock options, RSUs and other stock-based awards for our directors, executive officers and employees



Stock ownership guidelines for all officers and directors



Prohibiting hedging and pledging of ADI securities



Annual "Say on Pay" vote

GOOD GOVERNANCE

SHAREHOLDER ENGAGEMENT



Integrated Approach to Shareholder Engagement

We conduct extensive investor outreach throughout the year with senior management, investor relations, legal and human resources departments. This helps management and the Board understand and focus on the issues that matter most to our shareholders.

Enhancing Practices and Disclosures

During fiscal year, invited the top 25 shareholders or

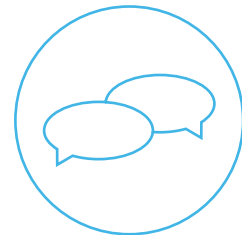
>50%
of top 25 investors,

to discuss practices with or meet with corporate governance teams



Topics of interest included

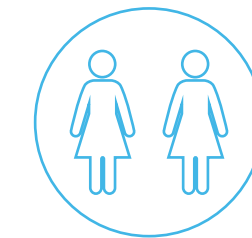
Board composition at risk oversight, Board evaluation and refreshment, corporate governance trends and environmental, social and governance considerations, including human capital management reporting



Feedback integrated into boardroom discussions regularly, helping to inform the Board's decisions, company practices and disclosures

Shareholder Topics and Company Response

Corporate Governance

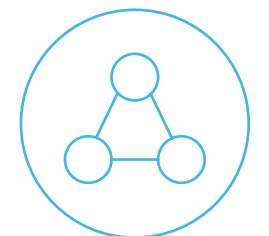


Continued focus on active refreshment and diversity, adding two female directors to the board

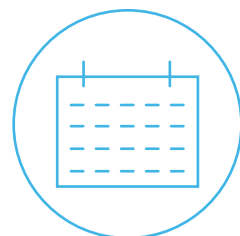
- Enhanced risk oversight practices for our board, including cybersecurity and ESG
- Adopted new clawback policy for all executive officers that is applicable in the event of a material financial restatement due to fraud or willful misconduct

Corporate Social Responsibility

- Published inaugural corporate responsibility report in May 2020
- Enhanced diversity and inclusion disclosures



ADI Year-Round Engagement Process



Maintained engagement with shareholders year-round



Launched webcast series, ADI Uncovered, discussing business strategy and secular growth trends of 5G, electric vehicles, healthcare and processing at the edge



Held multiple webcasts and attended multiple conferences to keep shareholders informed of company developments, including a shareholder call regarding our proposed acquisition of Maxim Integrated

In fiscal year, held over **400** meetings with shareholders

GOOD GOVERNANCE

RISK OVERSIGHT

Role of Management

Our risk management framework defines how we identify, manage and govern risk throughout our organization, promoting our financial and operational goals in a compliant manner. This assigns accountability for risk management to every business unit, based on the risk encountered as part of the day-to-day operations. Risk governance is managed by our Chief Legal Officer and Chief Financial Officer, in partnership with the senior leadership team. Members of management report to the Board of Directors or the appropriate committee in the case of risks that are under the purview of a particular committee regarding a risk identification, risk management and risk mitigation strategies.

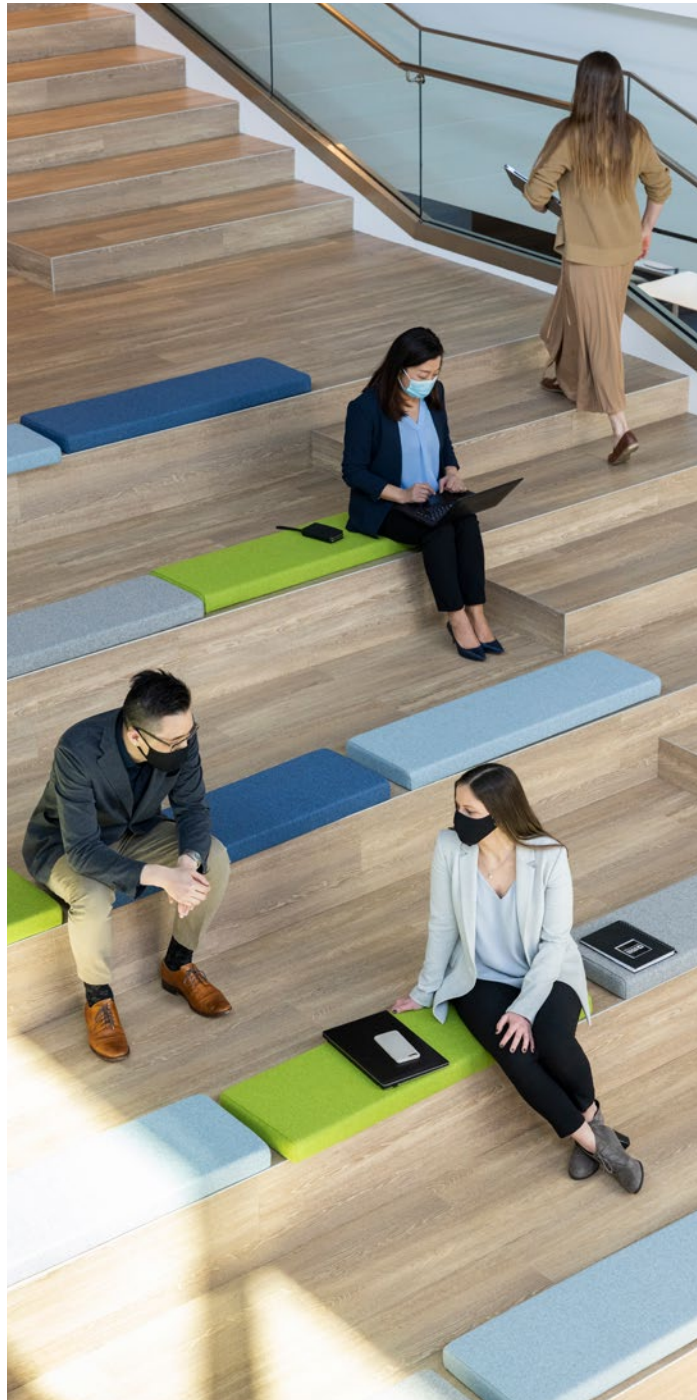
Board of Directors

The Board of Directors' role in our risk oversight process includes receiving regular reports to senior management on areas of material risk to the company. Specifically, our Chief Legal Officer reports to our full Board of Directors regarding management of all enterprise and operational risks and our risk management framework annually, with periodic updates on focus areas, such as cybersecurity. The Board also receives regular updates from our Audit Committee, Compensation Committee in Nominating and Corporate Governance Committee, which provide our Board with thorough insight about how ADI manages risk.



