

DIVERSITY & INCLUSION
HALL OF FAME

THE CASE FOR DEI
INITIATIVES IN LAW FIRMS

NATIVE AMERICAN
EMPLOYEES WANT TO BE SEEN

INCLUSION

WINTER 2023
+ ISSUE 8

*Creating Globally
Inclusive & Culturally
Competent Workplaces*

INTEL'S

Leading the Charge on
Implementing Inclusive
and Equitable Practices

Dawn Jones





Dawn Jones

Chief Diversity and Inclusion Officer and Vice President of Social Impact, Intel Corporation

Photo by Alethia Mason

Dawn Jones is Intel Corporation's chief diversity and inclusion officer (CDIO) and vice president of social impact. In this role, she leads the company's global diversity and inclusion (D&I) strategy, the Intel Foundation, and the company's social policy work. In addition, she oversees Intel's investments and programs for positive global impact, including convening industry partners to create a more inclusive, equitable, and responsible workplace and society.

Jones's philosophy that leadership is driven from any seat has propelled her 24-year career at Intel from administrative assistant to public affairs manager of community and education investments to CDIO. Most recently, Jones was global director of policy, strategy, and partnerships, responsible for Intel's D&I policy, strategy, communications, external alliances, and stakeholder engagement.

She earned a bachelor of arts in broadcast journalism from Arizona State University and a master of science in communications management from Syracuse University.

Inclusion: As offices return to the traditional in-person model, how can organizations best balance the differing needs of their employees while at the same time maximizing camaraderie and effectiveness?

Dawn Jones: The pandemic offered an opportunity to reimagine how we work and collaborate. In an April 2021 survey, 90 percent of our employees shared that they preferred a hybrid workplace when offices reopen, which is what we announced as our "hybrid-first" approach in November 2021. We also recognize the need to ensure that hybrid and remote working models are inclusive and support everyone long term, no matter what role they are in or where they are located around the world.

We are encouraging employees and their managers to partner together to determine the work location and model that drives the best results for their type of role. This might mean working from home to focus on a priority project or working on-site in our enhanced

"Combating issues such as the deep digital divide and gaps in women's and underrepresented minority leadership, and ensuring equity for all, requires collective action."

collaboration spaces. Remote collaboration has been critical during the pandemic, but I think we also have renewed appreciation for the power of face-to-face collaboration.

One way that our employees will continue to connect and feel included is through our more than 45 employee resource groups [ERGs] and leadership councils globally. At Intel, more than 33,000 employees are members of an ERG, which range from our American Veterans at Intel to the Women at Intel Network. ERGs are a key element of our inclusive culture, as they help build camaraderie, foster a sense of belonging, and provide personal and career development support for employees. It is more important than ever to listen to our employees to understand their needs and create a culture where everyone is motivated to bring their full self to work in a respectful and inclusive environment.

IN: In 2021 many companies began to put more energy and prioritization on belonging, equity, and, in some cases, supporting social change and social justice in the community. What are some of the changes you have witnessed internally, and do you see that energy continuing?

DJ: Intel has a rich history of combining the power of our technology and global scale with the expertise and passion of our people to create a more inclusive and responsible workplace, industry, and world.

But 2021 was transformative. The pandemic put a spotlight on the structural inequities that were further magnified by social unrest around the world. It caused us to think differently about the challenges we face as an industry, society, and global community.

As part of that effort, Intel has both expanded existing inclusion programs and launched new ones. Since its launch in 2016, our confidential employee service, the Warmline, has provided employees with support from advisors to work through personal and professional roadblocks and explore different options before they consider departing the company. Eighty-seven percent of employees who used the service in 2020 have stayed at Intel, and 91 percent would recommend it to others.

Intel is also a founding member of a new industry coalition, the Alliance for Global Inclusion, which is focused on creating industry solutions that drive meaningful change in four critical areas: leadership representation, inclusive language, inclusive product development, and STEM readiness in underserved communities. We believe that shared responsibility and collective impact can drive better outcomes in DEI.

New this year, we delivered an inclusion survey to accompany our annual employee experience survey, which goes deeper into understanding employees' pain points and how we can create solutions that bring about tighter inclusion and belonging across the enterprise.

IN: And what about any external changes that positively impact communities around the world?

DJ: Creating more diversity, equity, and inclusion goes beyond our four walls, and we are working to use the power of our technology, our scale, and the talents of our people to accelerate progress in creating a positive social impact globally. Combating issues such as the deep digital divide and gaps in women's and underrepresented minority leadership, and ensuring equity for all, requires collective action. That's why we convene industry partners and work with governments, academia, and nonprofit organizations to accelerate inclusion and access to STEM education and resources in our communities. It's not just because it's the right thing to do; diversity and inclusion accelerate business success.

As a world-leading semiconductor manufacturer, we also recognize our shared responsibility to combat the systemic and structural inequities impacting our employees and communities. Social equity is part of our 2030 RISE strategy and an extension of our Global Human Rights Principles. As part of our social equity commitment, Intel is supporting a range of organizations that are advancing anti-racism and social equity work in communities around the world, one of which is XPRIZE. Together, we recently launched the Racial Equity Alliance to inspire innovation for equity and justice to dismantle structural inequity, especially as it relates to the Black community.

IN: What brought you to do this work? Is there a personal motivation, a story from your childhood or past that inspired you in this direction?

DJ: I was the product of a single-parent home, so my brother and I had to become self-reliant early in life, just like so many kids of my generation. I watched my mother work really hard to provide for us. It taught me self-sufficiency, which is critical

“My mom instilled in me what it means to lead from any seat. So any room I’m in, I have a voice and I use it.”

for my role at Intel. You need to be able to assess the situation and make a call. My mother's hard work stuck with me, as she was always focused on doing the best job she could do.

I started at Intel in 1997 as an administrative assistant. I was a single mom. I was working full time and had gone back to school full-time. So, from a society standpoint, I had a lot of statistics, if you will, against me: single parent, Black woman, and woman. But after deciding to go back to school, I earned my bachelor's degree and then my master's degree, all while continuing at Intel.

My mom instilled in me what it means to lead from any seat. So any room I'm in, I have a voice and I use it. That philosophy is what propelled me from administrative assistant to public affairs manager of community and education investments to chief diversity and inclusion officer and vice president of social impact. I have used my voice from every seat I've held during my amazing 24-year career at Intel. This is why diversity and inclusion are so important. When we talk about diversity, we're really talking about representation, access, and opportunity. At Intel we want a workforce that is reflective of our employees and the communities in which we operate, regardless of race, ethnicity, or gender. We are

looking for top talent. We are driving a culture that is focused on inclusion, creating a psychologically safe environment grounded in respect where all voices can come to the table.

IN: What will be some of the most pressing issues and challenges in the coming years for a corporate diversity and inclusion leader like yourself?

DJ: Talent is a competitive advantage, yet increasingly we are competing for talent in a dynamic market where people choose to work in environments that not only provide opportunity for growth but allow for the opportunity to make an impact on the business and the world. And that's exciting. We realize attracting and retaining the right talent doesn't happen organically; we have to create the culture where people want to work.

As we continue to grow and expand our business, refining our employee value propositions will be critical as one size doesn't fit all. We also have to ensure we have a robust workforce that is representative of the available talent and reflective of our employees and communities. This means we need to drive meaningful change in areas where we have persistent gaps, such as women and underrepresented minority leaders. Continuing to push the boundaries of traditional HR practices will be key. **IN**