



Engineering Hope



20 Corporate
30 Impact
Strategy

LIFE-SAVING VENTRICULAR ASSIST TECHNOLOGY FROM NI CUSTOMER BERLIN HEART

ni.com

Engineering Hope for a Better World

Small moments of brilliant engineering can add up to big breakthroughs, like measuring the reaction time of autonomous vehicles, the release time of insulin, or the energy signature of a fusion reactor with nanosecond precision. The outcomes of these innovations inspire hope—hope for a safer, healthier, more sustainable future.

Engineering Hope, our 2030 Corporate Impact Strategy, outlines how we'll Engineer Ambitiously™ to drive the positive change we want to see in the world. And it puts forth ambitious goals and commitments to guide our work and measure our progress.

Together with our employees, customers, suppliers, and partners, over the next decade we'll build a society that works for all of us—and a healthy planet that sustains us—for the next 100 years and beyond.



COVER IMAGE

The Path to Innovation

Built by NI customer Berlin Heart, the EXCOR is a ventricular assist technology that helps to pump blood in children when the heart is no longer able to function on its own. This gives patients time to recover or wait for an organ transplant. See the complete article for an inside look at the complex and careful engineering behind the development of a life-saving medical tool.

[Get an inside look](#)



The world needs engineers— creative problem solvers— now more than ever.

ERIC STARKLOFF
CEO



We're facing a lot of challenges as a society, from climate change to racial and economic inequality. And engineering is problem-solving at its best. It's an iterative process of making incremental improvements that lead to breakthrough innovation. It's about failing fast, trying again, and never giving up. Ultimately, engineering is the sum of not just hard calculations but also of human creativity. And at NI, our purpose is to Engineer Ambitiously.

We've set ambitious 2030 goals and commitments for cultivating a diverse, inclusive workforce and engineering talent pipeline; fostering wellbeing, equity, and opportunity at NI and in our society; protecting our planet by reducing our environmental footprint; and helping innovators use NI products to address our most pressing social and environmental challenges. Accelerating progress in these areas is not only the right thing to do but imperative for building the industry's best teams, driving product innovation, and generating long-term value for all NI stakeholders.

At NI, we've always been diligently but quietly dedicated to corporate citizenship. With our Impact Strategy, we're cranking up our volume because we have a bold new vision of a more sustainable and equitable world. If our products can help send rockets into space, we can achieve Zero Waste. If our products can accelerate electric vehicle innovation, we can do more to reduce our own emissions. And if our products can advance learning at the world's top engineering schools, we can connect underrepresented and economically disadvantaged students with life-changing STEM education opportunities.

Just as with all ambitious engineering, we'll need to try new approaches; apply our technology in new ways; collaborate with our customers, partners, and suppliers; and learn as we go. Our Impact Strategy is designed to be iterative, scaling with our business. While our diversity goals are already moonshots, some of our environmental goals will increase as we collect data and develop more specific targets.

While no one company can do everything to address systemic, global issues, we must all do something—not just the big consumer brands we see on our shelves but also B2B enterprises like ours. Imagine what we can do if we all use our greatest strengths to solve our greatest challenges.

Over the coming decade, this strategy will challenge us to think differently and act boldly—as engineers, as creative problem solvers, and as caring people. We'll harness our creativity and our connections to work toward this vision and make a positive, measurable, and lasting impact.





PHOTO CREDIT: DR. DAVE MARSHALL

Engineering Through Adversity on Ethiopia's Tallest Mountain

After a 10-day journey through torrential rain and treacherous conditions, Alex Lewis and Emebet Ale Dires reached the summit of Ethiopia's tallest mountain, Ras Dashen. Making it to the top of this 4,500-meter peak is an incredible feat in itself, but in their case it's a remarkable story of human triumph in the face of adversity.

[Get an inside look](#)

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Our Goals

Our aspirational 2030 goals and commitments outline how NI will put our company, people, and products to work to make a positive impact on society and our planet.

We voluntarily set these goals, and they are informed by the priorities of our stakeholders and a thorough analysis of which issues are material to our business. They also reflect the realities we see in the marketplace. The gender and racial diversity of the engineering talent pipeline hasn't changed much in the last 20 years, while the world becomes increasingly multicultural. And climate change has become a risk not only to human health but to business continuity.

Including aspirational moonshot goals will serve as a catalyst for innovation, challenging us to think beyond platitudes of a better world and do the hard work needed to effect transformational change.

We'll work diligently to achieve our goals by 2030 and will transparently report our progress each year. We'll harness the power of NI's operations, philanthropy, and products, as well as our partnerships with suppliers, customers, governments, industry, and nongovernmental organizations. Together we'll focus on three pillars of impact:

- Changing the faces of engineering
 - Building an equitable and thriving society
 - Engineering a healthy planet
-



Living and Breathing Engineering

For most people, breathing happens without thinking. But for people who need help breathing, a ventilator is a device they can't live without. Respiratory dysfunction is one of the most prevalent and expensive challenges in modern health care. [Ventec Life Systems](#) is tackling these challenges and making life easier for people who suffer from spinal cord injury, traumatic brain injury, ALS, asthma, muscular dystrophy, and COVID-19.

[Get an inside look](#)



Our Approach

UN Sustainable Development Goals

Developing our goals was a thorough, collaborative, and data-driven process. We looked at the United Nations Sustainable Development Goals to gauge which of the world's most pressing problems we can most effectively address through innovations in our technology and our operations.

Materiality Assessment

We conducted a materiality assessment,¹ surveying our internal and external stakeholders to understand which issues are most important to them. We gathered employee feedback through our annual engagement survey. And we looked at industry benchmarks, demographic data, and our environmental footprint.

Companywide Collaboration

We worked with NI teams across all functions—including human resources, research and development, manufacturing, facilities, and finance—to analyze this data and develop our 2030 goals. Our objective was to create ambitious goals that guide behaviors and investments throughout our company.

¹ THE TERM "MATERIALITY" IN THIS DOCUMENT REFERS TO OUR MATERIALITY ASSESSMENT AND IS NOT INTENDED TO MEAN "MATERIALITY" AS USED OR CONSTRUED IN CONNECTION WITH SECURITIES LAWS OR FINANCIAL REPORTING.