GOOD GOVERNANCE

COMPLIANCE AND BUSINESS ETHICS



We are proud of not only our history of excellence in our products and solutions, but also the ethical tenet of our business practices and people. This has allowed us to build a strong foundation of trust with our customers, employees, partners and shareholders.

Our Code of Conduct

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. Depending on their roles and geographic locations, certain employees are assigned more in-depth ethics and compliance training on topics.

[View our entire Analog Devices Code of Business Conduct and Ethics](#)

Voicing Concerns

Employees and stakeholders have several options to 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.

Employees, as well as external parties such as customers, suppliers, or members of the communities in which we operate, may anonymously report any potential violations through these channels. 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. This third-party reporting website and hotline information can be accessed at [ADI Ethics Point](#).

Fair Treatment of Employees

ADI believes human rights are the fundamental rights, freedoms, and standards of treatment to which all people are entitled. Respect for human rights is rooted in our values and applies wherever we do business. ADI's [Human Rights Principles](#) document formalizes ADI's commitment to respect human rights and summarizes our policies. ADI's Human Rights Principles apply to all employees and contingent workers, our products and services, and our business relationships, including our supply chains. ADI has a number of additional policies that also guide action in specific areas such as safety and privacy, the supply chain, and environmental health.

GOOD GOVERNANCE

COMPLIANCE AND BUSINESS ETHICS

Insider Trading

Our policy regarding the trading of securities is applicable to all ADI personnel, as well as our Board of Directors. Appropriate employees 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.

Cybersecurity

ADI has developed an Enterprise Cybersecurity Program based on industry standards such as those published by ISO and NIST. We provide regular security awareness and training to our workforce to help them identify cyber concerns and take the appropriate actions. Cybersecurity is an important component of the ADI Risk Management Framework. This includes periodic reporting to both the Audit Committee and the Board of Directors. More information can be found in the [Analog Devices Information Security Statement](#).

Supplier Code of Conduct

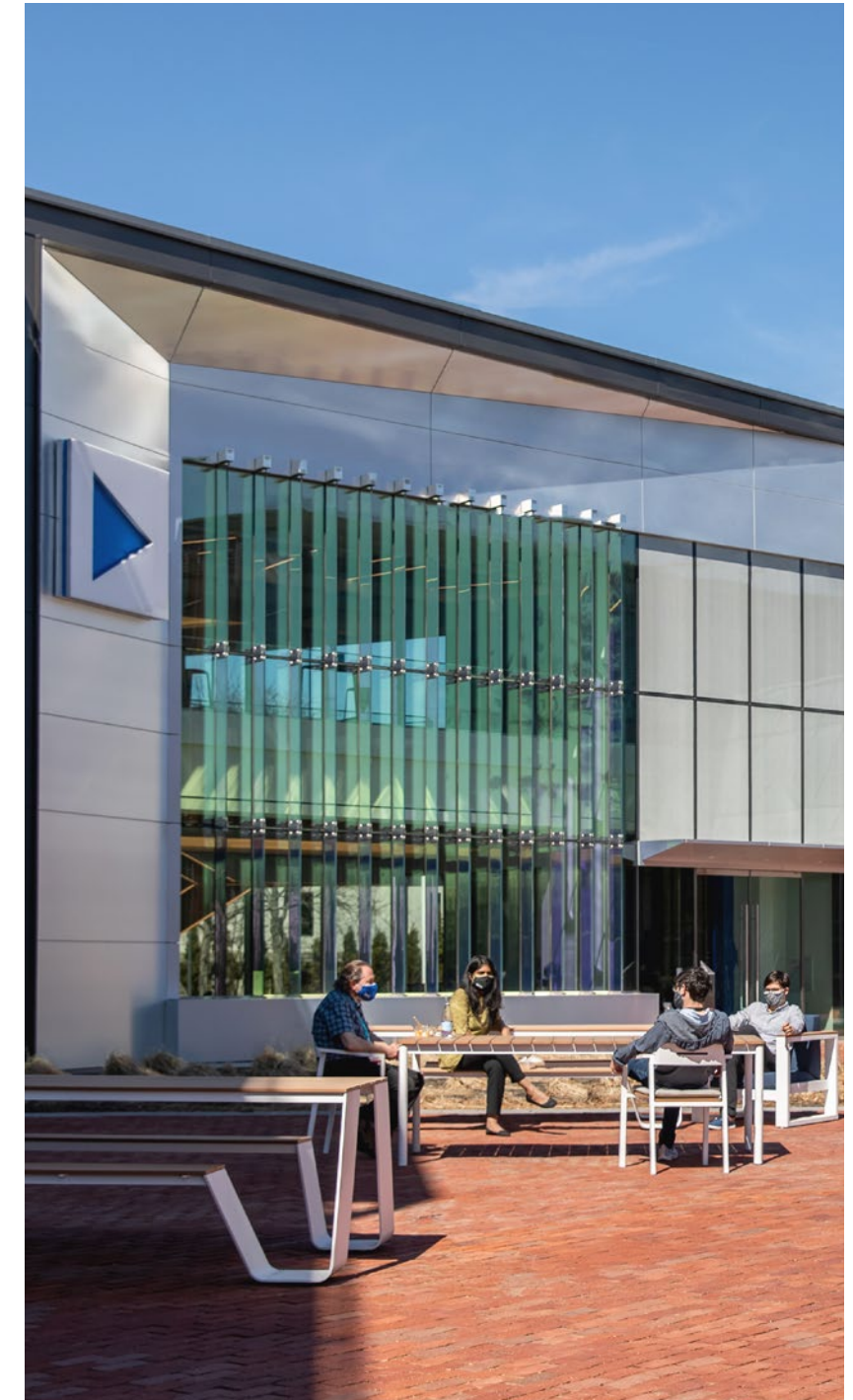
ADI is a member company of the Responsible Business Alliance (RBA) and adheres to the RBA Code of Conduct for our operations and as our Supplier Code of Conduct. Our belief is that ethical behavior is a core company value, and the RBA Code supports our commitment to upholding the highest ethical standards in how we conduct business.

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 anticompetitive behavior, antitrust or monopoly practices in the reporting period.

Export Controls

ADI monitors and strives to comply with the export regulations of the United States and of other countries in which ADI conducts 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.



