

WOMEN'S EMPOWERMENT PRINCIPLES

AUGUST 2022

WEPs IN ACTION



PRINCIPLE 2

Treat all women and men fairly at work – respect and support human rights and nondiscrimination

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CASE STUDY: INTEL MALAYSIA

NO ONE-SIZE SOLUTION - LEVERAGING TECHNOLOGIES TO LEVEL THE PLAYING FIELD FOR WOMEN AT THE WORKPLACE

LESSONS LEARNED

- Engaging senior women helped “pay-it-forward” and grow the pipeline.
- Engaging more male allies to mentor women and take action was effective.
- Envisioning bold goals helped to level the playing field for women at the workplace.

CONTEXT

As part of Intel’s commitment to advancing diversity and inclusion within the organisation and also in the tech sector more broadly, Intel Malaysia has a specific focus on developing and creating equal opportunities for women by supporting the advancement and progression of their women employees.

Their particular focus on gender is largely due to the underrepresentation of women in technical and leadership roles in the technology industry, which is reflected in the wider Malaysian workforce¹.

They aim for continued evolution and to implement their gender-inclusive workplace strategies to attract, hire, retain and advance women in technical and senior leadership roles.

To create an accountability mechanism, Intel Malaysia set a goal to ensure the hiring for technical entry-level roles is at least 30% women in 2022. As of 2021, they have reached their goal of exceeding 40% women employee representation in technical positions and are on track to double the number of women in senior and executive roles by 2030.

¹ Tasir, Z. (2021, March 17). Mdec’s ‘Iron Ladies’ pave the way for Malaysian women to make the digital leap into 4IR. MDEC. Retrieved August 22, 2022, from <https://mdec.my/news/mdecs-iron-ladies-pave-the-way-for-malaysian-women-to-make-the-digital-leap-into-4ir/>

ACTIONS

Acknowledging that there is no one-size-fits all solution to creating a gender-inclusive workplace, Intel engages every segment of their women talent pipeline to understand their experiences and support them throughout various life stages. This is accomplished through the company-wide initiative RISE (Responsible, Inclusive, Sustainable and Enabling Practices), which includes:

Leading from the Top - Leaders of Intel Malaysia drive transformation in culture and business. The 'Managers Matter Forum' and 'Inclusive Leaders Series' inspire gender-inclusive workplaces and advocate for women's career advancement through conversations on best practices and commitment to actions.

Gender-Inclusive Hiring Practices - Intel Malaysia's hiring practices include job postings applying unbiased qualifications descriptions and providing guidelines to ensure diverse candidates and hiring panels. A strategic target for senior female hiring was created and employee referral bonuses were provided for successful female hires.

Career Advancement Opportunities - Employees are provided with the opportunity and flexibility to rotate jobs internally so as to upskill further and establish better work-life integration. Employees are encouraged to find short-term development assignments via their Talent Marketplace to grow their skill set, gain business acumen and expand networks. In order to position themselves strategically for these positions, dedicated programmes are also offered for female employees.

Skills Development - Intel Malaysia formed the Women at Intel Network (WIN) in 2008 with a focus on wellness, soft-skills training and community outreach to foster and mentor girls in STEM education. In 2022, the Women Leadership Development (WLD) Steering Council was formed to establish strategies and implement initiatives to develop global leaders from their women employees. Activities have included:

- **Mentoring Circles** - a program that encourages mentors to "pay it forward"
- **Reimagine the Future** - inspirational workshops by women leaders in varied fields outside of Intel

RESULTS

Data was tracked and leveraged to inform decisions and shared transparently for accountability, leading to women's progression in the workplace, at all levels.

The following are Intel Malaysia's 2019-2021 workforce data:

- **Representation** - Women make up 38% of the workforce,

- **Leadership Exchange** - engagement with global leaders of both sexes

Anti-Harassment Policy - Intel Malaysia is committed to ensuring harassment-free workplaces. They established a firm Anti-Harassment and Non-Retaliation policy and employees are expected to behave professionally and respectfully. Annual mandatory training is conducted to raise awareness on anti-harassment as well as providing multiple reporting channels for employees to raise concerns.

