

# Diversity + Inclusion Best Practices Case Study

Intel®:  
Confidential Hotline



# About Intel®

Intel® creates world-changing technology that enriches the lives of every person on earth. Intel's® mission is to engineer solutions for their customers' greatest challenges with reliable, cloud-to-edge computing, inspired by Moore's Law. Intel® inspires to drive innovation that makes the world safer, builds healthy and vibrant communities, and increases productivity; harness our reach around the globe to better society, business, and the planet; and push themselves and their industry partners to be more responsible, inclusive, and sustainable. Minority Supplier Development Council for 2020.

## Program Summary

Workers, particularly women and minorities, were leaving Intel. In response, Intel launched WarmLine, a confidential employee hot line where employees are paired with case managers to resolve any workplace concerns or struggles before they quit. The hot line is run by case managers on Intel's® Global Diversity and Inclusion team and work with various departments, facilitating a sit-down meeting with a manager, or finding additional resources for an employee looking for career growth.

## Program Impact

Diversity is key to Intel's® evolution and is a driving force for continued innovation and growth. We believe that diverse teams with diverse perspectives are more creative and innovative. We remain committed to retaining and progressing our female and URM employees. We also work to ensure that our environment is fully inclusive and there are opportunities for them to grow their careers. We also feel a sense of responsibility to continue to lead the industry in this space by raising the bar for ourselves and, as a result, raising it for others.

Originally started to help build retention and resolve workplace concerns or struggles, it has also helped Intel® achieve its goal of having its US workforce mirror the diversity of the entire US workforce. WarmLine has resulted in a save rate of more than 82%, meaning 8 out of 10 employees who utilized WarmLine are still at the company.

### Tags



Launching a New Era  
of Shared Corporate  
Responsibility

### Launch Time



2-3 years

### Location



U.S., Costa Rica,  
Mexico and Israel

### Budget



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### Complexity



3 out of 3 light bulbs

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Intel's® 2020 numbers showed an 87.5% retention rate — and reflected that over 91% of WarmLine users would recommend the program to other employees. Looking forward to 2021 and beyond, Intel will continue expanding the WarmLine program to serve employees in other regions. Additionally, the company is introducing a tailored WarmLine service for leaders, which supports the company's 2030 goal of doubling the number of women and underrepresented minorities in senior leadership roles.

## Steps for Implementation

1. Develop common language, definitions and metrics for diversity and inclusion efforts across the company is important to creating baselines, setting goals and recording results.
2. Be sure to have top-level buy-in. Diversity and inclusion efforts must come from the top and be supported by leadership from across the firm.
3. Provide a confidential platform for employees to provide input and feedback on their concerns before they reach a point of leaving the company.

## Best Practices

- To maintain confidentiality, case managers get an employee's approval before reaching out to anyone else to help fix an issue.
- Utilize your employees' experience and training. Many of Intel's case managers have gone through life coaching training outside of Intel. Employees feel more comfortable speaking to other employees more than speaking with HR.
- Review metrics regularly and utilize to further D&I practices. The top two complaints from employees on the WarmLine are lack of career progression and issues with managers and Intel was then able to create a manager-training program.
- Read additional information about WarmLine at: [www.cnn.com/2019/05/23/success/intel-warmline-employee-retention](http://www.cnn.com/2019/05/23/success/intel-warmline-employee-retention)

