



CASE STUDY

HR Diversity & Inclusion

Visualization and Analysis

Visualize data, Identify and discuss potential root causes for the slow progress in achieving gender balance at the executive management level.

HUONG DAO QUYNH
02/2025

Table of Contents

01

Problem

Overview of the business task and the dataset given

02

Analysis Framework

Based on the business task and data given, identify key buckets to investigate

03

Data Visualization

Data visualization in Power BI

04

Analysis

Analyse the dashboard to generate insights



01

Problem

Overview of the business task and the dataset given

Business Task and Dataset

Background	<p>Our telecom client's HR team is committed to diversity and inclusion but struggles to improve gender balance in executive management. They seek our help.</p> <p>At PwC Switzerland, we support clients in building diverse, inclusive teams, essential for success in a complex world. For us, diversity is a business imperative, not just a goal. However, achieving it comes with practical challenges.</p>
Business Task	<ul style="list-style-type: none">• Create visualizations to represent HR data, particularly focusing on gender-related KPIs.• Identify and discuss potential root causes for the slow progress in achieving gender balance at the executive management level.
Dataset	<ul style="list-style-type: none">• Total 32 variables (note that these variables are provided in random order, these are the groups that I identified)• <i>Employee Information</i>: Employee ID, Gender, Nationality 1, Age group, Age @01.07.2020, Region group: nationality 1, Broad region group: nationality 1, Job Level after FY20 promotions, Job Level after FY21 promotions, Department @01.07.2020, Last Department in FY20• <i>Career Progression/Promotion</i>: Promotion in FY20?, Promotion in FY21?, In base group for Promotion FY21, Time in Job Level @01.07.2020, Department & JL group PRA status, Department & JL group for PRA, Job Level group PRA status, Job Level group for PRA, FY19 Performance Rating, FY20 Performance Rating, Job Level before FY20 promotions• <i>Turnover</i>: FY20 leaver?, In base group for turnover FY20, Leaver FY, Last hire date, Years since last hire• <i>Hiring</i>: New hire FY20?, Target hire balance• <i>Other</i>: FTE group, Time type, Rand

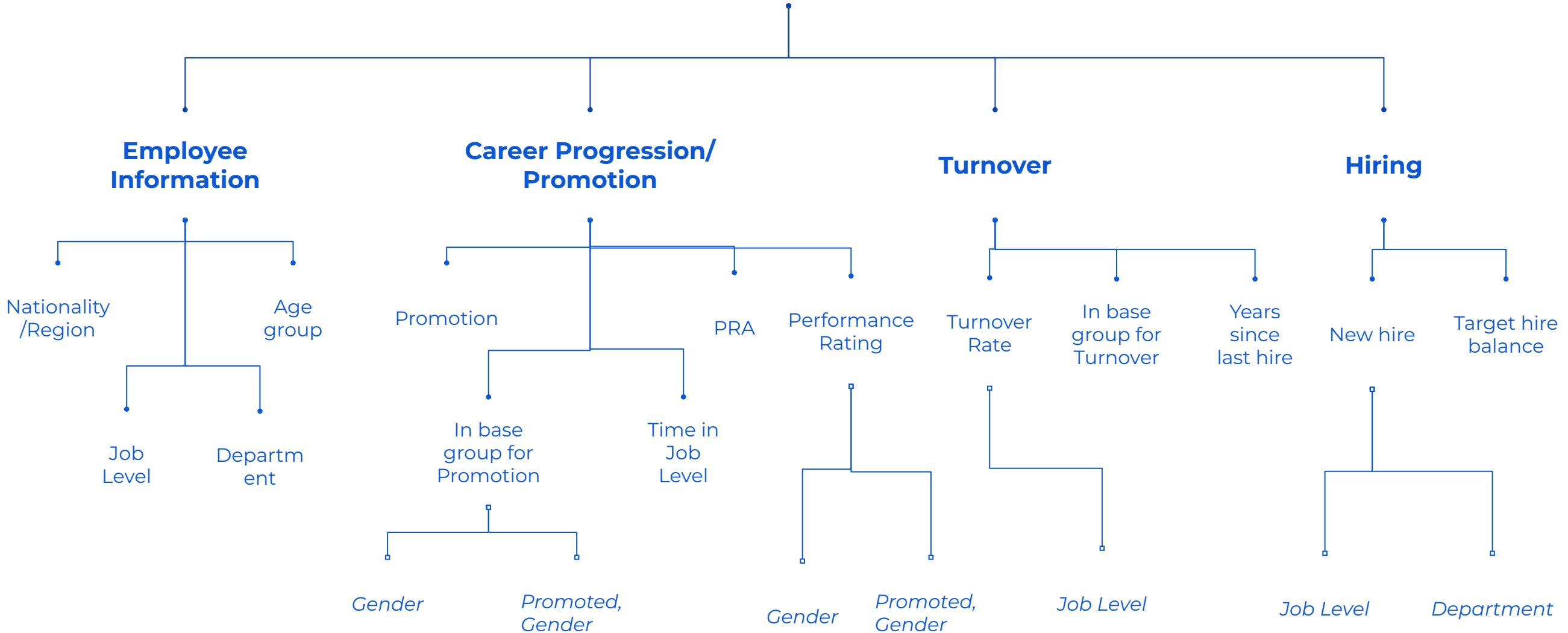
02

Analysis Framework

Based on the business task and data given,
identify key buckets to investigate.

Analysis Framework

Gender balance





03

Data Visualization

Data visualization in Power BI

Dashboard Information

1. Demographics	Understand overall gender distribution in different levels of the organization.
2. Career Progression & Promotion	Assess if there is gender disparity in promotions, assessment, and career growth.
3. Turnover & Retention Trends	Investigate if more women leave before reaching executive roles.
4. Executive-Level Representation & Hiring Trends	Track gender balance at the executive level and hiring practices.