The Calling of an Engineer

In the first episode of Engineering Hope, a three-part video series, we tell the story of NI Account Manager David Yi and one of the incredible projects he's helped to shepherd—a pediatric medical device produced by Berlin Heart that has saved the lives of thousands of children with heart failure.

[Watch the series](#)



Our 2030 Impact Goals and Commitments

Changing the Faces of Engineering

MOONSHOT GOAL 01: By 2030, 50% of our global workforce will be women, and our U.S. workforce will be 13% Black and 18% Latinx.

MOONSHOT GOAL 02: By 2030, 50% of our people managers globally will be women, and 40% of our U.S. people managers will be people of color.

GOAL 03: Each year through 2030, 87% of our employees will feel a sense of belonging at NI.

GOAL 04: Each year through 2030, we will advance STEM education initiatives serving underrepresented or economically disadvantaged students.

GOAL 05: Before 2030, our employees will spend 25% of their total volunteer hours supporting STEM education initiatives.

Building an Equitable and Thriving Society

GOAL 06: Before 2030, we will achieve substantial equity in total rewards for all employees in similar roles and levels with comparable performance and impact.

GOAL 07: Each year through 2030, we will advance programs and initiatives that improve our employees' wellbeing.

GOAL 08: Before 2030, 92% of our employees will be highly engaged.

GOAL 09: By 2030, 16% of our suppliers will be small or diverse businesses.

GOAL 10: Each year through 2030, we will support equity and economic opportunity initiatives through monetary and product donations and volunteering.

Engineering a Healthy Planet

GOAL 11: Each year through 2030, we will discount or donate NI products to organizations developing green technology and will volunteer for environmental initiatives.

GOAL 12: By 2030, we will achieve Zero Waste at NI-owned buildings and reduce waste at leased facilities.

GOAL 13: Each year through 2030, we will design 100% of NI's new buildings or remodels to LEED and WELL standards.

GOAL 14: Each year through 2030, we will conserve natural resources, protect biodiversity, and reduce greenhouse gas emissions.

GOAL 15: Each year through 2030, we will make circular design improvements in our product design, manufacturing, and packaging.

UN Sustainable Development Goals Supported:



Changing the Faces of Engineering



Bringing together people with different backgrounds and perspectives can lead to the breakthrough innovations technology companies need to meet the demands of their customers. But the diversity of the engineering talent pipeline hasn't changed much over the last 20 years. In fact, we don't have enough people entering technology fields to keep up with the demand.

We envision a world where the racial, ethnic, cultural, and gender representation of engineers matches that of society. We'll work toward this vision by increasing the diversity of our own workforce and supporting aspiring engineers. We'll also strive to create a sense of belonging in our industry, so people of all backgrounds feel confident pursuing careers in hardware or software engineering.

STEPHANIE AMRITE

PRINCIPAL FIELD MARKETING MANAGER,
ACADEMIC AND SOFTWARE, AMERICAS

MOONSHOT GOAL 01

By 2030, 50% of our global workforce will be women, and our U.S. workforce will be 13% Black and 18% Latinx.

MOONSHOT GOAL 02

By 2030, 50% of our people managers globally will be women, and 40% of our U.S. people managers will be people of color.

GOAL 03

Each year through 2030, 87% of our employees will feel a sense of belonging at NI.

GOAL 04

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GOAL 05

Before 2030, our employees will spend 25% of their total volunteer hours supporting STEM education initiatives.



GOAL 01

CHANGING THE FACES OF ENGINEERING

MOONSHOT GOAL

By 2030, 50% of our global workforce will be women, and our U.S. workforce will be 13% Black and 18% Latinx.



ANJELICA WARREN

SENIOR PRODUCT MARKETING MANAGER

Why It Matters

Building a diverse and inclusive workforce is the right thing to do, both for NI and society. Our teams should reflect the diversity of our customers and the communities where we live and work. And collaborating with people from different backgrounds opens our minds and spurs innovation. Additionally, the global technology sector is projected to have a shortage of 4.3 million workers by 2030, and attracting more diverse people to our industry helps us keep up with this growth while providing more equitable access to high-paying jobs.

What We'll Do

Instead of setting an easily attainable goal based on the current talent pipeline, we challenged ourselves with a moonshot goal based on what's needed for our business and our society. We know we have a long way to go, and this goal's ambition will fuel our innovation. We're advancing our recruiting strategy to include more diverse colleges, community organizations, and events. We'll retool our hiring processes to eliminate potential biases, and we'll also expand our existing inclusion initiatives, such as our employee resource groups and our Diversity, Equity, and Inclusion Council.

We'll work diligently to increase ethnic, racial, and cultural diversity worldwide. However, our 2030 goal measures racial diversity only in the United States due to legal constraints on data collection in many other countries. We'll focus on increasing Black and Latinx¹ representation because these groups are the most underrepresented in our workforce when compared to U.S. demographics.

¹ DEFINED BY THE U.S. CENSUS BUREAU AS BLACK/AFRICAN AMERICAN AND HISPANIC/LATINO.



MOONSHOT GOAL

By 2030, 50% of our people managers globally will be women, and 40% of our U.S. people managers will be people of color.



MURALI PARTHASARATHY
SECTION MANAGER, SW PRODUCTS PMO

Why It Matters

Diversity of leadership ensures important company decisions reflect a wide variety of experiences and perspectives. It also provides positive role models for employees of all backgrounds, showing them that they too have a path to the top. This is especially important in the technology industry: Companies with diverse management teams have 19 percent higher innovation revenues (revenues from new products and services) on average.

What We'll Do

Like our workforce diversity goal, this goal is a moonshot based on what's needed rather than what's easily achievable. To cultivate greater diversity in our leadership, we'll ensure our talent acquisition and development programs provide equitable advancement opportunities for all Nlrs. We'll audit our performance review process, leadership development programs, and promotion pipeline for potential biases. And we'll expand our programs for educating and developing hiring managers and mentoring employees.

