



# DIVERSITY & INCLUSION DASHBOARD

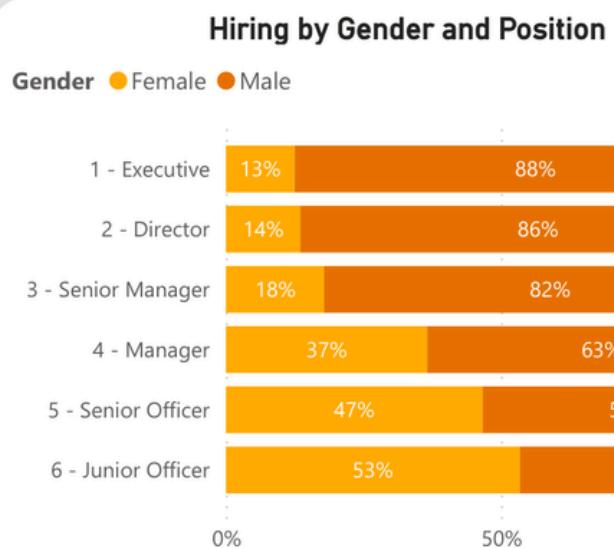
Age Group  
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Region Group  
All

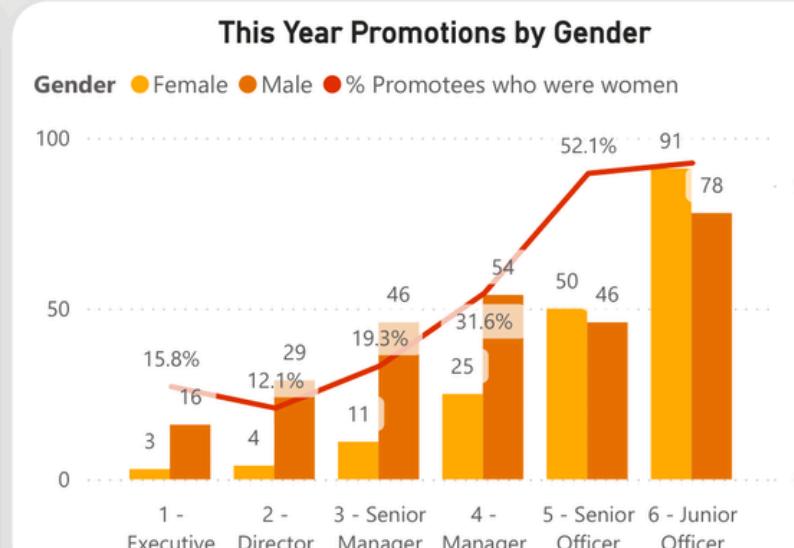
Job Level  
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Department  
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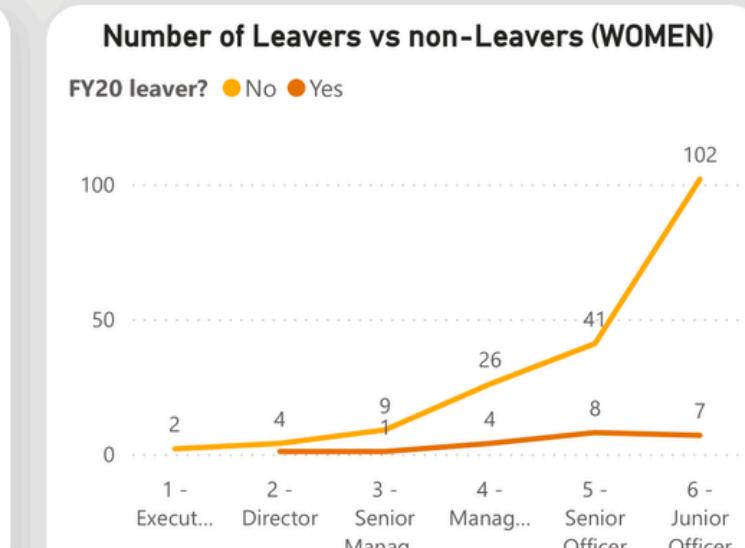
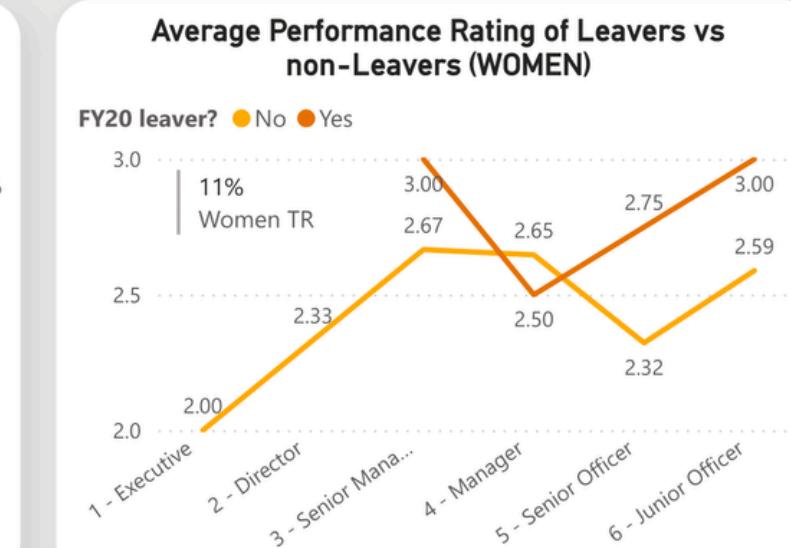
## KPI 1 - Hiring