1. Employee Demographics & Gender Representation

500

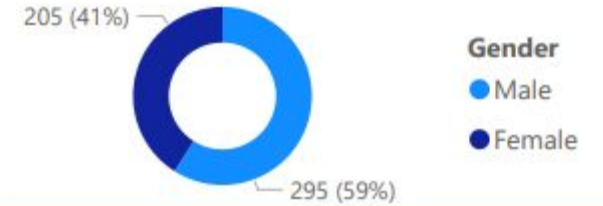
Number of Employees

205

Number of Woman

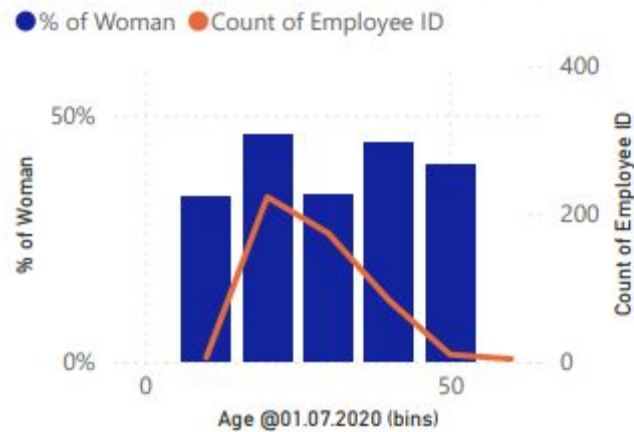
41,00%

% of Woman

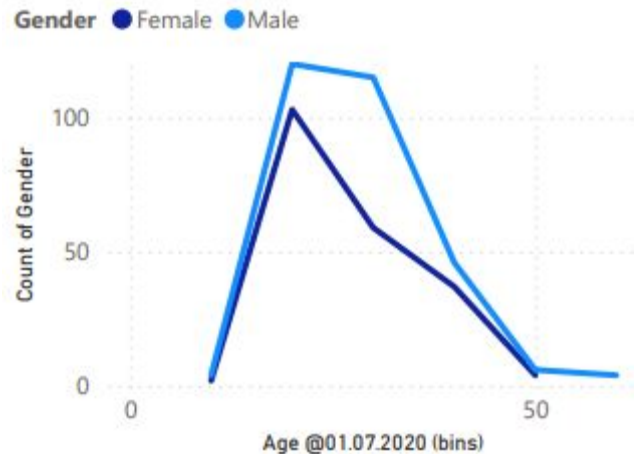


Age

% of Woman by Age group



Gender distribution by Age