While we'll work diligently toward greater ethnic, racial, and cultural diversity among NI management globally, the racial component of our 2030 goal focuses on the United States because this is where we can obtain complete data. For this goal we're focusing on people of color¹ to address underrepresentation of non-white racial and ethnic groups among our U.S. managers.

¹ DEFINED BY THE U.S. CENSUS BUREAU AS ANYONE OUTSIDE OF THE SINGLE-RACE, NON-HISPANIC WHITE POPULATION.



Each year through 2030, 87% of our employees will feel a sense of belonging at NI.



CLAIRE CLARK

STAFF PRODUCT SUPPORT ENGINEER
NI PRIDE COCHAIR

Why It Matters

At NI, our definition of an inclusive culture is one where all employees feel welcomed, valued, respected, and heard. It's critical that Nlers of all backgrounds feel comfortable bringing their true selves to work. That means not hiding their identities or affiliations but instead confidently sharing their diverse perspectives. This sense of belonging helps increase our employees' wellbeing, engagement, and innovation, which in turn helps us attract and retain the best talent.

What We'll Do

Our culture is the sum of our employees' behaviors. To develop tools and programs that promote inclusive behaviors, we have a Diversity, Equity, and Inclusion cross-functional working group comprised of several business functions including talent development and employee engagement. Initiatives include launching a new inclusion training and scaling our employee resource groups (ERGs). ERGs provide members with opportunities for professional development, networking, and shaping company initiatives. Their events and programs also foster discussion and understanding among all Nlers.

We'll measure Nlers' sense of belonging through our "inclusion index," which aggregates relevant questions from our annual employee engagement survey. We'll use our 2020 survey results as a benchmark. While we strive for 100 percent, achieving an 87 percent measure would put us among the top 10 percent of companies according to Newmeasures.¹

¹ BENCHMARK DATA INCLUDES 1,200 ORGANIZATIONS, 1.5 MILLION RESPONDENTS, AND 86 COUNTRIES.



Each year through 2030, we will advance STEM education initiatives serving underrepresented or economically disadvantaged students.



PHOTO CREDIT: *FIRST*

Why It Matters

As society becomes increasingly technocentric, the work of engineers will continue to shape every facet of our lives. That's why it's important for engineers to reflect the diversity of the people they're creating solutions for.

However, the engineering talent pipeline hasn't diversified much in the past 20 years. In the United States, only 21 percent of engineering majors and 19 percent of computer science majors are women, and only 22 percent of all science and engineering bachelor's degrees go to Black, Latinx, or Native American students. It's critical to increase access to STEM education among students from groups underrepresented in our field—girls, people of color, and economically disadvantaged students. This will not only increase innovation in our industry but will also enable us to meet the demands of the marketplace.

What We'll Do

We'll focus our giving—monetary donations, product donations, and volunteer time—on supporting STEM education initiatives serving underrepresented or economically disadvantaged students. We've already pivoted our longtime partnership with FIRST,[®] a global robotics competition, to focus on increasing access to underrepresented and underserved students.

We've donated millions of dollars of NI products to *FIRST* over the last 15 years and in 2020 signed a six-year commitment to renew our partnership. We've also committed to invest \$3.4 million over the next four years in STEM education initiatives serving underrepresented or economically disadvantaged students.



Before 2030, our employees will spend 25% of their total volunteer hours supporting STEM education initiatives.



Why It Matters

Every Nler has the potential to change the trajectory of a young person's life. That's why we highly encourage our employees to volunteer with STEM education initiatives in their communities. Mentoring students is especially important, as this provides young people from all backgrounds with role models as they work through challenges and discover their strengths. In addition to helping the community, volunteering helps increase camaraderie, creativity, and engagement among our teams.

What We'll Do

Nlers are passionate about giving back to the next generation of engineers and creative problem solvers. This is evidenced by the thousands of hours Nlers spend mentoring student teams around the world during the annual *FIRST* Robotics Competition season. Also, many NI executive leadership team members serve on the boards of STEM nonprofits.

Our new volunteer matching tool will help Nlers connect with nonprofits that can benefit from their unique skills, with an emphasis on virtual activities such as mentoring. We'll use this tool to track volunteer hours toward this goal. We'll also encourage managers to promote volunteering among their teams. We see this as a way employees can develop new capabilities and perspectives.



Building an Equitable and Thriving Society

The increasing gap between the “haves” and the “have nots” undermines the important ideals of fairness and equity. Over time, inequities in our systems and institutions decrease the wellbeing of our entire society. When people from all backgrounds have equitable access to opportunities to fully reach their potential, that increases the wellbeing not only of individuals but also of entire communities.

We envision a thriving society with fewer economic, racial, and gender inequities and greater wellbeing and prosperity for all. Our work starts within NI, by cultivating an equitable and thriving workplace. We'll also advance diversity within our own supply chain, which has an economic ripple effect throughout communities. And, by changing the faces of engineering, we'll increase access to higher paying technology jobs.

GOAL 06

Before 2030, we will achieve substantial equity in total rewards for all employees in similar roles and levels with comparable performance and impact.

GOAL 07

Each year through 2030, we will advance programs and initiatives that improve our employees' wellbeing.

GOAL 08

Before 2030, 92% of our employees will be highly engaged.

GOAL 09

By 2030, 16% of our suppliers will be small or diverse businesses.

GOAL 10

Each year through 2030, we will support equity and economic opportunity initiatives through monetary and product donations and volunteering.



Before 2030, we will achieve substantial equity in total rewards for all employees in similar roles and levels with comparable performance and impact.

MICHIHARU KUBO

OFFERING MANAGER,
TRANSPORTATION



Why It Matters

Our employees drive our every success. We're committed to rewarding them competitively and fairly, with equal rewards for equal performance and impact. Pay equity increases employees' financial wellbeing and helps us attract and retain the industry's best talent. Additionally, it has a long-term ripple effect throughout our families and our communities, helping boost prosperity and close wealth gaps.

What We'll Do

For this goal, we're striving for equity of not just base pay but total rewards: base salary, variable pay, and benefits. We began this journey a few years ago by standardizing our job levels across functions and determining their associated base salary ranges using market benchmark data. We recently redesigned our incentive plans to be more competitive, with criteria focused on both company and individual performance. To eliminate unconscious biases, we've analyzed base salary by gender and are now analyzing our total rewards by other demographics and performance metrics.

