



Diversity Insights

Empowering Inclusion through Data

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Report Structure

Introduction	3
<ul style="list-style-type: none"> • Overview of Diversity & Inclusion Report 	
Hiring Analysis	4
<ul style="list-style-type: none"> • Gender Disparity in Hiring • Female Representation at Different Job Levels • Recommendations for Gender Diversity in Hiring 	
Promotion Analysis.....	6
<ul style="list-style-type: none"> • Gender Disparity in Promotions • Average Time Spent at Job Levels by Gender • Recommendations for Improving Female Promotions 	
Performance Overview	8
<ul style="list-style-type: none"> • Gender Disparity in Promotions • Average Time Spent at Job Levels by Gender • Recommendations for Improving Female Promotions 	
Demographic Breakdown	10
<ul style="list-style-type: none"> • Regional and Age Group Analysis • Gender Participation by Age Group • Recommendations for Expanding Geographic Diversity 	
Employees Turnover Analysis	12
<ul style="list-style-type: none"> • Turnover Rates by Gender • High Performer Turnover Insights • Recommendations for Retention Strategies 	
Conclusion	14
<ul style="list-style-type: none"> • Summary of Findings and Future Actions 	

Introduction

Diversity Insights: Empowering Inclusion through Data

This report has been developed as part of the **PwC job simulation program through Forage**, with the primary aim of analysing the organization's diversity and inclusion (D&I) efforts in a comprehensive manner. The focus of this report centres around several key aspects of organizational structure, including hiring trends, promotion patterns, employee performance across genders, workforce demographics, and employee turnover rates. By delving into these critical areas, the report seeks to provide an in-depth view of how diversity is reflected in the company's workforce and where there may be gaps, especially when it comes to gender representation at higher levels of leadership.

The core objective of this analysis is to highlight both the progress that has been made and the areas where improvements are needed, particularly in terms of creating a more balanced and inclusive workplace. For example, while efforts may have been successful in increasing female representation in junior roles, there may still be significant disparities when it comes to executive and senior management positions. This report will examine these trends in detail, with a specific focus on understanding the barriers that may be hindering diversity at these critical levels of leadership. By identifying these gaps, this report aims to offer concrete, data-driven recommendations to support the development of a more inclusive organization.

Each section of the report provides a focused analysis of the relevant data and offers actionable recommendations aimed at addressing the specific challenges identified. The hiring trends section, for instance, will explore how the organization has fared in recruiting diverse talent, with a particular emphasis on gender balance across different job levels. Meanwhile, the promotions analysis will shed light on the progression rates of male versus female employees, highlighting any discrepancies that exist in how men and women move through the ranks of the organization. Additionally, the performance section will assess whether there are any noticeable differences in how employees are evaluated based on their gender, and whether these differences impact career progression.

Workforce demographics will also be a critical focus, offering insights into the geographic and age-related composition of the organization. This section will explore how regional diversity—or the lack thereof—may be influencing the organization's overall inclusivity and the perspectives it brings to the table. Age diversity will be considered as well, with attention paid to the distribution of younger and older employees across different roles and levels, and how this may affect the organization's capacity for innovation and leadership development.

Lastly, the employee turnover section will analyse the reasons behind staff departures, with a focus on understanding why certain groups, such as high-performing female employees, may be leaving the organization at higher rates than their male counterparts. By addressing these insights through targeted initiatives, the organization can not only work to retain top talent but also create a more supportive and balanced environment that fosters long-term employee engagement and satisfaction.

Overall, the report seeks to deliver a thorough assessment of the organization's current D&I landscape while providing practical, forward-looking recommendations to drive meaningful change. By emphasizing actionable strategies—such as leadership development programs for women, flexible working arrangements to support work-life balance, and gender-balanced interview panels—the report aims to help the organization bridge gender gaps, enhance representation at all levels, and cultivate a workplace culture that thrives on diversity and inclusion. Through these efforts, the organization will not only become more inclusive but will also position itself for greater innovation, growth, and long-term success.

Hiring Analysis

Introduction

This section focuses on the hiring trends in FY20. Of all new hires, 41% were female and 59% were male, indicating a gender disparity in the hiring process. While there has been progress in increasing female representation in lower-level roles, the gap remains significant at senior positions. This section will explore gender distribution across different job levels and highlight areas where further efforts are needed to achieve a more balanced workforce. Additionally, it will provide recommendations on how to improve gender diversity in hiring.