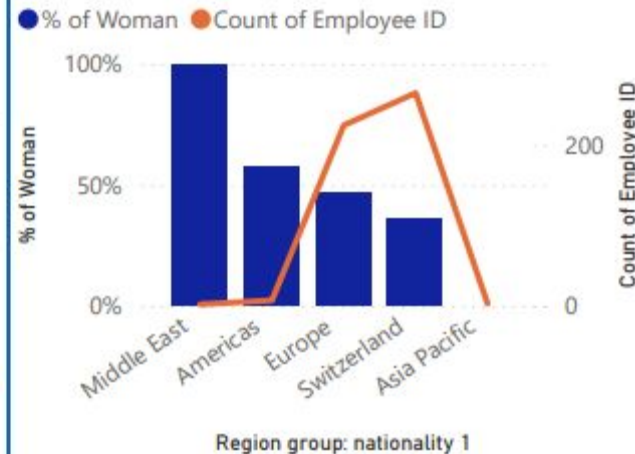


Region

% of Woman by Broader Region

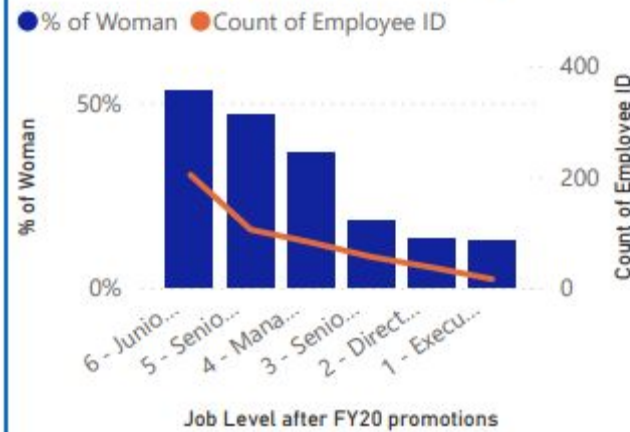


% of Woman by Region

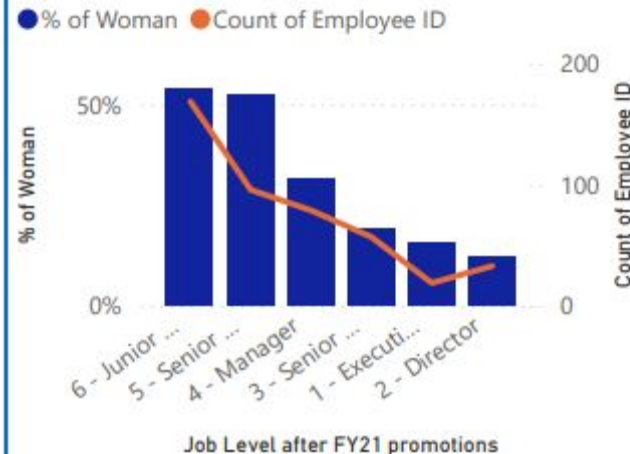


Job Level

% of Woman by Job Level



% of Woman by Job Level

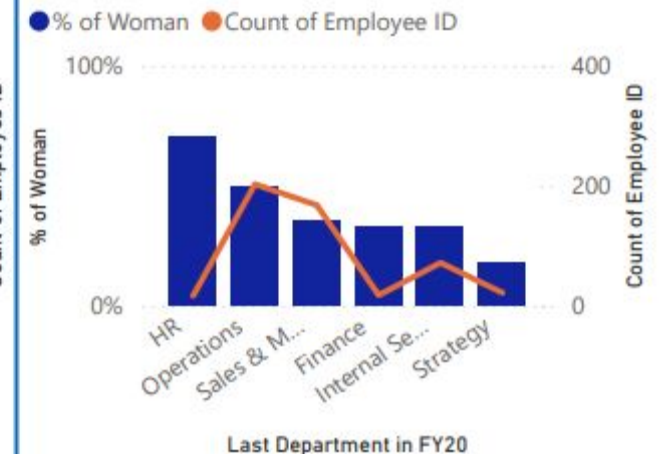


Department