GOOD GOVERNANCE

SUPPLY CHAIN MANAGEMENT

Supply Chain Management

Our goal is to develop strategic, impactful and agile relationships with ADI suppliers. Our products require a wide variety of components, raw materials, wafer foundry, assembly and test services—much of which is purchased from third-party suppliers. We have multiple sources for many 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.

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 Foreign Corrupt Practices Act (FCPA) checks on all new suppliers being added to ADI's supplier master file. ADI provides new suppliers with a copy of the ADI's Code of Ethics and requests acknowledgment from the suppliers. All of our key suppliers have signed our Agreement on Responsible Business Conduct, which includes human rights clauses implemented broadly to all suppliers.

Purchasing Responsibly

ADI's purchasing organization has a procedure for purchasing materials from suppliers. Where feasible, 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 wafer foundries and test and assembly subcontractors. ADI has developed a series of specifications to define the ADI supplier management policy for materials and services.

Supplier Audits

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

POLICIES & DOCUMENTS



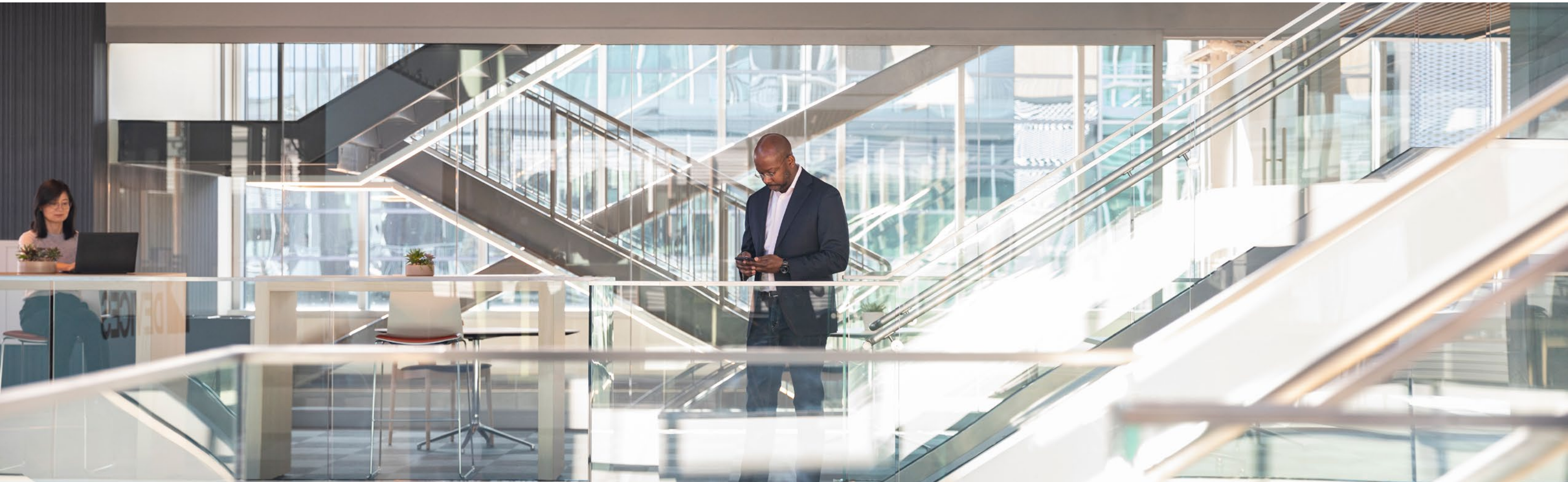
Human Rights and Workforce Policies

- [Human Rights Principles](#)
- [Analog Devices Anti-Slavery, Child Labor and Human Trafficking Statement](#)
- [Analog Devices Sexual and Other Unlawful Harassment Policy](#)
- [Analog Devices EEO-1 and Affirmative Action Policy \(Nondiscrimination Policy\)](#)
- [Analog Devices Third-Party Whistleblower Website to Report Grievances](#)
- [Gifts & Entertainment Guidelines](#)

Governance Policies

- [Analog Devices Code of Business Conduct and Ethics](#)
- [Anti-Corruption and Bribery Policy](#)
- [Related Person Transaction Policy](#)
- [Corporate Governance Guidelines](#)
- [Analog Devices Privacy and Security Statement](#)
- [Analog Devices Information Security Statement](#)

MESSAGE FROM OUR CEO	ABOUT OUR COMPANY	SUSTAINABILITY	PROTECTING AND REGENERATING THE ENVIRONMENT
EMPOWERING PEOPLE	IMPACT WITH ENGAGEMENT	GOOD GOVERNANCE	APPENDICES



APPENDICES

IN THIS SECTION

ABOUT THIS REPORT ▶	UN SDGS ▶	SASB FRAMEWORK ▶
TCFD FRAMEWORK ▶	GRI INDEX ▶	

APPENDIX

ABOUT THIS REPORT

Scope and Boundary

The scope of this report covers the 12-month period ending December 31, 2020. Financial data covers ADI's fiscal year ending October 31, 2020 and is reported in U.S. dollars. This report is limited to ADI's directly managed operations and wholly owned subsidiaries. The boundary of reported content includes operational and data 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 by Cameron-Cole, LLC.

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 2020 CDP response and can be accessed through the [CDP Portal](#).

