



Leadership Pipeline Analysis

Analysis by Gender

ACME

 Pulsely

1. Introduction

An analysis of ACME's workforce data reveals not only the current representation of men and women in your organisation, but can also identify gaps in proportional progression over time. Further data on hiring, promotion rates, and attrition rates allow you to pinpoint the 'leaks' in your pipeline to leadership and your greatest opportunities to achieve your gender representation goals.

The goal of this analysis is to evaluate whether you are making year-over-year progress towards more proportional representation in the key variables that impact representation. The result of a truly meritocratic organisation, with inclusive talent development, is women represented in all levels of the leadership pipeline at the same proportion as they are in the available talent pool.

Methodology

ACME submitted data for each person that has been employed at ACME over the last three years. Data included gender, date of hire, level, most recent promotion date, and date and type of exit (where applicable).

The data analysed covers the full calendar years 2019 and 2020 and the first five (5) months of 2021. Representation data provides a snapshot of the number of employees present on the first of January 2021, compared to the number of employees present on the first of January 2019. Movement data (hiring, promotion, and attrition) takes place during a period of time; the report provides analyses of movement data during the first five (5) months of 2021 compared to the average rates of the prior 2 years (2019 and 2020 combined).

The ACME HR team mapped all employee titles to five broad levels, including three levels on the management track:

- Individual Contributor
- Technical Track
- Supervisor

- Middle Manager
- Sr Mgr/Executive

Limitations

As titles of the level prior to promotion were provided inconsistently, the analysis is not able to indicate if promotions occurred into a next level, out of a previous level or within the broad category level. The report focuses on comparing all promotion movements and the equity of women's movements to that of men's based on the current level title.

Executive Summary

Strengths

- Overall representation of women is slowly increasing.
- Overall attrition rates are similar for men and women.
- The rate of promotion of women into the Middle Management and Sr Mgr/Executive levels has improved.
- Improvements YTD 2021 have addressed many challenges from the prior 2 years.

Challenges

- Women's representation is not increasing at the Supervisor level due to women's higher attrition and promotion rates that lag behind men's.
- Women's representation at Middle Manager level decreased in 2020 due to attrition (which is still higher than men's YTD 2021).
- At the Sr Mgr/Executive level, talent movement for each individual woman will dramatically shift representation numbers; with one exit and no hiring YTD 2021, following stagnant representation in 2020, potential for increased representation is uncertain.

Representation

Women's representation is slowly increasing overall, but is stagnating at the higher levels. With a continued focus on increased hiring and reduced attrition of women, 2021 could be a year of growth in representation at the management levels. Without this attention, there is a danger of representation declining rather than growing, especially at the Middle Manager and Sr Mgr/Executive levels.

Hiring

As the organization grows, women's overall representation is slowly increasing, driven by hires at the Individual Contributor level. YTD 2021 has seen improved hiring of women at the Supervisor and Middle Manager levels, but not at the Sr Mgr/Executive level.

Promotions

Though women are reasonably represented in the Individual Contributor ranks in the organization overall, the low rate of Individual Contributor promotions indicates the limited potential for this group to shift representation in management.

Women's promotion rates showed a positive uptick compared to the prior 2 years. YTD 2021, women's supervisor promotion rate lagged 1 percentage point behind men's at 9% (to men's 10%), and exceeded men's at the Middle Manager (16 % vs. 13%) and Sr Mgr/Executive levels (19% vs. 15%). The prior 2 year average showed women's promotion rate lagged behind men's across all three management roles by 5 percentage points.

Attrition

Men are leaving the organization at higher proportions (% of total) than women, but attrition rates (% of demographic segment) overall are close to equitable. However, women are being terminated involuntarily at a higher rate than men. The higher attrition rates of women in management levels during 2019/2020 have led to stagnant or declining representation at those levels. While attrition rates of women YTD 2021 is lower than the prior two years, it is still higher than men's at all management levels.