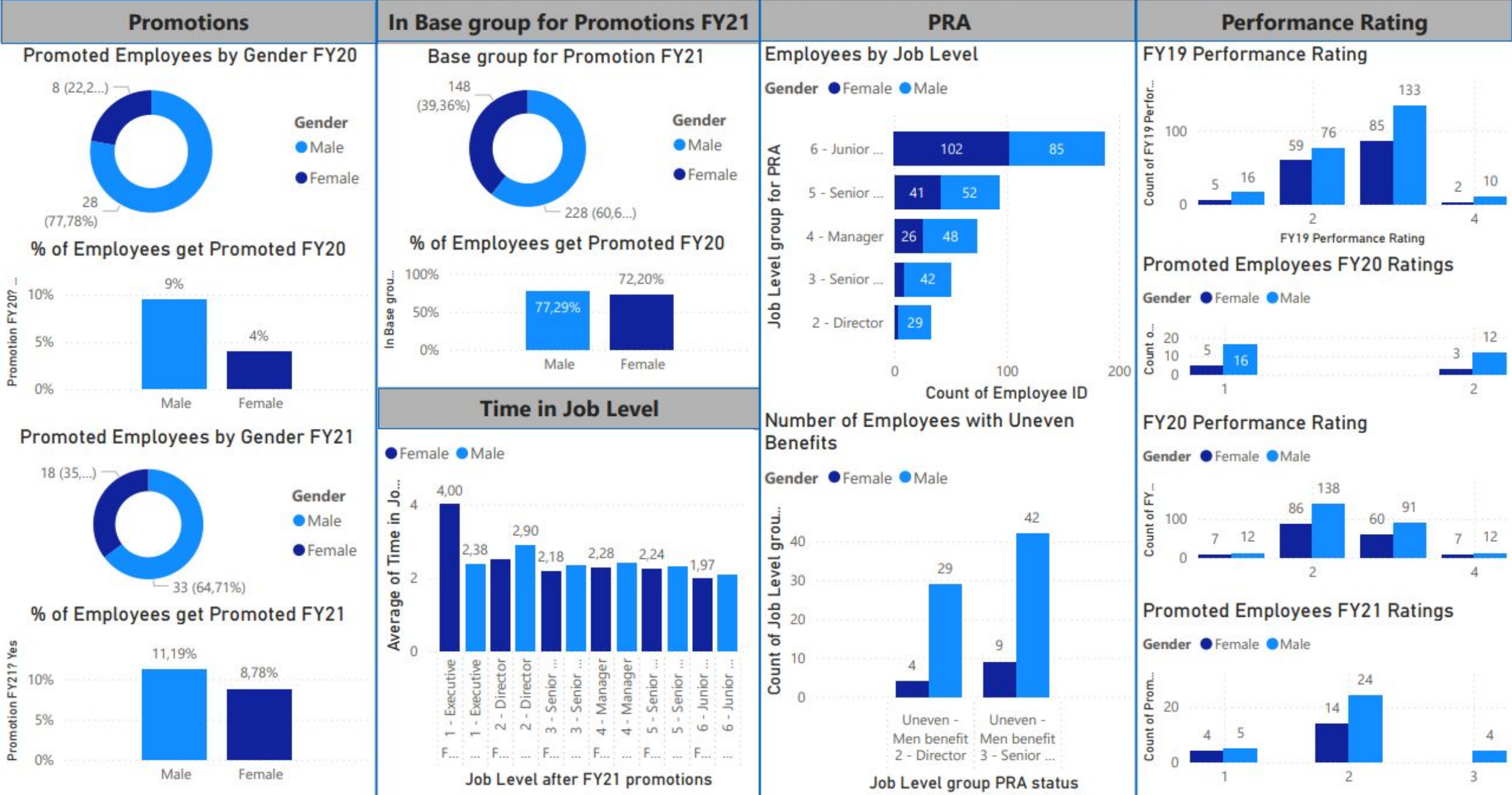
% of Woman by Department



% of Woman by Department



2. Career Progression & Promotion



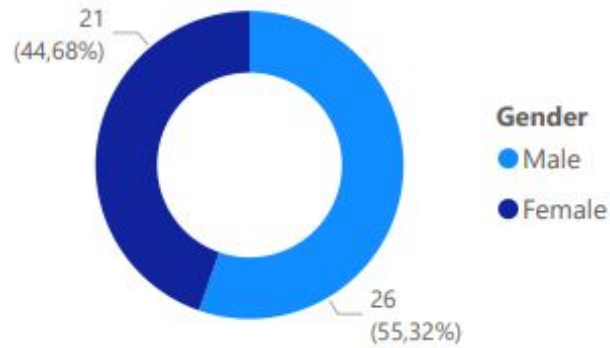
3. Turnover & Retention Trends

FY20 Leavers

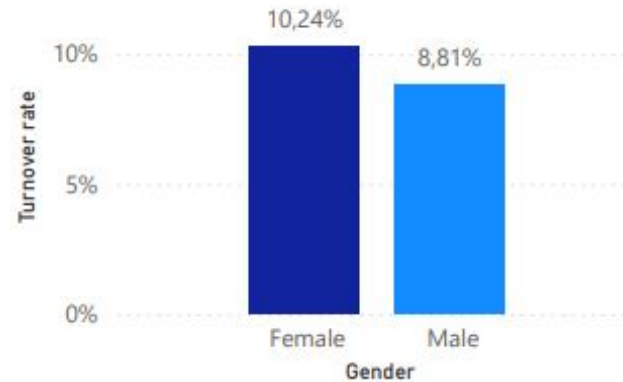
47

Number of Leavers

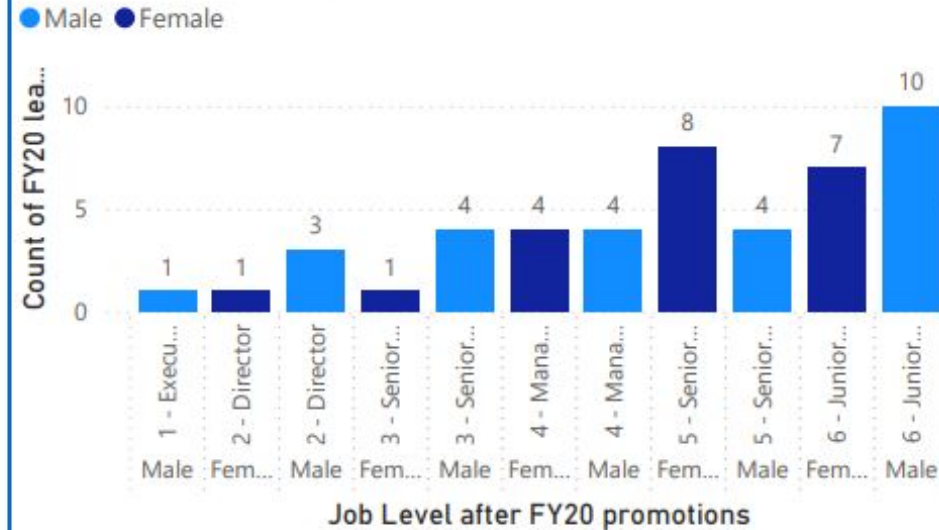