External Assurance Statement

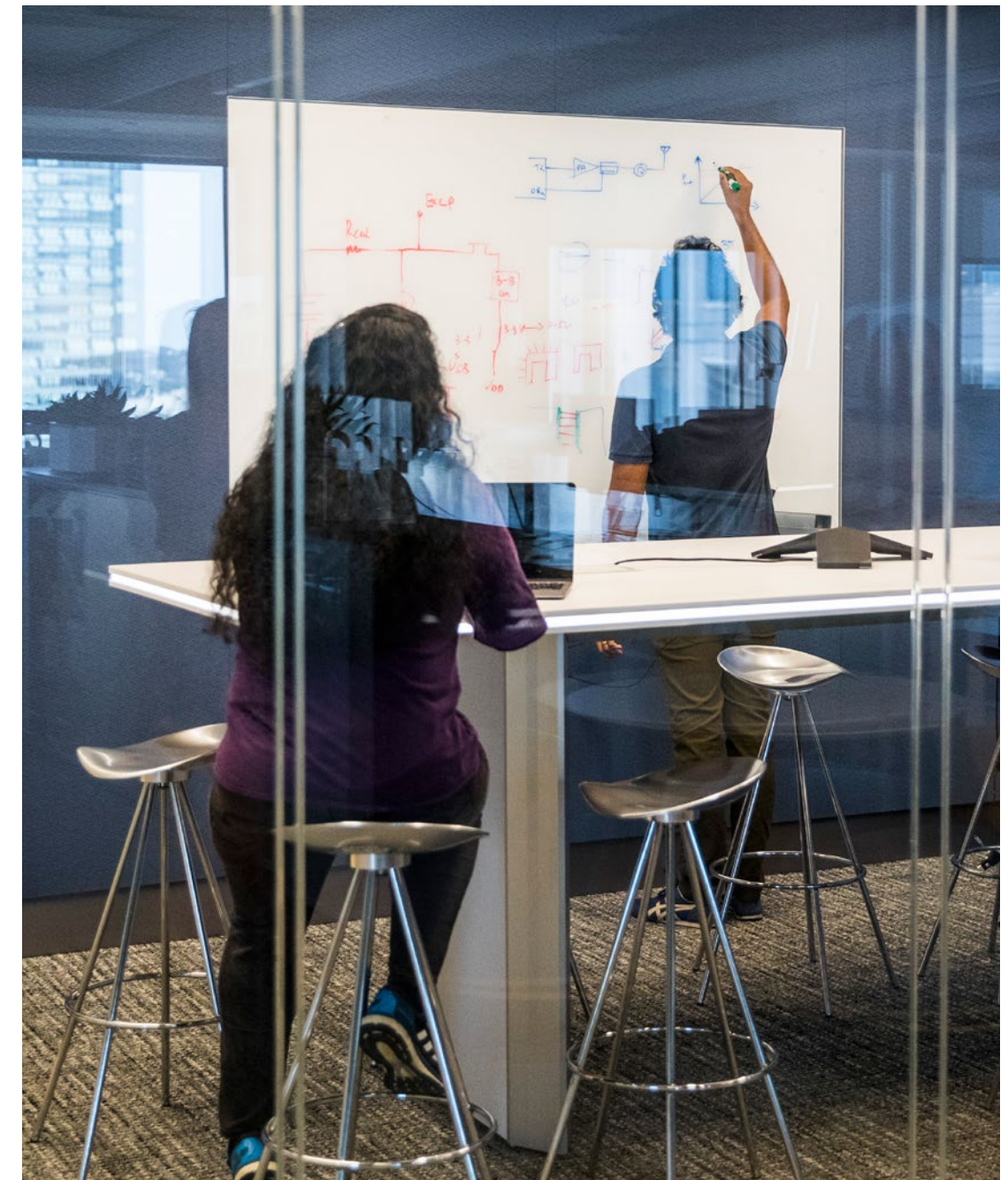
This 2020 Corporate Responsibility report from Analog Devices is in accordance with the following frameworks: U.N. Sustainability Development Goals, Sustainability Accounting Standards Board, Task Force on Climate-related Disclosures, and Global Reporting Initiative Standards: Core Option. Use of external 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. For any non-EHS-related questions, please contact sustainability@analog.com.

Additional Information


Additional information on Analog Devices financial statements and operations is available in our [2020 Annual Report on Form 10-K](#) and [2021 Proxy Statement](#). Learn more about our corporate responsibility efforts at analog.com/csr.



APPENDIX

UN SUSTAINABILITY DEVELOPMENT GOALS (UN SDGS) ADDRESSED IN THIS REPORT

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 our initiatives in this report that align with the UN SDGs are noted below:

 <p>3 GOOD HEALTH AND WELL-BEING</p> <p>Innovating for Social Sustainability Page 19 Technologies enabling digital healthcare, including medical imaging and vital sign monitoring.</p> <p>Responding to a Global Pandemic Pages 39, 45 Throughout 2020, ADI enhanced its support efforts for employees, customers, and global communities, including enhanced benefits for employees and prioritizing production for our healthcare customers.</p>	 <p>5 GENDER EQUALITY</p> <p>Empowering People Page 32 ADI is focused on growing our female leadership pipeline and committed to equitable compensation regardless of gender.</p>	 <p>7 AFFORDABLE AND CLEAN ENERGY</p> <p>Innovating for Environmental Sustainability Page 18 Technologies enabling electric vehicles, energy storage systems, data centers, 5G networks, and industrial automation.</p> <p>Protecting & Regenerating The Environment Page 23 53% of electricity used by ADI in 2020 was from renewable sources, with a goal of reaching 100% renewable energy usage in manufacturing sites by 2025.</p>
 <p>4 QUALITY EDUCATION</p> <p>Impact Through Engagement: STEM Education Page 47 Increasing access to STEM education for school-age students through our offices in the United States, Asia, and Europe.</p>	 <p>6 CLEAN WATER AND SANITATION</p> <p>Protecting & Regenerating The Environment Page 24 Water used in ADI operations has decreased by 7% from 2015 while water recycling rate increased to 30% in 2020. 2025 goal of reaching 50% water recycling rate.</p>	 <p>8 DECENT WORK AND ECONOMIC GROWTH</p> <p>Empowering People Pages 37-38 ADI believes employees are the bedrock of our success. We care for our employees by offering competitive benefits and compensation as well as fulfilling career opportunities and training.</p>

APPENDIX

UN SUSTAINABILITY DEVELOPMENT GOALS (UN SDGS) ADDRESSED IN THIS REPORT

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 our initiatives in this report that align with the UN SDGs are noted below:

 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> <p>Innovating for Environmental and Social Sustainability Pages 18-19</p> <p>Technologies enabling factory automation, factory safety, factory efficiency, 5G networks, and building safety.</p>	 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> <p>Protecting & Regenerating the Environment Page 25</p> <p>Solid waste generated decreased 7% and recycling rates improved to 59% vs. previous year. Hazardous waste generated went down by 7% vs. previous year.</p>	 <p>14 LIFE BELOW WATER</p> <p>Protecting & Regenerating the Environment Page 17</p> <p>Launch of Ocean Climate Innovation Accelerator with Woods Hole Oceanographic Institution to generate solutions at the intersection of ocean and climate science, engineering and action.</p>
 <p>10 REDUCED INEQUALITIES</p> <p>Empowering People: Diversity, Equity & Inclusion Pages 33-34</p> <p>ADI believes harnessing the collective power of our differences allows employees to come together to have a meaningful impact on their work and the communities around them. 2020 efforts include expanding unconscious bias training among people managers and launch of the People of Color and Allies Network employee resource group.</p>	 <p>13 CLIMATE ACTION</p> <p>Protecting & Regenerating the Environment Pages 20-22</p> <p>We achieved a 36% reduction in Scope 1+2 GHG emissions since 2015, with a goal of reaching 50% reduction by 2025. In 2020, ADI also set goals of reaching carbon neutrality by 2030 and net zero emissions by 2050 or sooner.</p>	 <p>15 LIFE ON LAND</p>

APPENDIX

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) FRAMEWORK

Analog Devices has mapped how our disclosures align with the voluntary SASB framework. This voluntary framework is specific by industry and we are using the framework for the SASB technology & communications sector – semiconductor standard.