We'll make continual, data-driven improvements, and we expect to meet this goal well before 2030. We'll transparently share our progress through employee communications and our annual corporate impact reports.

Each year through 2030, we will advance programs and initiatives that improve our employees' wellbeing.



ISTVÁN RONAI
PROCUREMENT PROJECT MANAGER

ANITA BIRO
COMPONENT COMMODITY TEAM LEAD

Why It Matters

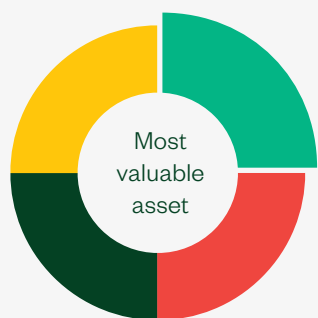
At NI, our core value of “be kind” means we’re good to ourselves and to each other. We invest in wellbeing programs because we want Nlers to be healthy, happy, and successful in every aspect of their lives. Not only does this make life more enjoyable, but it also makes us more resilient as individuals and as a company. Total wellbeing is associated with lower health care costs, higher levels of organizational engagement, lower employee turnover, enhanced performance, and overall business success.

What We’ll Do

We foster employees’ wellbeing through initiatives such as our comprehensive health care and benefit programs, employee assistance program, and wellbeing programs. To build upon these programs, in 2020 we began developing a global wellbeing strategy focused on NI’s holistic wellbeing pillars: community, emotional, physical, financial, and purpose.

We also launched a central component of our strategy: NI Thrive, an online hub for all wellbeing programs. It will enable Nlers to complete self-assessments, receive customized improvement programs and content, and engage in virtual wellbeing challenges. It will also enable us to standardize our communication and scale our best NI site initiatives to all employees worldwide.

Before 2030, 92% of our employees will be highly engaged.



Engaged Employees

highly involved
enthusiastic
committed

Highly Engaged Teams

turnover **-24%**

productivity **+17%**

greater profitability **+21%**

Why It Matters

Engaged employees—those who are highly involved in, enthusiastic about, and committed to their work—are NI's most valuable asset. [Gallup research shows](#) highly engaged teams are 17 percent more productive and experience 24 percent less turnover. In addition to helping NI attract and retain top talent and drive business outcomes, being engaged at work increases happiness and wellbeing for all employees.

What We'll Do

We strive to provide meaningful opportunities to Nlers and a collaborative culture that fosters inclusion, engagement, and wellbeing. While NI's leadership sets the tone, all employees play a role in improving engagement. We follow a comprehensive listening strategy to gather employees' feedback about important topics, and managers use the insights to address issues and increase engagement within their teams. We'll continue this listening process while also looking for new opportunities to increase engagement.

Reaching our goal of 92 percent employee engagement will put us among the top 10 percent of companies according to Newmeasures.¹ We'll measure our progress toward this goal via our annual employment engagement survey and will analyze results so we can identify trends, issues, and successes.

¹ BENCHMARK DATA INCLUDES 1,200 ORGANIZATIONS, 1.5 MILLION RESPONDENTS, AND 86 COUNTRIES.

By 2030, 16% of our suppliers will be small or diverse businesses.



Why It Matters

Diverse and equitable procurement is good for society. Economic growth for small and underrepresented businesses has a ripple effect throughout our communities. It's also good for our business, keeping our supply chain nimble and innovative, so we can react quickly to our customers' needs and marketplace trends.

What We'll Do

We evaluate all potential suppliers fairly and equitably and will continue to do so while also encouraging more diverse and small businesses to apply for our opportunities. For this goal, we define diverse businesses as those owned by women, people of color, ethnic minorities, veterans, LGBTQ+ individuals, or people with disabilities.

We're verifying our spend in these categories, building a robust data tracking and reporting system, and developing a strategy to increase diverse suppliers. And we'll also work with advocacy organizations to network with diverse suppliers and share best practices with other like-minded companies.



GOAL 10

BUILDING AN EQUITABLE AND THRIVING SOCIETY

Each year through 2030, we will support equity and economic opportunity initiatives through monetary and product donations and volunteering.

2020 Initiatives

\$30,000

donation to Notley Tide's racial justice initiatives in the United States

\$500,000

impact investment loan to Austin Habitat for Humanity's affordable housing development

Kiva
Partnership

to fund microloans all over the world

Why It Matters

Giving back is a central part of NI's culture and is fueled by our core value of "be kind." Since our founding, our grants and product donations have helped charities and emerging innovators improve livelihoods around the globe. Nlers have multiplied this impact by volunteering countless hours in our communities. Now we're taking this commitment even further, strengthening our philanthropy with our [2 + 1 Giving Pledge](#).

What We'll Do

To help build a more equitable and thriving society, we'll continue our long-term nonprofit partnerships while looking for innovative giving opportunities. For example, in 2020 we made a \$500,000 impact investment loan to Austin Habitat for Humanity's affordable housing development, supported Notley Tide's racial justice movements in the United States, and partnered with Kiva on a microloan program all over the world. We encourage Nlers to volunteer for any cause they care about, and we also provide regular events and opportunities to volunteer with our nonprofit partners.





Engineering a Healthy Planet

Healthy and biodiverse ecosystems are critical to human wellbeing, as they provide us with life-sustaining food, clean air and water, and a stable climate.

We envision a world where all industries and governments work together to protect and repair ecosystems and stabilize our climate by mitigating rising temperatures. We'll do our part by reducing the environmental impact of our operations and our products, so we can reduce our footprint and help our customers do so as well. And we'll empower innovators to build new technologies that protect and regenerate Earth's ecosystems.

GOAL 11

Each year through 2030, we will discount or donate NI products to organizations developing green technology and will volunteer for environmental initiatives.

GOAL 12

By 2030, we will achieve Zero Waste at NI-owned buildings and reduce waste at leased facilities.

GOAL 13

Each year through 2030, we will design 100% of NI's new buildings or remodels to LEED and WELL standards.

GOAL 14

Each year through 2030, we will conserve natural resources, protect biodiversity, and reduce greenhouse gas emissions.

