



2021

# Corporate Impact Report



ni.com



## Engineering Hope

In early 2021, we shared Engineering Hope, our 2030 Corporate Impact Strategy. This strategy outlines our 15 ambitious goals and commitments for driving positive change in the world. And now we're proud to share our first full year of progress toward our goals. Some of our targets are likely within reach while others will require transformational change over the next decade. But engineering anything—from a safer product to a healthier planet—is an iterative process. Following our purpose to Engineer Ambitiously™, we're working diligently with our employees, customers, suppliers, and partners to build a society that works for all of us and a healthy planet that sustains us, for the next 100 years and beyond.



## Introduction

- 03 Letter from Eric Starkloff
- 04 Our Company
- 05 Our Corporate Impact Strategy
- 06 Q&A with Tabitha Upshaw and Kazique Prince

## 2021 Progress

- 08 2021 Highlights
- 09 Changing the Faces of Engineering
- 16 Building an Equitable and Thriving Society
- 22 Engineering a Healthy Planet
- 23 Our Path Toward Net Zero

## Responsibility

- 30 Governance
- 32 COVID-19 Response
- 33 Business Integrity
- 34 Security and Privacy
- 36 Responsible Technology
- 37 Supply Chain Responsibility
- 39 Materiality and Stakeholder Engagement

## 2021 ESG Metrics

- 40 Changing the Faces of Engineering
- 43 Building an Equitable and Thriving Society
- 45 Engineering a Healthy Planet
- 47 2+1 Giving Pledge

## We're living in a time of intensive transformation.

We see this with our customers—the engineers who are key to accelerating their companies' digital transformation, so they can build better, higher performing products faster than ever before. We see this in our society, where critical issues are intensifying and challenging our status quo. And we see this across our planet, where the urgency for action on climate change escalates every day.

At NI, our desire to drive positive transformation in the world has spurred us to double down on our pace of innovation while ensuring we deliver long-term value for stakeholders. For example, our acquisition of new partners and tools in the electric vehicle (EV) space will enable our automotive customers to accelerate EV testing, so they can increase their competitive edge while creating a more sustainable future for us all.

Our 2030 Corporate Impact Strategy, which we launched in early 2021, reflects this balance of speed and transformational change. The aspirational vision challenges us to reimagine how we can best put our company, people, and technology solutions to work to make a lasting, positive impact on society and our planet.

This report outlines our first full year of progress toward our 2030 Corporate Impact goals. It tells the story of how our three Corporate Impact pillars—Changing the Faces of Engineering, Building an Equitable and Thriving Society, and Engineering a Healthy Planet—have inspired us to innovate new solutions and transform the way we do business. All during a year when the pandemic continued to challenge nearly every aspect of our work and our lives.

In 2021, we not only developed a rigorous new grantmaking process but also announced \$2.7 million in grants to nine nonprofit partners who are advancing diversity in STEM education. One of my highlights this year was visiting the Girls in Engineering and Technology program in Penang

and the Women at Tech program in Debrecen and seeing the girls discover their love for engineering. I am so proud of the instrumental role our teams played in that discovery.

I am also proud of our deep, thoughtful approach to cultivating diversity, inclusion, equity, and belonging at NI. We've made some immediate changes to our talent acquisition and development programs and developed a new supplier diversity function in the face of pervasive global supply chain disruption. At the same time, we're also building the infrastructure for meaningful change by analyzing every aspect of our processes, exploring our biases, and working to shift our mindsets.

I am inspired by the way our teams have embraced the challenge of reducing the carbon footprint of our operations and products. Our product lifecycle analysis, waste audits, and new LEED building projects are all setting the foundation for powerful, targeted impact. And we're taking that impact to the next level by setting a bold new goal: By 2030, we will become a climate neutral company.

It is our people who ultimately power our performance, and we've worked hard to support one another this year. From launching our global NI Thrive wellbeing program to using test, measurement, and open conversations to refine our new hybrid work model, we are building a workplace where all can thrive.

I invite you to read about our progress and our plans, and to collaborate with us as we Engineer Ambitiously toward a better world.



**ERIC STARKLOFF**  
CEO

Founded: \_\_\_\_\_ 1976

NASDAQ Symbol: \_\_\_\_\_ NATI

customers worldwide **>35K**

2021 revenue  
(up 14% YOY) **\$1.47B**



**6,900+**  
employees worldwide

**40+**  
countries with NI operations

investment in R&D in 2021 **21%**

# Our Company

For more than 40 years, NI has developed automated test and automated measurement systems that help engineers solve the world's toughest challenges. From data and automation to research and validation, we provide tailored, software-connected solutions that accelerate our customers' productivity, innovation, and performance across the entire product development cycle.

## Our Core Values

### Be Bold

We're creative problem solvers shaping the future for ourselves, our customers, our communities, and our planet.

### Be Kind

We value different perspectives and seek to help one another be more effective through constructive feedback and a supportive community of belonging.

### Be Connectors

We're in this together. By sharing viewpoints and collaborating as one, we can sharpen, hone, and propel our best ideas forward.



# Our Corporate Impact Strategy

Corporate Impact is NI's holistic approach to corporate citizenship. It's a combination of environmental, social, and governance (ESG) and corporate social responsibility (CSR) that encompasses all the ways we put our company, people, and technology solutions to work to make a positive impact on society and our planet. Some of this impact will be driven by our operations, some by our partner programs, and some by customers using NI solutions to address our world's biggest challenges. Additionally, we use our voice to advocate for change on issues that are material to our business.

Our 2030 Corporate Impact Strategy outlines our three pillars of impact as well as the goals and commitments we'll work toward to advance these pillars over the next decade. We used our materiality assessment, the United Nations' Sustainable Development Goals, and internal data to set these goals.

## Changing the Faces of Engineering

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

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

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

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

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

## Building an Equitable and Thriving Society

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

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

**Employee Engagement:** Before 2030, 92% of our employees will be highly engaged.

**Supplier Diversity:** By 2030, 16% of our suppliers will be small or diverse businesses.

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

## Engineering a Healthy Planet

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

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

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

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

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

# Q&A with Tabitha Upshaw and Kazique Prince

## Which of NI's 2021 accomplishments make you especially proud?



**TABITHA UPSHAW**  
HEAD OF CORPORATE IMPACT

**Tabitha:** Our employees around the globe have come together to build the infrastructure we believe we need to help achieve our 2030 goals. At every level, Corporate Impact is being talked about not as an add-on but as part of our larger corporate strategy. That we were recognized as one of *Newsweek's* Most Responsible Companies in the first year of our Corporate Impact Strategy is a testament to this effort. I'm especially proud of the connections we've made to advance diversity in STEM education. For example, bringing together the Thinkery's STEM education expertise with the Boys & Girls Clubs of the Austin Area's community reach to jointly develop Collaboration to Realize Equity and Teach Engineering (C.R.E.A.T.E.) for hands-on learning.

**Kazique:** I'm proud of the hard work we put in to launch our Leading Inclusion series globally. Our employees spent the year having guided conversations with their teams about topics such as psychological safety and inclusion. This sets the stage for talking about these things at work openly, constructively, and without fear, and it gives us a common language for cultivating diversity, equity, inclusion, and belonging. The feedback we've received has been incredible, with people saying things like, "I truly believe these conversations make the world better."



**KAZIQUE PRINCE**  
HEAD OF DIVERSITY, EQUITY,  
INCLUSION, AND BELONGING

"Our employees around the globe have come together to build the infrastructure we believe we need to help achieve our 2030 goals."



## What are some challenges we faced this year?

**Tabitha:** We've had to put in extra effort to keep Corporate Impact top of mind for employees in the face of macro challenges such as the pandemic, supply chain disruption, and our transformation as a company. Communication has been and will continue to be a critical tool. Change management will also be critical as we move beyond awareness and engage every NI employee—not just those leading Impact programs—in making a difference.

**Kazique:** We are working to ensure diversity, equity, inclusion, and belonging (DEIB) is central to our business and woven into everything we do. Sometimes that's a matter of allocating resources, and sometimes that's a matter of adopting a different mindset. Whether we're talking about budgets, people, or products, we need to continually ask, "Who's closest to the pain and furthest from the power?" and "What role can I play in shifting this dynamic?" For example, we have an inclusive design group analyzing the equity and accessibility of our products.

## What excites you most for 2022?

**Tabitha:** I'm excited for us to continue building out our climate strategy to reduce our carbon footprint and empower innovators to create a more sustainable future. And we can build on our learnings from this year's product lifecycle assessment, designing our products to reduce our customers' footprint. We've always been focused on doing the right thing, but our Corporate Impact Strategy is spurring us to evolve and approach decision making in new ways.

**Kazique:** We are building a DEIB onboarding process for new hires, so they immediately learn the common language we've established through Leading Inclusion. I'm excited about the DEIB coaching program we're building, which will help managers and teams work through challenges. And we're launching an effort called GlobeSmart to help all employees understand how their cultural perspectives and their teammates' cultural perspectives shape how they approach projects. This will help us solve problems more effectively and efficiently so we can be even more innovative for our customers.



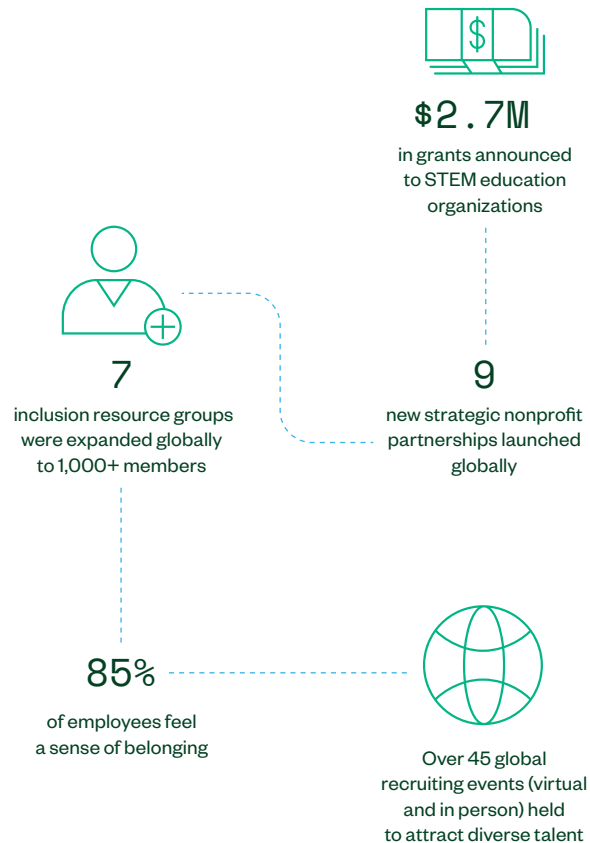
# 2021 Highlights

## Newsweek's List of Most Responsible Companies 2022

78% of employees are proud of NI's Corporate Impact Strategy

NI gave 3% of its annual, pre-tax profits to charitable causes in the form of monetary and product donations or discounts

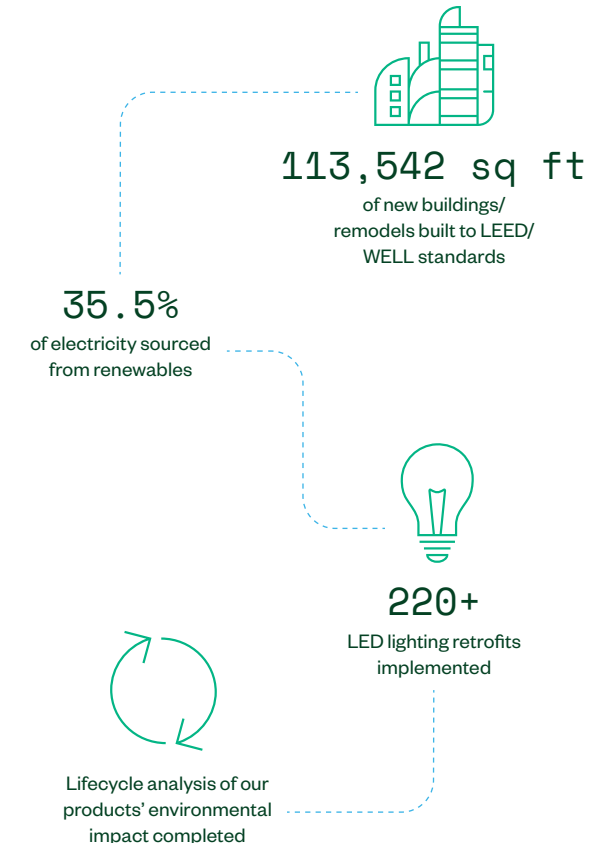
### Changing the Faces of Engineering



### Building an Equitable and Thriving Society



### Engineering a Healthy Planet







# 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're working toward this vision by increasing the diversity of our own workforce and supporting aspiring engineers. We also strive to create a culture of belonging and inclusion in our industry, so people of all backgrounds feel confident pursuing careers in hardware or software engineering.