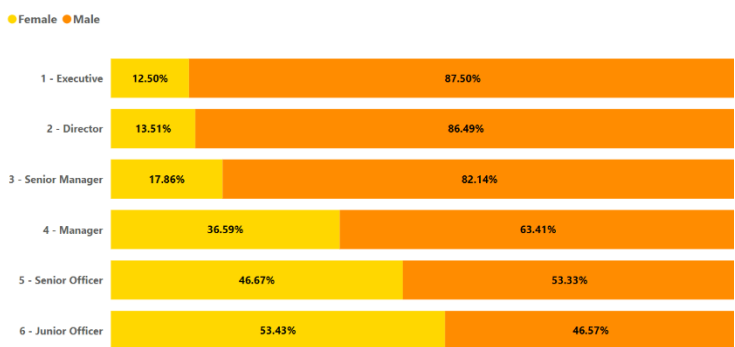
Key Insights

Hiring Disparity by Gender:

The data indicates that hiring on top positions like (Director & Executive) are dominated by males. However, there is a more balanced gender split at junior levels, with 53.43% female.

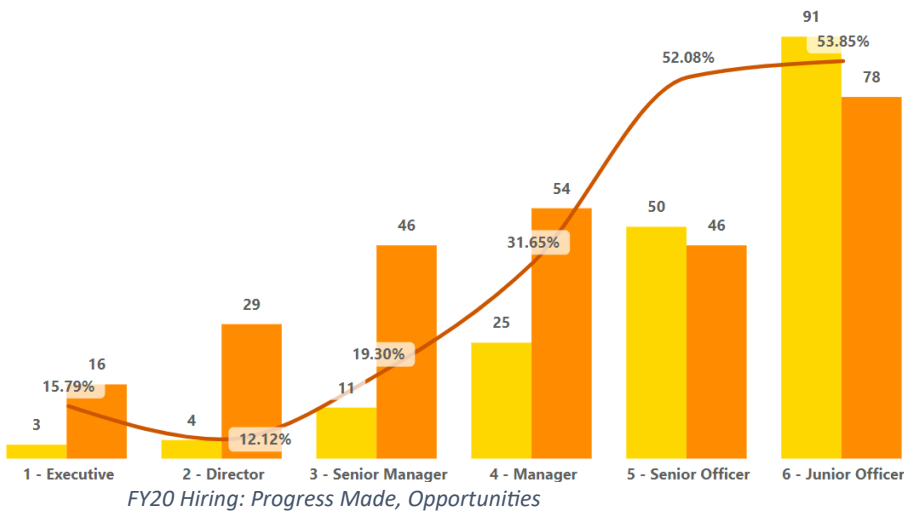
Increasing Female Representation:

There's a positive trend of increasing female representation across all levels, suggesting that the organization is making efforts to promote gender diversity.



FY20 Hiring: Gender Distribution Across Roles

Female Male % of Female



FY20 Hiring: Progress Made, Opportunities

Gender Gap at Higher Levels:

The persistent gender gap at executive and director levels is a concern that needs to be addressed through targeted initiatives.

Recommendations

- Implement targeted leadership development programs for female employees, focusing on grooming them for executive and director positions to close the gender gap at the top levels.
- Ensure that interview panels and decision-making teams for senior roles are gender-balanced. A diverse hiring team brings varied perspectives and helps minimize unconscious bias in the selection process.

- To attract more women to senior positions, I recommend implementing programs that offer benefits specifically tailored to their needs. These could include child care support, pregnancy assistance, and flexible work schedules.

Conclusion

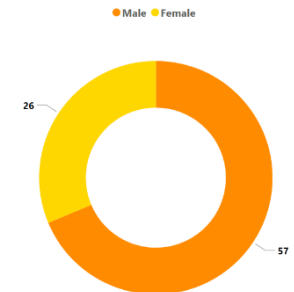
In conclusion, while the organization has made progress in improving gender representation, significant efforts are still needed at senior levels. By implementing targeted programs, addressing unconscious bias, and offering female oriented benefits program, we can bridge the gender gap and enhance diversity at all levels and make our organization more diverse and inclusive.