GOAL 15

Each year through 2030, we will make circular design improvements in our product design, manufacturing, and packaging.



Each year through 2030, we will discount or donate NI products to organizations developing green technology and will volunteer for environmental initiatives.



FLUXGEN
PLANET NI PARTNER

Why It Matters

Our products, in the hands of innovators, are one of our greatest assets for driving transformative change for our planet. For example, many of our customers are making renewables more efficient and affordable. We want even more organizations to have the opportunity to pursue green technology solutions. Our goal to discount or donate products to organizations developing green technology is part of our [2 + 1 Giving Pledge](#), as is our goal to volunteer for environmental initiatives.

What We'll Do

Through our new product donation program, which is in its pilot phase, we'll discount or donate NI products to financially eligible nonprofit and academic organizations, B Corporations, and social enterprises developing technology that promotes environmental sustainability.

This builds on our former Planet NI donation program. That program enabled companies to develop technologies with social and environmental impact, such as smart renewable energy microgrids and a [rapid milk chiller](#) that's preventing food waste in rural India.

Nlrs are passionate about environmental issues, and we'll encourage them to volunteer for biodiversity community initiatives, whether through NI-organized events or on their own. We'll leverage our Green Team (Nlrs who advance sustainability initiatives at our sites and organize volunteer events such as beach cleanups and tree plantings) as well as our partnerships with nonprofits such as [Urban Roots](#).



By 2030, we will achieve Zero Waste at NI-owned buildings and reduce waste at leased facilities.



Why It Matters

Achieving Zero Waste is defined as diverting at least 90 percent of a facility's waste from the landfill through recycling, composting, or reusing materials.

Working toward Zero Waste will help us protect Earth's ecosystems while potentially lowering our operating costs. Every product we use, from coffee cups to computers, consumes finite natural resources at each stage of its life cycle—extracting raw materials, manufacturing, packaging and shipping, use, and end of life. Reusing or recycling products keeps those materials circulating in the economy, reducing the extraction of virgin materials.

What We'll Do

We'll measure our current waste diversion rates in NI-owned facilities and conduct a waste audit to understand what kinds of materials are in our waste stream. We'll also assess every aspect of our waste management systems, from procurement to employee education to disposal contracts, to determine where we can make improvements.

Employee involvement will be critical to achieving Zero Waste. This goal offers every Nler a tangible way to make a difference every day, whether by switching to reusable products, joining a local Green Team, or working on solutions such as the new composting program in our Austin cafeteria.

Each year through 2030, we will design 100% of NI's new buildings or remodels to LEED and WELL standards.



Why It Matters

Buildings contribute to nearly 40 percent of annual global greenhouse gas emissions. Extracting raw materials, constructing buildings, and operating buildings uses a lot of energy and water and generates significant amounts of waste.

Reducing the environmental impact of NI's buildings is an important step toward reducing our overall footprint, protecting biodiversity around our buildings, and mitigating climate change. Additionally, energy efficiency and water conservation measures can also significantly lower our utility bills and reduce other operating costs.

What We'll Do

As we build new facilities and renovate existing buildings over the next decade, we'll follow LEED (Leadership in Energy and Environmental Design) and WELL standards for every project. [LEED](#) is the world's most widely used green building rating system. It outlines strict requirements for building materials, site selection, energy efficiency, water conservation, and indoor air quality.

We have experience designing to these standards, as we have three LEED-certified NI facilities—two in Hungary and one in Malaysia—and two others built to LEED standards in Hungary. The [WELL Building Standard](#) is a newer standard that focuses on designing spaces in a way that enhances people's health and wellness.



Each year through 2030, we will conserve natural resources, protect biodiversity, and reduce greenhouse gas emissions.



NI VOLUNTEERS AT URBAN ROOTS FARM

Why It Matters

The more that multinational companies like ours reduce their greenhouse gas emissions, the more we can mitigate climate-related risks such as drought, floods, and fires. Such events could devastate our communities and disrupt business for NI, our suppliers, and our customers. Mitigating climate change also helps protect Earth's biodiversity, our natural life support system.

For 40 years, we've consistently worked to minimize our environmental footprint and protect biodiversity and natural resources. Scaling our work to reduce our greenhouse gas emissions will require us to use less energy, which will reduce our utility bills and other operating costs. The cost of renewables is rapidly decreasing, so we'll also continue to invest in renewable energy sources to further reduce our emissions.

What We'll Do

Our recent [environmental footprint assessment](#) measured our total Scope 1 emissions (direct emissions from owned or controlled sources) and Scope 2 emissions (indirect emissions from the generation of purchased energy), which we've reported in previous years. It also included our first-ever measure of several categories of Scope 3 emissions (a wide-ranging span of all indirect emissions occurring in a company's value chain).

We'll use this data to create a comprehensive climate strategy and more specific emissions reduction targets.



Each year through 2030, we will make circular design improvements in our product design, manufacturing, and packaging.



Why It Matters

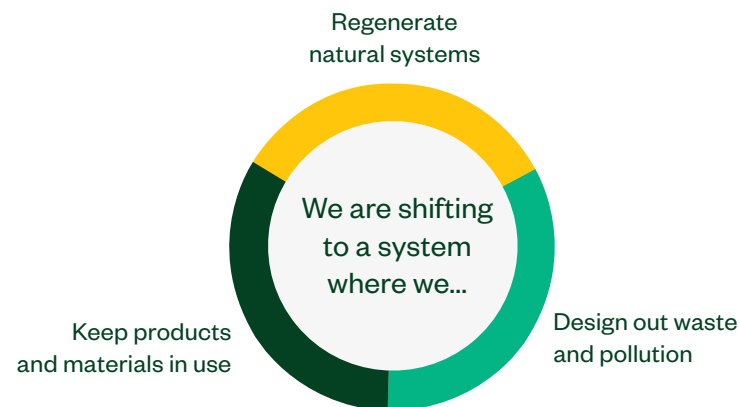
From the time of the Industrial Revolution, the world has followed a linear, “take-make-waste” economic model: We take raw materials from the ground, make products, and then throw those products away when we no longer want them. With 7.8 billion people competing for the planet’s finite resources, this model is unsustainable. We need to move toward a circular economic model, in which we design out waste and pollution, keep products and materials in use, and regenerate natural systems so our planet can stay healthy and sustain a thriving economy.