Focus Areas to consider:

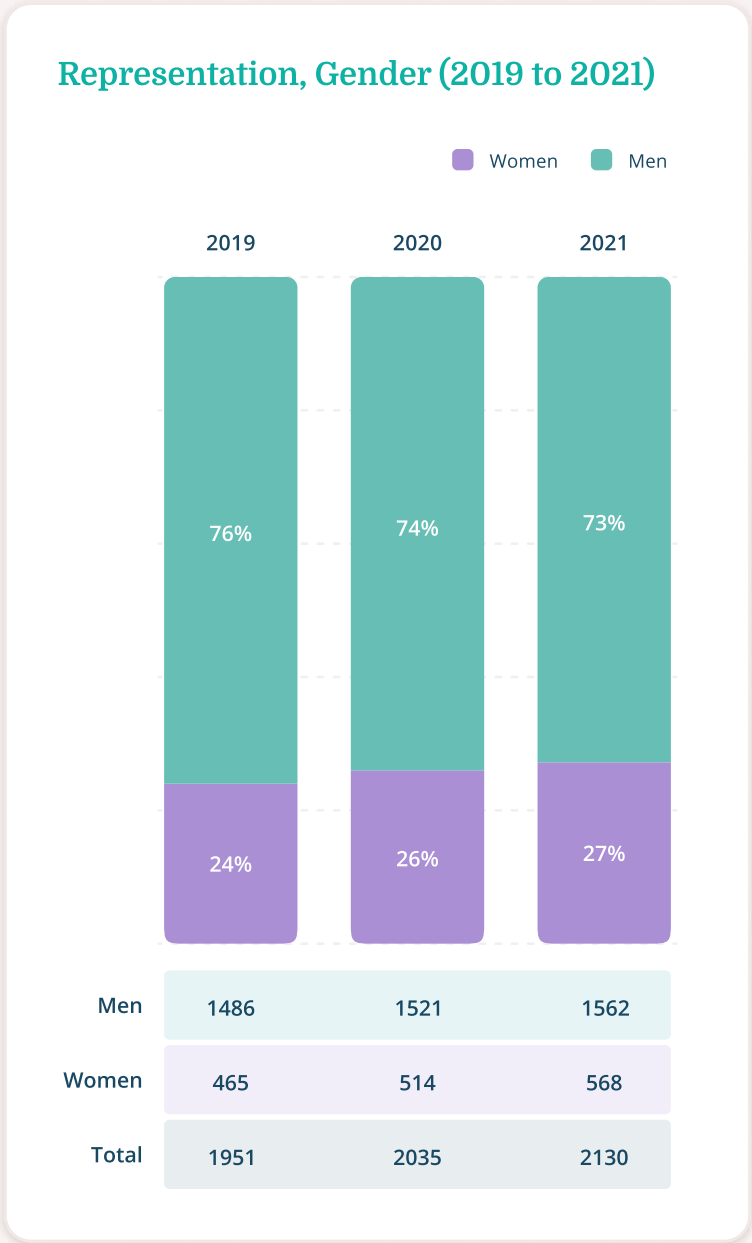
- Cultivate women in Individual Contributor roles for growth opportunities and manager potential;
- Continue the increased focus on hiring of women at the Supervisor and Middle Manager levels, and increase efforts at the Sr Mgr/Executive level;
- Reduce turnover of women at the Supervisor and Middle Manager level;
- Continue to monitor promotion rates by gender at managerial levels to ensure equity of opportunity and mitigate unconscious bias; without continued focus, YTD 2021 improvements may not be sustained.
- Ensure focused attention on building the pipeline of Middle Manager women to Sr Mgr/Executive level with improved promotion rates and retention initiatives;
- Improve consistency of HR data management and ensure accurate promotion data to conduct more robust analyses for monitoring and tracking progress toward goals.