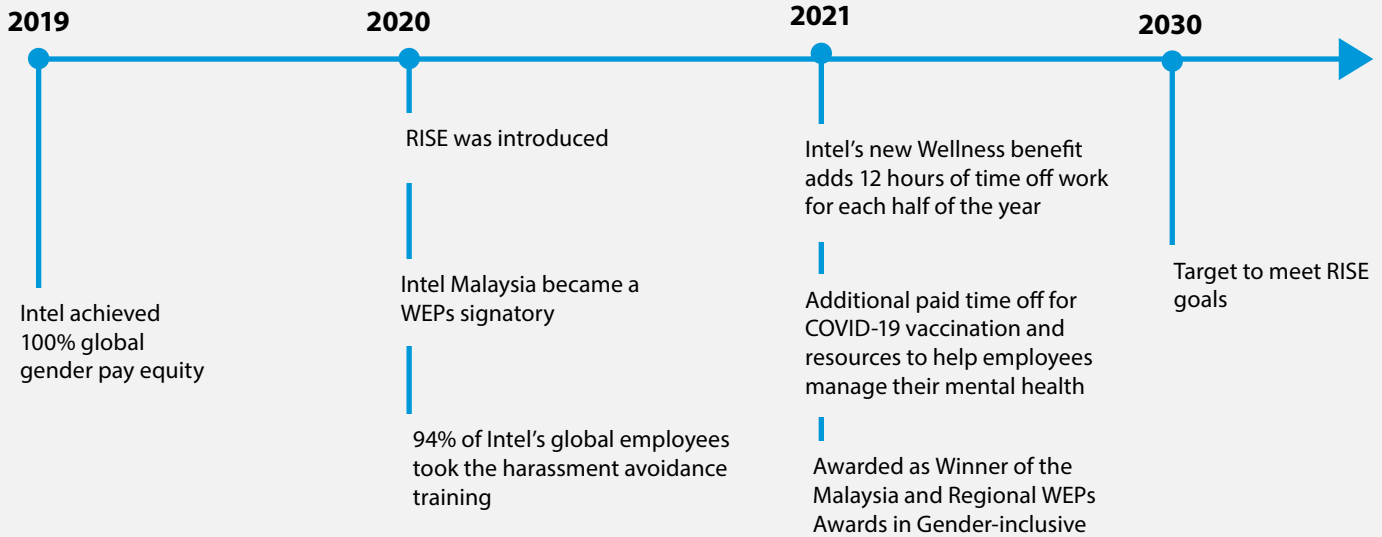
Family-Friendly Benefits - Short-term initiatives have been available since the onset of the COVID-19 pandemic including a telecommuting reimbursement program covering office equipment and soft costs. This allows employees to create an ergonomically-friendly and efficient workspace at home. Employee reimbursements are offered for expenses related to providing child or elderly care. Educational resources are also supplemented to assist with the struggles of working through a pandemic when schools, childcare and eldercare facilities are closed. Besides that, employees have the option to work Flex Time, structuring their hours around personal and work responsibilities. As the company transitions into the post-pandemic world, Intel is looking to embrace hybrid work arrangements and evolving existing practices to best support their employees.

Maternity Benefits - New parent benefits include 90 days of maternity leave, which includes the 30 days of government-mandated maternity leave for the private sector and a 3-day paternity leave from the first day of service. This grants new parents the support needed during their early days of baby care. Facilities such as in-house clinics, lactation rooms, expecting mother's designated parking, on-site gym and wellness programs contribute to ensuring employees' mental and physical well-being.

which is 40% of all technical roles.

- **Promotion** - In 2021 and for the first time in 3 years, women surpassed men with senior women promotions at 25% in comparison with men at 18.5%.
- **Attrition** - Turnover of women employees decreased year after year, with 0.9% in 2021; there was no women executive level turnover in 2020 or 2021.