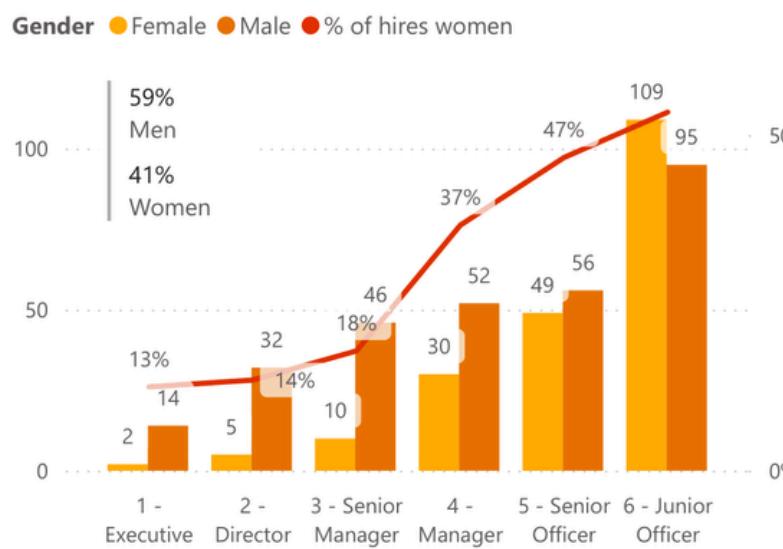
## KPI 2 - Promotions (This Year)



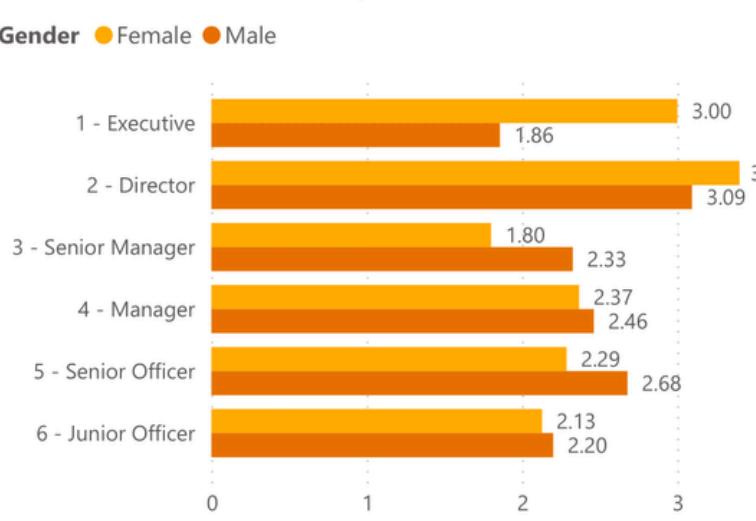
## KPI 3 - Turnover Rate (FY20)