For detailed metrics related to the goals, see our [2021 ESG Metrics](#) section.

## **Diverse Representation**

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

## **Diverse Leadership**

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

## **Inclusion**

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

## **STEM Education**

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

## **STEM Volunteering**

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



## From the Next Generation of Engineers: 2022 Outlook

Bright, young engineers from our Generation NI program share their insight and perspective on the future of technology.

[Read the story](#)

## Cultivating Diversity, Equity, Inclusion, and Belonging

We are committed to not only diversifying our workforce but also providing equitable access to opportunity and an inclusive environment where all people feel welcomed, valued, respected, and heard. When employees feel a sense of belonging, that not only enhances their wellbeing and engagement but also makes our teams more innovative and adept at solving problems.

### Diverse Representation

We are working toward a moonshot goal: By 2030, 50% of our global workforce will be women, and our U.S. workforce will be 13% Black and 18% Latinx. Instead of setting an easily attainable goal based on the current talent pipeline, we challenged ourselves to set a goal to match global gender demographics and U.S. racial demographics. We'll work diligently to cultivate ethnic, racial, and cultural diversity worldwide as well as diversity of sexual orientation, gender identity, ability, and background (such as military service).

### Infrastructure and Training

Meeting our goal will require us to fundamentally shift our talent acquisition strategies and mindsets over the long haul. With this long-term view, in 2021 we focused on building foundational trainings and communications to help our teams understand our diversity, inclusion, equity, and belonging (DEIB) goals and their role in achieving them. We delivered an inclusive hiring training to all employees in talent acquisition roles. We also created a new process for opening a job requisition, which prompts hiring managers to take the inclusive hiring training and review our practices, such as considering the diversity of interviewing panels.

### New Hiring Approaches

To build a more diverse pipeline of talent, we must expand our talent acquisition efforts by promoting our opportunities within underrepresented communities. This year we attended recruiting events with groups including Women in Tech, National Society of Black Engineers, Society of Hispanic Professional Engineers, and groups focused on the LGBTQ+ and veteran communities.

### Generation NI

The student population at universities is becoming increasingly diverse. We want to not only hire the next generation of bright minds but also help them access learning opportunities and grow their careers. In 2020, we launched Generation NI, a comprehensive global program to guide our entry-level employees' early experience at NI and help them develop into our future leaders. The program offers internships, apprenticeships, immersive learning experiences for new graduate hires, and a two-year rotational program to gain experience across NI functions.



## New Internships and Apprenticeships

We also formed new partnerships with historically black colleges and universities (HBCUs), minority-serving institutions (MSIs), and nonprofit organizations serving underrepresented communities. We launched the NI Technical Scholar program, which provides Austin Community College students from underserved communities with scholarships and internship-to-employment opportunities at NI. And we recruited interns from Prairie View A&M University, an HBCU, and hosted interns and apprentices through our STEM education partnerships with Code2College and the Austin Urban Technology Movement.

## Diverse Leadership

We also have a moonshot goal to increase the diversity of NI leadership. We are committed to providing our employees with equitable opportunities to advance in their careers. In 2021, we performed a comprehensive, global analysis of our talent assessment, performance, development, and promotion data to identify any potential bias or discrepancies in our processes. We did not find any significant issues.

To help our current and future people leaders mitigate bias and cultivate an inclusive mindset as they help their team members learn and grow, we added DEIB lessons to all our leadership development programs.

## Increased Development Opportunities

We made a few key changes to our career development model. We shifted to a digital-first learning model, which ensures all employees have access to the same high-quality development opportunities, regardless of their location. Additionally, employees can now nominate themselves for leadership development programs rather than relying solely on their managers to nominate them, and programs are funded centrally rather than by cost center. This removes bias and budget constraints as potential barriers to accessing these opportunities.



## Connecting Innovators through IRGs

NI's IRGs cultivate a sense of belonging that makes us more engaged and effective at work.

[Read the story](#)



## Inclusion

We want to foster a culture of belonging for all NI employees, where everyone can bring their best, most authentic selves to work each day. In 2021, 85% of our employees felt a sense of belonging at NI (our goal is 87%). To create an environment that increases belonging, in 2021 we introduced Leading Inclusion, a conversation series that engaged all NI teams around the globe in discussions about psychological safety, belonging, and inclusion. We started the series among NI executives, and, by the end of the year, 74% of NI employees had participated and 89% of managers who participated said they feel more prepared to “create a workplace where we all belong.”

We will continue Leading Inclusion in 2022 and build on the series with GlobeSmart, a program that will help employees better understand how their colleagues’ different cultures, backgrounds, and perspectives influence how they approach problem solving and other work situations. We will also work with NI sites around the globe to set site-specific DEIB goals.

### Inclusion Resource Groups

Our inclusion resource groups (IRGs), which are employee-led groups that focus on members of historically excluded populations, are a key force for cultivating a sense of belonging at NI.

In 2021, we added two new IRGs: Asian and Pacific Islander Network (APIN) and Enable, which supports individuals with mental illness, intellectual disabilities, physical disabilities, and/or sensory disabilities (both short-term and chronic). We also have groups for women; Black, Latinx, and LGBTQ+ individuals; and veterans and active-duty service members.

Each group’s membership is open to all employees who support its mission, whether they belong to the represented community or are an ally of the community. The groups’ activities include cultural events such as Hispanic Heritage, Black History, and Pride months; career development programs such as gender bias discussions; volunteering and mentoring with our community partners; and using diverse perspectives to shape NI’s business operations and products.

We have started to expand our IRGs globally and will continue to focus on this expansion throughout 2022.



# Diversifying the Engineering Talent Pipeline

As society becomes increasingly technocentric, it is critical for engineers to reflect the diversity of the people they are designing for. At NI, we embrace the opportunity to help aspiring engineers from all backgrounds gain equitable access to the skills and mentors they need to succeed in our field.

## STEM Education

We are committed to diversifying the engineering talent pipeline by increasing access to STEM education among students from groups underrepresented in our field — young women and girls, people of color, and economically disadvantaged students. Our goal is to support hands-on, immersive programs that help students not only build skills but also see themselves in engineering or other STEM careers.

### New Major Grants and Partnerships

In 2021, we announced \$2.7 million in grants to nine global STEM education initiatives serving underrepresented or economically disadvantaged students. See the [following page](#) for a list of our new partners and a detailed overview of the programs we developed together to drive progress in 2021. We support our nonprofit partners not only through multi-year grantmaking but also through our mentorship and volunteering, advocacy, and opportunities for real-world learning. To select our partners, we developed a rigorous new grantmaking process and evaluation rubric that strongly emphasize equity and impact.

### NI Corporate Giving Program

In addition to our major grants and partnerships, we support nonprofits through smaller, annual grants. In 2021, we used input from our partners at Austin Community Foundation to revise this grantmaking process to incorporate more equity-based criteria. Following this process, [we awarded](#) \$25,000 one-year grants to six Central Texas organizations: Breakthrough Central Texas, Girlstart, Huston-Tillotson University's AusPrep Program, Latinitas, National Alliance

for Partnerships in Equity, and Texas Alliance for Minorities in Engineering.

Additionally, we awarded \$100,000 to Parque La Libertad and Fundacion Monge in honor of NI Costa Rica's 10-year anniversary.

### FIRST® Partnership

In 2020, [NI extended](#) a six-year commitment to *FIRST* (For Inspiration and Recognition of Science and Technology), an inclusive robotics community that prepares young people for the future. We've been a long-standing partner of *FIRST* since the 2000s. Together, we're making STEM programs even more accessible to girls, students of color, and economically disadvantaged youth. We provide NI's roboRIO controller to *FIRST* Robotics Competition teams, and NI is lead sponsor of the new *FIRST* Virtual Mentor Network.

In 2021, we sponsored 111 *FIRST* Robotics Competition and *FIRST* Tech Challenge teams in the U.S. We expanded our international involvement through a grant to Hello World to build out our *FIRST* involvement in Hungary, along with work to build similar partnerships in Malaysia and Costa Rica.

### Product Grant Program

We spent much of 2021 developing a [Product Grant program](#) that will provide select higher educational institutions with NI's test and measurement software and training, enabling them to bring engineering concepts to life for students. We will prioritize universities serving underrepresented or economically disadvantaged students. We plan to launch our initial pilot of this program in 2022.










## Inspiring Malaysian Girls to Pursue Engineering

The Girls in Engineering (GET) program is diversifying the engineering talent pipeline by helping girls reimagine their futures.

[Read the story](#)

# New Major Grants and Partnerships in 2021

	AUSTIN URBAN TECHNOLOGY MOVEMENT (AUTMHQ)
	<p>AUTMHQ bridges the gap between the Black and Latinx communities and the technology industry through job placement, career development, and networking opportunities. In 2021, <a href="#">we awarded</a> AUTMHQ a grant of \$100,000 per year for the next four years, and we are developing an apprenticeship program for 2022.</p>
	CODE2COLLEGE
	<p>Code2College is a U.S.-based career preparatory and college access program that provides historically excluded high school students with access to three cornerstones of success: technical skills education, STEM industry exposure, and practical experience. In 2021, <a href="#">we awarded</a> Code2College a grant of \$100,000 per year for the next four years to assist Vision 2024, a program to support and place 200 Black and Latinx women in STEM roles. We also held a case competition in 2021 during which Code2College students completed a test engineering project and had their work judged by NI employees.</p>
	COLLABORATION TO REALIZE EQUITY AND TEACH ENGINEERING (C.R.E.A.T.E.)
	<p>In 2021, <a href="#">NI launched a collaboration</a> with the Thinkery and Boys &amp; Girls Clubs of the Austin Area (BGCAA) to jointly develop C.R.E.A.T.E., a program to inspire and prepare a diverse pipeline of future engineers through after-school engineering education, youth development programming, and family engagement. The program brings together BGCAA's reach into Austin's underserved communities, Thinkery's hands-on learning infrastructure, and NI's funding, expertise, and volunteerism. NI is C.R.E.A.T.E.'s first funder; we will give \$800,000 over the next four years to Thinkery and BGCAA and encourage other organizations to join as sponsors. The first C.R.E.A.T.E. pilot launched in October with 100 K-5 students.</p>
	DIGITÁLIS TUDÁSÉRT ALAPÍTVÁNY (DTA)—FOUNDATION FOR KNOWLEDGE
	<p>In 2021, NI awarded DTA \$100,000 over four years to deliver Logischool's play-based coding program to underserved elementary school students in Debrecen, Hungary. NI volunteers will help co-teach classes, and we will encourage other local organizations to join as sponsors.</p>
	GIRLS IN ENGINEERING AND TECHNOLOGY (GET)
	<p>In just six months, NI conceptualized and worked with our longtime partners at Penang Science Cluster to create and launch GET, a program to increase female students' awareness of and interest in engineering and technology. We funded GET, built and led an all-female leadership team with representatives from other multinational corporations, and helped facilitate classes and mentor students. The initial pilot program, which ran from March to December 2021, served 54 high school students, and we plan to expand the program to other ages and Malaysian regions in 2022 and beyond.</p>
	PROJECT LEAD THE WAY (PLTW)
	<p>PLTW provides preK-12 students and teachers with hands-on interdisciplinary STEM-based curriculum that uniquely prepares students to thrive in life beyond the classroom. In 2021, <a href="#">NI awarded</a> <a href="#">PLTW</a> a grant of \$100,000 per year for the next four years, which enabled the organization to serve 10 schools throughout Central Texas in the 2021-22 school year. NI is supporting building vertical pathways within school districts so students who are inspired in their early education can continue their hands-on engineering exploration in middle school and high school.</p>
	WOMEN AT TECH (WATCH)
	<p>Together with our longtime strategic partner in Debrecen, the Agora Science Center, we launched WATCH, which will introduce girls to engineering through fun, real-world problem solving. Our inaugural class is serving 64 students for the 2021-22 school year.</p>

## STEM Volunteering

We have a deep-rooted tradition of volunteering in the communities where we live and work, especially with STEM education organizations. In many communities near NI sites, such as Debrecen, Hungary; Penang, Malaysia; Yerevan, Armenia; and Heredia, Costa Rica; our local brand has become synonymous with community involvement.

