

Women's Career Advancement Strategies

Excerpts from Panel Discussion

*The following are excerpts from a panel discussion with **Charlotte Hawthorne**, Advisor for Global Diversity & Inclusion at Eli Lilly and Company and **Pia Wilson-Body**, Director of Global Women's Program Office at Intel Corporation and President of the Intel Foundation. The panel took place on March 3, 2021 following the release of the Center's executive briefing on women's career advancement. Please visit the Center's [website](#) to access a full recording of the panel discussion or to download the executive briefing.*



Pia Wilson-Body
Intel Corporation



Charlotte Hawthorne
Eli Lilly and Company

BCCWF: Since 2015 Lilly has made significant progress when it comes to advancing women, especially at the most senior levels. Could you share more about this transformation?

CHARLOTTE: We are very proud of the work we have undertaken in the past 5 years and it started with what we call the Women's Journey. As [we] looked at female entrants to senior leadership, we [found] a decline with respect to representation at all levels. We were making some good faith efforts [but we] pulled back and calculated that at the rate of improvement we were making, it was going to take 70 years to reach parity. When we put it in that context, that was not good progress.

In order to be able to market and sell to our customers, we need to understand the patient journey — what are the decision points, what are the challenges they face, what are the “moments of truth” that determine how a patient will progress in treatment. That was a very well-understood marketing process within Lilly. We said let's take that same process and apply that to the women within the organization. What's it like from the time you come into the organization as a young professional, what are the decision points along the way and what are those moments of truth that determine whether you stay or leave, whether you opt in and raise your hand or not, and whether you are seen as critical talent.

We brought in major qualitative and quantitative research and read it out to our most senior leadership - our CEO and direct reports. We allowed our leadership to see women whom they saw as successful share vulnerably and openly that, yes, they are successful but it hasn't been easy. That was

the beginning of the shift in focus. It began with saying 70 years is unacceptable - that would not be acceptable for any other business problem - so we had to make things move faster.

BCCWF: Please tell us about Intel's journey, which also started around 2015, in terms of the commitment leadership made with the Diversity and Technology Initiative.

PIA: Like Lilly, in 2015 our CEO committed to achieving full representation of women and underrepresented minorities in our US workforce by 2020. Along with that, we committed \$300 million to support this goal, investing in initiatives, programs and policy focused on employees as well as the talent pipeline. We actually reached our representation goal two years early. From 2015 - 2019 our overall US female representation increased by 6.9% and our representation of tech women increased nearly 4%.

I want to call out one program that we are extremely proud of and was instrumental to the attainment of our goal - our Warm Line program. The Warm Line is a confidential hotline aimed at addressing retention issues proactively. Since 2016 over 3000 employees have used the Warm Line service - 86% of those employees made the decision to remain at Intel. As we look at our representation goals for the next decade, the expansion of this program to executives is a key pillar of our strategy. We are setting our sights on bigger goals as part of our 2030 RISE goals, which we launched in May 2020.

BCCWF: Can you share more about Intel's goals for women's advancement for the next decade?

PIA: Our 2030 corporate strategy is under a framework called RISE (responsible, inclusive sustainable and enabling). Two of our inclusion goals focus on women: First, we want to double the number of women and underrepresented minorities in senior leadership positions, VP and above. Secondly, we want to reach 40% representation of women in technical roles by the end of the decade. We are hovering around 27% - we know we cannot hire our way to our goal, we are going to have to double down on our retention efforts as well as invest in development programs. Lastly our commitment to women's advancement goes beyond the walls of Intel. We've set a goal to spend \$500 million with women-owned suppliers by the end of 2025.

And as the saying goes, whatever gets measured gets done. All of our business unit leaders have access to a diversity and inclusion scorecard, so that at any given point in time they can see where they are in relation to their representation goal. To keep the pressure on in terms of accountability, our 2030 RISE goals are tied to our annual performance bonus.

BCCWF: We discussed the importance of sponsorship in giving women greater access and visibility to executive leadership. Could you discuss the role of sponsorship at Lilly?

CHARLOTTE: We had to help our most senior leadership understand that there was a sponsorship program at Lilly - it just was not formal. We found that women and people of color by and large did

not have access to the sponsorship program. So we asked ourselves, "If we do formal sponsorship, what does it look like?" We created a formal program, where we took talent that was identified as having potential to the vice president level. The premise was that these were people *the organization* identified as corporate talent. We launched a formal sponsorship program starting with our executive committee, which is the top 15 leaders within the organization. Each was charged with identifying four people to sponsor from the high potential list - at least one had to be a woman and one had to be a person of color.

That program has now been expanded and our 150 VPs are all engaged in formal sponsorship. The argument whether or not you can have a formal sponsorship program has died down and there is a recognition that it is the responsibility of senior leaders to help develop talent for the next generation.

BCCWF: We know the COVID crisis has hit women in the workplace particularly hard, with a huge shift towards remote work, added responsibilities at home, and increased burnout. How has Intel responded to this crisis?

PIA: In terms of adapting, we have been more responsive. Intel has increased its backup care, enhanced our health care benefits as well as flexibility with our schedules. Just yesterday we announced paid time off to be vaccinated plus employees will get an additional 12 hours paid time off for wellness. We recently conducted a COVID-19 impact study - early findings indicate that our benefits have helped retain upwards of 80% of study respondents. We want to be front-footed in addressing issues and more importantly, based on our findings, we want to create solutions where women can thrive - not just survive.

BCCWF: What advice do you have for women looking to show their value and advance in the workplace, especially in male-dominated fields or organizations? Are there critical skills or experiences women should be looking to gain?

CHARLOTTE: Speaking up and making known what your goals are, what your skills and abilities are, being objective about what you can bring to the table, maybe not as humble as we are often trained to be. One of the things we learned from the women's journeys is "I don't have to check every box before I will even apply for a role." Often women look at the job criteria and tell themselves they meet 90% and feel they don't qualify, as opposed to our male colleagues who might say, "I can do that thing because I can do 10% of it."

"Move forward with wobbly knees" is something we often say. The more you do that and the more success you have, the more confidence you have going forward.

PIA: Years ago I learned "a closed mouth doesn't get fed." My advice, like Charlotte, is to speak up even if your voice trembles.