**Here is the background information on your task**

Human Resources at our telecom client is highly into diversity and inclusion. They’ve been working hard to improve gender balance at the executive management level, but they’re not seeing any progress. They’re reaching out to us for help.

At PwC Switzerland we are often approached by clients seeking support with diversity and inclusion. Companies need a workforce of diverse talents and backgrounds to succeed in an increasingly complex and heterogeneous world. To us, diversity and inclusion are business imperatives, not just nice-to-haves. We aim for all of our teams to feel welcome and appreciated. But actually, achieving this and unlocking its potential involves a whole set of practical challenges.

Why is this so?

[Think about the importance of strategy, awareness and education, analytics and inspiration](https://www.pwc.ch/en/services/people-organisation/diversity-and-inclusion.html).

Diversity and inclusion can be understood as creating a workplace or environment where people of different backgrounds, identities, and perspectives feel welcome, valued, and respected.

The problem statement aims to define and create relevant Key Performance Indicators (KPIs) and metrics related to hiring, promotion, performance, and turnover. These KPIs will provide valuable insights to the HR manager. Here are the proposed measures to define the KPIs:

1. Number of Men: Count of male employees in the dataset.

* '#' of men = CALCULATE(DISTINCTCOUNT('Pharma Group AG'[Employee ID]),FILTER('Pharma Group AG','Pharma Group AG'[Gender] = "Male"))

1. Number of Women: Count of female employees in the dataset.

* '#' of women = CALCULATE(DISTINCTCOUNT('Pharma Group AG'[Employee ID]),FILTER('Pharma Group AG','Pharma Group AG'[Gender] = "Female"))

Here calculate is used to filter a context like distinct count of employee id is calculated then gender is filtered by female & male.

1. Number of Leavers: Count of employees who have left the organization.

* '#' of leavers = CALCULATE(COUNTA('Pharma Group AG'[Employee ID]), 'Pharma Group AG'[Leaver FY] IN {"FY20"})

Here counta is used to count non blank value as employee id and filter by leaver fy who left in 20 and use calculate for overall calculation

1. Percentage of Employees Promoted (FY21): The proportion of employees promoted during the fiscal year 2021, compared to the total number of employees.

* % Promotees who were men = DIVIDE(CALCULATE(DISTINCTCOUNT('Pharma Group AG'[Employee ID]),FILTER('Pharma Group AG','Pharma Group AG'[Gender]="Male")),DISTINCTCOUNT('Pharma Group AG'[Employee ID]))
* Here first distinct count of employee id is calculated and filtered gender as male and then divided by distinct count of employee by using divide to find %.

1. Percentage of Women Promoted: The proportion of female employees promoted, compared to the total number of employees promoted.

* % Promotees who were Women = DIVIDE(CALCULATE(DISTINCTCOUNT('Pharma Group AG'[Employee ID]),FILTER('Pharma Group AG','Pharma Group AG'[Gender]="Female")),DISTINCTCOUNT('Pharma Group AG'[Employee ID]))

Here first distinct count of employee id is calculated and filtered gender as female and then divided by distinct count of employee by using divide to find %.

1. Percentage of Hires: The proportion of male hires compared to the total number of hires.

* % of hires men = DIVIDE('Pharma Group AG'['#' of men],('Pharma Group AG'['#' of men]+'Pharma Group AG'['#' of women]))
* % of hires women = DIVIDE('Pharma Group AG'['#' of women],('Pharma Group AG'['#' of women]+'Pharma Group AG'['#' of men]))

Here divide is used to calculate the % of hires men and women as numerator is # of women with denominator as #of women + # of men

1. Turnover Percentage: The percentage of employees who have left the organization within a specified time period.

* % of Turnover = DIVIDE(CALCULATE(DISTINCTCOUNT('Pharma Group AG'[Employee ID]),FILTER('Pharma Group AG','Pharma Group AG'[FY20 leaver?]="Yes")),DIVIDE(CALCULATE(DISTINCTCOUNT('Pharma Group AG'[Employee ID]),FILTER('Pharma Group AG','Pharma Group AG'[In base group for turnover FY20]="Y"))+CALCULATE(DISTINCTCOUNT('Pharma Group AG'[Employee ID]),FILTER('Pharma Group AG',NOT('Pharma Group AG'[Department @01.07.2020]=BLANK()))),2))

To break down the expression:

* **DIVIDE** is a function used in DAX to perform division.
* **CALCULATE** is a function used to modify or filter the context in which a calculation is performed.
* **DISTINCTCOUNT** is a function that counts the number of distinct values in a column.
* **'Pharma Group AG'[Employee ID]** refers to the "Employee ID" column in the "Pharma Group AG" table.
* **FILTER** is a function that allows you to apply a filter to a table or column based on specific conditions.
* **'Pharma Group AG'[FY20 leaver?]="Yes"** is the filter condition that checks if the "FY20 leaver?" column equals "Yes".
* **'Pharma Group AG'[In base group for turnover FY20]="Y"** is the filter condition that checks if the "In base group for turnover FY20" column equals "Y".
* **NOT('Pharma Group AG'[Department @01.07.2020]=BLANK())** is the filter condition that checks if the "Department @01.07.2020" column is not blank.

The expression calculates the distinct count of "Employee ID" values for employees who left the organization during FY20, and divides it by the sum of the distinct count of "Employee ID" values for employees in the turnover base group and the distinct count of "Employee ID" values for employees who have a non-blank department. The result is then multiplied by 100 to obtain the percentage.

1. Average Performance Rating for Men: The average performance rating of male employees.

* Avg Rating Men = CALCULATE(AVERAGE('Pharma Group AG'[FY20 Performance Rating]),FILTER('Pharma Group AG','Pharma Group AG'[Gender]="Male"))

1. Average Performance Rating for Women: The average performance rating of female employees.

* Avg Rating Women = CALCULATE(AVERAGE('Pharma Group AG'[FY20 Performance Rating]),FILTER('Pharma Group AG','Pharma Group AG'[Gender]="Female"))

Here average is found of male and female by using average function to find fy20 performance rating and then filtered by gender as male and female and then calculated.

Here different kpi’s were created based on gender and job role as hiring, promotion this year, turnover as how many people left, performance rating, executive gender balance & age group with different visuals within kpi’s and even slicers were created for department, region, age and job roles.

The next step is to create a visualization that encompasses all these relevant KPIs and metrics. This visualization should provide a clear and concise overview for the HR manager, allowing them to easily monitor and track the progress and performance of the organization in terms of gender representation, promotions, turnover, and performance ratings.

By utilizing these KPIs and visualizations, the HR manager can gain insights into the organization's gender diversity, promotion trends, turnover rates, and performance ratings, enabling them to make informed decisions and implement strategies to foster a more inclusive and equitable work environment.