What We’ll Do

We see circular design as an exciting opportunity to Engineer Ambitiously™. It’s another way to reduce our environmental footprint and help our customers do so as well. Our products’ modular design and long life cycle have already reduced waste, and we’ve significantly reduced our product packaging.

We’ll continue to assess the environmental impact of our products during design, manufacturing, customer use, and end of life. We’ll look for more opportunities to cost-effectively select sustainable materials, reuse materials, and improve the recyclability and energy efficiency of our products while maximizing their performance.

The Circular Economy



Our 2 + 1 Giving Pledge

By 2030, we'll give 2 percent of our annual, pre-tax profits to charitable causes in the form of monetary and product donations or discounts. And each year Nlers will spend 1 percent of their work hours volunteering in their communities.

This Giving Pledge builds upon our legacy of giving back and is a key enabler of all three pillars of our Impact Strategy. And this new pledge doubles our previous commitment: For the past 10 years, we've taken the Austin Gives pledge to donate 1 percent of our pre-tax earnings to the local community. Donating 1 percent of earnings is a common commitment in corporate philanthropy, but in the spirit of setting ambitious 2030 goals, we want to challenge ourselves to do even more.

We'll back our pledge with a new giving strategy that focuses our philanthropic capital in the areas where we can have the greatest impact. This includes supporting organizations that are advancing STEM education, diversity, and equity in the engineering talent pipeline; social and economic equity initiatives; and the development of green technology. We also match employees' donations to eligible nonprofits and encourage them to volunteer for causes they care about, whether that's through NI's charitable partners or on their own.



PHOTO CREDIT: GIRLSTART

Closing the Gender Gap and Encouraging the Next Generation of Engineers

Girlstart Executive Director Tamara Hudgins explains how they have addressed the gender gap and made the pivot to support and encourage their members through virtual opportunities.

[Get an inside look](#)



Our Responsibility

NI's commitment to corporate impact is rooted in our dedication to doing the right thing. Our culture of honesty and integrity is one of our most valuable assets, and maintaining it is one of our most important responsibilities. We do this through our strong corporate governance standards, clear policies regarding ethics and compliance, and transparent communications with all stakeholders.

Ethical Standards for Employees

The NI Code of Ethics outlines the standards we expect every employee, officer, and director to follow. We encourage Nlers to speak up if they see something that doesn't seem ethical or right. We provide a confidential hotline where they can report violations of the law, our Code, or policies without fear of reprisal. NI will investigate these claims and respond appropriately to the findings. The NI Board of Directors' Audit Committee oversees our overall compliance with the Code of Ethics and pertinent financial, environmental, and equal employment opportunity regulations.

Ethical Standards for Suppliers

We hold our suppliers to the same high ethical standards we follow ourselves. We require our direct material suppliers to acknowledge the NI Supplier Code of Conduct, which encourages compliance with the Responsible Business Alliance Code of Conduct. They must complete anti-slavery and anti-human trafficking trainings and participate in our supplier assessment process to ensure compliance with initiatives such as RoHS, REACH, and the Conflict Minerals Trade Act. We monitor direct material suppliers' performance with a scorecard and quarterly business reviews.



DENNIS CREPHEAD

CUSTOMER SERVICE GROUP MANAGER

MILE OPORTA

ACCOUNT OPERATIONS MANAGER

ELIECER AGUERO

CONFIGURATION MODELER TEAM LEAD, ECOMMERCE

About

Our Company

Our Culture

Our Commitment





TABITHA UPSHAW
HEAD OF CORPORATE IMPACT

Niers understand that what's good for society and the planet is also good for business.

How does NI define corporate impact?

Corporate impact is NI's holistic approach to corporate citizenship. It means we run our business with high integrity and strive to create measurable and lasting benefits for our employees, customers, shareholders, communities, and planet. Some of those benefits will be driven by our operations, some by our partner programs, and others by customers using NI solutions to address our world's biggest challenges. We use the term "corporate impact" because it's actionable and focused on the outcomes we strive for as we Engineer Ambitiously™ for a better world.

What's NI's history of corporate impact?

For 40 years, empowering current and future innovators has been at the core of our business and corporate citizenship efforts. From 2008–2013, we issued an annual, GRI-based corporate responsibility report when it was less common to do such detailed reporting for a company of our size. While developing NI's new growth strategy over the past several years, we focused our impact reporting on core environmental data. But our commitment to doing the right thing and our passion for giving back never wavered.

Each year our employees spend thousands of hours volunteering and mentoring students, and our longtime partnerships with nonprofits such as *FIRST* Robotics and Penang Science Cluster enable youth worldwide to discover STEM through engaging experiences with real-world engineering tools. Additionally, our product donation programs have empowered engineers in emerging countries to use our products to build life-changing technologies.

What are some of NI's unique strengths that will help us achieve these goals?

Our products have the potential to help innovators address our most pressing social and environmental challenges. And our core values—to be bold, to be kind, and to be connectors—are exactly what we need to solve big problems for the greater good. Niers intrinsically understand the connection between purpose and profit and that what's good for society and the planet is also good for business. Again, that's why we focus on impact—a strong sense of responsibility and purpose is already at the heart of our company.



Diverse backgrounds and a sense of belonging are fuel for innovative thinking.

How does NI define diversity, equity, and inclusion?

Diversity, equity, and inclusion are three distinct but interdependent forces. Diversity is the presence of difference in our workforce—a mix of people from different backgrounds and with different experiences and ways of thinking. Equity is how we ensure all Nlers are treated fairly and have access to opportunities. Inclusion is the collection of behaviors driving to ensure all employees feel welcomed, valued, respected, and heard.

Why is DEI important to NI?

When diversity, equity, and inclusion are all strong in our culture, the result is we each feel a sense of belonging. Bringing diverse perspectives together enables us to more quickly generate creative insights and ensure our solutions reflect the needs of our diverse global customer base. But it's not enough to just bring different people together—ensuring everyone feels included and comfortable voicing their unique perspectives is also critical to innovation. Cultivating DEI is also the right thing to do. Life is richer when we can work with and learn from one another. And our society is stronger when all types of people are fairly represented, included, and rewarded in all industries.