Promotion Analysis

Introduction

In this section, we will analyse the promotions across various organizational levels this year. A total of 87 individuals were promoted, with 26 females and 57 males, reflecting a noticeable gender disparity. We will present 3 key charts to provide a comprehensive view:

1. **Promotion Distribution Across Job Levels:** This will help us to understand how many males and females are promoted to each level.
2. **Time Spent at Each Level:** This chart breaks down the time both male and female employees spent at each level before their promotion.
3. **Job Distribution After Promotion:** This chart illustrates the distribution of job roles and levels following the promotions.



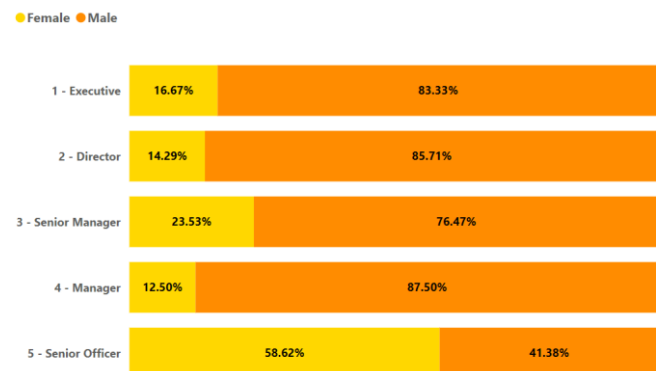
FY20 Promotion: Distribution by Gender

We will also explore areas that needs improvement to foster diversity & inclusion and potential solutions that can increase the promotional aspects for females.

Key Insights

Male Domination Across All levels:

Male dominance is consistent across higher leadership roles, suggesting that males are being promoted at a higher rate or are in a larger initial pool for these roles. Indicating that women are more likely to be promoted into this senior officer roel but face barriers when moving into managerial positions.



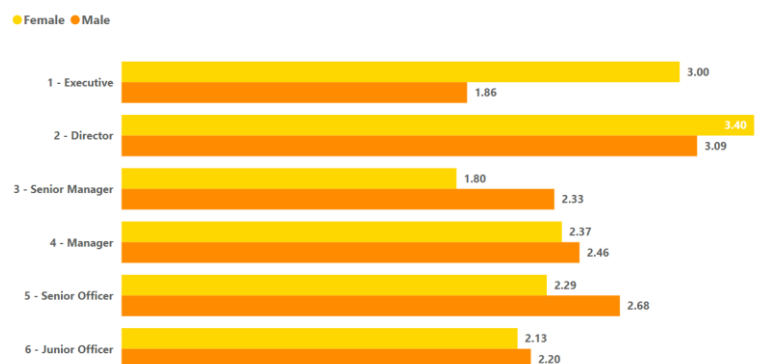
FY20 Promotions: Promotion Distribution across roles by Gender

Executive Leadership Disparity:

Female promotions to the Executive level are considerably lower, only **16.67%** compared to **83.33%** for males, indicating a significant gender imbalance in top-tier leadership

Lower time spend by females:

Women tend to spend slightly less time than men at most job levels, particularly at the Senior Manager level, where women spend an average of **1.80** years compared to men's **2.33** years, except Director level where women spending more time (**3.40 years**) compared to men (**3.09 years**).

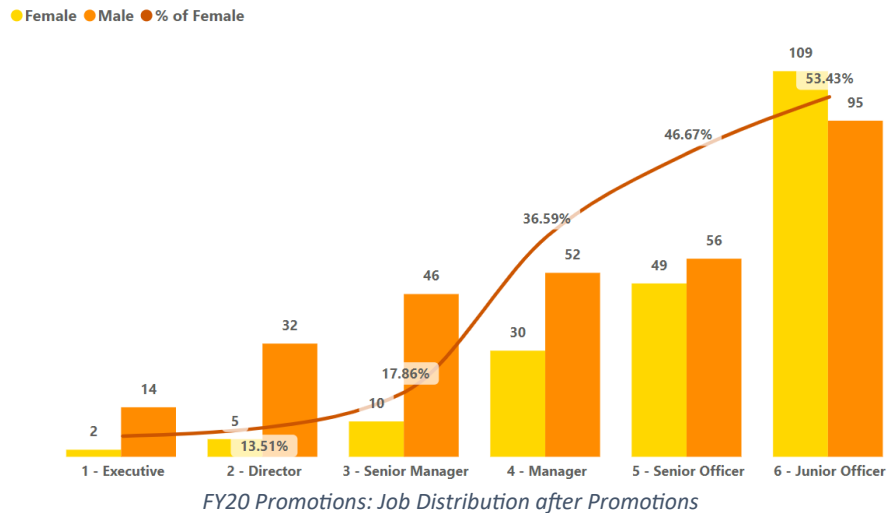


FY20 Promotions: Average Time Spent at Job levels

Workforce Distribution after promotion:

Women represent a higher percentage in lower-level positions (Junior Officer level) with 53.43% of positions going to females. However, at the higher executive levels, female representation drops significantly to just 13.51%.

The gap is consistent with the above promotion distribution suggesting a glass ceiling effect where fewer women are promoted to senior roles.



Recommendations

- Ensure gender diversity in succession planning, particularly at higher levels, to improve female representation and promote faster progress into senior roles.
- Establish gender based targets or quotas for senior management and executive positions to ensure that promotion rates for women increase in line with their lower-level representation.
- Create training programs focused at preparing women for higher leadership roles like that of executives, director e.t.c.
- Also conduct a detailed and thorough investigation to identify causes and biases hindering women promotion to senior roles, along with diversifying the promotion panel to include more females.

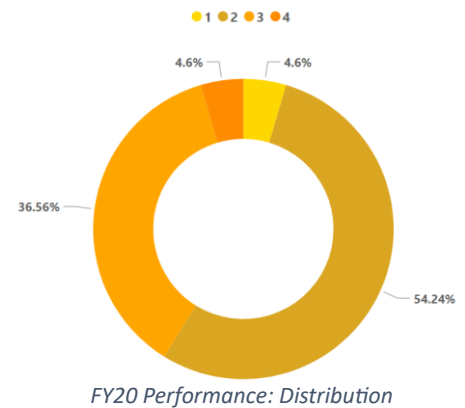
Conclusion

In conclusion, the promotion analysis highlights a clear gender disparity, with males dominating higher leadership roles and females facing barriers to advancement beyond mid-level positions. While women are promoted more quickly at some levels, their representation in senior roles remains significantly lower. To address this, organizations should focus on increasing gender diversity in leadership, setting promotion targets for women, and providing leadership development programs. A review of potential biases in promotion practices and diversifying the promotion panel will also be key to creating a more inclusive and balanced workforce.

Performance Overview

Introduction

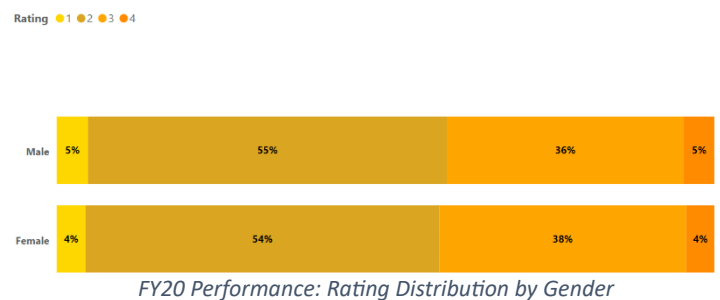
In this section of the performance overview, we will analyze how both male and female employees have performed within the organization. We have implemented a rating system where 1 represents "Unsatisfactory", 2 means "Needs Improvement", 3 indicates "Meets Expectations" and 4 signifies "Exceeds Expectations". Overall, 4.6% of employees received either a 1 or a 4, 54.24% were rated at 2, and around 36.56% received a 3, suggesting a normal distribution. However, this section will take a closer look at the distribution of these ratings by gender and explore strategies to enhance the performance of all employees.



Key Insights

Identical Rating Distribution by Gender:

Males and females have nearly identical performance distributions, with very small differences in percentages, suggests that there isn't significant gender bias in terms of distribution across performance ratings.