Number of Leavers by Gender



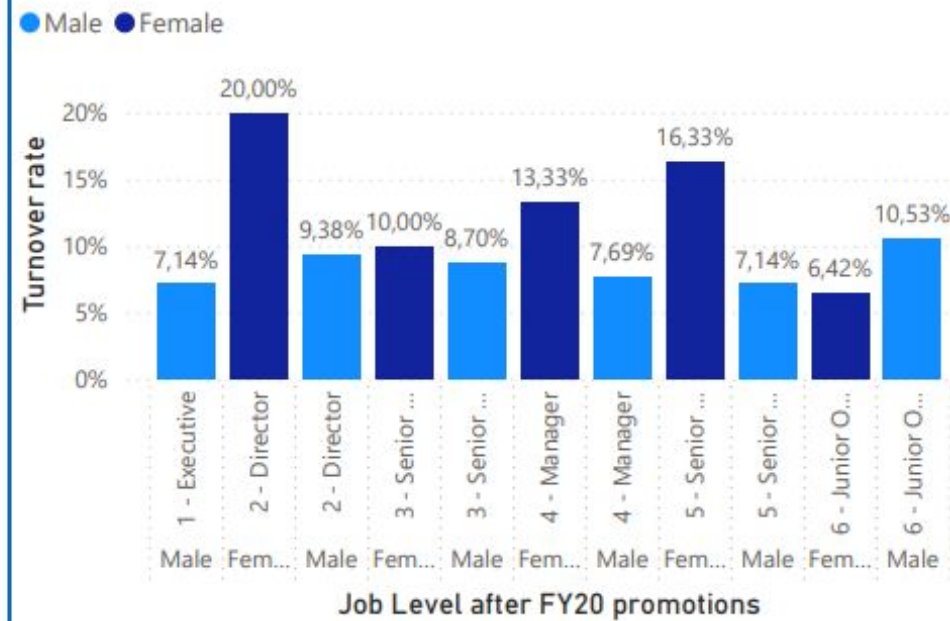
Turnover Rate by Gender



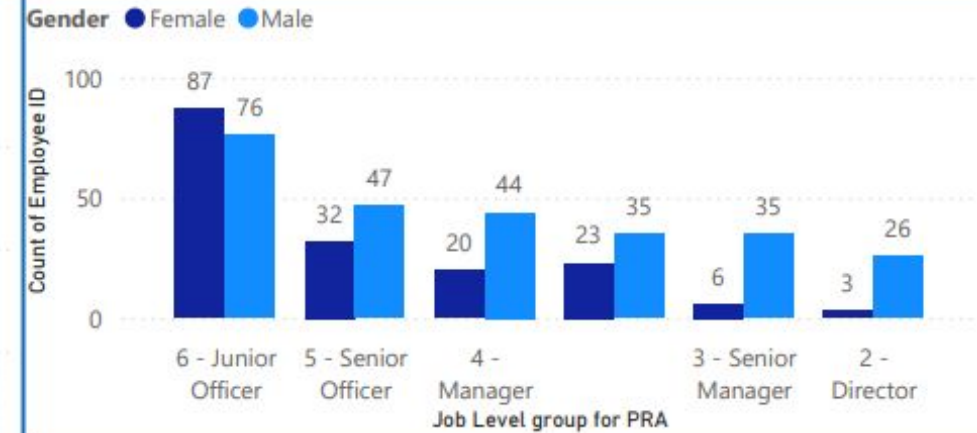
Number of Leavers by Job Level



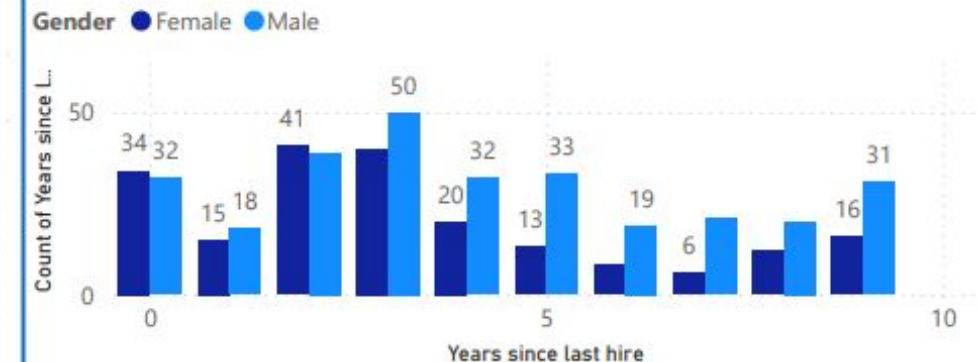
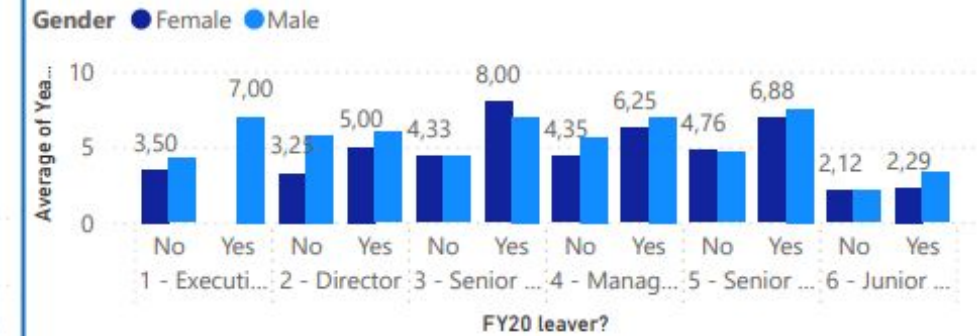
Turnover rate by Job Level