### Facing Pandemic Challenges

The COVID-19 pandemic continued to curtail our ability to volunteer. Some of our nonprofit partners struck a balance between in-person and virtual volunteer opportunities, but others canceled many offerings altogether. And our employees struggled with virtual meeting fatigue and comfort in gathering in person. This is a pervasive issue that nonprofits and corporate volunteer programs worldwide face. We spent the latter part of the year planning how to grow our involvement with our partners in 2022.

We did hold some in-person events when local conditions allowed. For example, employees served as field trip chaperones and exhibition leads for children from BGCAA at a C.R.E.A.T.E. event at the Thinkery, volunteered with *FIRST* LEGO® League in Hungary, and led Armenia Engineering Week events to promote STEM education.

### Pivoting to Virtual Volunteering

In the face of limited in-person options, we took advantage of virtual volunteer opportunities whenever possible. In Austin, we hosted 30 students for a virtual Code2College case competition. The GET program, which we founded with Penang Science Cluster in 2021, delivered all lessons of its nine-month pilot program virtually, giving NI employees the opportunity to mentor and facilitate lessons with high school girls online.

### Volunteerism Awards

In 2021, NI received Code2College's Diversity in STEM Corporate Partner award for having the third-highest number of volunteer hours of any company—an especially significant achievement given we were only six months into our partnership. We also received the TOP Giving Pioneer award from the Shanghai United Foundation for our Shanghai site's local giving and volunteering.



## Building Equitable Pathways to STEM Careers

Code2College is developing a pipeline of diverse tech talent by providing historically excluded high school students with access to three cornerstones of success: technical skills education, STEM industry exposure, and practical experience.

[Read the story](#)





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

For detailed metrics related to the goals, see our [2021 ESG Metrics](#) section.

## **Rewards Equity**

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

## **Employee Wellbeing**

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

## **Employee Engagement**

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

## **Supplier Diversity**

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

## **Opportunity Initiatives**

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

# Cultivating an Equitable and Thriving Workplace

Building a high-performance organization requires a strong foundation of highly engaged employees. We are committed to cultivating a workplace where Nlers feel seen and supported, engaged in their work, and set up to thrive in all aspects of their lives. In 2021, we used employees' input to shape flexible work options; develop a comprehensive, global wellbeing program; and introduce new career development opportunities. We also worked to ensure employees have equitable access to these opportunities as well as equitable compensation.

## Rewards Equity

We want to ensure our employees are rewarded competitively and fairly, both to support their financial wellbeing and to retain top talent. We are committed to achieving substantial equity in total rewards—base salary, variable pay, and benefits—for all employees in similar roles and levels with comparable performance and impact.

### Base Salary Analysis

In early 2021, we completed a baseline equity analysis of all NI employees' base salaries. We first compared salaries using a talent lens, looking at the level of equity among employees with comparable performance and impact. We then analyzed each performance and impact level to look at gender equity among global employees and racial equity among U.S. employees (the U.S. is the only country in which we can reliably obtain data about racial demographics). We found we have achieved substantial equity in base salary across our company. We worked with the executive leadership team to rectify any minor disparities within their business units (none of which were identified as instances of discrimination) and developed a dashboard that shows NI's executive leadership team rewards equity statistics in real time. In 2021, our ratios of base salaries for NI employees were:

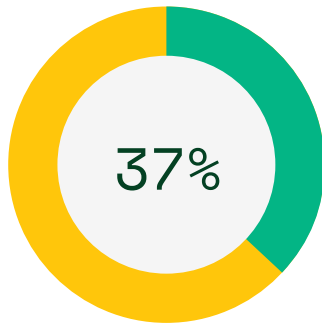
- 99% for women to men (global)
- 101% for people of color to white (U.S.)
- 100% for Black to white (U.S.)
- 101% for Latinx to white (U.S.)

### Variable Pay Analysis

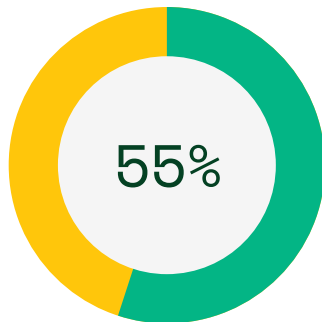
We limited our 2021 analysis to base salaries because we spent the year restructuring our variable pay programs. After we complete our compensation planning and bonus payouts in spring 2022, we will again analyze the equity of both our base salaries and variable pay.



## NI Thrive Membership



of U.S. employees enrolled



of members  
engaged each month

## Employee Wellbeing

The COVID-19 pandemic has underscored how important wellbeing is to our quality of life and our resilience, both as individuals and as a company. NI's wellbeing strategy focuses on five holistic wellbeing pillars—community, emotional, physical, financial, and purpose—to help our employees be happy, healthy, and successful at work and at home.

### Wellbeing Platform: NI Thrive

In October 2021, we expanded NI Thrive, an online hub for all our wellbeing programs, to all global employees after a successful 2020 pilot and January 2021 launch with U.S. employees. The NI Thrive platform provides behavior change programs for our pillars of wellbeing and offers a social engagement feature for employees to recognize each other for demonstrating NI's core values. The NI Thrive app prompts employees to take a health check assessment when they sign up, which then customizes the platform's content to their needs and interests. NI Thrive is home to regular company-wide wellbeing challenges, such as a steps challenge that spurred teams to see how far they could walk or run. Employees can also link their fitness trackers and track their healthy habits to earn gift cards and other prizes. Additionally, NI Thrive serves as our employees' portal for information about their benefits.

We complement the in-app content with programs such as weekly meditation breaks and speaker series on important health topics. A global network of employees called NI Thrive Champions helps shape and promote our wellbeing programs.

### Mental Health Support

In 2021, our employee surveys and feedback revealed that mental health is a key topic of interest. We offer a global employee assistance program to support employees through various life challenges. Additionally, we rewrote our time-off policy to make it clear that employees can use sick leave to address their mental health, not just their physical health.

In September 2021, nearly 500 employees attended our mental health town hall, where a doctor from NI Austin's health center shared tips for recognizing and addressing mental health issues and NI leaders shared their personal experiences. This open dialogue helped encourage more employees to reach out to our mental health clinic. We also hosted many smaller events, including a session on talking to children about mental health.

### Health Facilities and Programs

We have on-site health clinics and fitness centers at several of our larger sites. In 2021, we provided on-site vaccinations for the flu and COVID-19 where applicable.



## Employee Engagement

We have a long tradition of listening to employees and using their feedback to better meet their needs. Our annual employee survey revealed that engagement levels dropped by three percentage points from 2020 to 2021, mirroring industry trends. Our voluntary attrition rate increased from 7% in 2020 to 13% in 2021, reflecting the “Great Resignation,” the name given to the trend of workers departing from the workforce, which in 2021 saw the [highest recorded rate](#) of workers leaving their jobs. In 2021, we created comprehensive new strategies to address employees’ stated priorities from our 2020 survey, especially their two highest: workplace flexibility and career development.

### Hybrid Work Model

We continued maintaining on-site protocols at each NI site based on local COVID-19 trends and public health guidelines. This meant most nonmanufacturing employees continued to work remotely. At the same time, we began planning for the future of work at NI once the pandemic subsides.

After extensively surveying employees and conducting small pilot programs with teams, we developed a hybrid-led approach called Workplace for Everyone. Knowing that different roles have different requirements, we’re embracing a full range of work modes: on-site, remote, and hybrid (working both on- and off-site). Employees will work with their managers to determine the best mode for their role and personal needs, and teams will work together to establish team norms for working together in various modes. We will continue to survey our employees and test our approaches after sites open.

### Flexible Work Arrangements

To support employees’ work-life harmonization, we also extended our NI Flex program through the end of 2022. We introduced NI Flex early in the pandemic to offer employees short-term, flexible work solutions including flexible/variable schedules, job sharing, part-time work, or a crisis unpaid leave of absence of up to six weeks. Additionally, we scheduled two “quiet weeks”—one in July and one in November—for employees to recharge by taking time off or working without meetings.

### Career Development

Employees told us they want more tools and opportunities to grow their careers. We spent the latter part of the year developing NI Grow, a learning and development platform that will enable employees to pursue learning paths based on their goals by accessing recommended content from LinkedIn, Udemy, Coursera, and other leading sources. The platform, which will launch in early 2022, includes a hub for managers to help guide their teams’ development. In 2021, we also supported our leaders’ development by introducing a new Advanced Business Leadership Experience for employees who are at or moving into director-level positions.





## Advancing Equity within Our Communities

We are committed to advancing equity not only within our workforce but also within our supply chain and the communities where we live and work. In 2021, we developed infrastructure that will enable us to deepen our relationships with organizations that provide economic opportunities to historically excluded populations.

### Supplier Diversity

The pandemic continued to disrupt supply chains around the globe. Despite these challenges, in 2021 we were able to maintain our level of business with small and diverse suppliers and build a foundation for future expansion. Until supply chain constraints ease, we have the best opportunity to partner with small and diverse suppliers for services or indirect procurement. For direct procurement of hardware components, we've had to prioritize incumbent suppliers who can reliably deliver qualified original components.

### Supplier Diversity Infrastructure and Leadership

In 2021, we created a Global Functional Excellence organization within procurement, which will manage supplier diversity and other business excellence initiatives. The team completed a third-party assessment of our diverse supplier certification and began developing NI's supplier diversity governance, processes, and standards. We also developed a diverse supplier subcontracting plan for contracts with the U.S. federal government. And we will bring on a head of supplier diversity in early 2022 to create outreach and recruitment strategies as well as company-wide tools and training.

### Outreach and Events

In May 2021, we participated in a virtual "fast pitch" event at the Atlanta MBDA Advanced Manufacturing Center's Annual National MBE Manufacturers Summit. This event brought together leading manufacturers and minority-owned businesses. NI fielded pitches from dozens of businesses, and we are exploring opportunities with some of these potential new suppliers in various fields, such as 3D printing and facility services.

In 2022, we plan to deepen our relationships with leading supplier diversity organizations through sponsorships, community advocacy, and events.



