Diversity & Inclusion

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.

Here is a hint: Calculating the following **measures** could help to define proper KPIs:

- # of men
- # of women
- # of leavers
- % employees promoted (FY21)
- % of women promoted
- % of hires men
- % of hires women
- % turnover
- Average performance rating: men
- Average Performance rating: women

Here is your task

Your task is to do the following:

1. Define relevant KPIs in hiring, promotion, performance and turnover, and create a visualisation
2. Write what you think some root causes of their slow progress might be

3. Approach

The approach to this project consisted of various steps to ensure a thorough analysis:

Data Collection & Preparation:

- **Dataset**: The data was provided by the PwC course, containing detailed information about employees, including their gender, job level, performance rating, and promotion status.

- **Data Cleaning**: Prepared the dataset by handling missing data, categorizing job levels, and ensuring proper segmentation of age groups, gender, and departments.

Data Analysis:

- **Hiring Trends**: Analyzed the proportion of women and men being hired at different levels of the organization, from executive roles to junior positions.

- **Promotion Analysis**: Examined the gender distribution in promotions across various job levels.

- **Turnover Rates**: Analyzed turnover rates by gender, understanding how employee retention differs between men and women.

- **Performance Ratings**: Compared performance ratings across genders to see if any biases exist in how men and women are rated.

Visualization and Dashboard Creation:

- Built a detailed Power BI dashboard with visualizations that allow users to:
    - View hiring distribution by gender and job level.
    - Understand the gender breakdown of promotions.
    - Analyse turnover rates by gender, job level, and age group.
    - Compare performance ratings between men and women.
    - View executive gender balance and how it evolves over time.

Insights and Recommendations:

- Based on the data, insights and recommendations were made to improve diversity and inclusion efforts, with a focus on equitable hiring, promotion policies, and reducing gender disparities in leadership roles.

4. Tools Used

Power BI:

- **Main Tool**: Power BI was used for dashboard creation, data analysis, data transformation and visualization. The interactive dashboard provides a clear and concise view of diversity and inclusion metrics in the organization.

Data Sources:

- **Excel / CSV Files**: The provided data files included detailed employee information regarding gender, job levels, performance ratings, promotions, and turnover.

DAX Functions:

- **Data Calculations**: DAX functions were used to compute metrics such as the proportion of hires and promotions by gender, average performance ratings, and turnover rates.