TOPIC	ACCOUNTING METRIC	CODE	ADI METRIC OR DISCLOSURE AND LOCATION
Greenhouse Gas Emissions	(1) Gross global Scope 1 emissions, (2) amount of total emissions from perfluorinated compounds	TC-SC-110a.1	(1) 59,020 tonnes, (2) 43,137 tonnes Corporate Responsibility Report Scope 1 and 2 Emissions Page 22
Greenhouse Gas Emissions	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	TC-SC110a.2	Our short-term and long-term strategy to reduce emissions, our reduction targets and performance against those targets are disclosed. Corporate Responsibility Report Protecting and Regenerating the Environment Pages 20-21
Energy Management in Manufacturing	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	TC-SC-130a.1	(1) 1,392,395 GJ, (2) 94%, (3) 50%
Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	TC-SC-140a.1	(1) 2,236 thousand cubic meters (18% withdrawn from high water risk regions according to the WRI Aqueduct Water Risk Atlas), (2) 1414 thousand cubic meters (10% discharged from high water risk regions according to the WRI Aqueduct Water Risk Atlas)
Water Management	Amount of hazardous waste from manufacturing, percentage recycled	TC-SC-150a.1	The amount of hazardous waste generated, and the percentage recycled from our manufacturing sites are disclosed. Corporate Responsibility Report Protecting and Regenerating the Environment Page 24
Employee Health & Safety	Description of efforts to assess, monitor, and reduce exposure of employees to human health hazards	TC-SC-320a.1	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.

APPENDIX

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) FRAMEWORK

TOPIC	ACCOUNTING METRIC	CODE	ADI METRIC OR DISCLOSURE AND LOCATION
Employee Health & Safety	Total amount of monetary losses as a result of legal proceedings associated with employee health and safety violations	TC-SC-320a.2	We have not had any legal proceedings associated with employee health and safety violations.
Recruiting & Managing a Global & Skilled Workforce	Percentage of employees that are (1) foreign nationals and (2) located offshore	TC-SC-330a.1	We do not disclose the first metric as we do not believe % of employees that are foreign nationals is a relevant metric given the global nature of our business. We disclose number of employees by region in the Empower People section of this report. Corporate Responsibility Report Empower People Workforce Data Page 32
Product Lifecycle Management	Percentage of products by revenue that contain IEC 62474 declarable substances	TC-SC-410a.1	3%
Product Lifecycle Management	Processor energy efficiency at a system-level for: (1) servers, (2) desktops, and (3) laptops	TC-SC-410a.2	We do not disclose specific metrics for these product categories, given the wide range of intermediary products that we produce for these categories amongst many others. We seek to improve the efficiency of our products throughout their lifecycle, from manufacturing to use phase.
Materials Sourcing	Description of the management of risks associated with the use of critical materials	TC-SC-440a.1	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. We annually submit a Conflict Minerals Report to the SEC.
Intellectual Property Protection & Competitive Behavior	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	TC-SC 520a.1	Information regarding legal proceedings is available in our 2020 annual report form 10-K. Analog Devices 2020 Annual Report on Form 10-K Page 25

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TASK FORCE FOR CLIMATE-RELATED DISCLOSURES (TCFD) FRAMEWORK

Analog Devices has mapped how our disclosures align with the voluntary TCFD framework. We are currently in the process of carrying out a detailed risk assessment. Below is a summary of the progress we have made and the analysis we have in progress.

DISCLOSURE AREA	TCFD RECOMMENDED DISCLOSURE	ANALOG DEVICES DISCLOSURE	DISCLOSURE LOCATION
Governance	Disclose the organization's governance around climate-related risks and disclosures.	ADI's sustainability strategy and performance is governed by the Nominating and Corporate Governance Committee that is part of our Board of Directors. Our agenda is led by an enterprise-wide senior management team including our Chief Executive Officer, Chief Legal Officer, SVP of Global Operations, and Director of Social Purpose.	Corporate Responsibility Report How We Manage Sustainability Pages 10-14
Strategy	Disclosure of the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	In 2021, we will be carrying out climate scenario analysis on our most important risks. This will involve modelling these risks within two potential warming scenarios in order to understand the future impact of these risks. Risks we have currently identified are shown in the table available on the next page.	Corporate Responsibility Report ADI TCFD Risk Table Appendix Page 67
Risk Management	Disclose how the organization identifies, assesses and manages climate-related risks.	In 2020, we began by assessing the risks and opportunities relating to our global operations. This involves: <ul style="list-style-type: none"> Identifying the key climate-related risks and opportunities across all regions with the support from subject matter and regional experts and the risk team Using our existing risk management framework to assess the risks Prioritizing the risks and opportunities for scenario analysis 	Corporate Responsibility Report ADI TCFD Risk Table Appendix Page 67
Metrics and Targets	Disclosure of the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	ADI discloses scope 1, 2, and partial scope 3 greenhouse gas emissions in this report and responds to the CDP Climate Change Program module annually to disclose how we manage impacts, risks, and opportunities brought about by climate change.	Corporate Responsibility Report Environmental Goals Pages 20-21 Corporate Responsibility Report GHG Emissions Page 22 CDP.Net Portal

APPENDIX

TASK FORCE FOR CLIMATE-RELATED DISCLOSURES (TCFD) FRAMEWORK

ANALOG DEVICES TCFD RISK TABLE			
CLIMATE RISKS			
	EXTREME WEATHER	RISING TEMPERATURES	CHANGING CUSTOMER DEMANDS
Physical or Transition Risk	Physical risk	Physical risk	Transition risk
Hazard	Increased frequency of extreme weather events due to climate change	Increased average temperatures due to climate change	Changing customer demands for more efficient products
Risk to Our Business	Our manufacturing plants could be susceptible to extreme weather events which could damage or destroy our facilities, cause power outages, or prevent our staff from coming into work.	Rising mean temperatures results in an increased demand for air conditioning in our temperature-controlled operations and could be linked to water stress, affecting the manufacture of our products and raw materials.	Failure to appropriately adjust our offerings could result in a change in demand.
Impact to Our Business	Interruption of production capacity Increase in operational cost Risk to safety of our employees	Increased operating costs for energy Interruption of supply and production capacity	Reduced demand for our business
Management Approach to Mitigate Risks	We have instituted business continuity plans and alternative sourcing arrangements to reduce impacts to the Company should climate or extreme weather events occur.	We have instituted business continuity plans and alternative sourcing arrangements to reduce impacts to the Company should climate events occur.	We work with our customers and assess industry and regulatory trends to address their current and future needs. For example, to align with changing consumer behaviour, ADI released an Intelligent Battery Sensing technology that enables Start/Stop fuel saving capability.
			