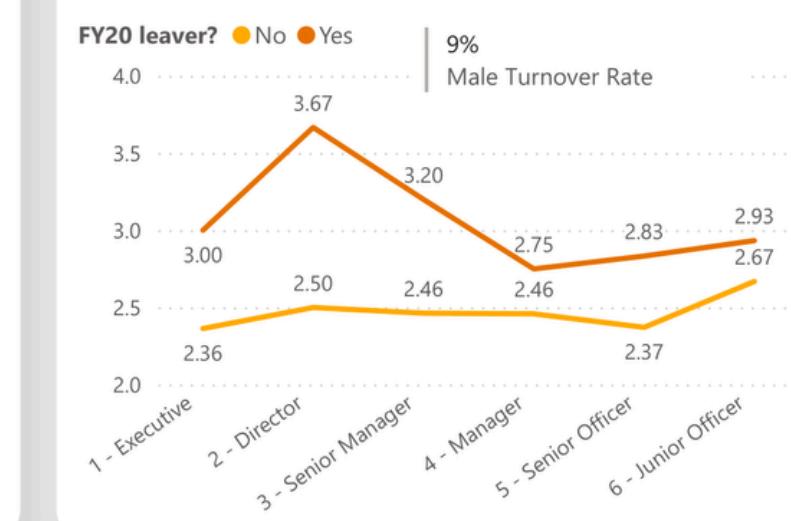
## Employee and Hiring by Gender



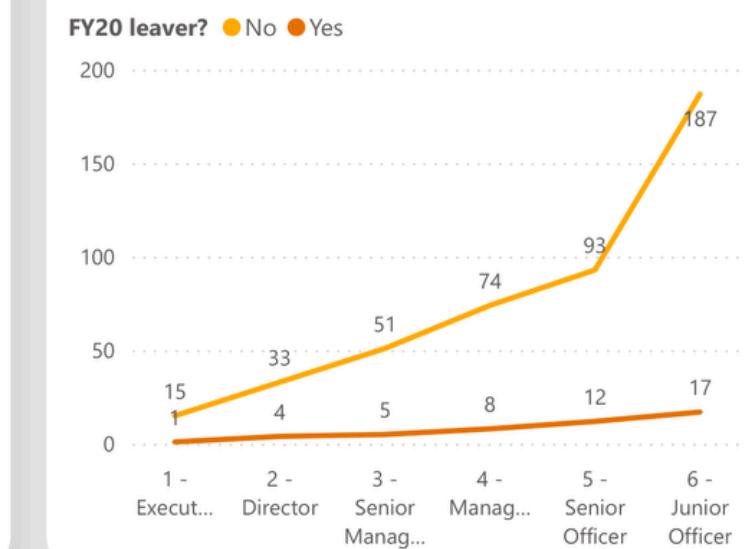
## Avg. Time in Grade of Employees Promoted in FY21 (in years)



