

Critical Talent Retention Manager FAQ

Last updated: June 17, 2021

Please refer to the CTR Employee FAQ for answers to general questions around what CTR is, groups that were included in this effort, how CTR decisions were made, what critical talent information may be used for outside of this process, and specific questions for recipients of this CTR stock award.

General Questions

Q1. Who made critical talent identification and rewards decisions?

A1. Generally, GR10+ leaders in the eligible groups of AI, SW, HW, and other critical technical/customer-facing roles identified critical talent within their organizations in the first step of this process. Some business groups may have managed this step differently by holding decisions at a higher level within the organization. In the second step of this process, ELT-1 leaders in the eligible groups were responsible for making final stock award decisions for the critical talent identified in the first step. For more information about how this process was managed in your group, please look for messaging from your business unit leadership.

Q2. Why were these decisions held at leadership levels, and not made by direct managers?

A2. In order to move quickly and enable a broad view of the organization, decisions about critical talent were held at leadership levels (generally, GR10+) in each eligible business unit. Managers with questions about the decision-making process should reach out to their BU leadership.

Q3. Can I add, change, or remove employees identified as critical talent, or change the value of the recommended CTR stock award?

A3. No, managers are not able to add, change, or remove employees identified by their business unit leadership, or the stock award amounts. If you have questions about employees on your team who were identified as part of this 2021 CTR event, please reach out to your business unit leadership.

Q4. Why are the retention awards granted in the form of stock and not cash?

A4. As we have done in previous CTR actions, we are focusing this CTR action on stock awards both in recognition of where we have gaps to our total compensation goals and to incentive recipients to remain at Intel to contribute to, and take part in, our success as a company.

Q5. How were CTR stock awards determined?

A5. In general, the stock awards were granted at amounts intended to increase overall total compensation of recipients in certain jobs, grade levels, and locations to be more competitive within the market. For the AI, software, and hardware job segments, the total compensation target is around the top quarter of the market (the peer companies we benchmark against). For other job segments, the target is around the top the third of the market.

Q6. How should I respond to questions from employees on my team who have not been identified for this CTR stock award?

A6. Managers may want or need to discuss the decision-making process with their business unit leadership, depending on who in the organization made the critical talent identification decisions. Additionally, you may use the following key messages to respond to questions from employees on your team who do not receive this CTR stock award:

- This is a targeted investment for specific employee segments that the business unit leadership identified as critical talent at this point in time. Employees may be considered critical talent if they meet one or more of the following criteria:
 - **High performer:** An individual who consistently produces superior results, exceeding expectations for role and grade level, role models each Intel culture value, and embodies continuous learning and growth.
 - **High potential:** An individual who demonstrates the aspiration, capacity, and resiliency to develop the qualities, behaviors and skills required for effective performance in significantly more complex and challenging roles. Identified by high learning agility and drive; exhibits strong followership, lifts others up, improves the contributions of those around them.
 - **Critical role:** A role that has a disproportionate impact on Intel's ability to accomplish its strategic and business objectives, causes significant disruption or challenges for the business when the role is vacant or improperly staffed, and requires differentiated capabilities that drive our competitive advantage.
- Not being identified as critical talent through this event does not mean that their performance and contributions to the business are not valued and does not imply that they will not be considered for potential future adjustments and development experiences.
- Reinforce that you want to continue the performance and development conversations as part of Insights and would be happy to speak to the employee about their employee's career aspirations and development goals and what help they need from you.
- Explain that Intel regularly monitors employee compensation based on performance and market competitiveness and the employee's pay will be reviewed in a few months, during the next annual Rewards Planning cycle.

Q7. In addition to the Critical Talent retention stock award, is there more I should be doing with employees identified as being critical talent? What about employees who weren't identified as critical talent?

A7. Intel is, and managers should be, continuously investing in the experience of all our employees, every day. In addition to compensation and formal recognition, there are many ways we recognize and retain employees that are not directly related to compensation. Actions to engage, inspire and retain employees include (but aren't limited to):

- Ongoing discussions in 1:1s and Insights conversations to ensure you understand their aspirations and interests
- Co-create development and learning plans aligned to progression and succession objectives
- Ensure they have active and engaged mentors
- Encourage them to take advantage of Intel benefits, including vacation and Wellness Hours
- Create and supporting development experiences both within your organization and across Intel
- Provide challenging and meaningful work that is connected to company strategy and goals
- Provide visibility to your critical talent to senior leadership across the company
- Encourage employees to participate in enterprise events and offerings, such as Learning Fest, All Company Meetings and BU open forums, and local site-based community events.

- Acknowledge their impact through differentiated and meaningful rewards and recognition

Q8. Who should I contact if I have questions about how decisions were made about employees on my team, including who was (or wasn't) identified as critical talent, and the stock award amounts themselves?

A8. For questions about Critical Talent Retention in your business unit, including how certain decisions were made, please contact your manager and/or BU leadership.

Delivering the 2021 CTR Stock Award

Q9. When and how will recipients learn about the 2021 CTR stock award?

A9. Employees receiving a stock award as part of the 2021 CTR event will receive one email automatically, and managers or leaders are responsible for providing a second letter with individual amounts. See below.

- (1) On **June 30**, CTR recipients will receive an email from Pat Gelsinger recognizing their contributions and potential at Intel. Aside from a personal greeting, there will be no personal or individual award information in this email.
- (2) **Before July 9**, managers are responsible for downloading another version of this letter from PeopleFluent, which will include individual CTR stock award amounts. The PeopleFluent system will open on **June 20** for managers of CTR recipients to download and save this letter prior to sharing it with their employee(s) in a 1:1 conversation setting (virtual or in-person, as appropriate).

Q10. When will the CTR stock award letter be available to download in PeopleFluent?

A10. The Critical Talent Retention stock award letters will be available for direct managers to download from the PeopleFluent system starting June 20, 2021. You are required to deliver the Critical Talent Retention stock award letter to your employees before PeopleFluent closes on July 9, 2021.

Q11. What should I keep in mind when delivering the CTR stock award letter to recipients on my team?

A11. While delivering the stock award letter to your employee, you can refer to the email that was sent to managers on or around **June 14** for detailed tips, including key considerations and talking points.

Q12. Will the CTR stock award letter be translated in local languages?

A12. No, all CTR stock letters will be in English.

NOTE: At the time employment with Intel is terminated, all unvested RSUs will be cancelled and the employee will lose them (unless the employee terminates under a provision that will allow vesting to accelerate. (See Event Impact on Stock Benefits). Employees are responsible for understanding how change of employment status impacts their RSUs.