## Opportunity Initiatives

Following our core value to “be kind,” we continued supporting nonprofit organizations in the communities where we live and work.

### Global Giving

We completed one of our largest-ever giving initiatives: the distribution of \$2.5 million to more than 20 local nonprofits around the globe for COVID-19 relief and STEM education. Using a standard set of global giving guidelines, each NI site selected nonprofit organizations that were the most in need based on regional circumstances. And for ongoing giving, we developed a rigorous new grantmaking process that emphasizes equity.

### Grassroots Community Initiatives

Although pandemic gathering restrictions curbed volunteering opportunities, our teams found creative ways to support their communities in 2021:

- **Austin:** Supported neighbors during the holidays by organizing a food drive, sponsoring children in foster care, and creating welcome baskets for families transitioning out of homelessness.
- **China:** Sponsored a Community Lighthouse for migrant children in Shanghai, donating hundreds of books and toys.
- **Costa Rica:** Celebrated the site's 10th anniversary by giving each employee \$25 to make a microloan through the Kiva platform.
- **Israel:** Volunteered at a local women and children's shelter during Hanukkah.
- **India:** Raised funds for and donated emergency lights and carpets to a rural learning center.
- **UK:** Raised money for Save the Children through a virtual “ugly Christmas sweater” party.



## Habitat for Humanity

In 2021, Austin Habitat for Humanity completed its construction of an affordable housing development in East Austin. NI made a \$500,000 impact investment loan to Habitat for this project in 2020 and will use the repayment for future impact investment opportunities.





# Engineering a Healthy Planet

Healthy and biodiverse ecosystems are critical to human wellbeing because 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're doing 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're empowering innovators to build new technologies that protect and regenerate Earth's ecosystems.

For detailed metrics related to the goals, see our [2021 ESG Metrics](#) section.

## **Green Technology**

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

## **Zero Waste**

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

## **Green Building**

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

## **Climate**

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

## **Circular Design**

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

# Our Path Toward Net Zero

Engineers are problem-solvers, and the climate crisis is the most urgent problem of our time. We are committed to taking bold action, both to safeguard life on Earth and to secure the financial sustainability of our company. The science makes it clear that the world needs to reach net-zero emissions by mid-century to avoid the worst results of climate change. Following this science, we are setting a new goal:

**By 2030, we will become a climate-neutral company with an ongoing commitment to protecting biodiversity each year.**

## Defining a Climate Neutral Company

Our ambition is to operate in a way that produces no net greenhouse gas (GHG) emissions. We will achieve this by reducing our own Scope 1 and 2 emissions to the maximum extent possible and then neutralize the remainder via certified nature-based offsets.

To these ends, we plan to establish interim targets to keep our absolute emissions reductions on track. We also recognize the importance of addressing our Scope 3 emissions, and we are committed to identifying the best ways for us to reduce these emissions throughout our value chain, with special attention on reducing the energy consumption of our products, which will also benefit our customers.

## The Role of Nature

Starting in 2022, this climate neutrality goal adds a specific 2030 target while retaining an annual commitment to protecting biodiversity. The climate crisis is taxing all of the earth's life-supporting ecosystems.

Our priority will be to neutralize any remaining emissions using certified nature-based solutions that remove carbon dioxide from the air while protecting biodiversity, restoring damaged habitats, and promoting climate justice.

## Accelerating a Low-Carbon Future

If the world is to achieve its climate goals, the decarbonization of society must speed up. As a test and measurement company, NI can help accelerate the innovation that is needed. We will engage with our customers to advance green technologies and partner on climate-related projects. Electric vehicles are a key focus area in which we've made many recent investments such as our 2021 acquisition of NH Research LLC (NHR) and entry into an agreement to purchase the EV systems of Heinzinger electronic GmbH and a collaboration with D&V Electronics.

This is further supported by NI's other 2030 goals, including our commitment to discount or donate products to organizations developing green technologies. Paired with our commitments to volunteering, we see opportunities to be connectors, enabling new opportunities to Engineer a Healthy Planet.



## Reducing the Environmental Impact of Our Operations

At NI, we are taking responsibility for our own carbon footprint through green building, measures to reduce our greenhouse gas emissions and natural resource consumption, and working toward Zero Waste.

### Climate

We continued to explore options for reducing our greenhouse gas (GHG) emissions including sourcing more of our energy from renewable sources, reducing our energy use and water consumption, and protecting biodiversity in our communities.

As we develop emissions reduction strategies, we are using our latest environmental footprint assessment as a guide. This assessment, conducted in 2020 using 2019 data, measured our total Scope 1 emissions (direct emissions from owned or controlled sources), Scope 2 emissions (indirect emissions from the generation of purchased energy), and several categories of Scope 3 emissions (a wide-ranging span of all indirect emissions occurring in a company's value chain).

### GHG Emissions

Our GHG emissions increased from 2020 to 2021 due to a slight increase in employee activity at our sites as pandemic restrictions lifted in some areas. Scope 1 and 2 emissions increased by 4% and Scope 3 emissions increased by 6%, but all were significantly lower than pre-pandemic levels. Overall, far fewer employees were working in the office, commuting, and traveling for business.

### Renewable Energy

In 2021, we sourced 35.5% of our total electricity from renewable sources. We began installing solar panels at one of our facilities in Penang, which will come online in early 2022 and allow us to reduce our energy consumption by an estimated 8% annually. And we have plans to install a new solar photovoltaic system in Debrecen in 2022. We also have other solar installations in Debrecen and Penang.

We analyzed opportunities to purchase more renewable energy options at our largest sites and have a contract to purchase more renewables in Debrecen in 2022.



Energy Conservation

We completed an energy audit of our Debrecen site in 2019 and have since replaced 957 lighting units with LEDs for a projected savings of 405,000 kWh annually. Our Penang site also completed an LED retrofit project in 2021. We also completed an energy audit of our Austin campus, and have a monitoring service for the site's HVAC usage that will help us reduce its energy consumption.

Water Conservation

Our water use decreased significantly from 2020 to 2021 for a few reasons. In 2020, our Penang site had to fill a new water tank and use a lot of water to put out fires. And our Austin site used more water for irrigation in 2020 than in 2021, which had the third-rainiest summer in Austin's recorded history. In 2021, we remodeled Building A in Debrecen, replacing all taps and toilets with low-flow, touchless units. All restrooms at our three largest sites—Austin, Debrecen, and Penang—now have low-flow taps and toilets installed.

Biodiversity Protection

In 2021, NI Debrecen was awarded and recognized by the City of Debrecen for its environmentally conscious approach to developing the built and natural environment. At our Debrecen site, we installed falcon- and hawk-shaped silhouette stickers on windows to help reduce bird deaths from collisions and placed bird nesting boxes in the site's small forest.

We also mitigate the direct or indirect impact on biodiversity at our Debrecen and Penang manufacturing facilities through measures such as testing air emissions points and maintaining the ISO 14001 environmental management system.

Most of the NI headquarters campus in Austin is still in its natural, unirrigated state except for building footprints, walkways, drives, and parking areas. Additionally, NI's Austin campus is home to several native wildlife species, including deer, foxes, and herons. More than 60% of the campus is in its original, natural state with a healthy functioning ecosystem.





## The Drive toward Zero Waste

Waste represents failure—a failure to use Earth's finite natural resources as efficiently as possible. That's why NI is working toward Zero Waste by 2030.

[Read the story](#)

## Green Building

To further minimize our facilities' environmental impact, we have made a commitment to design 100% of NI's new buildings and remodels to [LEED](#) (Leadership in Energy and Environmental Design) and [WELL](#) standards each year through 2030.

In 2021, we built our new warehouse facility in Penang to LEED and WELL standards. The facility, which will become operational in 2022, was developed carefully to prevent pollution and protect surrounding habitats. It also includes extensive water and energy conservation features. We have three LEED-certified NI facilities—two in Debrecen and one in Penang—and two others built to LEED standards in Penang.

In 2021, we completed seven remodel projects with a total of 113,542 sq ft, 97% of which were built to LEED and WELL standards. The one exception was a showroom in Shanghai, where the timeline and primary purpose of the project did not lend itself to rigorous LEED and WELL standards, but we ensured sustainable materials were used where possible.

## Zero Waste

We have a goal to achieve Zero Waste at NI-owned buildings and reduce waste at leased facilities by 2030. Zero Waste means diverting at least 90% of solid nonhazardous waste from the landfill through reusing, recycling, and composting materials at our owned facilities. Overall, we diverted 68% of our total waste from landfill at NI-owned buildings globally in 2021—down from 73% in 2020.

There are a few reasons for this decrease. We increased manufacturing production in 2021. The extensive remodel of our Austin campus in 2020 created a higher-than-usual volume of recycled construction materials that was not matched in 2021. And our Austin waste management vendor increased collection frequency in 2021, resulting in many bins being far from full when transported. We will work with our vendor on an alternate method of measurement that better represents the actual volume of waste to landfill.

In 2021, we formed a Zero Waste working group for NI facilities teams to share ideas and best practices. We conducted a waste audit at our Debrecen facility to identify opportunities for increasing our recycling rate, and we plan to conduct similar audits in Austin and Penang in 2022.

In 2022, we will focus on employee education as more employees return to site to increase recycling and composting rates. We will also explore opportunities to implement learnings from the waste audits to divert more manufacturing waste from landfills. For example, our Penang site has a detailed action plan for reducing waste and increasing recycling.

# Using Our Products to Accelerate Change

Our products, in the hands of innovators, are one of our greatest assets for driving transformative change for our planet. We are committed to providing more organizations with the opportunity to pursue green technology solutions.

At the same time, the creation and use of our products represent a materially significant part of our extended footprint. We are pursuing circular design solutions that will minimize our products' environmental impact.

## Circular Design

Our world needs to move from a linear, "take-make-waste" economic model to 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.

We see this as an exciting opportunity to Engineer Ambitiously and are committed to making circular design improvements in our product design, manufacturing, and packaging. In 2021, we formed a circular design working group within NI's R&D team to tackle this challenge.

## Energy Consumption

In 2021, we completed a lifecycle analysis of our PXI systems to understand their environmental impact at each stage of their creation and use. We discovered that the power consumed by these systems is by far the biggest driver of their total carbon footprint. After less than six months of use, the environmental impact of the PXI's power consumption is equivalent to the impact incurred during all other stages of the lifecycle combined. We will work across R&D to find solutions for decreasing the energy consumption of our products and increase power efficiency.

## Recycling and Recycled Materials

Our hardware products have always been modular, which means that customers can replace components rather than an entire machine. This not only provides flexibility and cost savings but also extends lifecycles and reduces the environmental footprint for NI and our customers. And when our products do reach end of life, we have a global take-back program that meets requirements such as regional directives on waste electrical and electronic equipment and on battery recycling. We'll explore opportunities to incorporate more post-consumer recyclable materials in our products as well as additional take-back and reuse programs.



## Testing Our Resources: The Need for Circular Design

Moving toward a circular economy is one of our most important engineering challenges.

[Read the story](#)



## Packaging Innovation

Our biggest focus in circular packaging improvements is in replacing polyethylene and polyurethane foam cushioning with more sustainable alternatives, targeting NI's highest volume shipments first. Our 2021 priorities included testing foam alternatives for our PXI Express modules, which are our second-largest product shipment by volume. For shipments of our 4- and 6-slot PXI chassis, we converted the cushioning material from polyethylene foam to a thermoform high-density polyethylene (HDPE) that is made from 100% post-industrial recycled material and is 100% recyclable. We are also converting packaging for our C Series backplanes from polyurethane foam to thermoformed HDPE.