In base group for turnover FY20



Year since last hire



4. Executive-Level Representation & Hiring Trends

453

Employees after FY21 promotions

Number of Employee hired by Job Level

Gender ● Female ● Male

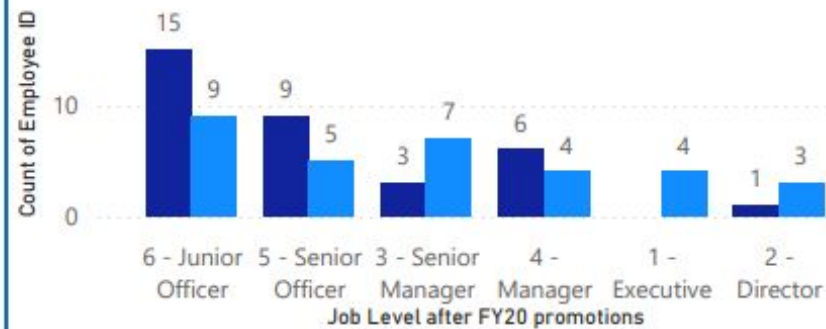


0,50

Target hire balance

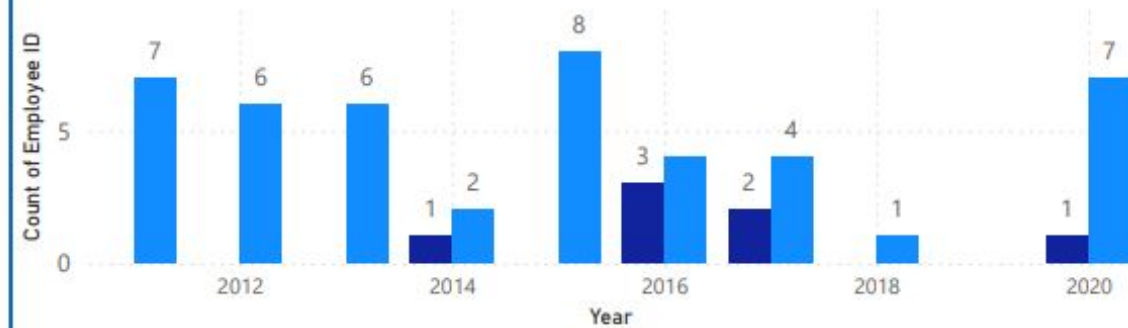
New hire FY20 by Job Level

Gender ● Female ● Male



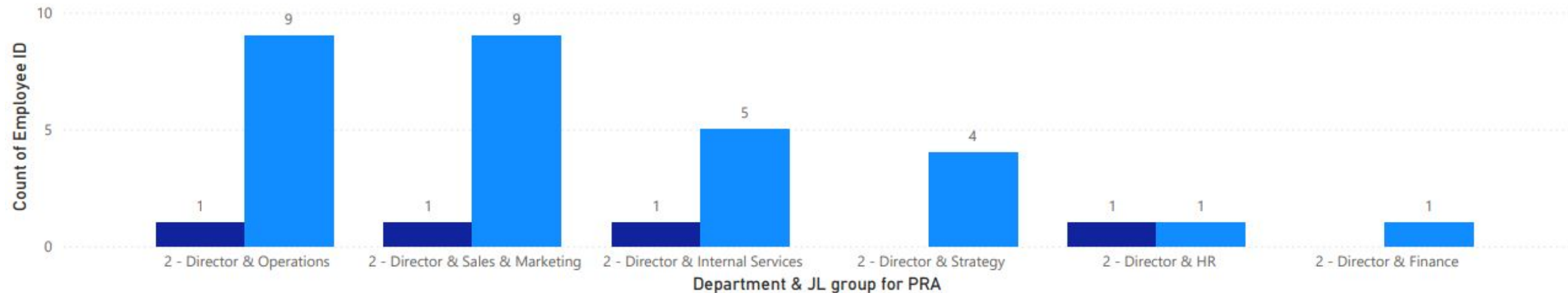
Executives New hire by Year

Gender ● Female ● Male



Number of Employee hired by Department

Gender ● Female ● Male



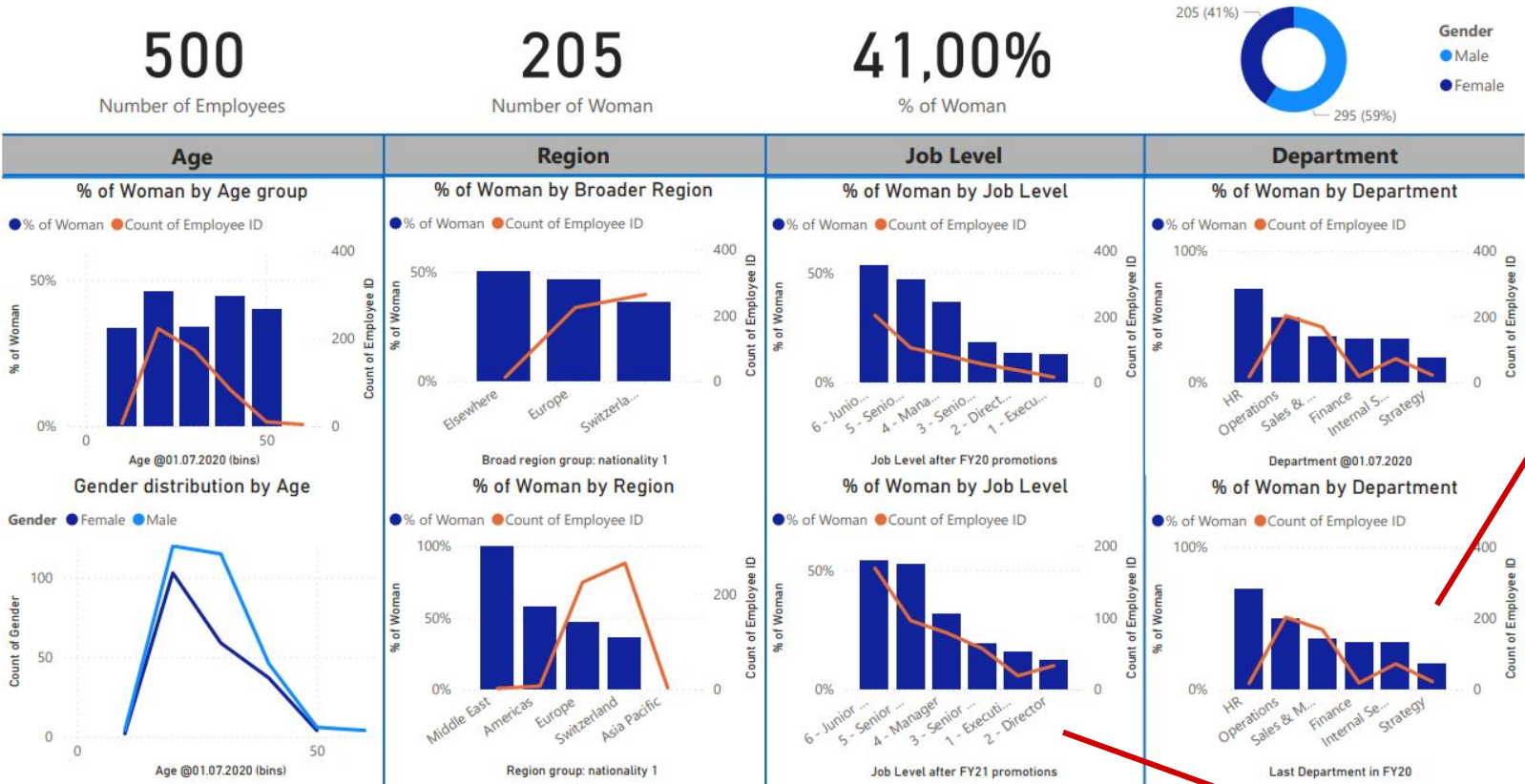
04

Analysis

Analyse the dashboard to generate insights

4.1. Demographics

1. Employee Demographics & Gender Representation