2. Representation

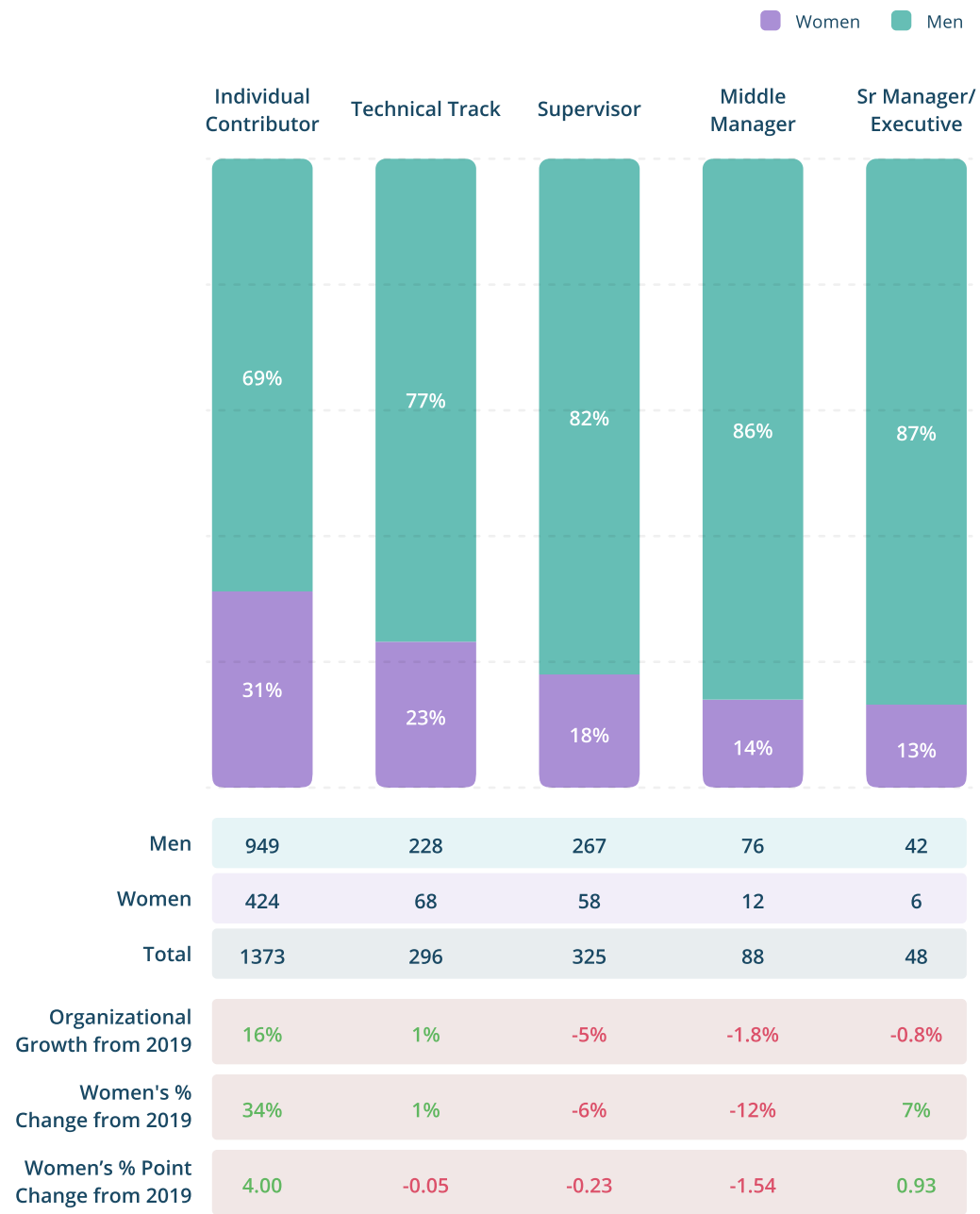
This analysis shows how representation varies by gender by levels in the hierarchy on the path to leadership; it also examines whether representation varies over time. The data for each year is calculated on the first of January.

The overall representation of women at ACME increased 3 percentage points from 24% in 2019 to 27% in 2021.



2.1 Representation By Gender: 1 January 2021, 1 January 2020, 1 January 2019

Representation of Gender by Level 2021 and Change from 2019



The primary driver of increased overall representation of women came at the **Individual Contributor** level, where the largest organisational growth occurred.