## Green Technology

In 2022, we plan to launch a new product donation program that will discount or donate NI products to financially eligible nonprofit and academic organizations, B Corporations, and social enterprises developing technology that promotes environmental sustainability. This program will leverage the new product grant program model we developed for STEM education in 2021. We chose to launch our educational program first as a test case because we have an existing ecosystem of university partners with which we can fine-tune our promotion, grantmaking, and deployment of technology solutions.

## Environmental Volunteering

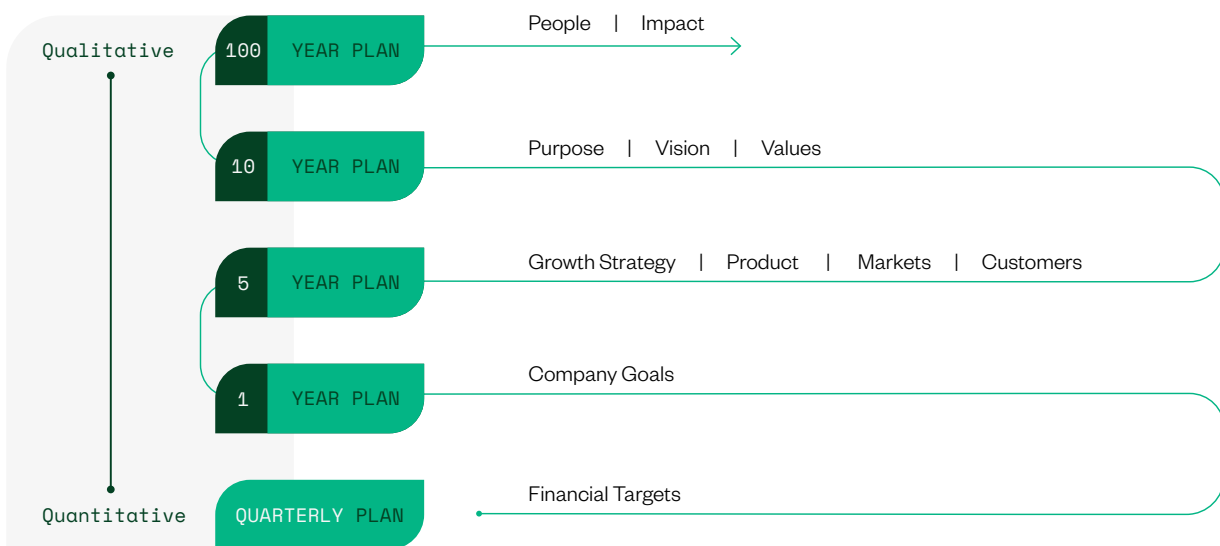
NI employees can make a positive impact on our environment not just through engineering but also through volunteering. In 2021, the pandemic continued to affect our ability to gather for volunteering, but outdoor cleanup events provided a welcome exception. Our teams in Costa Rica and Taiwan organized beach cleanups, and our Austin team participated in trail cleanups with Keep Austin Beautiful.



# Responsibility

Our commitment to doing the right thing stems from our 100-Year Plan, a framework that keeps us focused on long-term stability in the market. This plan helps us balance short-term business decisions with our long-term goals. These include creating consistent value for our stakeholders (employees, customers, shareholders, and communities) and driving positive, lasting benefits for our society and our planet—for the next century and beyond.

## Our 100-Year Plan



Governance

COVID-19 Response

Business Integrity

Security and Privacy

Responsible Technology

Supply Chain Responsibility

Materiality and  
Stakeholder Engagement

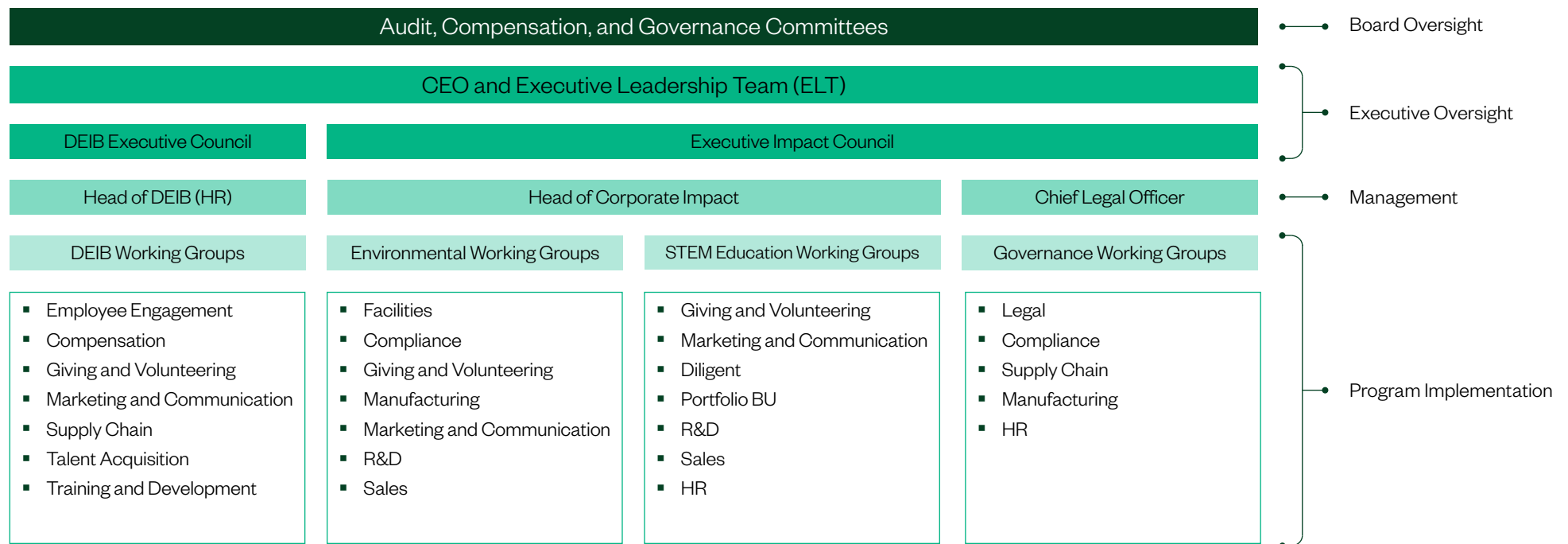
# Governance

The members of NI's board of directors serve three-year terms, with elections held annually as directors' terms expire. Our board chair is independent and separate from our CEO, and 75% of our board is independent. Our board has the following committees:

- Audit Committee
- Compensation Committee
- Nomination and Governance Committee

## ESG Governance

The oversight, management, and implementation of our ESG programs and initiatives are structured to ensure these efforts are truly cross-functional and collaborative and are championed by executive leadership. The board oversees ESG matters through its governance, audit, and compensation committees. The executive leadership team (ELT) generally implements these programs through the Diversity, Equity, Inclusion, and Belonging (DEIB) Executive Council, the Executive Impact Council, and the management leaders and related working groups noted below.





# Board and Executive Diversity

In considering each of our directors, the board and the Nomination and Governance Committee have evaluated a potential director’s background, qualifications, attributes, and relevant skills. In addition, the Nomination and Governance Committee and the board consider diversity in the characteristics of director candidates, including each candidate’s unique background, with the goal of enhancing the board’s ability to effectively perform its oversight function.

## Board of Directors



## Executive Leadership Team



# COVID-19 Response

In 2021, the world entered the second year of the COVID-19 pandemic. At NI, we met the resulting challenges with flexibility and open communication. We are committed to keeping our employees, customers, partners, and communities safe while maintaining business continuity.

## Employees

NI is a technology company with two owned manufacturing facilities, so some of our jobs must be conducted on-site while others can be done remotely. We will continue to be extra cautious in bringing back nonmanufacturing employees to the sites. Our global crisis team, a group of leaders from across NI sites and functions, oversees all plans, protocols, programs, and employee communications related to COVID-19.

### On-Site Protocols

We maintain clear on-site protocols for each NI campus that outline which facilities are open, which types of employees can return and when, gathering restrictions and social distancing guidelines, and requirements for masking, contact tracing, and testing or proving vaccination. Our crisis and privacy teams have worked together to ensure any personal data collected is kept private. On-site protocols vary by location, and we monitor and adjust them as cases ebb and flow and government protocols change.

### Work from Anywhere

We have invested heavily in our IT and security infrastructure to support employees working remotely. Even when it is safe to fully return to the office, we plan to continue a hybrid work model in which, depending on individual and team needs, some employees will work remotely all the time, some will work on-site all the time, and some will split their time between remote and on-site work. Our crisis team has developed a comprehensive return-to-site plan to help site teams safely navigate a return to NI offices.

### Supporting Physical and Mental Health

In addition to providing ongoing wellbeing programs through our NI Thrive platform, we supported employees' physical health by promoting COVID vaccination and testing services and even providing these services on-site at some locations. We work with our global sites to adhere to local guidelines when it comes to vaccine protocols and government mandates.

We supported employees' mental health through our global employee assistance program (EAP), NI Flex flexible work program, and ongoing mental health awareness events.

## Supply Chain

We have implemented detailed procedures for NI sites globally to address different COVID-19 scenarios our teams and facilities may encounter. These measures continue to prioritize the health and safety of our employees as well as business continuity with the goal of minimizing production disruptions in this very dynamic environment.

## Communities

We completed our deployment of \$2.5 million to support COVID-19 relief efforts and STEM education in our communities. This effort, which we announced in 2020, aided more than 20 local nonprofits worldwide.

# Business Integrity

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.

## Code of Ethics and Global Compliance Policies

The [NI Code of Ethics](#) outlines the standards we expect every employee, officer, and director to follow. In addition to the Code of Ethics, NI has a set of global compliance policies that outline our standards for ethical business conduct. They align with both NI values and applicable laws. The starred policies were updated in 2021.

- Anti-Bribery and Anti-Corruption Policy\*
- Antitrust Policy
- Business Gifts and Entertainment Policy\*
- Conflict of Interest Policy\*
- Employee Values and Guidelines
- Insider Trading Compliance

We encourage Nlers to speak up if they see something that doesn't seem ethical or right. We provide a confidential hotline where employees can anonymously report violations of the law, our Code of Ethics, or policies without fear of reprisal. NI will investigate these claims and respond appropriately to the findings.

## Education and Trainings

All active NI employees are trained on our Code of Ethics, which also addresses anti-bribery and anti-corruption. We updated this training course in 2021. We also administered a new training course on the ethics of business gifts and entertainment (including the associated corruption risks) to a targeted group of employees.

## Governing Our Compliance

The NI Board of Directors' Audit Committee monitors our overall compliance with the Code of Ethics. NI's Corporate Ethics and Compliance Team, with assistance from our Global Ethics and Compliance Working Group, provides employees with advice and counsel and handles policy development and management, compliance reviews and approvals, compliance training, and internal investigations.





# Security and Privacy

Trust is the foundation of our relationship with our stakeholders. One way we keep that trust is by protecting our stakeholders' privacy within all aspects of our operations. Another is by designing our products to the highest security standards, so the data our customers generate through their use is protected. As the world of big data grows more complex, so do the associated risks and regulations. We are committed to staying ahead of the cybersecurity curve and exceeding our customers' and collaborators' increasing expectations for keeping their data safe.

## Information Security

As we expand our reach into industries and markets with growing security and regulatory requirements, we are investing in enterprise infrastructure and product security to support these needs. For example, we are creating secure environments to help our aerospace, defense, and government customers meet the U.S. government's requirements for suppliers. We're also actively aligning to ISO 27001 Information Security Systems as well as ISO 20001 Service Management Systems, which allow us to support internal and external security demand.