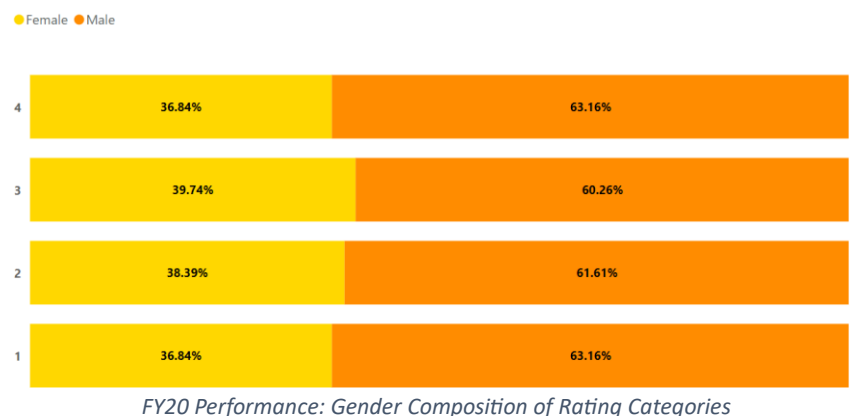


Disparity Across Performance Rating:

For every performance score (1 through 4), males receive a higher proportion of ratings compared to females.

For instance, 63.16% of those receiving a rating of 4 are male, while only 36.84% are female.

Although the ratings are balanced within genders, the overall distribution of employees receiving these ratings appears skewed toward males.



Recommendations

- Consider reviewing the evaluation criteria for potential biases and ensure that promotion and performance evaluation processes are transparent and equitable.
- Identify factors contributing to lower performance ratings for women through surveys and feedback, then develop targeted solutions to address these challenges and improve their performance
- Develop targeted initiatives, such as leadership training and career advancement programs specifically tailored for women.

- Identify the areas contributing to the lower performance of female employees, such as communication skills, technical abilities, or other factors, and address these challenges to enhance their overall performance.

Conclusion

The performance analysis indicates that while male and female employees exhibit similar rating distributions, a disparity exists in the proportion of males receiving higher scores. This suggests that although gender bias is minimal within individual ratings, the overall distribution favours males. To improve female performance, it is essential to review evaluation criteria for potential biases and gather feedback to identify specific challenges they face. Implementing targeted initiatives, such as leadership training and skills development programs, will support female employees in overcoming these obstacles and advancing their careers.

Demographic Breakdown

Introduction

Understanding the demographic composition of our workforce is crucial for fostering an inclusive and equitable work environment. This section provides a detailed analysis of our employees' demographic backgrounds, including their age groups, countries of origin, and regional affiliations. By examining these factors, we gain valuable insights into the diverse perspectives and experiences that our employees bring to the organization.

The workforce is largely made up of younger employees, particularly in the 20-29 age group, while older employees (50+) are notably fewer. This reflects the organization's focus on early-career talent, which aligns with the natural structure where there are fewer leadership roles compared to junior positions, limiting the need for a large number of older, more experienced employees.



FY20: Workforce composition by age group

The primary objective of this analysis is to identify any underrepresented or lagging groups within our workforce. Recognizing these gaps allows us to develop targeted strategies and programs aimed at addressing disparities and enhancing diversity and inclusion across all levels of the organization.

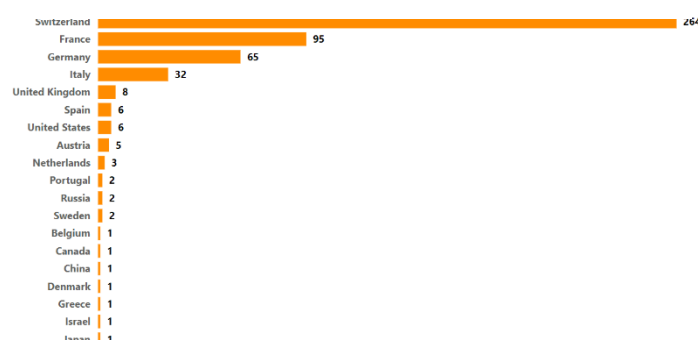
Key Insights

The data highlights a strong concentration of representation from **Switzerland** and **Europe** overall, with minimal involvement from other regions like **Asia Pacific**, the **Americas**, and the **Middle East**. This suggests a geographic imbalance.