## Average Performance Rating of Leavers vs non-Leavers (MEN)



## Number of Leavers vs non-Leavers (MEN)





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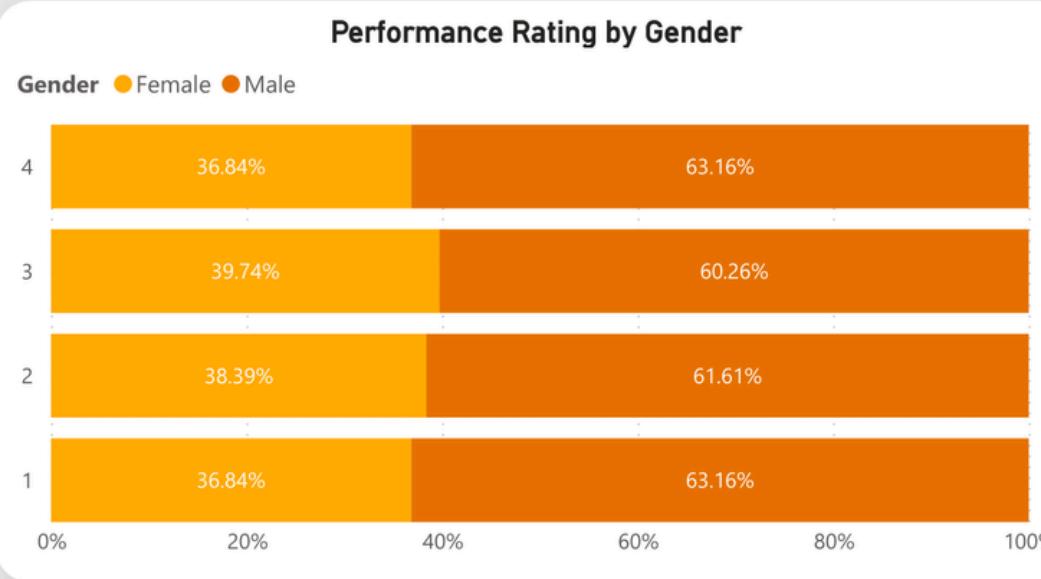
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Region Group  
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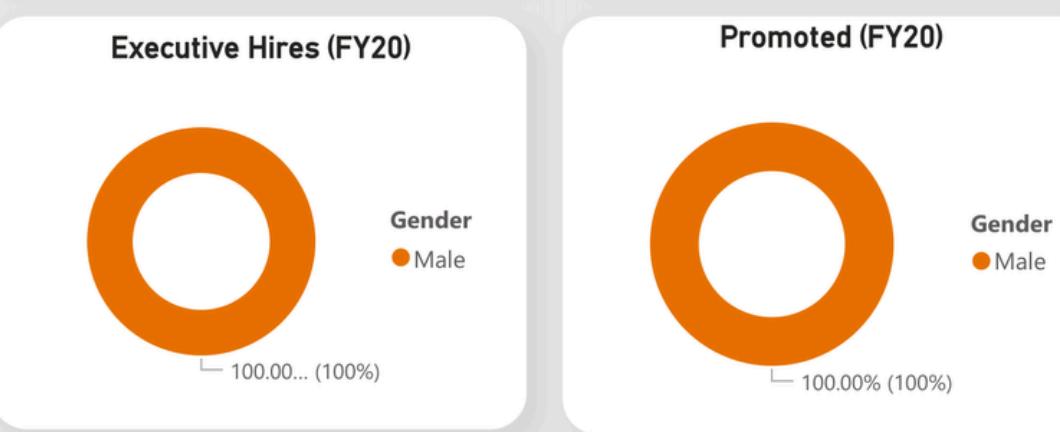
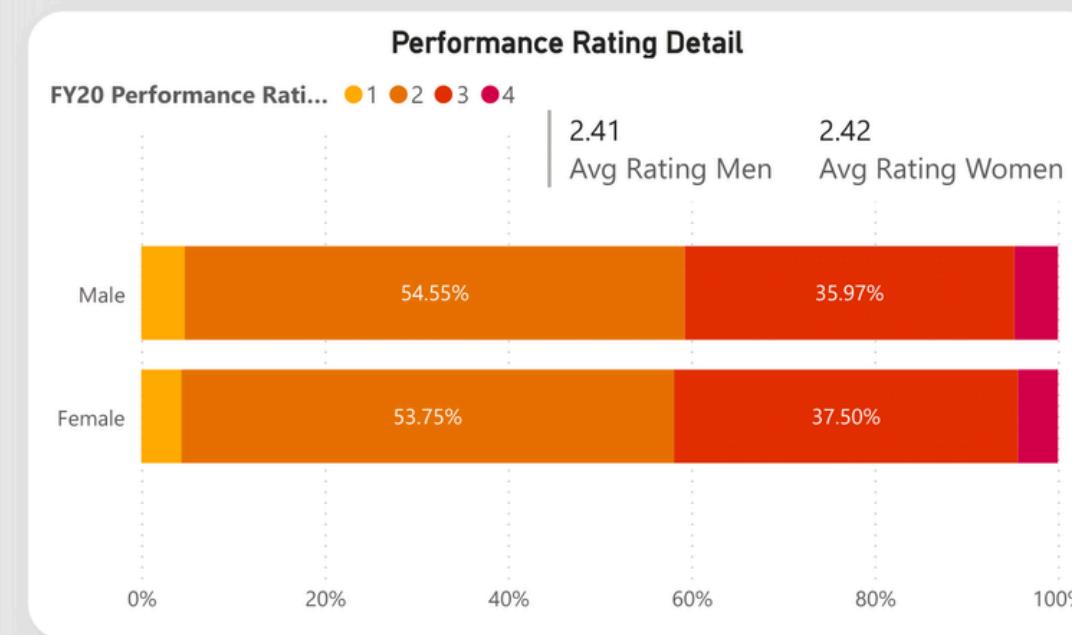
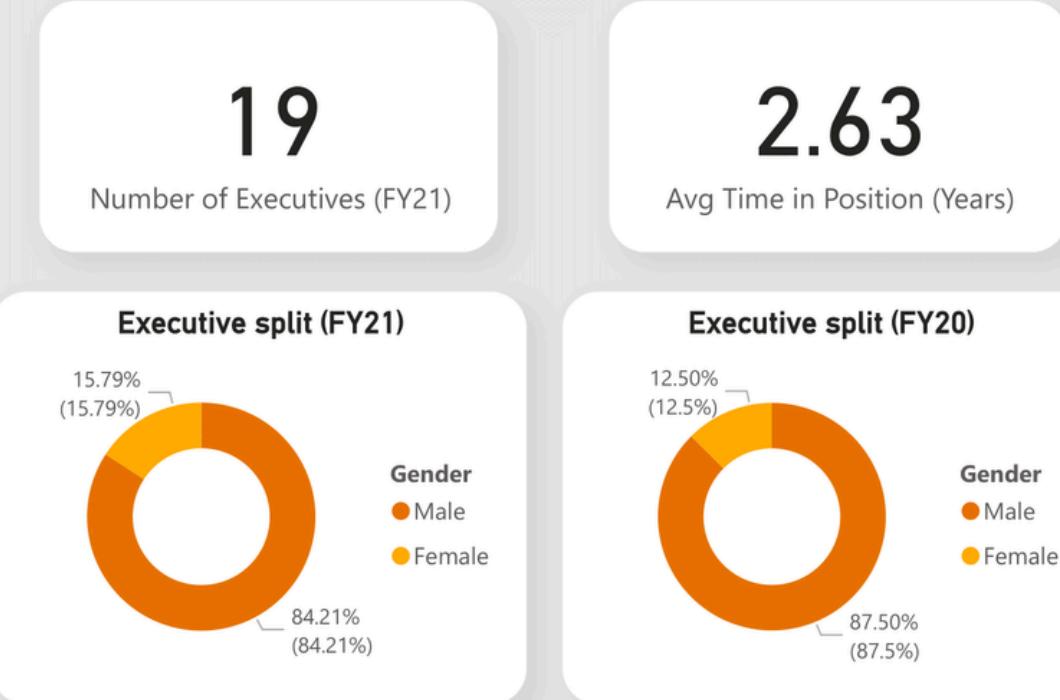
Job Level  
All