## Security Governance at NI

NI's IT Security Center of Excellence oversees information security related to our IT infrastructure, applications, data, and people. Security at NI is structured in three functions, each with a dedicated team: Vulnerability Management, which injects security into every step of the IT lifecycle—development, build, deployment, and infrastructure; Security Operations, which prevents, detects, assesses, monitors, and responds to cybersecurity threats and incidents; and Security Architecture, which continually builds and maintains awareness of how information security is positioned within NI.

## Securing Our Remote Work Infrastructure

Over the past two years, we changed our cybersecurity strategy to adapt to our shift to a hybrid work model. To secure the data on employees' devices and the cloud, we've strengthened our access management systems by automating employee lifecycle processes, enhancing the multifactor authentication experience, implementing next-generation firewalls, and adopting collaboration technology that has been vetted by NI's Risk, Information Security, and Compliance Team.

## Cybersecurity Awareness and Training

All NI employees are required to complete annual security awareness training. And all new employees in the U.S. must sign an Acceptable Use Acknowledgement to pledge compliance with NI's information security policies. In 2021, we complemented this by conducting a simulated phishing attack. We wanted employees to learn how to identify and report such attacks because they are on the rise: In 2020, 74% of U.S. organizations experienced a successful phishing attack, which was 30% higher than the global average and a 14% year-over-year increase.

## Data Privacy

Everyone at NI has a role in protecting the personal information we collect and use in running our business. NI's privacy program protects customers' and employees' personal data according to fundamental privacy principles common to privacy and data protection regulatory systems around the globe.

Our approach to privacy includes cultivating a culture of Privacy by Design and by Default. That means we consider data privacy in the initial design stage of a project, whether that project entails products, services, or system design, and then integrate privacy into every step of the development process. We do this by requiring Nlers to complete a Privacy Impact Assessment at the beginning of every new project that involves personal data, every initiative that will expand an existing project to involve personal data, and every initiative that will expand existing uses of personal data to new jurisdictions.

NI's Privacy Office helps our teams navigate this process. This office also monitors the evolving privacy regulatory landscape, updates our policies, and follows standardized procedures for receiving, managing, and processing all privacy-related inquiries. Individuals can manage their personal data via their account profile or by visiting [NI's Privacy page](#) for more information.

## Privacy Policy Updates

NI's Privacy Statement was most recently updated in August 2021. This statement outlines how we collect, use, share, and secure the personal information we receive from our customers, our website, and our online visitors. NI's Global Internal Policy, last updated in July 2020, outlines for NI employees our guiding principles for collecting and handling personal data from employees, customers, and other stakeholders. Vendors or service providers that process personal data controlled by NI or on behalf of NI as part of their services must enter into a Data Protection Agreement with NI.

## Privacy Awareness Training

All NI employees are required to complete an annual privacy awareness training course. Our 2021 edition also included optional minicourses highlighting the importance of privacy by design and data minimization. Tailored training is provided to individual departments or teams that may process personal data as part of their roles.



# Responsible Technology

We are committed to responsibly developing artificial intelligence (AI) technology to help ensure fairness, privacy, reliability, safety, security, equity and inclusiveness, transparency, and accountability of the technology and its outcomes.

Additionally, we have formed an inclusive design working group that is analyzing the equity and accessibility of our products. Knowing that language also matters, we have replaced noninclusive coding language in new products and are working to eliminate it from legacy products.





# Supply Chain Responsibility

We partner with suppliers who are committed to upholding the highest ethical standards, safeguarding human rights, and protecting the health of people and our planet. This is not only the right thing to do, but it also ensures our supply chain is strong, sustainable, and able to meet the dynamic needs of our global customer base.

## Accountability

We hold our suppliers to the same high ethical standards we follow ourselves and drive accountability through monitoring and continuous improvement programs. All top suppliers are required to adhere to the [NI Supplier Code of Conduct](#), which is based on the [Responsible Business Alliance Code of Conduct](#). They must also 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 through quarterly business reviews and a supplier scorecard, which tracks suppliers' social, environmental, and ethical programs.

## Human Rights

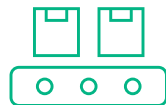
NI is committed to protecting and supporting human rights within all aspects of our operations and our relationships with our communities. This commitment extends to our supply chain. We periodically require all direct materials suppliers to complete anti-slavery and anti-human trafficking trainings. And, as outlined below, we avoid the use of conflict minerals, the production of which fuels wars and human rights abuses.

### NI's Supply Chain: 2021



450

direct material suppliers



5,000

total suppliers in supply chain



\$667M

annual spend (USD)



Suppliers in **40** countries

(Majority in U.S., Malaysia, Germany, Hungary, Singapore, Ireland, and China)



## Conflict Minerals

We have a strong commitment to responsibly sourcing the materials used in our products. Like many other electronics, our hardware products include components that contain minerals that can be found in regions where mining funds conflicts. Our Conflict Minerals Policy Statement makes it clear that we avoid purchasing components that contain minerals obtained from such conflict sources. We assess every new NI supplier's ability to provide reliable data regarding country of origin for gold, tantalum, tin, and tungsten. NI partners with a third party to annually survey >95% (by spend) of our suppliers regarding the sourcing and smelting of these four minerals, and surveys are compiled into a public Conflict Minerals Reporting Template. NI files a [Conflict Minerals Report](#) annually with the U.S. Securities and Exchange Commission.

If minerals from conflict sources are found in the NI supply chain, we will take immediate action to resolve the situation. We expect our suppliers to react in the same way.

We are also monitoring our possible use of cobalt and mica, which the Responsible Minerals Initiative (of which we are a member) has listed as substances of concern. Although these two minerals are not currently regulated, we are tracking conflict minerals regulation in the EU to stay abreast of any changes.

## Critical Substances

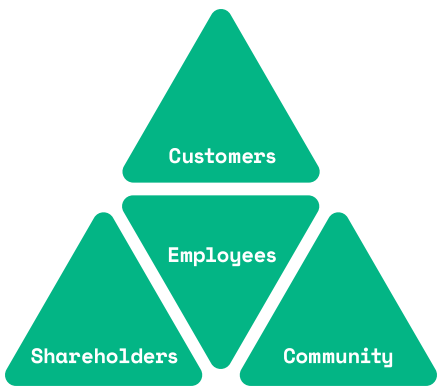
We are committed to producing products that are free of substances that are harmful to humans or our environment. As outlined on the Managing Critical Substances page of our website, we comply with all applicable laws governing the use of such substances, including the Registration, Evaluation, Authorization, and Restriction of Chemicals (REACH), the EU Directive on Restriction of the Use of Certain Hazardous Substances (RoHS), and both the China and Taiwan equivalents of RoHS. We continually review emerging legislation and global requirements, which we stay abreast of through our involvement in organizations such as the Test and Measurement Coalition. And we take action to meet these requirements as quickly as possible. For example, in 2017 RoHS issued a 2021 deadline to avoid four phthalates, and we were able to certify compliance within our supply chain on time.

# Materiality and Stakeholder Engagement

In 2020, NI partnered with NSF International to conduct a [materiality assessment](#) in alignment with Global Reporting Initiative (GRI) principles. The goal of the assessment was to determine which social, environmental, and governance issues are material, or most relevant, to our business. To achieve this goal, we interviewed and surveyed key stakeholders on their priorities and assessed NI's potential impact on nearly 50 metrics. Our material issues, as identified by the assessment, guided our development of NI's [2030 Corporate Impact Strategy](#) and will inform our reporting.

## Our Material Issues

PEOPLE	COMMUNITIES	PLANET	RESPONSIBILITY	FUTURE
Engagement and Belonging	Diversity and Equity in STEM	Climate—GHG and Energy	Privacy and Data Security	Test and Measurement; Technology for Good
Diversity and Equity	Local Community Impact	Waste Management	Responsible Sourcing	
Health and Wellbeing	Human Needs and Disaster Relief	Responsible Product Design	Responsible AI	
Training, Development, and Career Advancement	Economic Equality	Water Stewardship	Ethics and Sound Governance	
		Habitat and Ecosystem Protection	Human and Workplace Rights	



## Stakeholder Engagement

We regularly brief our investors on our Corporate Impact strategy and solicit their perspectives to help inform our priorities and enhance our corporate governance practices and disclosures. For example, in August 2021 we devoted part of our annual investor conference to our Corporate Impact and DEIB strategies. And in Q4 2021, our proactive discussions with top institutional stockholders included updates on the elevation and progress of our diversity initiatives, the launch of our 2020 Corporate Impact Report, and our continued focus on environmental initiatives.



# 2021 ESG Metrics

This 2021 Goals Scorecard shares our first full year of progress toward our 2030 goals, comparing our 2021 data against our 2020 baseline metrics. We are committed to reporting our progress annually. For each goal, we publish the metrics that directly measure the goal or commitment, and for some goals we also include complementary data relevant to our material issues. We provide year-over-year comparisons wherever possible.

Our goals were informed by our materiality assessment, the UN's Sustainable Development Goals, and internal data. Following global best practices, we complement our 2021 Corporate Impact Report with our 2021 GRI Index and 2021 SASB Table. All data for these reports includes our 2020 acquisition of OptimalPlus, except where noted, but does not include our 2021 acquisitions of monoDrive Inc. and NHR.

## Changing the Faces of Engineering

### Diverse Representation

BY 2030, 50% OF OUR GLOBAL WORKFORCE WILL BE WOMEN, AND OUR U.S. WORKFORCE WILL BE 13% BLACK <sup>1</sup> AND 18% LATINX. <sup>2</sup>	2020	2021	UN SUSTAINABLE DEVELOPMENT GOALS (SDGS) SUPPORTED
Women employees (as percentage of global workforce)	32%	32%	 
Black employees (as percentage of U.S. workforce)	2%	2%	
Latinx employees (as percentage of U.S. workforce)	10%	10%	
People of color <sup>3</sup> (as percentage of U.S. workforce)	27%	27%	
Women employees in engineering positions (as percentage of global engineering positions) <sup>4</sup>	14%	14%	
Black employees in engineering positions (as percentage of U.S. engineering positions)	1%	1%	
Latinx employees in engineering positions (as percentage of U.S. engineering positions)	8%	9%	
People of color in engineering positions (as percentage of U.S. engineering positions)	25%	27%	

THIS GOAL FOCUSES SPECIFICALLY ON INCREASING BLACK AND LATINX REPRESENTATION BECAUSE THESE GROUPS ARE THE MOST UNDERREPRESENTED IN NI'S WORKFORCE WHEN COMPARED WITH U.S. DEMOGRAPHICS.



<sup>1</sup> DEFINED BY THE U.S. CENSUS BUREAU AS BLACK/AFRICAN AMERICAN.

<sup>2</sup> DEFINED BY THE U.S. CENSUS BUREAU AS HISPANIC/LATINO.

<sup>3</sup> DEFINED BY THE U.S. CENSUS BUREAU AS ANYONE OUTSIDE THE SINGLE-RACE, NON-HISPANIC WHITE POPULATION.

<sup>4</sup> ENGINEERING POSITIONS INCLUDE 37 DIFFERENT TECHNICAL ROLES SPANNING HARDWARE, SOFTWARE, AND SERVICES.




## Diverse Leadership

BY 2030, 50% OF OUR PEOPLE MANAGERS GLOBALLY WILL BE WOMEN, AND 40% OF OUR U.S. PEOPLE MANAGERS WILL BE PEOPLE OF COLOR.	2020	2021	UN SUSTAINABLE DEVELOPMENT GOALS (SDGS) SUPPORTED
Women people managers (as percentage of global people managers) <sup>1</sup>	30%	30%	 
People of color (non-white) people managers (as percentage of U.S. people managers)	22%	23%	
Black people managers (as percentage of U.S. people managers)	1%	1.5%	
Latinx people managers (as percentage of U.S. people managers)	8%	9%	
Women in senior engineering positions (as percentage of global engineering positions) <sup>2</sup>	9%	9.5%	
People of color (non-white) in senior engineering positions (as percentage of U.S. senior engineering positions)	23%	23%	
Black employees in senior engineering positions (as percentage of U.S. senior engineering positions)	1%	1%	
Latinx employees in senior engineering positions (as percentage of U.S. senior engineering positions)	7%	8%	

<sup>1</sup> MANAGERS CLASSIFIED AS MANAGER LEVEL 2 WITH DIRECT REPORTS AND ABOVE.