Impact in low carbon scenario	Slight increase to business risk	Slight increase to business risk	Increase to business risk
Impact in high carbon scenario	Major increase to business risk	Major increase to business risk	Business risk remains same as current situation

APPENDIX

GRI INDEX

GRI STANDARD	DISCLOSURE NUMBER AND TITLE		RESPONSE
GENERAL DISCLOSURES			
GRI 102: General Disclosures	102-1	Name of the organization	Analog Devices, Inc.
	102-2	Activities, brands, products, and services	ADI Products
	102-3	Location of headquarters	ADI Corporate Information, Regional Headquarters
	102-4	Location of operations	ADI has manufacturing facilities in the USA, Ireland, and the Philippines. 2020 Analog Devices Annual Report on Form 10-K Page 24
	102-5	Ownership and legal form	2021 Analog Devices Proxy
	102-6	Markets served	Corporate Responsibility Report About Our Company Pages 6-9
	102-7	Scale of the organization	Corporate Responsibility Report About Our Company Page 8
	102-8	Information on employees and other workers	Corporate Responsibility Report Empower People Page 32
	102-9	Supply chain	Corporate Responsibility Report Protecting and Regenerating the Environment Pages 16-27 2020 Analog Devices Annual Report on Form 10-K Pages 7-8
	102-10	Significant changes to the organization and its supply chain	2020 Analog Devices Annual Report on Form 10-K Pages 12-13
	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	Corporate Responsibility Report Impact with Engagement Pages 45-49
	102-13	Membership associations	ADI subscribes to, is a member of, and/or has committed to the following external initiatives: 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	Corporate Responsibility Report CEO Letter Pages 3-4
	102-15	Key impacts, risks, and opportunities	Corporate Responsibility Report CEO Letter Pages 3-4 2020 Analog Devices Annual Report on Form 10-K Pages 10-22
	102-16	Values, principles, standards, and norms of behavior	ADI: Code of Business Conduct and Ethics
	102-17	Mechanisms for advice and concerns about ethics	Corporate Responsibility Report Promoting Good Governance Pages 57-59 ADI: Code of Business Conduct and Ethics Page 23

GRI Core Alignment Claim: This report has been prepared in accordance with the GRI Standards: Core option

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GRI INDEX

GRI STANDARD	DISCLOSURE NUMBER AND TITLE		RESPONSE
GRI 102: General Disclosures	102-18	Governance structure	Corporate Responsibility Report Promoting Good Governance Pages 51-53 2021 Analog Devices Proxy
	102-19	Delegating authority	Corporate Governance Guidelines
	102-20	Executive-level responsibility for economic, environmental, and social topics	Corporate Responsibility Report Promoting Good Governance Pages 51-54
	102-21	Consulting stakeholders on economic, environmental, and social topics	Corporate Responsibility Report Our Sustainability Approach Page 13 Corporate Responsibility Report Promoting Good Governance Page 55
	102-22	Composition of the highest governance body and its committees	2021 Analog Devices Proxy
	102-23	Chair of the highest governance body	2021 Analog Devices Proxy
	102-24	Nominating and selecting the highest governance body	ADI Nominating and Corporate Governance Committee Charter
	102-25	Conflicts of interest	ADI Company Bylaws Page 20
	102-26	Role of highest governance body in setting purpose, values, and strategy	Corporate Governance Guidelines
	102-27	Collective knowledge of highest governance body	Corporate Responsibility Report Promoting Good Governance Page 53 2021 Analog Devices Proxy
	102-28	Evaluating the highest governance body's performance	Corporate Governance Guidelines
	102-29	Identifying and managing economic, environmental, and social impacts	2021 Analog Devices Proxy
	102-30	Effectiveness of risk management processes	Corporate Responsibility Report Promoting Good Governance Page 56 2021 Analog Devices Proxy
	102-31	Review of economic, environmental, and social topics	Corporate Responsibility Report Promoting Good Governance Page 51 Corporate Governance Guidelines
	102-32	Highest governance body's role in sustainability reporting	Corporate Responsibility Report Promoting Good Governance Pages 51-55 2021 Analog Devices Proxy
	102-33	Communicating critical concerns	2021 Analog Devices Proxy

GRI Core Alignment Claim: This report has been prepared in accordance with the GRI Standards: Core option

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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	ADI: Code of Business Conduct and Ethics
	102-35	Remuneration policies	2021 Analog Devices Proxy
	102-36	Process for determining remuneration	2021 Analog Devices Proxy
	102-37	Stakeholders involvement in remuneration	2021 Analog Devices Proxy
	102-38	Annual total compensation ratio	2021 Analog Devices Proxy
	102-39	Percentage increase in annual total compensation ratio	2021 Analog Devices Proxy
	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	Corporate Responsibility Report Our Sustainability Approach Pages 12-13 Corporate Responsibility Report Promoting Good Governance Page 53
	102-43	Approach to stakeholder engagement	Corporate Responsibility Report Our Sustainability Approach Pages 11-14 Corporate Responsibility Report Promoting Good Governance Page 55
	102-44	Key topics and concerns raised	Corporate Responsibility Report Promoting Good Governance Page 55
	102-45	Entities included in the consolidated financial statements	2020 Analog Devices Annual Report on Form 10-K
	102-46	Process for defining report content and topic boundaries	Corporate Responsibility Report Appendix: About This Report Page 61
	102-47	List of material topics	Corporate Responsibility Report Page 2
	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 12-month period ending December 31, 2020.
	102-51	Date of most recent report	This reporting period addresses the 2020 timeframe. ADI's previous report addressed the 2016 to 2019 timeframe.