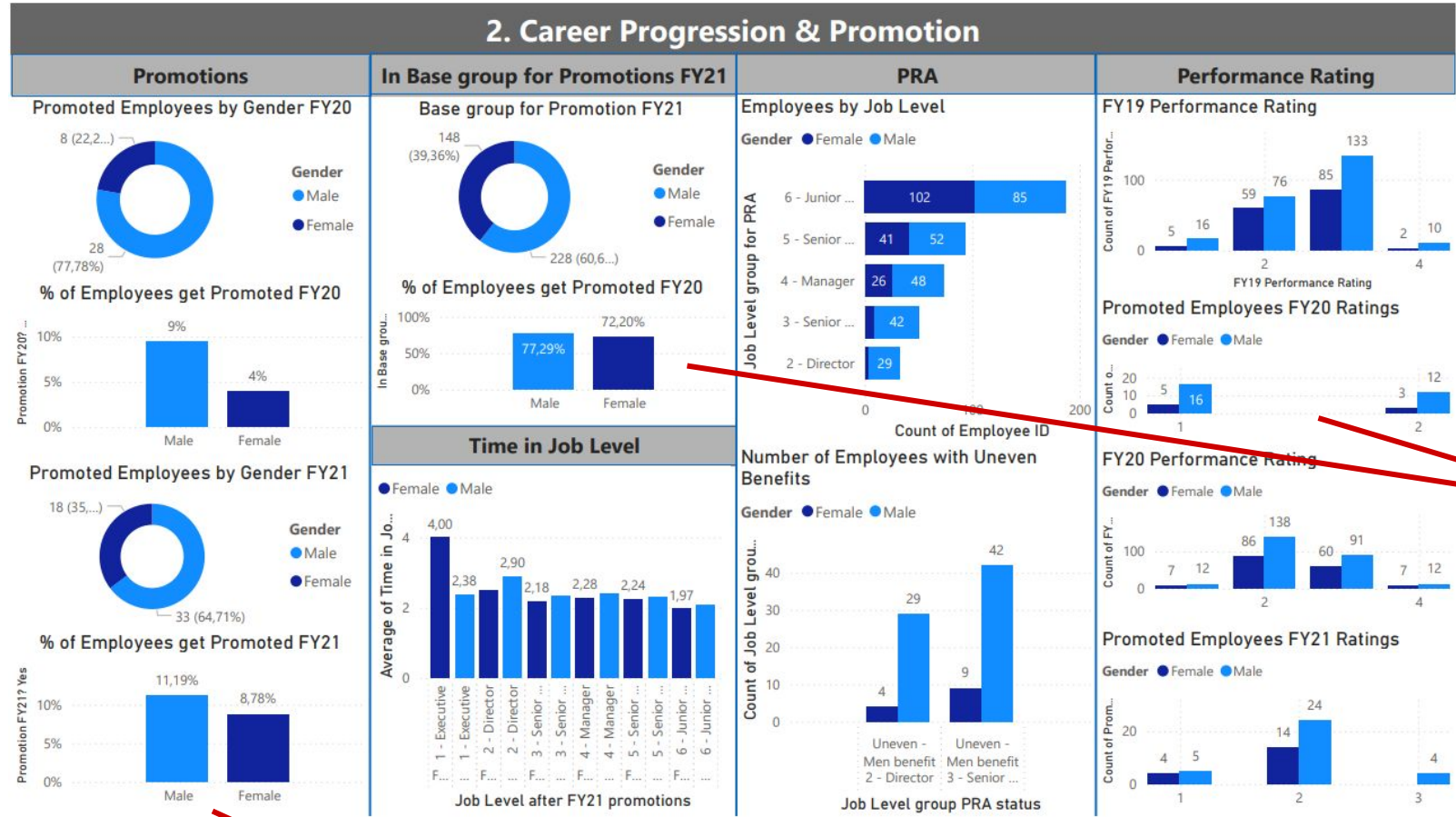
Departmental concentration: women are overrepresented in **support roles** (HR) (60%) and underrepresented in **revenue-generating roles** (Finance, Strategy) (under 33,33%), thus, they have fewer paths to the executive level.

Varied Regional Distribution:
The distribution of female employees varies by region, which may reflect cultural and societal norms affecting women's career progression.

Pipeline issue:
the percentage of women decrease when job level increase

Low representation at mid-levels:
the percentage of women is already low at Manager (4) and Senior Manager (3) levels, fewer will progress to Director (2) or Executive (1) roles.