TIMELINE



- **Cultural reinforcement** - In 2020, approximately 94% of Intel's global employees took the annual training on harassment avoidance with corporate leaders consistently communicating on Intel's culture of inclusion and respect.

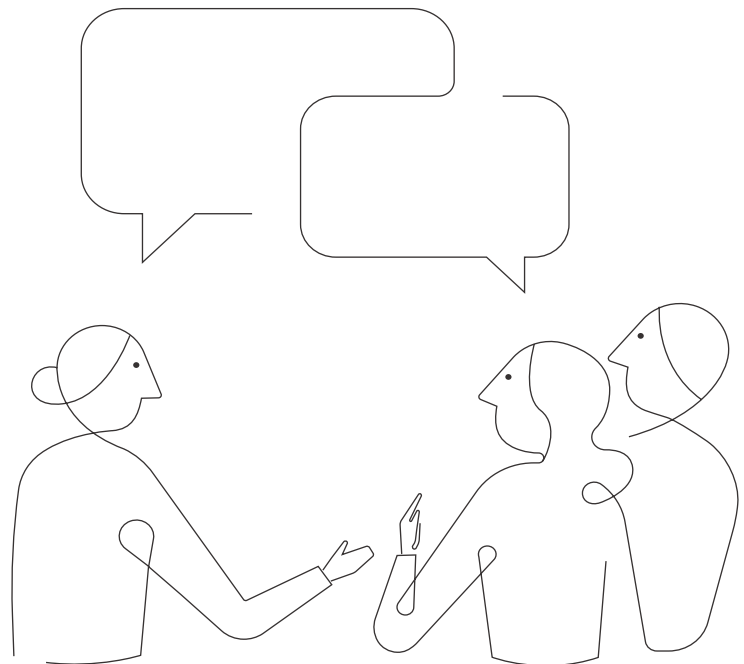
The success of Intel's approach is also reflected in the 2021 Company Health Survey (2021), which was completed by 83% of Intel Malaysia's women employees. The results showed:

- 93% responded that "Intel provides me with the opportunity to learn".
- 92% would recommend "Intel as an inclusive place to work".
- 93% recognized Intel Malaysia's focus and priority on their safety, physical health and well-being.

RECOMMENDATIONS

Intel has a longstanding commitment to diversity and inclusion. In order to attract, hire, retain and advance women in technical and senior leadership roles, Intel recommends that companies:

- Continuously evolve and keep current gender inclusive workplace strategies.
- Be transparent in reporting and measurement.
- Acknowledge that as women employees progress through life, their priorities may change.
- Understand that there is no one-size fits-all when it comes to leveling the playing field in the workplace.



CHALLENGE

The initial initiatives weren't sufficient for significant, meaningful and sustainable changes.

Noticeable gender gap in technical areas and greater gender imbalance as employees ascended the leadership ranks.

Measurable goals must include short-term and competitive long-term goals, communicated visibly for accountability, and efforts should be recognized and rewarded.

Formation of the Women Leadership Development (WLD) Steering Council to establish strategies and implement skill development initiatives that develop global leaders from their women employees.

HOW IT WAS ADDRESSED

COMPANY HEALTH SURVEY (2021)*

*83% of Intel Malaysia's women employees responded to this survey

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THE ROLE OF WEPs

Becoming a WEPs signatory in 2020 has provided Intel Malaysia with a global community of like-minded organizations to learn and share their journey and best practices with. The access to relevant tools and resources also facilitates consideration and incorporation of new initiatives in their present and future programs.

- Principle 1  Establish high-level corporate leadership for gender equality.
- Principle 2  Treat all women and men fairly at work- respect and support human rights and nondiscrimination.
- Principle 3  Ensure the health, safety and well-being of all women and men workers.
- Principle 4  Promote education, training and professional development for women.
- Principle 5  Implement enterprise development, supply chain and marketing practices that empower women.
- Principle 6  Promote equality through community initiatives and advocacy.
- Principle 7  Measure and publicly report on progress to achieve gender equality.

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