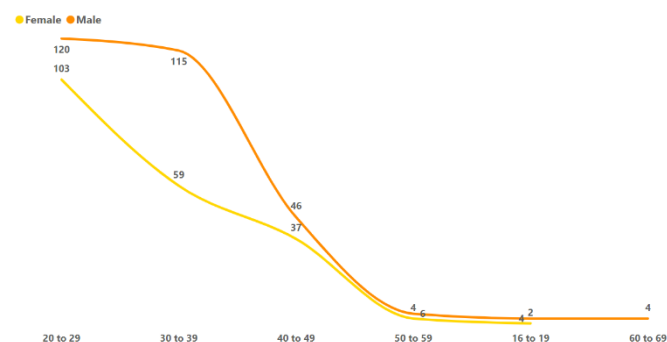


FY20 Geographical: Regional Distribution of Workforce

Countries like **Switzerland**, **France**, and **Germany** dominate the distribution, which could suggest an overreliance on few regions while neglecting others, limiting the diverse perspectives and innovation.



FY20 Geographical: Country-wise Workforce Distribution



FY20: Distribution of labour by Gender across different Age Groups

There is higher labour force participation for both males and females in the younger age brackets. However, a sharp decline in female participation is there from the 30 to 39 age group, probably to **take care of family, kids or fulfil traditional roles**.

Recommendations

- Actively seek **partnerships with universities, colleges and institutions** in Africa, South America, and South-East Asia to bring fresh ideas and perspectives that can help driving impactful change.
- Address barriers limiting participation from these regions by launching **targeted internships, scholarships, and outreach programs**. Use diversity grants to encourage greater engagement from weak areas.
- To address the decline in female participation in 30-39 group **offer flexible hours, maternity leave support, and re-entry programs** to help women stay in or return to the workforce.

Conclusion

In conclusion, the analysis of our workforce demographic reveals key areas for improvement in fostering a more diverse and inclusive environment. While the organization has a strong representation of younger employees and a significant concentration of talent from Europe, there is a notable lack of geographic and gender diversity in other regions and age groups. Addressing these gaps through targeted partnerships, outreach, and support programs will not only enhance our global representation but also create a more inclusive environment that supports women and underrepresented groups. By taking these steps, we aim to build a more equitable workforce that embraces diverse perspectives, fostering innovation and long-term growth.

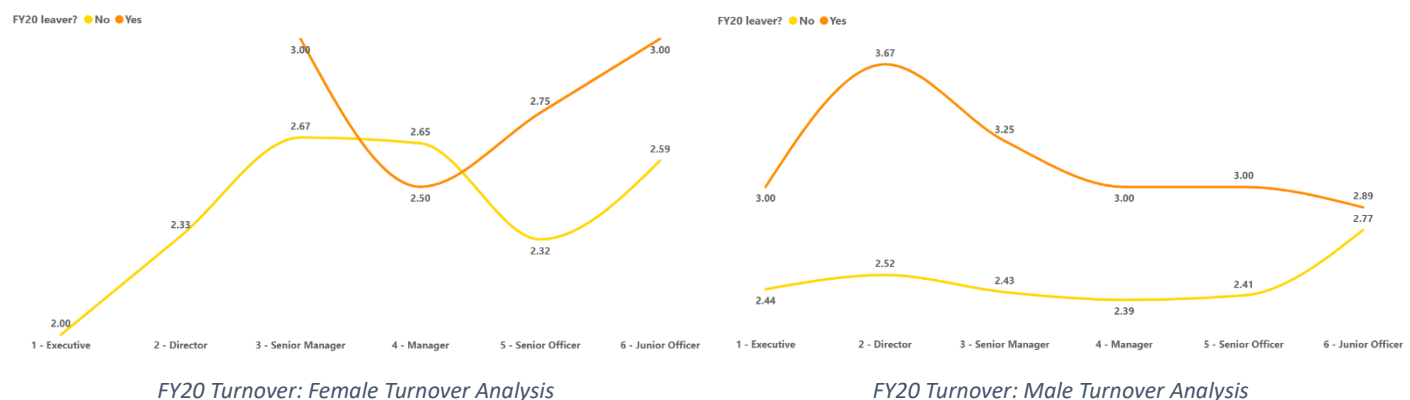
Employees Turnover Analysis

Introduction

Employee turnover refers to the number of employees who leave the organization over a certain period. Understanding turnover is crucial to identifying why employees are leaving, whether those departing are high performers, and what factors are contributing to their decisions. By analysing these trends, we can address underlying issues, retain top talent, and strengthen employee satisfaction.