4.2. Career Progression & Promotion

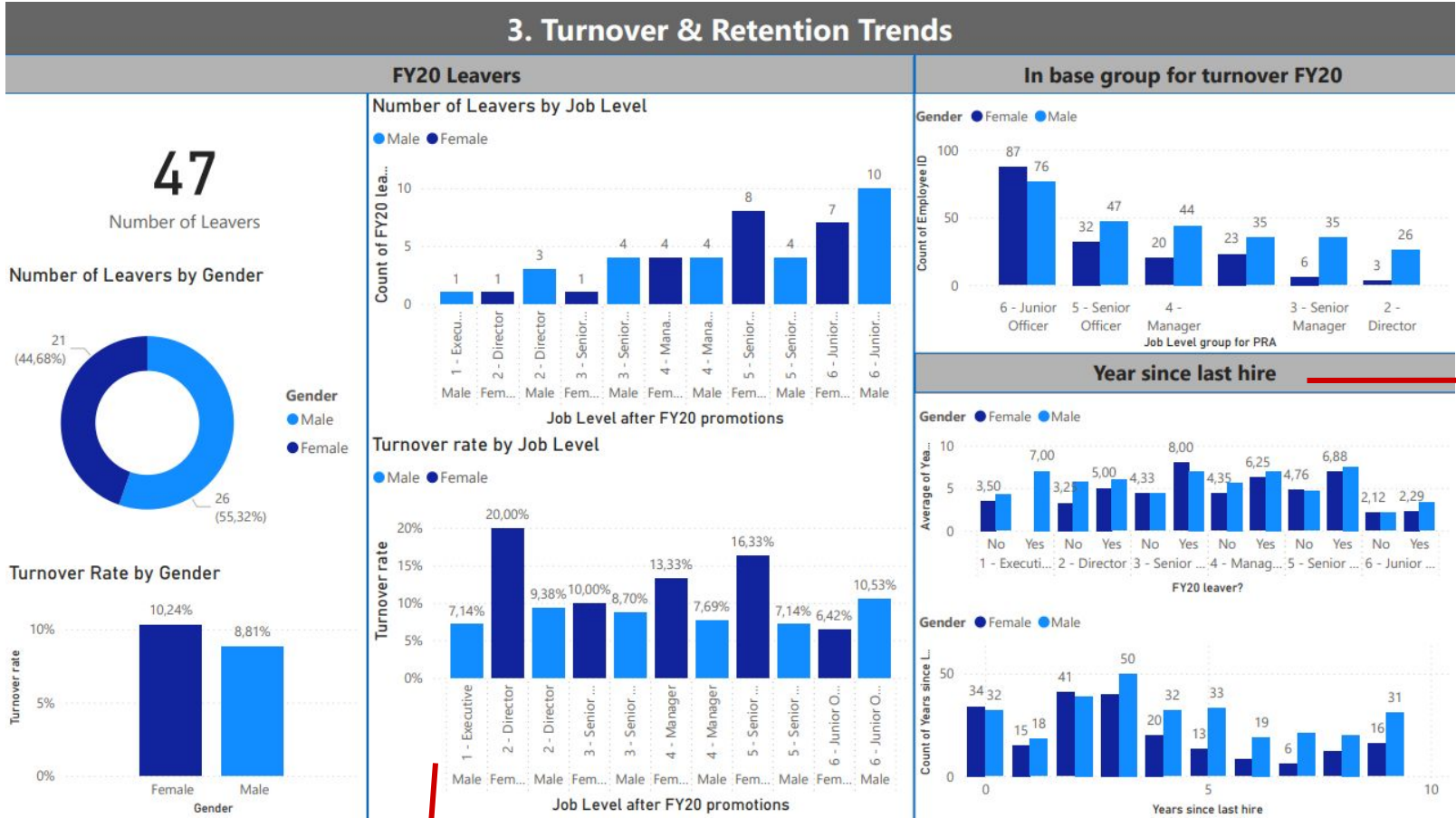


- Men promotion preferences:**
- With the same performance rating, more men are promoted than women.
 - Less women in the Base group for promotion promoted than men

- Promotion rates gap:**
- 28 men was promoted compared to 8 women
 - 9% of men was promoted compared to 4% of women

Unequal Benefits & Career Mobility:
More men benefit from PRA (Promotion Readiness Assessment) at all job levels.

4.3. Turnover & Retention Trends



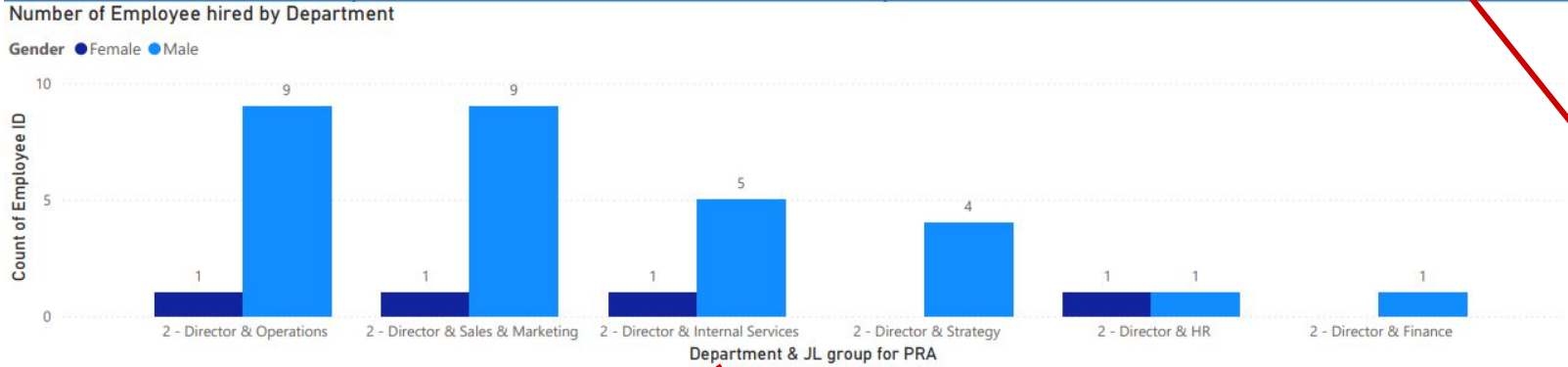
Women tend to leave earlier: Women might be leaving before reaching executive roles, female employees do not stay long enough to advance to leadership positions.

Higher turnover rates for women in higher job levels: Female employees in senior and managerial roles might face challenges such as work-life balance issues, lack of career advancement opportunities, or workplace culture concerns.

4.4. Executive-Level Hiring Trends

Most impactful

4. Executive-Level Representation & Hiring Trends



Low external hiring of female executives:

- Few women are hired directly into Director/Executive roles, it slows gender balance
- The number of women hired decrease for higher job levels

Lack of efforts/ Potential Bias in Executive Hiring: The "Executives New Hire by Year" chart shows that the majority of executive hires in recent years have been men.

Unequal department representation: New-hired female executives are concentrated in HR, Marketing, or Legal, while new-hired men dominate Strategy, Finance, or Operations, thus leadership tracks remain male- dominated.

Thanks

If you have any questions regarding this project, please contact me (Dao Quynh Huong) through:

- dqhuong192@gmail.com
- (+84) 366 275 295
- [linkedin.com/dqhuong192](https://www.linkedin.com/dqhuong192)

CREDITS: This presentation template was created by **Slidesgo**, including icons by **Flaticon**, and infographics & images by **Freepik**