<sup>2</sup> SENIOR ENGINEERING POSITIONS CLASSIFIED AS INDIVIDUAL CONTRIBUTOR LEVEL 4 AND ABOVE; INCLUDES TECHNICAL ROLES SPANNING HARDWARE, SOFTWARE, AND SERVICES.

## Inclusion

EACH YEAR THROUGH 2030, 87% OF OUR EMPLOYEES WILL FEEL A SENSE OF BELONGING AT NI.	2020	2021	UN SUSTAINABLE DEVELOPMENT GOALS (SDGS) SUPPORTED
Total employees, NI Belonging and Inclusion Index score <sup>1</sup>	84%	85%	  
Women employees, NI Belonging and Inclusion Index score (global)	83%	85%	
People of color, NI Belonging and Inclusion Index score (U.S.)	87%	84%	
Black employees, NI Belonging and Inclusion Index score (U.S.)	84%	81%	
Latinx employees, NI Belonging and Inclusion Index score (U.S.)	86%	86%	




<sup>1</sup> THE NI BELONGING AND INCLUSION INDEX IS AN AGGREGATE OF INCLUSION-RELATED QUESTIONS FROM NI'S ANNUAL EMPLOYEE ENGAGEMENT SURVEY.

## STEM Education

EACH YEAR THROUGH 2030, WE WILL ADVANCE STEM EDUCATION INITIATIVES SERVING UNDERREPRESENTED OR ECONOMICALLY DISADVANTAGED STUDENTS.	2020	2021	UN SUSTAINABLE DEVELOPMENT GOALS (SDGS) SUPPORTED
Total value of all monetary and product donations to STEM education initiatives serving underrepresented or economically disadvantaged students <sup>1</sup>	\$2,768,833	\$3,190,673	  
Total employee volunteer hours logged in support of STEM education initiatives serving underrepresented or economically disadvantaged students	220	3,121	
Number of students served by STEM education initiatives funded by NI	83,654	134,862	
% of NI's global interns that are female	11%	26%	
% of NI's global interns that are people of color	42%	58%	
% of NI's U.S. interns that are Black	5%	10%	
% of NI's U.S. interns that are Latinx	16%	10%	

<sup>1</sup> 2020 NUMBER RESTATED FROM PREVIOUS REPORT TO INCLUDE 2020 PRODUCT GRANT VALUATION FROM VANDERBILT. DONATIONS ARE GRANTED THROUGH THE ANNUAL GIVING PLEDGE AND THE NI FUND. DONATIONS THAT BENEFIT STEM EDUCATION INITIATIVES AND EQUITY AND ECONOMIC OPPORTUNITY INITIATIVES ARE COUNTED TOWARD THE TOTALS FOR BOTH OF THESE CATEGORIES. HOWEVER, EACH DONATION IS ONLY COUNTED ONCE TOWARD OUR OVERALL 2+1 GIVING PLEDGE TOTAL. PRODUCT DONATION TOTALS ARE CALCULATED USING THE RETAIL VALUE OF PRODUCTS.

## STEM Volunteering

BEFORE 2030, OUR EMPLOYEES WILL SPEND 25% OF THEIR TOTAL VOLUNTEER HOURS SUPPORTING STEM EDUCATION INITIATIVES.	2020	2021	UN SUSTAINABLE DEVELOPMENT GOALS (SDGS) SUPPORTED
Percentage of total NI employee volunteer hours spent supporting STEM education initiatives <sup>1</sup>	12.5%	51%	  

<sup>1</sup> TOTAL INCREASED DUE TO ONBOARDING NEW STEM EDUCATION PARTNERS, PIVOTING TO VIRTUAL EVENTS, AND IN-PERSON OPPORTUNITIES RETURNING IN SOME AREAS. OVERALL VOLUNTEER HOURS CONTINUED TO BE CURTAILED DUE TO COVID-19 PANDEMIC LOCKDOWNS AND GATHERING RESTRICTIONS.



# Building an Equitable and Thriving Society

## Rewards Equity


BEFORE 2030, WE WILL ACHIEVE SUBSTANTIAL EQUITY IN TOTAL REWARDS <sup>1</sup> FOR ALL EMPLOYEES IN SIMILAR ROLES AND LEVELS WITH COMPARABLE PERFORMANCE AND IMPACT.	2020	2021	UN SUSTAINABLE DEVELOPMENT GOALS (SDGS) SUPPORTED
Total rewards ratio, women to men (global) <sup>2</sup>	99%	99%	 
Total rewards ratio, people of color to white (U.S.)	102%	101%	
Total rewards ratio, Black employees to white (U.S.)	98%	100%	
Total rewards ratio, Latinx employees to white (U.S.)	101%	101%	
Ratio of standard entry-level wage to local living wage, NI Hungary	115%	134%	
Ratio of standard entry-level wage to local living wage, NI Malaysia <sup>3</sup>	136%	136.5%	

<sup>1</sup> TOTAL REWARDS ARE COMPOSED OF BASE SALARY, VARIABLE PAY, AND BENEFITS.

<sup>2</sup> SALARY DATA ONLY. WE WILL REPORT ON TOTAL REWARDS, INCLUDING BONUSES AND STOCK, IN FUTURE YEARS.



<sup>3</sup> BASED ON THE AVERAGE OF THE LIVING WAGE RANGE FOR MALAYSIA DETAILED AT [WAGEINDICATOR.ORG](https://wageindicator.org).

## Employee Wellbeing

EACH YEAR THROUGH 2030, WE WILL ADVANCE PROGRAMS AND INITIATIVES THAT IMPROVE OUR EMPLOYEES' WELLBEING.	2020	2021	UN SUSTAINABLE DEVELOPMENT GOALS (SDGS) SUPPORTED
Percentage of employees engaged in the NI Thrive wellbeing program. <sup>1</sup>	No data until 2021	55%	
Total recordable injury rate (U.S., Hungary, and Malaysia)	0.1%	0.2%	

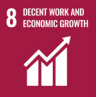
<sup>1</sup> NI THRIVE PROGRAM WAS LAUNCHED IN THE U.S. IN OCTOBER 2020 AND EXPANDED GLOBALLY IN OCTOBER 2021.

## Supplier Diversity

BY 2030, 16% OF OUR SUPPLIERS WILL BE SMALL OR DIVERSE BUSINESSES. <sup>1</sup>	2020	2021	UN SUSTAINABLE DEVELOPMENT GOALS (SDGS) SUPPORTED
Percentage of total global suppliers that are small or diverse businesses	12%	10.5%	 

<sup>1</sup> DIVERSE BUSINESSES ARE DEFINED AS THOSE OWNED BY WOMEN, PEOPLE OF COLOR, ETHNIC MINORITIES, VETERANS, LGBTQ+ INDIVIDUALS, OR PEOPLE WITH DISABILITIES. BASED ON TOTAL SPEND.



## Employee Engagement

BEFORE 2030, 92% OF OUR EMPLOYEES WILL BE HIGHLY ENGAGED. <sup>1</sup>	2020	2021	UN SUSTAINABLE DEVELOPMENT GOALS (SDGS) SUPPORTED
Total employees considered highly engaged	80%	77%	
Women employees considered highly engaged (global)	82%	80%	
People of color (non-white) considered highly engaged (U.S.)	82%	81%	
Black employees considered highly engaged (U.S.)	88%	86%	
Latinx employees considered highly engaged (U.S.)	85%	78%	
Voluntary attrition rate of all employees (global) <sup>2</sup>	7%	13%	
Voluntary attrition rate of women employees (global)	6%	13%	
Voluntary attrition rate of people of color (U.S.)	6%	12%	
Voluntary attrition rate of Black employees (U.S.)	2%	18%	
Voluntary attrition rate of Latinx employees (U.S.)	6%	10%	

<sup>1</sup> ALL ENGAGEMENT LEVELS ARE AS MEASURED BY NI'S ANNUAL EMPLOYEE ENGAGEMENT SURVEY.

<sup>2</sup> MERCER CALCULATES HIGH-TECH ATTRITION RATE TO BE 20% IN THE U.S. [HTTPS://LEFTTRONIC.COM/BLOG/EMPLOYEE-TURNOVER-STATISTICS/](https://lefttronic.com/blog/employee-turnover-statistics/)



## Opportunity Initiatives

EACH YEAR THROUGH 2030, WE WILL SUPPORT EQUITY AND ECONOMIC OPPORTUNITY INITIATIVES THROUGH MONETARY AND PRODUCT DONATIONS AND VOLUNTEERING.	2020	2021	UN SUSTAINABLE DEVELOPMENT GOALS (SDGS) SUPPORTED
Total value of all monetary and product donations to equity or economic opportunity initiatives <sup>1</sup>	\$2,047,076	\$552,701	 

<sup>1</sup> 2020 FIGURE INCLUDES A ONE-TIME DONATION TO GLOBAL COVID-19 RELIEF EFFORTS. DONATIONS ARE GRANTED THROUGH THE ANNUAL GIVING PLEDGE AND THE NI FUND. DONATIONS THAT BENEFIT STEM EDUCATION INITIATIVES AND EQUITY AND ECONOMIC OPPORTUNITY INITIATIVES ARE COUNTED TOWARD THE TOTALS FOR BOTH CATEGORIES. HOWEVER, EACH DONATION IS COUNTED ONLY ONCE TOWARD OUR OVERALL 2+1 GIVING PLEDGE TOTAL. PRODUCT DONATION TOTALS ARE CALCULATED USING THE RETAIL VALUE OF PRODUCTS.

# Engineering a Healthy Planet



## Green Technology

EACH YEAR THROUGH 2030, WE WILL DISCOUNT OR DONATE NI PRODUCTS TO ORGANIZATIONS DEVELOPING GREEN TECHNOLOGY AND WILL VOLUNTEER FOR ENVIRONMENTAL INITIATIVES.	2020	2021	UN SUSTAINABLE DEVELOPMENT GOALS (SDGS) SUPPORTED
Total value of all monetary donations, product donations, and volunteer time benefiting environmental initiatives	Unable to determine	Unable to determine	  

## Zero Waste









BY 2030, WE WILL ACHIEVE ZERO WASTE AT NI-OWNED BUILDINGS AND REDUCE WASTE AT LEASED FACILITIES.	2020	2021	UN SUSTAINABLE DEVELOPMENT GOALS (SDGS) SUPPORTED
Percentage of total waste diverted from landfill at NI-owned buildings globally	73%	68%	
Total solid nonhazardous waste diverted on average per employee at NI-owned buildings	.13 metric tons (275 pounds)/employee	.11 metric tons (252 pounds)/employee	
Total solid nonhazardous waste generated at NI-owned buildings globally	767 metric tons	821 metric tons	
Total hazardous waste generated at NI-owned buildings globally; 100% is disposed of properly	259 metric tons	160 metric tons	

## Green Building

EACH YEAR THROUGH 2030, WE WILL DESIGN 100% OF NI'S NEW BUILDINGS OR REMODELS TO LEED AND WELL STANDARDS.	2020	2021	UN SUSTAINABLE DEVELOPMENT GOALS (SDGS) SUPPORTED
Total percentage of new building space and major renovations following LEED and WELL standards	100%	97%	 
Total square feet of building space built or renovated	56,524 square feet	113,542 square feet	




## Climate

EACH YEAR THROUGH 2030, WE WILL CONSERVE NATURAL RESOURCES, PROTECT BIODIVERSITY, AND REDUCE GREENHOUSE GAS EMISSIONS. <sup>1</sup>	2020	2021	UN SUSTAINABLE DEVELOPMENT GOALS (SDGS) SUPPORTED
Percentage of total electricity use coming from renewable sources	37%	35.5%	   
Greenhouse gas (GHG) emissions intensity (Scope 1–3 emissions/\$1 million revenue)	28 MTCO2e (metric tons carbon dioxide equivalent)/\$1 million revenue	26 MTCO2e (metric tons carbon dioxide equivalent)/\$1 million revenue	
Scope 1 and Scope 2 market-based GHG emissions (emissions from direct combustion of energy sources like natural gas (1) and electricity use (2))	16,062 MTCO2e	16,719 MTCO2e	
Scope 3 GHG emissions (employee commuting, business travel, product distribution, packaging, solid waste, and T&D losses)	19,708 MTCO2e	20,956 MTCO2e	
Total energy use (electricity)	40,929,131 kWh	42,543,038 kWh	
Total energy intensity (electricity)	31,802 kWh/ \$1 million revenue	28,917 kWh/ \$1 million revenue	   
Total water use	40,285,782 gallons	26,816,128 gallons	
Total water use intensity	31,302 gallons/ \$1 million revenue	18,246 gallons/ \$1 million revenue	

<sup>1</sup> INCLUDES NI TOP 14 SITES, WHICH EMPLOY 93% OF EMPLOYEES.