What's NI's history of DEI, and how does that shape our 2030 strategy?

Treating people with fairness and respect has been part of our values since NI's founding, and our culture of inclusion grew organically out of that. As we've scaled our business, we've been increasingly deliberate about nurturing this culture. For example, we've established a dedicated DEI team, DEI Council, employee resource groups, and measurement tools.

But when it comes to the diversity of our workforce and our leadership, we have a significant gap between where we are today and where we want to be. We'll need to embrace our value of "be bold" to close that gap, and that starts with setting and sharing our two moonshot diversity goals and other equity and inclusion goals. We've already started evolving our talent acquisition and development strategies and creating learning experiences and tools that will help all Nlers discover how they can advance DEI. We're excited about collaborating companywide and with community partners and transparently sharing our progress along the way.



JULIA BETTS

HEAD OF DIVERSITY, EQUITY, INCLUSION,
AND ENGAGEMENT

Our Company

For more than 40 years, NI has developed automated test and measurement systems that accelerate our customers' productivity, innovation, and discovery across the entire product development cycle.

Founded: _____ 1976

NASDAQ Symbol: _____ NATI

customers worldwide **35K**

2020 revenue **\$1.29B**



7,000+
employees worldwide

40+
countries with NI operations

investment in R&D in 2020 **22%**

Major Locations

NI Headquarters:

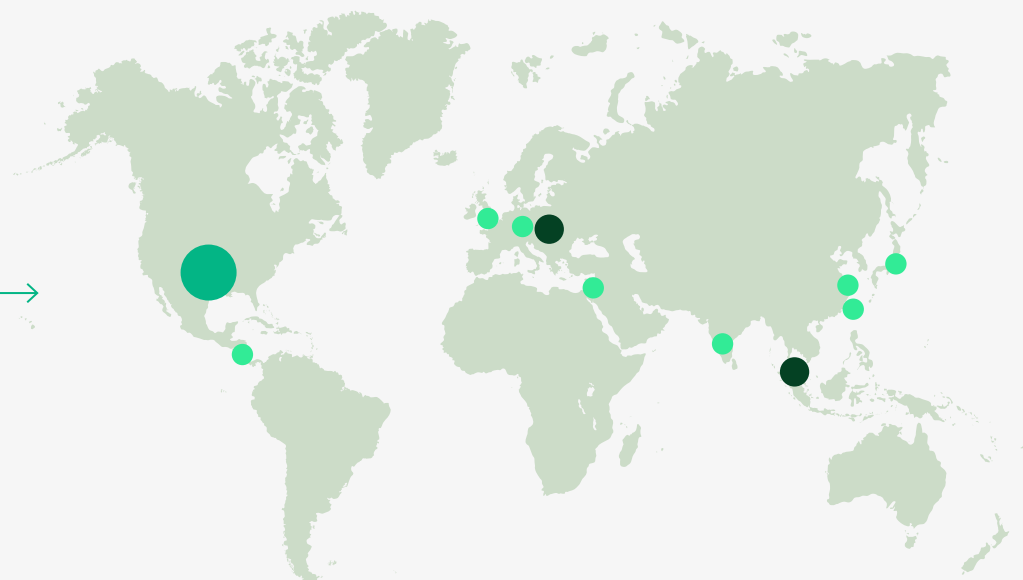
- Austin, Texas

Largest Manufacturing Sites:

- Debrecen, Hungary
- Penang, Malaysia

Other Locations:

- Shanghai, China
- Heredia, Costa Rica
- Bengaluru, India
- Munich, Germany
- Newbury, United Kingdom
- Taipei, Taiwan
- Tokyo, Japan
- Holon, Israel



Our Innovation

At NI, we believe in the power and potential of making connections—between people, ideas, and technology—to create a path forward. Through all phases of our customers' product development cycle, our tailored, software-connected approach helps make their visions a reality.

We prioritize the integration of hardware and software as a system to support our customers' evolving needs, and we're committed to open connectivity and support of other software and instrumentation.



PATRICK ROBINSON
CHIEF TEST ENGINEER, NI

Software

NI's open, flexible software is sophisticated and time-proven, allowing innovators to focus on solving their engineering challenges.

Modular Hardware

Whether customers are taking a quick measurement or developing an automated test system, NI's modular hardware helps ensure they never compromise on the measurements that drive their business.

Services and Support

Our global partner network and services are designed to accelerate innovators' success with NI technologies. We're committed to implementing and sustaining engineering best practices for operational efficiency.





Our Culture and Values

At NI, we value connection.

Our connection to our larger purpose of engineering ambitiously keeps us creatively engaged in our work. We bring that purpose to life through our connection of people, ideas, and technology. And at the heart of our work is the human connection between Nlers, our customers, and our communities.

Everything we do and create starts with a deep understanding of one another, not just as employees or customers but as people. Nlers ask, “What matters to you most?” “How can I help?” and “How can we succeed together?” Only by tapping into our shared humanity and valuing each other’s diverse ideas can we effectively tackle the biggest challenges facing our world.

Be Bold

We’re creative problem solvers shaping the future for ourselves, our customers, our communities, and our planet. Setting and sharing our ambitious impact goals is a bold act that pushes us out of our comfort zone. It inspires us to think and do things differently to affect positive change at scale.

Be Kind

We respect one another, value different perspectives, and seek to help one another be more effective through constructive feedback and co-elevation. Our Corporate Impact Strategy builds upon NI’s legacy of kindness and our commitment to doing the right thing.