Department  
All

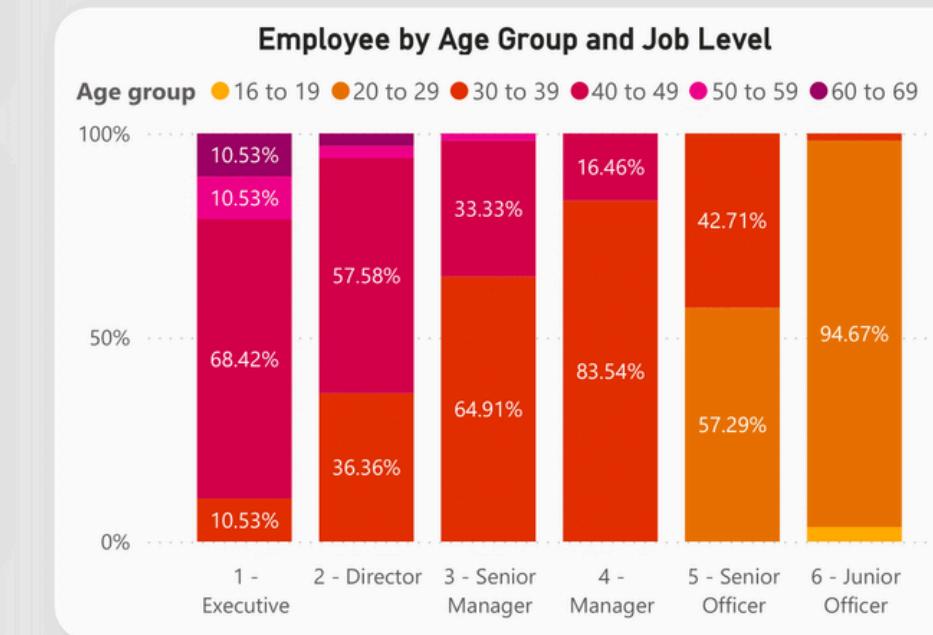
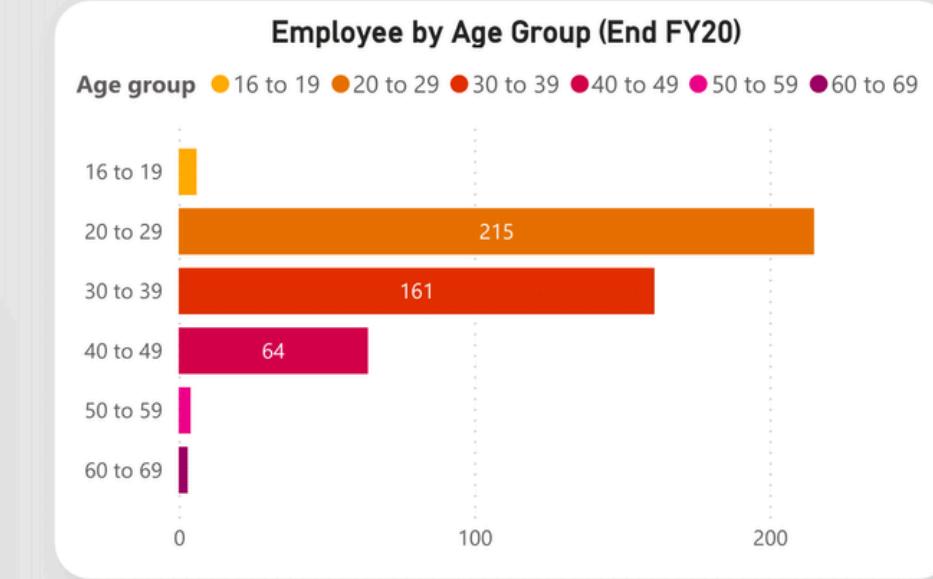
## KPI 4 - Performance Rating