In this section, we will focus on an in-depth turnover analysis. A total of 47 employees left the organization, resulting in an overall turnover rate of 9.40%. The turnover rate for males was 8.81%, while females had a slightly higher rate at 10.24%, indicating that women are leaving the organization at a marginally higher rate than their male counterparts. This analysis aims to uncover potential trends and causes behind these departures, with a focus on developing strategies to enhance retention and address any disparities.

Key Insights



Across both genders, **high performers** leave organization more often, especially in mid-to-senior roles, there is a general pattern of turnover being slightly higher among females, with **Female junior officers** having the highest disparity in ratings between those who left and stayed, while **Male Junior officers** show no significant performance difference between those who stayed and left, indicating other factors could influence their turnover other than the performance, probably due to lack of growth prospects, and recognition by organization.

In case of females, we are losing top performers at senior levels, from our promotion analysis we found that the promotional aspects for women to reach senior positions are limited probably causing them to shift to other better options, so we need to work upon the succession of those high performing employees specially female, we need to have a robust succession strategy to keep the top talent within the firm.

Recommendations

- High performers, especially in mid-to-senior roles, are more likely to leave. Developing retention programs like bonuses, promotions, career development for employees with consistently high ratings.
- Address potential work-life balance issues, particularly for women, through flexible work arrangements or wellness programs that reduce stress and burnout.
- Use **exit interviews** and conduct **data-driven analysis** to better understand why high performers have higher turnover.
- Ensuring a **clear progression path** and having a **transparent promotion strategy** can reduce confusion and frustration among high performers, preventing 'blackout effect'.

- Another factor, especially for women, could be **family responsibilities**, **traditional gender roles**, and **workplace rigidity**, which may drive them to leave higher positions as they progress in their careers. To retain high-performing females in mid to senior roles, it's crucial to provide flexible work routines, childcare support, and other family-friendly policies.

Conclusion

In conclusion, the turnover analysis reveals significant insights into the reasons behind employee departures, particularly among high performers in mid-to-senior roles. Women, especially top performers, tend to leave the organization at a slightly higher rate than men, with factors such as limited promotional opportunities and work-life balance challenges contributing to this trend. Addressing these issues through targeted retention strategies, flexible work arrangements, and transparent promotion pathways is essential for retaining top talent. By implementing these recommendations, the organization can not only reduce turnover but also foster a more supportive and inclusive environment, ensuring long-term growth and employee satisfaction.

Conclusion

The **Diversity Insights: Empowering Inclusion through Data** report created as a part of PwC job simulation program through Forage provides a comprehensive analysis of the organization's diversity and inclusion (D&I) landscape, with a particular focus on gender disparities across various aspects of the workforce. Through detailed examinations of hiring trends, promotion patterns, employee performance, demographic breakdowns, and turnover rates, this report reveals critical insights into the current state of gender representation and inclusivity within the organization.

The findings highlight significant progress in some areas, such as increased female representation in junior roles, yet underscore persistent challenges at higher levels of leadership. Despite efforts to promote diversity, the analysis indicates that women continue to face barriers in hiring, promotion, and retention, particularly in senior management positions. The gender gap in executive roles is particularly concerning, suggesting a need for targeted interventions to foster greater equity and inclusion.

Each section of the report has provided actionable recommendations aimed at bridging these gaps and enhancing the organization's overall D&I strategy. Key recommendations include the implementation of leadership development programs tailored for women, the establishment of gender-balanced interview panels, and the introduction of flexible work arrangements to support work-life balance. Additionally, it is essential to conduct thorough investigations into biases in promotion practices and to establish clear pathways for career advancement.

The demographic analysis further reveals an over-reliance on specific geographic regions, indicating that a more global approach is necessary to enrich the organization's diversity. By actively seeking partnerships in underrepresented areas and addressing barriers to participation, the organization can enhance its talent pool and foster a more inclusive workplace.

In summary, while the organization has made strides toward increasing diversity and inclusion, substantial work remains to be done. By embracing the recommendations presented in this report, the organization can create a more equitable environment that not only supports underrepresented groups but also drives innovation, engagement, and long-term success. The journey toward a truly inclusive workplace is ongoing, and with commitment and strategic action, the organization can lead the way in fostering a culture that values and empowers diversity at all levels.