5. Dashboard view
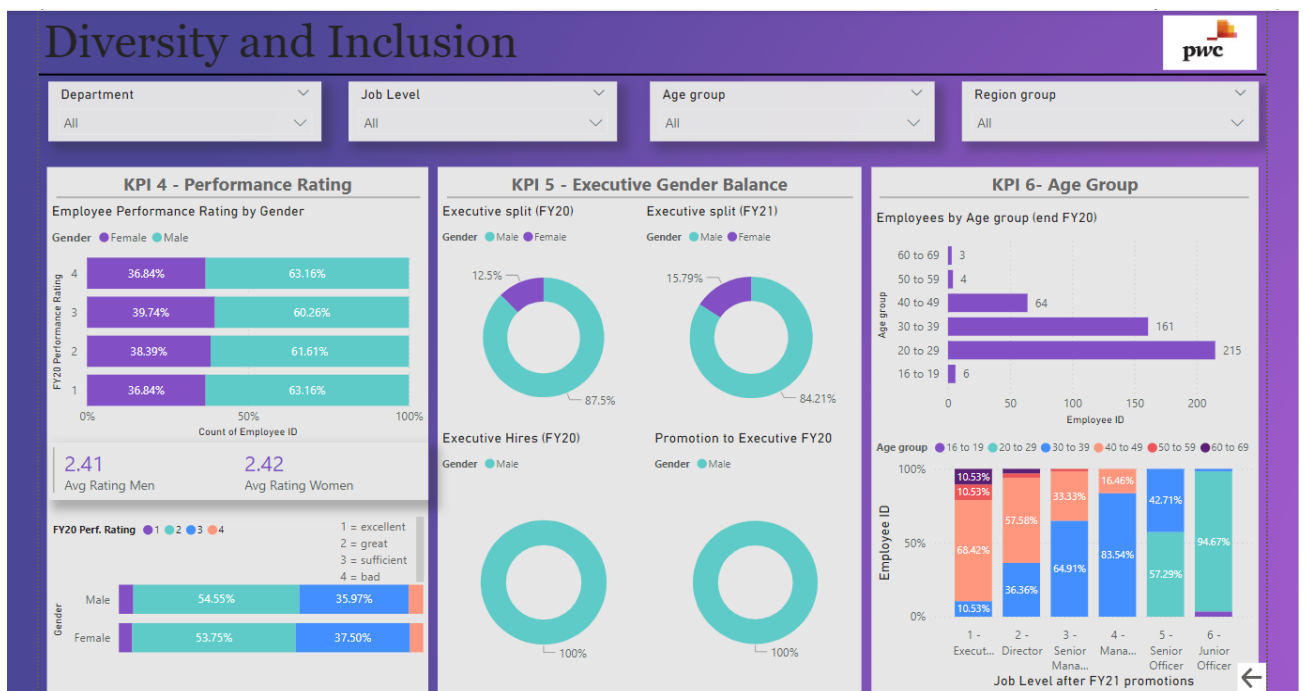
6. Key Findings

KPI 1: Hiring

- **59% of new hires are men**, while **41% are women**.

- In higher job levels (e.g., Executive and Director), a significant majority of hires are men (88% at the Executive level), while junior-level positions see more balance (Junior Officer: **53% women**, **47% men**).

KPI 2: Promotions

- Promotions for women are more prevalent at the lower job levels (Junior Officer: **53% women** promoted, Senior Officer: **45% women** promoted).

- At higher levels (Executive, Director), women only make up **16% of promotions**.

- **Average time spent in a job** before promotion is generally longer for men than for women in higher job levels, but women have shorter tenure in lower levels before promotion.

KPI 3: Turnover Rate

- **11% of women** and **9% of men** left the company, indicating a slightly higher turnover rate for women.

- Performance ratings are generally lower for employees who left (both men and women) compared to those who stayed.

KPI 4: Performance Ratings

- The performance ratings between men and women are quite balanced (Women: **2.42**, Men: **2.41** on average).

- A slightly higher percentage of women receive the highest performance ratings, though overall, performance ratings are quite similar across genders.

KPI 5: Executive Gender Balance

- The **executive gender split** heavily favors men, with **87.5% men** in FY20 and **84.21% men** in FY21.

- Promotions to the executive level are dominated by men, with **100% of promotions** in FY20 being men.

KPI 6: Age Group

- Most employees fall in the **20-29 (215 employees)** and **30-39 age groups (161 employees)**.

- Promotions within younger employees are mostly dominated by the **20-29** and **30-39** age groups.

7. Recommendations

1. Implement unconscious bias training for recruitment and promotions.

2. Set measurable diversity targets and hold departments accountable.

3. Promote women into leadership through mentorship and development programs.

4. Improve retention with flexible work-life balance and family-friendly policies.

5. Foster an inclusive culture through open dialogue and company-wide initiatives.

6. Track, monitor, and regularly share progress on diversity goals.

8. Conclusion

The **Diversity and Inclusion** project provides valuable insights into the company's current gender representation, hiring, promotion, and retention trends. While there are areas of progress, such as equitable performance ratings between genders, challenges remain in achieving gender balance in leadership roles and reducing turnover among women. By addressing unconscious bias, implementing structured policies, and promoting a more inclusive culture, the company can foster a more diverse and equitable workplace. Regular tracking of progress and setting accountability will drive sustainable improvements, enhancing both organizational performance and employee satisfaction.