## KPI 5 - Executive Gender Balance



## KPI 6 - Age Group





# Background

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**A company's Human Resources team has been actively working to improve gender balance at the company**, yet progress has remained stagnant. Despite their efforts, the representation of women in leadership roles is still limited, and they wanted to identify the root causes and potential solutions to close this gap.

Achieving true diversity and inclusion is not just a moral imperative; it's a business necessity. **A diverse workforce brings a variety of perspectives, fostering innovation and better decision-making** in today's complex, globalized world. **However, building an inclusive environment where all employees feel valued involves addressing practical challenges**, from tackling unconscious bias to creating equitable opportunities for career advancement. Our goal is to support our client in navigating these obstacles to unlock the full potential of their workforce.

# Insights

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1

**Male employees are significantly more likely to occupy senior positions**, particularly roles like Senior Manager, Director, and Executive. In FY21, only 15% of executives were female, with a slight increase from 12.5% in FY20. Notably, in FY20, only men were hired or promoted into these top positions, highlighting a substantial gender gap in leadership roles.

2

**Female employees generally face more challenges in securing promotions**, especially to manager-level and above. While men and women receive similar performance ratings (an average of 2.4 out of 4), women take longer to ascend to executive roles. This slower progression for women becomes more pronounced at higher levels, while at lower levels, the gap is less pronounced.

3

**No women in Director or Executive positions left the company in FY20.** This could suggest either stability in these roles or a perceived difficulty for women in finding equivalent opportunities elsewhere. However, despite this stability, gender diversity at the executive level remains low.

# Insights

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4

As expected, the age of employees correlates with their level within the company. Executives are predominantly aged 40-49 (68%), and **higher positions tend to be held by older employees with more experience**. This trend suggests that both age and tenure play a significant role in career progression.

5

**The fact that the average performance rating for both men and women is identical (2.4 out of 4) suggests there's no gender-based discrimination in performance assessments.** This indicates that the company has achieved some level of equity in how performance is evaluated. **However, the average rating of 2.4 out of 4 could indicate room for improvement in employee performance or the effectiveness of performance management systems.** A standard distribution of performance ratings in most companies tends to be slightly higher, often around 3 out of 4 or higher for well-performing teams.

**This also suggests that structural and cultural issues, rather than capability or performance, are contributing to the slower promotion of women.** This kind of promotion gap is common across industries and is often linked to bias rather than merit.

# Insights

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6

**Employee performance in regions outside of Europe and Switzerland appears to lag** compared to higher ratings in Europe-based offices. This points to potential disparities in performance management or resource allocation across regions.

7

**The average tenure of 2.63 years for executives may indicate a dynamic leadership structure where turnover at higher levels is relatively frequent.** This could be due to promotions, company reorganizations, or executives moving to other opportunities. **In many industries, the average tenure for executives is typically around 4-6 years. Shorter tenures may suggest rapid organizational change or a high turnover rate at senior levels.** While high turnover can bring fresh perspectives, frequent changes at the executive level can disrupt strategic continuity. If the turnover is voluntary, this may also indicate dissatisfaction among leadership, limited growth opportunities, or external competition poaching executives.

8

**The fact that most employees are within the 20 to 29 age range suggests that the company has a predominantly young workforce.** This can indicate a vibrant, adaptable, and tech-savvy employee base, particularly in sectors where innovation is key.

