

Building the Pipeline of Female Leaders in Technology



Intel has been taking meaningful steps to support the advancement and retention of women for decades. Intel's stated purpose as a company — to create world-changing technology that enriches the lives of every person on earth — is underpinned by their cultural value of Inclusion. The company frequently states that their ambition is to be the most inclusive company in the world, and this cannot be accomplished without a laser-like focus on supporting their female employees through networking programs like the Women at Intel (WIN) Community and a strong commitment to empowering the next generation of the female tech workforce.

In 2021, the Women at Intel Network (WIN) will celebrate its 25th anniversary. Today, the community is home to over **7,500 members at 88 different locations** spread around Intel's global operations. Operating in parallel with WIN is Intel's Network of Executive Women (INEW), a council of the senior-most women and allies at the company, as well as other communities such as the Black Network of Executive Women (BNEW) and the Latin American Region Network of Executive Women (LARNEW).

Intel's commitment to women doesn't just cover its current workforce. The company has several programs in place, which work to build the global pipeline of young girls pursuing careers in STEM — empowering them through technology skills and hands-on experiences.

- In 2015 the Intel Foundation partnered with the U.S. State Department and the United Nations Foundation to create the Girl Up [Women in Science \(WiSci\)](#) program. WiSci seeks to bridge the gender gap in STEAM fields through access to education, mentorship opportunities, and leadership training — in part through STEAM camps, facilitated by Intel Employee Service Corps volunteers, which have been held in Rwanda, Estonia, Namibia and other countries.
- As part of the [Intel® She Will Connect](#) program, the Intel Foundation recently joined forces with several other organizations to launch Million Girls Moonshot, a transformative movement designed to help close the science and engineering gender gap by engaging one million school-age girls in STEM learning opportunities over the next five years across all 50 US States.

The future is bright for Intel's work to empower women — both inside and outside of the company. **As part of their 2030 RISE goals, Intel has committed to doubling the number of women and underrepresented minorities in senior leadership roles, in addition to reaching 40% representation of women in technical roles by the end of the decade.** A diverse workforce and inclusive culture are key to Intel's evolution and its ability to continue to attract the best talent to join the company for decades to come.

“ Being a part of WIN over the last decade has been a catalyst for amazing things in my career. My network has increased exponentially, as the work we do within WIN spans all business groups and campuses at Intel. WIN has connected me to amazing people and leaders across the company who I've leveraged as references for key roles — as well as coaches when I was in need of support. ”

Shelly Lafree, WIN's Cross-Site Chair and longtime member

A Deep Commitment to Recognizing and Combating Unconscious Bias



TRAINING & EDUCATION GROUNDED IN SCIENCE

In 2009, in partnership with Harvard Professor of Social Ethics Mahzarin Banaji, PwC began to develop the foundation of its unconscious bias program *4 Real*, a series of brief videos geared at helping employees to recognize and combat unconscious biases — or blind spots — which they carry into the workplace. Grounded in the science of how the mind develops assumptions and stereotypes, the self-administered training aims to educate employees about different types of biases and the ways in which these influence decision-making about our networks and who to help, and can lead to less-than-optimal business outcomes.

Through a commitment from its new US Chairman at the time Tim Ryan, ***4 Real unconscious bias training became mandatory for all new hires in September 2016 and a criterion for promotion at all levels in June 2017. To date 40,000 PwC employees have completed the training, including 99% (7,000 employees) of those eligible for promotion this year.*** Elements of unconscious bias training are embedded and repeated frequently in many other PwC manager and leadership training programs, including cutting edge virtual reality "soft skills" training on inclusion and belonging.

PwC's unconscious bias training — along with career advancement programs Vanguard and Breakthrough Leadership — became the foundation for PwC's first annual [Diversity & Inclusion Transparency Report](#) released in August 2020. The report is part of a larger effort to move beyond "segmented programming" towards building a "culture of belonging" that is integrated into everyday behaviors and operations.

The report details the representation of PwC's workforce at all levels by gender and racially/ethnically diverse groups and highlights key milestones, including:

- **In FY20, 50% of the US Leadership Team was comprised of women and/or racially/ethnically diverse individuals;**
- **Female representation on the US Board of Partners increased 13% from 23% in FY18 to 36% in FY20;**
- **At the manager level, women's numbers grew from 45% in FY18 to 50% in FY20.**

IMPACT IN THE WORKPLACE AND BEYOND

In 2017, Tim Ryan co-founded [CEO Action for Diversity & Inclusion™](#) to help elevate the conversation about D&I in the workplace among business leaders at the highest levels within organizations. With 1,500 CEO signatories and counting, CEO Action for Diversity & Inclusion™ requires signatories to share best practices and enables organizations to replicate leading edge women's advancement programs. As part of its pledge, PwC adapted its unconscious bias program to develop [Blind Spots](#)

Building on their work together on *4 Real*, PwC funded Banaji's Outsmarting Human Minds (OHM) project. Through a series of videos, podcasts, articles and tests, OHM offers learning modules for free to the general public on a range of topics related to uncovering and overcoming implicit, unconscious biases.

