Letter to Intel

September 21, 2011

Dear Suzanne, John and Michael,

It was a pleasure to meet you at our last meeting on August 23rd. Time flies. One month has passed, we would like to re-engage with you for purposes of setting in motion some of the creative, joint follow-up activities and action steps that we discussed.

At the meeting, we jointly identified a number of specific follow-up action steps to move ahead with our efforts to assist Intel in upgrading the effectiveness of Intel's institutional capability to deal effectively with human rights concerns. Three subject areas were emphasized:

- developing clearer and more comprehensive code of conduct standards;
- improving human rights risk assessment procedures; and,
- improving the content and impact of public and media communications, including the annual social responsibility reports.

Recognition also was given to the special need to address the set of issues and needs associated with Intel's acquisition of McAfee, and the problems that emerged during the Arab Spring events related to misuse of McAfee technology and software to block access to social networking communications, and to identify protest leaders using electronic communications to plan demonstrations. In addition, we discussed whether and how establishment of a human rights advisory group would effect company operations and whether it would provide an effective method for addressing these and other emerging human rights issues on an ongoing basis.

For example, you mentioned the scheduled meeting of your Corporate Social Responsibility working group in October. Can you provide additional details about this meeting and whether we might be able to have some meaningful input as part of the agreed upon effort to upgrade the annual CSR reports? There was general agreement that upgrading the CSR report contents for human rights purposes should receive priority attention. It might make considerable sense if this process can be initiated with Ms. Fallender in some way in conjunction with your planned CSR working group meeting in October.

It also was suggested that priority attention in our efforts be given to the task of improving the code of conduct standards, particularly in the context of the concerns raised by the McAfee situation. The next step in this area can be a working session with the appropriate Intel staffers designed to help identify areas and issues needing attention, and to take a first shot at developing appropriate draft standards, based on "best practices/model standards" that we can help you locate. If this working session on the code of conduct can be scheduled around the same time as our follow-up working session on CSR needs with Ms. Fallender that would make the most sense logistically.

Looking forward to hearing from you, and getting these joint working sessions scheduled and underway.

Best regards,

Jing Zhao and Morton Sklar