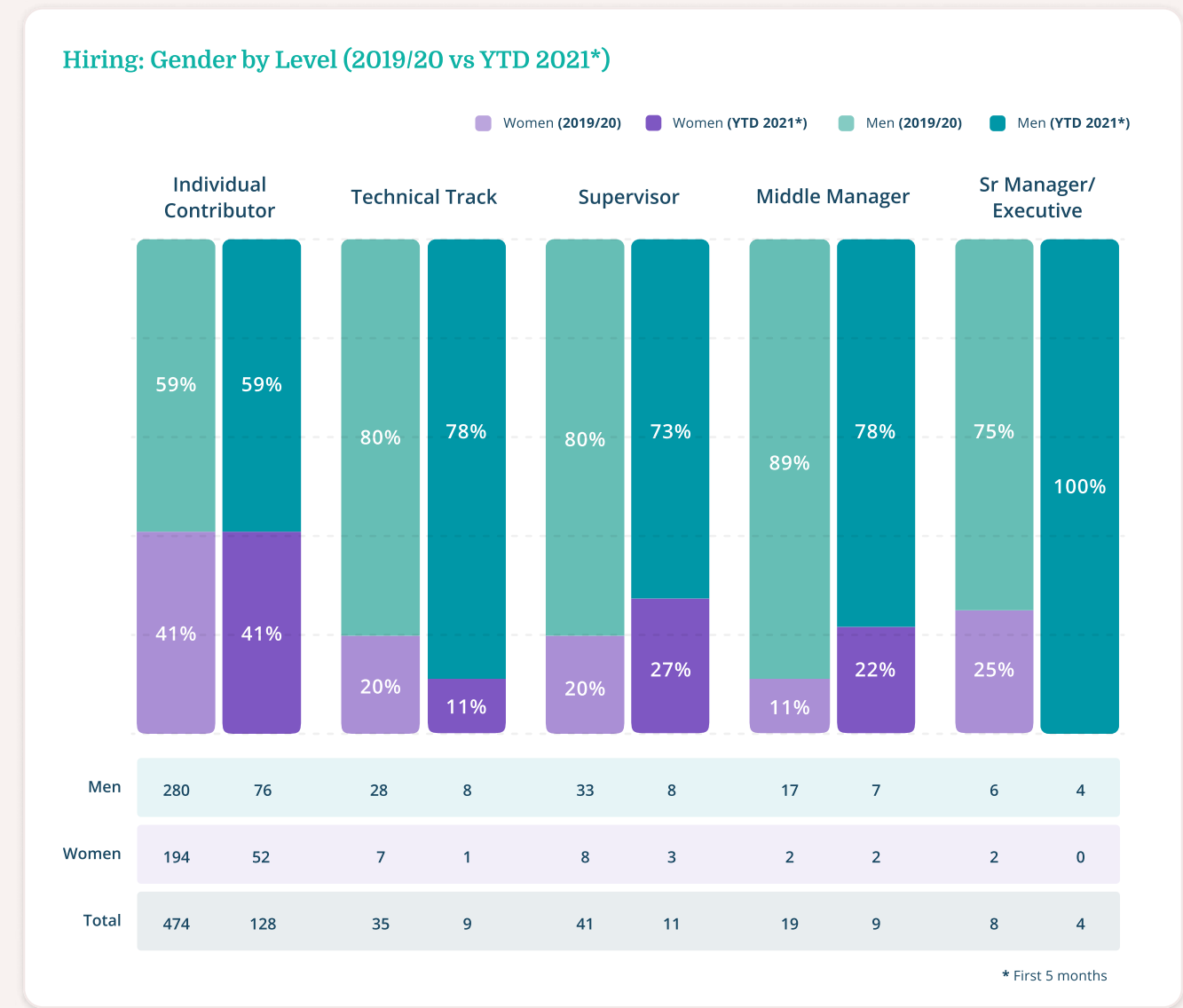
Changes at other levels impacted women’s representation differently:

- **Technical Track** and **Supervisor** levels changed less than 1 percentage point (pp) because the increase or decrease closely matched the rate of organisational change.
- A decrease in women at the **Middle Manager** level outpaced organisational change and resulted in a decrease in representation for women.
- Changes at the **Sr Mgr/Executive** level resulted in a slight increase in representation for women.

2.2 Change in Representation, Gender By Level 2021 vs. 2019

3. Hiring Overview

This analysis shows how hiring varies by gender by level and how current hiring compares to past trends.