OTHER PwC WOMEN'S ADVANCEMENT RESOURCES

[UN HeforShe](#), [Women unbound: Unleashing female entrepreneurial potential](#), [PwC Women in Tech](#)

“ When you include a diversity of minds in the decision-making process, you inevitably have a better and stronger result because the environment in the room becomes open. You start talking with people, rather than talking at them. ”

Tim Ryan, US Chairman and Senior Partner, PwC

A Holistic Approach to Gender-Diverse Leadership



UNDERSTANDING WOMEN'S JOURNEYS

In 2015, drug maker Eli Lilly conducted a workforce analysis which identified major gaps in women's representation at senior leadership levels (20%) despite the fact that nearly half (47%) of the workforce were women. Under the leadership of now CEO Dave Ricks, Lilly adapted its "Patient Journey" market research process to develop the "Women's Journey" to better understand the experience of high potential women — and barriers to advancement they might face — as they progress in their careers.

Through anonymous surveys, focus groups, journal entries, and recordings, senior management learned that some women felt they had to act like men to be successful, and that gender bias limited the career support they received and factored into promotion decisions. In addition, the process revealed that women of color had been overlooked and their pipeline was limited. Lilly repeated the project to understand the journeys of African-American, Asian, Latinx and LGBTQ employees as well.

"It was the stories Lilly women told that really connected senior leadership to individual people. I think if we'd only had the quantitative data, it wouldn't have created so much change," Steve Fry, Senior VP of HR and Diversity, told Gallup in December 2019.

LEADERSHIP COMMITMENT TO CHANGE

In response, Lilly's senior leaders committed to a range of initiatives aimed at recruiting, developing and supporting high potential women at all levels, including a formal sponsorship program in which

Executive Committee members personally sponsored women and people of color and a Women in Leadership training program aimed at providing high-level executive skills and networking opportunities for women poised to become vice presidents.

In addition, CEO David Ricks conducted an intensive 2½-day workshop called **EMERGE** with the top 15 African American women leaders at the senior director level. This program, which has since been replicated with Asian and Latina women and Multicultural Men Leaders, enabled women to be heard and gain visibility at the top of the organization — and reinforced the organization's commitment to advancing a diverse set of women.

MEASURABLE PROGRESS AT THE TOP

While Lilly does not have specific quotas for women in leadership, they have aspirational targets and have seen significant improvement.

- **As of September 23, 2020, women comprise six of 15 Executive Committee members and four of 13 positions on the Board of Directors. The Board also includes five members from underrepresented groups (minorities and LGBTQ).**
- **Since December 2016, women in management increased from 38% to 44% and those who report directly to the CEO have increased from 29% to 40%.**
- **Women of color at the VP/senior VP level has grown from 3% to 9%, outpacing the 4% industry average.**

“ While many companies are trying to build more gender-diverse leadership teams and workforces, progress remains slow. We knew it would remain slow at Lilly, too, unless we took a different approach. So we sought to do something difficult: to understand and address our blind spots. Only then could we hope to grow our pipeline of potential women leaders. ”

Joy Fitzgerald, Chief Diversity & Inclusion Officer, Lilly (HBR 10/23/18)

Innovative Supports for Employees in Transition

Morgan Stanley

Embedded in Morgan Stanley's core values is a commitment to diversity and inclusion. Through their various backgrounds, perspectives, ideas and experiences, the Firm's employees help cultivate a workplace that is resilient, results-driven and effective.

SUPPORTING NEW PARENTS AND FAMILIES

Promoting diversity encompasses many dimensions. In the Americas Institutional Securities Group (ISG), this includes a keen awareness of the needs of parents, who require a differentiated level of focus and sensitivity from management. In response, **Morgan Stanley last year created a new role to sit within ISG Management, Head of Family Advocacy**, appointing Allyson Bronner, a former Sales and Trading Executive Director, to lead the effort. Bronner partners closely with colleagues Firm-wide in supporting new and expecting parents, managing transitions around parental leave, and addressing work/life challenges specific to parents.

Already, **ISG's parental networking group has attracted close to 800 members in the U.S.**, primarily new or young parents. **Nearly 300 members have accessed the breadth of available services** — from events and manager training sessions to a nine-step check-in plan for expectant caregivers.

GLOBAL RETURN TO WORK INITIATIVE

Supporting those who may have stepped away from their professional paths is a separate but related emphasis. Launched in 2014, Morgan Stanley's Return to Work initiative is a 12-week program designed to give experienced men and women an opportunity to restart their careers. Having been away from the workplace for more than two years, recruits complete internships that best match their backgrounds and experience, while participating in various networking and enrichment activities.

The program, which began in New York and London, now includes cohorts in Mumbai, Glasgow, Budapest, Baltimore, Hong Kong, Bengaluru and Tokyo. **Nearly 350 people have participated to date — with approximately 70 percent hired full-time and positive upward mobility as alumni grow within the organization.** Case in point is Suzanne Lindquist — a 2014 graduate of the Return to Work initiative and its first to rise to Managing Director almost five years to the day she started.

A corporate culture that is open and inclusive is fundamental to Morgan Stanley's role as a global leader. Above all, it allows the Firm to better serve its clients while helping employees achieve their professional objectives.

“ The Firm's recent work in educating managers and supporting employees with parental leave has impressed me. When members of my team were preparing for leave, they accessed one-on-one guidance on what to expect and how best to successfully transition, both before and after. It's really strengthened our culture. ”

a Fixed Income Managing Director