# Insights

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9

**Higher-rated employees tend to leave the company at a greater rate than their lower-rated peers, raising concerns about retaining top talent.** The overall turnover rate decreases as employees reach higher positions, indicating that leadership roles offer greater stability. However, **turnover varies by department and gender**, with some striking differences:

- In **Sales & Marketing**, women face higher turnover (16% vs. 6% for men).
- In **Human Resources**, no female turnover was recorded, while male turnover reached 20%, suggesting a potential imbalance in job satisfaction or growth opportunities.
- In **Strategy**, despite more male employees, the turnover rate for men (12%) is notably higher than for women (0%).

**High-performing employees are more likely to leave if they perceive limited growth and development opportunities, as they seek continuous career advancement.** Misalignment between job expectations and the actual role can also cause disengagement. Additionally, high performers are frequently targeted by competitors. If they feel their contributions aren't adequately recognized or rewarded, they may seek opportunities elsewhere.

# Insights

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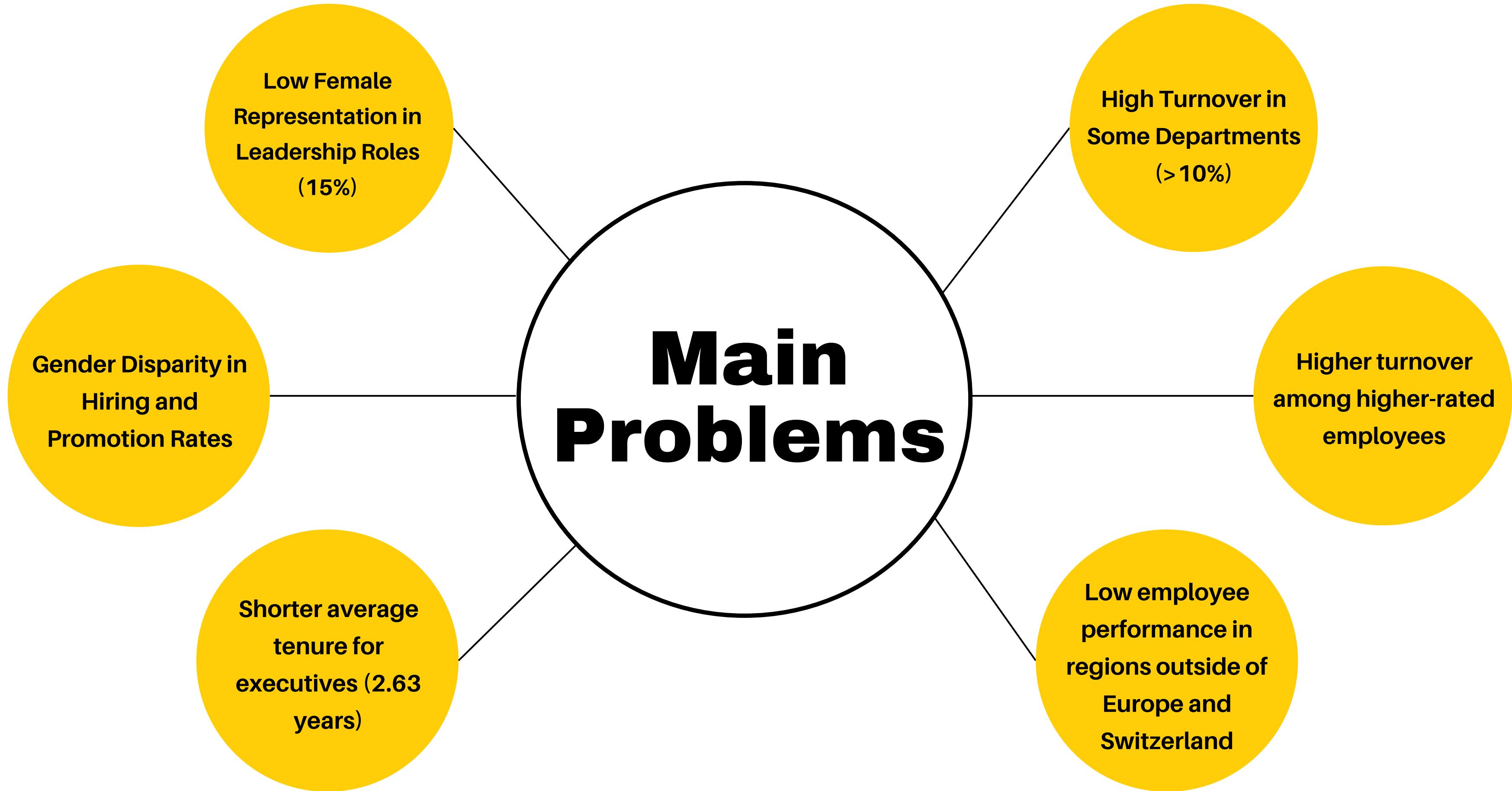
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## Gender distribution varies widely across departments:

- **Finance:** Predominantly male, with no females in senior manager positions or above. Additionally, the turnover rate is higher for men (18%) compared to women (9%).
- **HR:** Female-dominated, but men take twice as long to be promoted to Director. Male turnover is significantly higher (20%) compared to zero female turnover.
- **Internal Services:** Moderately male-dominated, particularly at senior officer levels and above. Women take longer to reach senior management roles.
- **Operations:** A more balanced gender distribution.
- **Sales & Marketing:** Slight male dominance, with more men in senior management, but interestingly, women are promoted faster, though they also experience higher turnover.
- **Strategy:** Heavily male-dominated, with no women in management roles and a higher turnover rate for men (12%).

In fields considered more "technical" or "logical" (finance, strategy, internal services), men dominate leadership roles, while women are perceived as more suited to "people-oriented" roles like HR. These biases create barriers for women in certain departments and for men in others, suggesting that companies must address these cultural and structural issues to promote true diversity and inclusion at all levels.

# Main Problems



A photograph showing four people in a modern office environment. A man in a white shirt and glasses stands on the left, looking at a laptop screen. A woman in a black blazer stands behind him, also looking at the screen. In the foreground, a woman in a white blouse is writing in a notebook, and another person's hands are visible on a laptop keyboard. A large monitor sits on the desk. The scene conveys a sense of teamwork and professional collaboration.

# Solutions

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1

## BETTER GENDER DIVERSITY

- Increase female representation in leadership roles across all departments.
- Develop a diversity hiring policy that actively seeks qualified female candidates for senior roles.
- Introduce blind recruitment practices to minimize unconscious bias during hiring and promotions.

2

## MENTORSHIP AND SPONSORSHIP

- Implement formal mentorship programs where experienced leaders (of both genders) sponsor high-potential employees, especially women.
- Track participation and success rates in mentorship programs, aiming for 90-95% completion rates.
- Provide career coaching and leadership training for women to ensure they are prepared for promotions to senior positions.



# Solutions

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3

## CAREER PROGRESSION PATHS AND SKILL DEVELOPMENT

- Define clear career pathways and promotion criteria for all employees.
- Offer skill development programs targeting technical and leadership skills to bridge the gender gap in some departments.
- Conduct annual career progression audits to ensure fair promotion opportunities across genders.

4

## RECOGNITION AND REWARDS SYSTEM FOR HIGH PERFORMERS

- Launch a performance-based rewards program with public recognition and monetary incentives tied to contributions.
- Ensure equal access to rewards across genders by tracking gender representation among recognized employees.
- Aim for 70% employee satisfaction with recognition programs, which aligns with industry benchmarks for engagement.



# Solutions

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5

## FLEXIBLE WORK POLICIES AND WORK-LIFE BALANCE INITIATIVES

- Introduce flexible working hours and remote work options to support employees with caregiving responsibilities.
- Establish family-friendly policies, including childcare support and parental leave for both men and women, to ensure equality in balancing personal and professional commitments.

6

## MONITOR TURNOVER RATES AND CONDUCT EXIT INTERVIEWS

- Track turnover rates by department and gender regularly, with a goal of keeping annual turnover below 10%.
- Conduct exit interviews to identify underlying reasons for employee departures and address any systemic issues.



# Solutions

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7

## PROMOTE LEADERSHIP SKILLS AND INCLUSIVE CULTURE

- Train managers on inclusive leadership and unconscious bias, aiming for 100% participation within 12 months.
- Promote leadership skills equally across genders by focusing on competencies rather than stereotypes.
- Establish departmental KPIs for inclusiveness, such as ensuring at least 1 female candidate for every senior role recruitment process.

8

## CONDUCT REGULAR DIVERSITY AUDITS

- Perform quarterly diversity audits to track gender balance, promotion rates, and turnover.
- Publish annual D&I reports to communicate progress and challenges transparently.
- Link executive bonuses to D&I goals to ensure leadership accountability.



# Thank You!

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**Let's Connect!**

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