DRIVING ORGANIZATIONAL CHANGE & CHANGE MANAGEMENT THROUGH METRICS

Jo Watson
Director, EMEA Diversity & Inclusion
INTEL.

50 YEARS OF INNOVATION AND BREAKTHROUGH.
INTEL INVENTS.

WE MAKE THE MOST AMAZING EXPERIENCES OF THE FUTURE POSSIBLE.
INTEL IS EVOLVING.
DIVERSITY & INCLUSION ARE TOGETHER A DRIVING FORCE FOR OUR GROWTH.
FULL WORKFORCE REPRESENTATION BY 2020
ACHIEVE FULL WORKFORCE REPRESENTATION

- Accelerating diverse hiring
- Retaining our diverse talent
- Advancing careers
- Fostering inclusion
ACCELERATE DIVERSE HIRING: ACTIONS & RESULTS

ANNUAL PERFORMANCE BONUS

Corporate Financial Performance

DIVERSE HIRING ‘KICKER’

Business Unit Goals

DIVERSE HIRING TRENDS

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
<th>Total Hires</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>31.9%</td>
<td>1,165</td>
</tr>
<tr>
<td>2015</td>
<td>43.1%</td>
<td>2,214</td>
</tr>
<tr>
<td>2016</td>
<td>45.1%</td>
<td>2,282</td>
</tr>
</tbody>
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Source: 1 Intel Diversity Annual Reports 2014-16 US Data Only
RETAIN DIVERSE TALENT: ACTIONS & RESULTS

THE WARMLINE¹

Male
Female
Compensation
Performance
Manager
Career Progression

FEMALE REPRESENTATION²

2014 23.5%
2015 24.8%
2016 25.8%

Source:
1 Intel Warmline Data 2016 (US Data)
2 Intel Diversity Annual Reports 2014-16 (Global Data)
ADVANCING CAREERS: ACTIONS & RESULTS

- 5.5K Women at Intel Network
- 1.5K Pay It Forward Members
- 800 Senior Women's Community
- 90 New Members

Source: Women at Intel: By the Numbers March 2017 (Global Data)
ADVANCING CAREERS: ACTIONS & RESULTS

41%  
2016 Female VP Appointments

664  
2015 Women at senior grades

758  
2016 Women at senior grades

33%  
2016 Female Fellow Appointments

Source:  
1 Intel Diversity Annual Reports 2014-16 (US Data Only)  
2 VP & Fellow Data 2017 (Global Data)
FOSTERING INCLUSION: BASELINE ON THE CHALLENGES

UNCONSCIOUS BIAS

HIGHER EXIT RATE

PHYSICAL ISOLATION

Source: Women’s Progression & Advancement CSD Jan 2014
Multicultural Retention & Progression CSD, July 2016
FOSTERING INCLUSION: ENGAGE THE MAJORITY
Fostering Inclusion: Maturity Model

**Engage**
Motivated to raise awareness and early learning with colleagues and stakeholders

**Practice**
Experiment cautiously, with a mix of awkwardness and confidence in skills, learning to contribute inclusively across aspects of diversity

**Step Up**
Confidence growing with diversity and inclusion at work, through solving problems and building trust

**Influence**
Others recognize you as a SME, an accountable ally, a colleague with humility and a leader with a clear point of view

Source: The Learning Framework for Developing Inclusive Leaders @ Intel Greatheart Consulting 2017
**FOSTERING INCLUSION:**
**MANAGER DASHBOARD EXAMPLE - BEHAVIORS**

- **67%** I will listen for understanding, making sure I hear what my colleagues mean to say
- **51%** I will become an expert at affirming the character & contribution of each person in my sphere of influence
- **35%** I will watch for situations where colleagues are not behaving inclusively and find effective ways to talk to them about what I observed
- **90%** I will monitor my words to avoid exclusionary language that stereotypes others
- **27%** I will carefully evaluate data by dimension of diversity, talk with my team about the results and work together to improve our numbers
- **78%** I will seek input on workplace challenges & strengths with small groups of similar stakeholders

Source: The Learning Framework for Developing Inclusive Leaders @ Intel Greatheart Consulting 2017
FOSTERING INCLUSION: MANAGER DASHBOARD EXAMPLE – HIGH PERFORMING INCLUSIVE TEAMS

Diverse Hiring YTD

Diverse Hiring Trends

Manager Parity Gap

Performance Management Gap

Retention Gap

Manager Parity Gap

-7%

Team Data

Low Grade
Mid Grade
Manager
Leader

Retention Gap

0%

NB: Illustrative Example
INCLUSION AT INTEL: STRATEGIC ALIGNMENT

Employee Engagement
- Intel Values
- People Project
- Circuit
- Celebrations of Diversity

Leader Engagement
- L2L Chats
- M2M Forums
- Inclusive Leaders

Campaigns
- Inclusion Campaign
- One Intel
- Hack Harassment

Communities
- WIN
- Other ERGs
- INEW
- Senior Women’s Community
- BU Diversity Champions & PMs
- Mentoring/Sponsorship

Events
- L3 Summit

Tools
- LEAD
- MANAGE
- GROW
- Hiring Best Practice
- Breaking Bias
- Performance Management
- Diversity@Intel

CULTURAL SHIFT

Global Diversity & Inclusion
DRIVING ORGANISATIONAL CHANGE:
SUMMARY & LESSONS LEARNED

LEAD FROM THE TOP
MAKE MANAGERS ACCOUNTABLE
DEVELOP INCLUSIVE BEHAVIOURS
RECOGNISE & REWARD PROGRESS
DRIVING DIVERSITY ISN’T ROCKET SCIENCE, IT’S HARDER
WE ARE TRYING TO DO INSIDE OF OUR WALLS
WHAT SOCIETY IS TRYING TO DO OUTSIDE

Roz Hudnell, VP, Human Resources
Director, Corporate Affairs
President, Intel Foundation
LEARN MORE

www.intel.com/diversity

HBR Podcast:  Making Intel More Diverse