Be Connectors

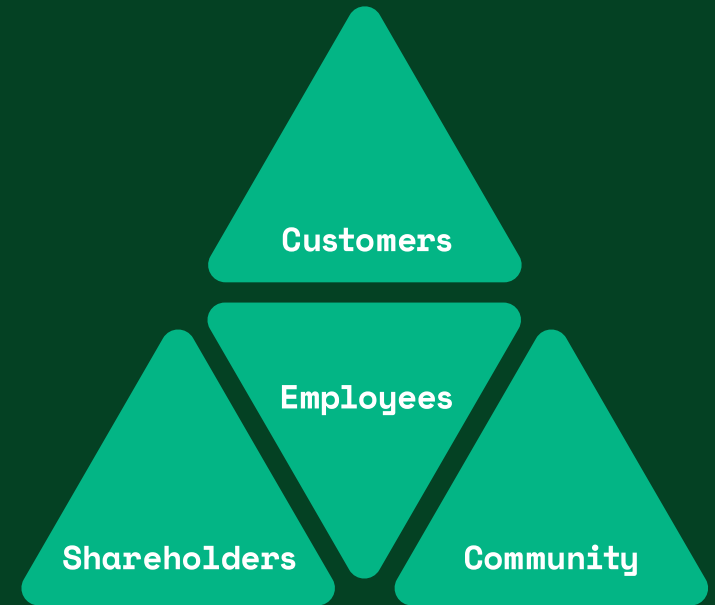
We’re in this together. By sharing viewpoints and collaborating as one, we can sharpen, hone, and propel our best ideas forward. Achieving our goals will require us all to seek out new perspectives, explore the intersection between complex issues, and convene innovative partnerships to address the root cause of problems.



RAM MIRWANI

GLOBAL BUSINESS DEVELOPMENT,
ADAS, KONRAD TECHNOLOGIES

Our Stakeholders



Our Stakeholder Triangle represents NI's commitment to value creation across all four key stakeholder groups equally—employees, customers, shareholders, and community. Community includes our planet, as none of us can thrive unless our shared home is healthy. Our balanced consideration for stakeholders is a guiding principle that has steered our decision-making since our founding and continues as we strive for long-term growth and stability for the next 100 years.

Although all parts of the triangle are equal, our employees are critical to our success and sit at the heart of our culture, which is a key differentiator for our business. Our employees across the globe connect people, ideas, and technology, and together with our customers we take on humanity's biggest challenges. This collaboration leads to shared value—both financial and social—for all stakeholders.



Our 100-Year Plan

Early in our history, we put forth a 100-year plan, a framework that keeps us focused on long-term stability in the market. It's a compass for our business and Corporate Impact Strategy, helping us balance short-term business decisions with our long-term goals. These include creating consistent value for stakeholders (employees, customers, shareholders, and communities) and driving positive, lasting benefits for our society and our planet—for the next century and beyond.



Measuring Our Progress



Accountability and transparency are important principles in all that we do at NI. We're committed to measuring and monitoring progress toward our 2030 corporate impact goals and to openly communicating our results. To do so, we'll follow an annual reporting process based on global best practices.

We'll use 2019 as our baseline for measurement, as reported in our [GRI Report](#), and we'll use standard reporting frameworks to track our progress going forward.

We'll look for opportunities to set more ambitious goals as our programs and capabilities evolve and mature.

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STATISTICS AND METRICS INCLUDED IN THIS CORPORATE IMPACT STRATEGY DOCUMENT ARE ESTIMATES AND MAY BE BASED ON ASSUMPTIONS.

THIS CORPORATE IMPACT STRATEGY DOCUMENT CONTAINS CERTAIN FORWARD-LOOKING STATEMENTS OF NI, INCLUDING STATEMENTS ABOUT OUR STRATEGY; WHAT OUR GOALS ARE, HOW WE PLAN TO ATTAIN THEM, AND OUR EFFORTS TO ATTAIN THEM; AND OUR COMMITMENTS. THESE STATEMENTS ARE SUBJECT TO A NUMBER OF RISKS AND UNCERTAINTIES, INCLUDING RISKS AND UNCERTAINTIES RELATED TO OUR ABILITY TO ATTAIN OR MAKE SIGNIFICANT PROGRESS TOWARD ATTAINING OUR GOALS; THE COVID-19 VIRUS AND FURTHER ECONOMIC AND MARKET DISRUPTIONS RESULTING FROM COVID-19; FURTHER ADVERSE CHANGES OR FLUCTUATIONS IN THE GLOBAL ECONOMY; FURTHER ADVERSE FLUCTUATIONS IN OUR INDUSTRY; CHANGES IN THE CURRENT REGULATORY ENVIRONMENT; OUR BUDGETS; OUR ABILITY TO EFFECTIVELY MANAGE OUR OPERATING EXPENSES; EXPENSE OVERRUNS; THE AVAILABILITY OF MATERIALS AND RESOURCES; OUR ABILITY TO ATTRACT AND RETAIN EMPLOYEES; OUR EMPLOYEE RESTRUCTURING PLANS; MANUFACTURING INEFFICIENCIES AND THE LEVEL OF CAPACITY UTILIZATION; THE IMPACT OF ANY RECENT OR FUTURE ACQUISITIONS OR DIVESTITURES BY NI (INCLUDING THE ABILITY TO RETAIN AND INTEGRATE THE ACQUIRED COMPANY'S EMPLOYEES INTO NI); AND ADVERSE EFFECTS OF TAX TREATMENT AND EFFECTIVE TAX RATES. ACTUAL RESULTS MAY DIFFER MATERIALLY FROM THE EXPECTED RESULTS. NI DIRECTS READERS TO ITS FORM 10-K FOR THE YEAR ENDED DEC. 31, 2019, ITS FORM 10-Q FOR THE QUARTER ENDED SEPT. 30, 2020 AND THE OTHER DOCUMENTS IT FILES WITH THE SEC FOR OTHER RISKS ASSOCIATED WITH THE COMPANY'S FUTURE PERFORMANCE. THESE DOCUMENTS CONTAIN AND IDENTIFY IMPORTANT FACTORS THAT COULD CAUSE OUR ACTUAL RESULTS TO DIFFER MATERIALLY FROM THOSE CONTAINED IN OUR FORWARD-LOOKING STATEMENTS. ALL INFORMATION IN THIS DOCUMENT IS AS OF THE DATE ABOVE. NI UNDERTAKES NO DUTY TO UPDATE ANY FORWARD-LOOKING STATEMENT TO CONFORM THE STATEMENT TO ACTUAL RESULTS OR CHANGES IN NI'S EXPECTATIONS. 36539