GRI Core Alignment Claim: This report has been prepared in accordance with the GRI Standards: Core option

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GRI INDEX

GRI STANDARD	DISCLOSURE NUMBER AND TITLE		RESPONSE
GRI 102: General Disclosures	102-52	Reporting cycle	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 sustainability@analog.com .
	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 pages 68-78 identifies the material sustainability topics addressed in this reporting
	102-56	External assurance	This report has been prepared in accordance with the Global Reporting Initiative (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.
MANAGEMENT APPROACH			
GRI 103: Management Approach	103-1	Explanation of the material topic and its boundary	Corporate Responsibility Report CEO Letter Pages 3-4 , About Our Company Pages 6-9 , Our Sustainability Approach Pages 11-14
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
ECONOMIC STANDARDS			
GRI 201: Economic Performance	201-1	Direct economic value generated and distributed	2020 Analog Devices Annual Report on Form 10-K
	201-2	Financial implications and other risks and opportunities due to climate change	Additional information available in CDP Portal
	201-3	Defined benefit plan obligations and other retirement plans	2020 Analog Devices Annual Report on Form 10-K
	201-4	Financial assistance received from government	2020 Analog Devices Annual Report on Form 10-K
GRI 203: Indirect Economic Impact	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	Corporate Responsibility Report Talent Development Pages 35-36 Corporate Responsibility Report Impact with Engagement Pages 45-49

GRI Core Alignment Claim: This report has been prepared in accordance with the GRI Standards: Core option

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GRI INDEX

GRI STANDARD	DISCLOSURE NUMBER AND TITLE		RESPONSE
ANTI-CORRUPTION			
GRI 205: Anti-Corruption	103	Management approach disclosure: Explanation of the material topic and its boundary	Corporate Responsibility Report Compliance and Business Ethics Pages 56-59
	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	Corporate Responsibility Report Compliance and Business Ethics Pages 56-59
	205-3	Confirmed incidents of corruption and actions taken	2020 Analog Devices Annual Report on Form 10-K
ANTI-COMPETITIVE BEHAVIOR			
GRI 206: Anti-Competitive Behavior	103	Management approach disclosure: Explanation of the material topic and its boundary	Corporate Responsibility Report Compliance and Business Ethics Pages 56-59
	206-1	Legal actions for anti-competitive behavior, antitrust, and monopoly practices	Corporate Responsibility Report Compliance and Business Ethics Pages 56-59

GRI Core Alignment Claim: This report has been prepared in accordance with the GRI Standards: Core option

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GRI INDEX

GRI STANDARD	DISCLOSURE NUMBER AND TITLE		RESPONSE
ENVIRONMENTAL STANDARDS			
GRI 302: Energy	302	Management approach disclosure: Energy	Corporate Responsibility Report Protecting & Regenerating the Environment Company Initiatives Page 23
	302-1	Energy consumption within the organization	Corporate Responsibility Report Energy Efficiency Pages 20-21, 23
	302-2	Energy consumption outside of the organization	Corporate Responsibility Report Energy Efficiency Pages 20-21, 23
	302-3	Energy intensity	Corporate Responsibility Report Energy Efficiency Pages 20-21, 23
	302-4	Reduction of energy consumption	Corporate Responsibility Report Energy Efficiency Pages 20-21, 23
GRI 303: Water	303	Management approach disclosure: Water	Corporate Responsibility Report Protecting & Regenerating the Environment Company Initiatives Page 24
	303-1	Water withdrawal by source	Corporate Responsibility Report Water Conservation Pages 20-21, 24
	303-2	Water sources significantly affected by withdrawal of water	Corporate Responsibility Report Water Conservation Pages 20-21, 24
	303-3	Water recycled and reused	Corporate Responsibility Report Water Conservation Pages 20-21, 24
GRI 304: Biodiversity	304	Management Approach Disclosure: Biodiversity	Corporate Responsibility Report Protecting & Regenerating the Environment Page 17
	304-3	Habitats protected or restored	Corporate Responsibility Report Protecting & Regenerating the Environment Page 17

GRI Core Alignment Claim: This report has been prepared in accordance with the GRI Standards: Core option

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GRI INDEX

GRI STANDARD		DISCLOSURE NUMBER AND TITLE	RESPONSE
GRI 305: Emissions	305	Management approach disclosure: Emissions	Corporate Responsibility Report Protecting & Regenerating the Environment Company Initiatives Pages 20-22
	305-1	Direct (Scope 1) GHG emissions	Corporate Responsibility Report Scope 1 & 2 Page 22
	305-2	Energy indirect (Scope 2) GHG emissions	Corporate Responsibility Report Scope 1 & 2 Page 22
	305-3	Other indirect (Scope 3) GHG emissions	Corporate Responsibility Report Scope 3 Page 22
	305-4	GHG emissions intensity	Additional information available through CDP Portal
	305-5	Reduction of GHG emissions	Corporate Responsibility Report Greenhouse Gas Emissions Reduction Pages 21-22
	305-6	Emissions of ozone depleting substances (ODS)	Additional information available through CDP Portal
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Additional information available through CDP Portal
GRI 306: Effluents & Waste	306	Management approach disclosure: Effluents & waste	Corporate Responsibility Report Protecting & Regenerating the Environment Company Initiatives Page 25
	306-1	Water discharge by quality and destination	Corporate Responsibility Report Water Conservation Page 24 Additional information available through CDP Portal
	306-2	Waste by type and disposal method	Corporate Responsibility Report Waste Generation Page 25
	306-3	Significant spills	Corporate Responsibility Report Pollution Prevention Page 26
	306-4	Transport of hazardous waste	Corporate Responsibility Report Waste Generation Page 25
	306-5	Water bodies affected by water discharges and/or runoff	Additional information available through CDP Portal

GRI Core Alignment Claim: This report has been prepared in accordance with the GRI Standards: Core option