## Circular Design

EACH YEAR THROUGH 2030, WE WILL MAKE CIRCULAR DESIGN IMPROVEMENTS IN OUR PRODUCT DESIGN, MANUFACTURING, AND PACKAGING.	2020	2021	UN SUSTAINABLE DEVELOPMENT GOALS (SDGS) SUPPORTED
Percentage of primary product materials sourced from recycled content	5%-40% scrap material used for die cast parts	5%-40% scrap material used for die cast parts	
Percentage of product sold that is recyclable <sup>1</sup>	62%	92%	
Percentage of primary packaging sourced from recycled-input materials	35% average	35% average	
Percentage of product packaging that is curbside recyclable <sup>2</sup>	98%–99%	98–99%	
End-of-life products recovered through NI take-back and recycling programs (Waste Electrical and Electronic Equipment, or WEEE, take-back) <sup>3</sup>	8,293 kg	8,125 kg	

<sup>1</sup> THE YEAR-OVER-YEAR INCREASE IS THE RESULT OF NEW CALCULATION METHODS.

<sup>2</sup> A MATERIAL IS RECYCLABLE IF IT IS ACCEPTED BY A MAJORITY OF MUNICIPALITIES.

<sup>3</sup> MOST CUSTOMERS USE THEIR OWN RECYCLING VENDORS.

## 2+1 Giving Pledge

BY 2030, WE'LL GIVE 2% OF OUR ANNUAL, PRE-TAX PROFITS TO CHARITABLE CAUSES IN THE FORM OF MONETARY AND PRODUCT DONATIONS OR DISCOUNTS. AND EACH YEAR, NIER'S WILL SPEND 1% OF THEIR WORK HOURS VOLUNTEERING IN THEIR COMMUNITIES.	2020	2021
Percentage of annual, pre-tax profits given to charitable causes in the form of monetary and product donations <sup>1</sup> or discounts	4%	3%
Total combined monetary and product donations (annual, pre-tax) <sup>2</sup>	\$8,713,365	\$8,474,826
Percentage of employees' work hours spent volunteering <sup>3</sup>	0.01%	0.04%
Total employee volunteer hours logged	1,760	6,122
Value of total employee volunteer hours <sup>4</sup>	\$97,669	\$183,660
Percentage of employees who feel proud of NI's Corporate Impact Strategy <sup>5</sup>	N/A	78%

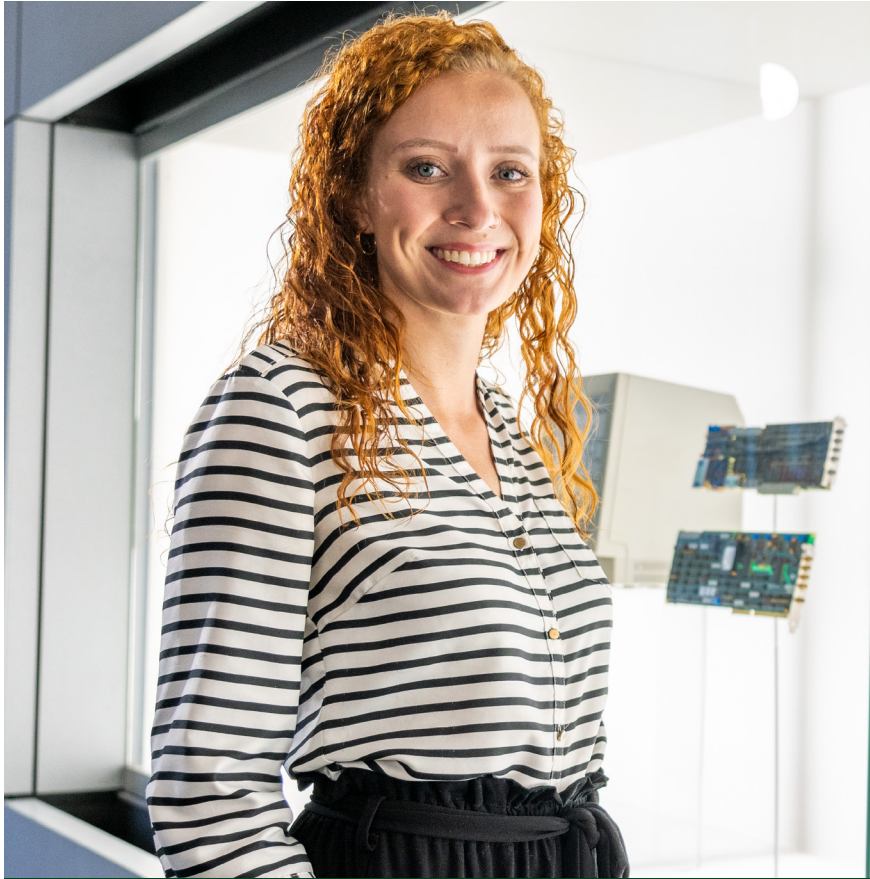
<sup>1</sup> PRODUCT DONATION TOTALS ARE CALCULATED USING THE RETAIL VALUE OF PRODUCTS.

<sup>2</sup> 2020 NUMBER RESTATED FROM PREVIOUS REPORT TO INCLUDE FOUNDATION DISTRIBUTIONS.

<sup>3</sup> VOLUNTEERING WAS SEVERELY CURTAILED DUE TO THE COVID-19 PANDEMIC'S LOCKDOWNS AND GATHERING RESTRICTIONS. CALCULATION USES SCHEDULED HOURS FOR FULL-TIME AND PART-TIME EMPLOYEES AND INTERNS IN 2021. DOES NOT INCLUDE CONTINGENT AND NONWORKERS AS THEIR VOLUNTEER HOURS ARE NOT CAPTURED.

<sup>4</sup> BASED ON LOCAL AVERAGE SALARY AND ASSUMED WORKING HOURS OF 2,080 PER EMPLOYEE.

<sup>5</sup> AS MEASURED BY NI'S EMPLOYEE PULSE SURVEY.



# Be Bold. Be Kind. Be Connectors.

We're creative problem-solvers shaping the future for ourselves, our customers, our communities, and our planet. But we can't tackle these big issues alone. We value different perspectives and seek new collaborators who share our values and passion for making an impact. We invite you to connect with us to share feedback and ideas for engineering hope.



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THIS CORPORATE IMPACT REPORT 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, AND ACTUAL RESULTS MAY DIFFER MATERIALLY FROM ANY FUTURE RESULTS EXPRESSED OR IMPLIED BY THE FORWARD-LOOKING STATEMENTS. RISK AND UNCERTAINTIES INCLUDE WITHOUT LIMITATION: THE GLOBAL SHORTAGE OF KEY COMPONENTS; EFFECT OF THE GLOBAL ECONOMIC AND GEOPOLITICAL CONDITIONS; OUR INTERNATIONAL OPERATIONS AND FOREIGN ECONOMIES; ADVERSE PUBLIC HEALTH MATTERS, INCLUDING EPIDEMICS AND PANDEMICS SUCH AS THE COVID-19 PANDEMIC; OUR ABILITY TO EFFECTIVELY MANAGE OUR PARTNERS AND DISTRIBUTION CHANNELS; INTERRUPTIONS IN OUR TECHNOLOGY SYSTEMS OR CYBERATTACKS ON OUR SYSTEMS; THE DEPENDENCY OF OUR PRODUCT REVENUE ON CERTAIN INDUSTRIES AND THE RISK OF CONTRACTIONS IN SUCH INDUSTRIES; CONCENTRATION OF CREDIT RISK AND UNCERTAIN CONDITIONS IN THE GLOBAL FINANCIAL MARKETS; OUR ABILITY TO COMPETE IN MARKETS THAT ARE HIGHLY COMPETITIVE; OUR ABILITY TO RELEASE SUCCESSFUL NEW PRODUCTS OR ACHIEVE EXPECTED RETURNS; THE RISK THAT OUR MANUFACTURING CAPACITY AND A SUBSTANTIAL MAJORITY OF OUR WAREHOUSING AND DISTRIBUTION CAPACITY ARE LOCATED OUTSIDE OF THE U.S.; OUR DEPENDENCE ON KEY SUPPLIERS AND DISTRIBUTORS; LONGER DELIVERY LEAD TIMES FROM OUR SUPPLIERS; RISK OF PRODUCT LIABILITY CLAIMS; DEPENDENCE ON OUR PROPRIETARY RIGHTS AND RISKS OF INTELLECTUAL PROPERTY LITIGATION; THE CONTINUED SERVICE OF KEY MANAGEMENT, TECHNICAL PERSONNEL AND OPERATIONAL EMPLOYEES; OUR ABILITY TO COMPLY WITH ENVIRONMENTAL LAWS AND ASSOCIATED COSTS; OUR ABILITY TO MAINTAIN OUR WEBSITE; THE RISKS OF BUGS, VULNERABILITIES, ERRORS OR DESIGN FLAWS IN OUR PRODUCTS; OUR RESTRUCTURING ACTIVITIES; OUR EXPOSURE TO LARGE ORDERS; OUR SHIFT TO MORE SYSTEM ORDERS; OUR ABILITY TO EFFECTIVELY MANAGE OUR OPERATING EXPENSES AND MEET BUDGET; FLUCTUATIONS IN OUR QUARTERLY RESULTS DUE TO FACTORS OUTSIDE OF OUR CONTROL; OUR OUTSTANDING DEBT; SEASONAL VARIATION IN OUR REVENUES; OUR ABILITY TO COMPLY WITH LAWS AND REGULATIONS; CHANGES IN TAX RATES AND EXPOSURE TO ADDITIONAL TAX LIABILITIES; OUR ABILITY TO MAKE CERTAIN ACQUISITIONS OR DISPOSITIONS, INTEGRATE THE COMPANIES WE ACQUIRE OR SEPARATE THE COMPANIES WE SOLD AND/OR ENTER INTO STRATEGIC RELATIONSHIPS; RISKS RELATED TO CURRENCY FLUCTUATIONS; AND PROVISIONS IN CHARTER DOCUMENTS AND DELAWARE LAW THAT DELAY OR PREVENT OUR ACQUISITION.

NI DIRECTS READERS TO ITS FORM 10-K FOR THE YEAR ENDED DECEMBER 31, 2021, 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. 125051