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GRI INDEX

GRI STANDARD	DISCLOSURE NUMBER AND TITLE		RESPONSE
ENVIRONMENTAL COMPLIANCE			
GRI 307: Environmental Compliance	307	Management approach disclosure: Environmental compliance	Corporate Responsibility Report Systems & Compliance Page 27
	307-1	Non-compliance with environmental laws and regulations	Corporate Responsibility Report Systems & Compliance Page 27
SUPPLIER ENVIRONMENTAL ASSESSMENT			
GRI 308: Supplier Environmental Assessment	308	Management approach disclosure: Supplier environmental assessment	Corporate Responsibility Report Systems & Compliance Pages 26-27
	308-1	New suppliers that were screened using environmental criteria	Corporate Responsibility Report Systems & Compliance Pages 26-27
EMPLOYMENT			
GRI 401: Employment	401	Management approach disclosure: Employment	Corporate Responsibility Report CPO Letter Pages 29-30
	401-1	New employee hires and employee turnover	Corporate Responsibility Report Global Workforce Data Snapshot Page 32
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Corporate Responsibility Report Employee Benefits Pages 37-38
	401-3	Parental leave	Corporate Responsibility Report Employee Benefits Page 38
OCCUPATIONAL HEALTH AND SAFETY			
GRI 403: Occupational Health and Safety	403	Management approach disclosure: Occupational health and safety	Corporate Responsibility Report Worker Safety Pages 41-43
	403-1	Workers representation in formal joint management-worker health and safety committees	Corporate Responsibility Report Worker Safety Page 43
	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Corporate Responsibility Report Worker Safety Pages 42-43
	403-3	Workers with high incidence or high risk of diseases related to their occupation	Corporate Responsibility Report Worker Safety Pages 42-43

GRI Core Alignment Claim: This report has been prepared in accordance with the GRI Standards: Core option

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GRI INDEX

GRI STANDARD	DISCLOSURE NUMBER AND TITLE		RESPONSE
TRAINING AND EDUCATION			
GRI 404: Training and Education	404	Management approach disclosure: Training and education	Corporate Responsibility Report Training and Development Pages 35-36
	404-2	Programs for upgrading employee skills and transition assistance programs	Corporate Responsibility Report Training and Development Pages 35-36
DIVERSITY AND INCLUSION			
GRI 405: Diversity and Inclusion	405	Management approach disclosure: Diversity and inclusion	Corporate Responsibility Report CPO Letter Pages 29-30
	405-1	Diversity of governance bodies and employees	Corporate Responsibility Report Diversity and Inclusion Pages 33-34
	405-2	Ratio of basic salary and remuneration of women to men	Corporate Responsibility Report Diversity and Inclusion Pages 33-34
NON DISCRIMINATION			
GRI 406: Non Discrimination	406	Management approach disclosure: Non discrimination	ADI: Code of Business Conduct and Ethics
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING			
GRI 407: Freedom of Association and Collective Bargaining	407	Management approach disclosure: Freedom of association and collective bargaining	Corporate Responsibility Report Treating Employees Fairly Page 42
	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Corporate Responsibility Report Treating Employees Fairly Page 42
CHILD LABOR			
GRI:408 Child Labor	408	Management approach disclosure: Child labor	Corporate Responsibility Report Treating Employees Fairly Page 42
	408-1	Operations and suppliers at significant risk for incidents of child labor	Corporate Responsibility Report Treating Employees Fairly Page 42
FORCED OR COMPULSORY LABOR			
GRI 409: Forced Or Compulsory Labor	409	Management approach disclosure: Forced or compulsory behavior	Corporate Responsibility Report Treating Employees Fairly Pages 56-58
	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Corporate Responsibility Report Treating Employees Fairly Pages 56-58 Corporate Responsibility Report Compliance and Business Ethics Pages 57-58

GRI Core Alignment Claim: This report has been prepared in accordance with the GRI Standards: Core option

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GRI INDEX

GRI STANDARD	DISCLOSURE NUMBER AND TITLE		RESPONSE
SECURITY PRACTICES			
GRI 410: Security Practices	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.
HUMAN RIGHTS ASSESSMENT			
GRI 412: Human Rights Assessment	412	Management approach disclosure: Human rights assessment	Corporate Responsibility Report Compliance and Business Ethics Pages 57-59
	412-1	Operations have been subject to human rights reviews or impact assessments	Corporate Responsibility Report Compliance and Business Ethics Pages 57-59
	412-2	Employee training on human rights policies or procedures	Corporate Responsibility Report Compliance and Business Ethics Pages 57-59
LOCAL COMMUNITIES			
GRI 413: Local Communities	413	Management approach disclosure: Local communities	Corporate Responsibility Report Our Impact Pages 45-49
	413-1	Operations with local community engagement, impact assessments, and development programs	Corporate Responsibility Report Our Impact Pages 45-49
	413-2	Operations with significant actual and potential negative impacts on local communities	2020 Analog Devices Annual Report on Form 10-K
SUPPLIER SOCIAL ASSESSMENT			
GRI 414: Supplier Social Assessment	414	Management approach disclosure: Supplier social assessment	Corporate Responsibility Report Compliance and Business Ethics Pages 56-59
	414-1	New suppliers that were screened using social criteria	Corporate Responsibility Report Compliance and Business Ethics Pages 56-59
	414-2	Negative social impacts in the supply chain and actions taken	2020 Analog Devices Annual Report on Form 10-K
PUBLIC POLICY			
GRI 415: Public Policy	415	Management approach disclosure: Public policy	Corporate Responsibility Report Compliance and Business Ethics Pages 56-59
	415-1	Political contributions	ADI: Code of Business Conduct and Ethics

GRI Core Alignment Claim: This report has been prepared in accordance with the GRI Standards: Core option

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GRI INDEX

GRI STANDARD	DISCLOSURE NUMBER AND TITLE		RESPONSE
CUSTOMER HEALTH AND SAFETY			
GRI 416: Customer Health and Safety	416	Management approach disclosure: Customer health and safety	Analog Devices Quality & Reliability Program
	416-1	Assessment of the health and safety impacts of product and service categories	Analog Devices Quality & Reliability Program-Functional Safety
	416-1	Incidents of noncompliance concerning the health and safety impacts of products and services	2020 Analog Devices Annual Report on Form 10-K
MARKETING AND LABELING			
GRI 417: Marketing and Labeling	417	Management approach disclosure: Marketing and labeling	Analog Devices Quality & Reliability Program
	417-1	Requirements for product and service information and labeling	Analog Devices Quality & Reliability Program-Material Declarations
	417-2	Incidents of noncompliance concerning product and service information and labeling	2020 Analog Devices Annual Report on Form 10-K
CUSTOMER PRIVACY			
GRI 418: Customer Privacy	418	Management approach disclosure: Customer privacy	Analog Devices Privacy and Security Statement
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	2020 Analog Devices Annual Report on Form 10-K
SOCIOECONOMIC COMPLIANCE			
GRI 419: Socioeconomic Compliance	419-1	Noncompliance with laws and regulations in the social and economic area	2020 Analog Devices Annual Report on Form 10-K

GRI Core Alignment Claim: This report has been prepared in accordance with the GRI Standards: Core option