Hiring YTD 2021, compared to the prior two years, is stronger at these levels:

- Supervisor
- Middle Manager (large increase)

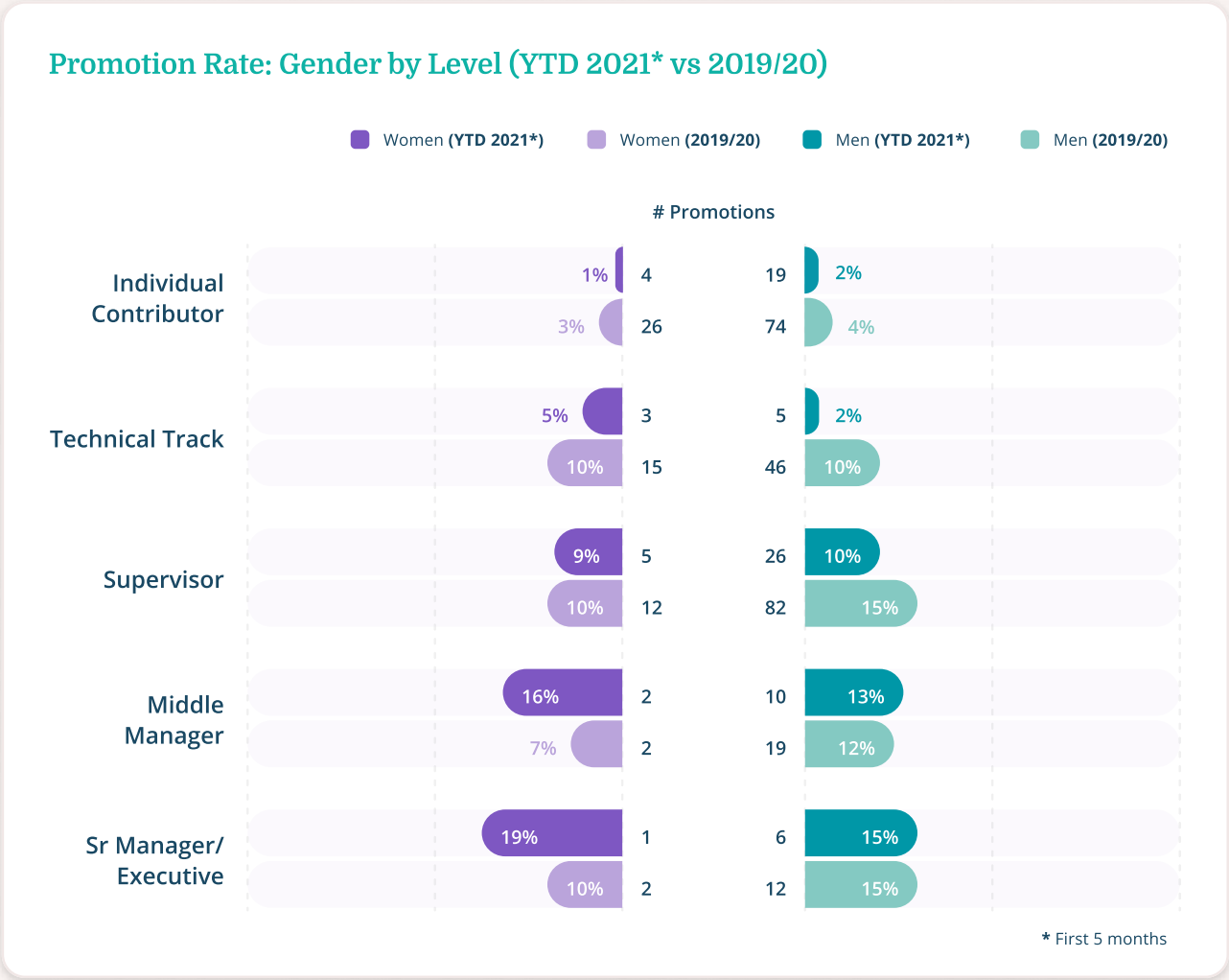
And is lagging below previous levels for:

- Technical Track
- Sr Mgr/Executive

3.1 Hiring: Gender by Level - Prior 2 Years (2020 & 2019) vs. 2021

4. Promotion Rate Comparisons

This analysis shows how promotion rates vary by gender by level and how current promotion rates compare to past trends.



4.1 Promotion: Gender by Level - 2021 vs. Prior 2 Years (2020 & 2019)

The prior 2-year rate shows that the promotion rates for **women** were below the rate for **men** at all levels except the Technical track level.

YTD 2021 Promotion rates for **women** have recently increased in relation to **men**'s rates at the Middle Manager and Sr Mgr/Executive levels, making up for lost ground.

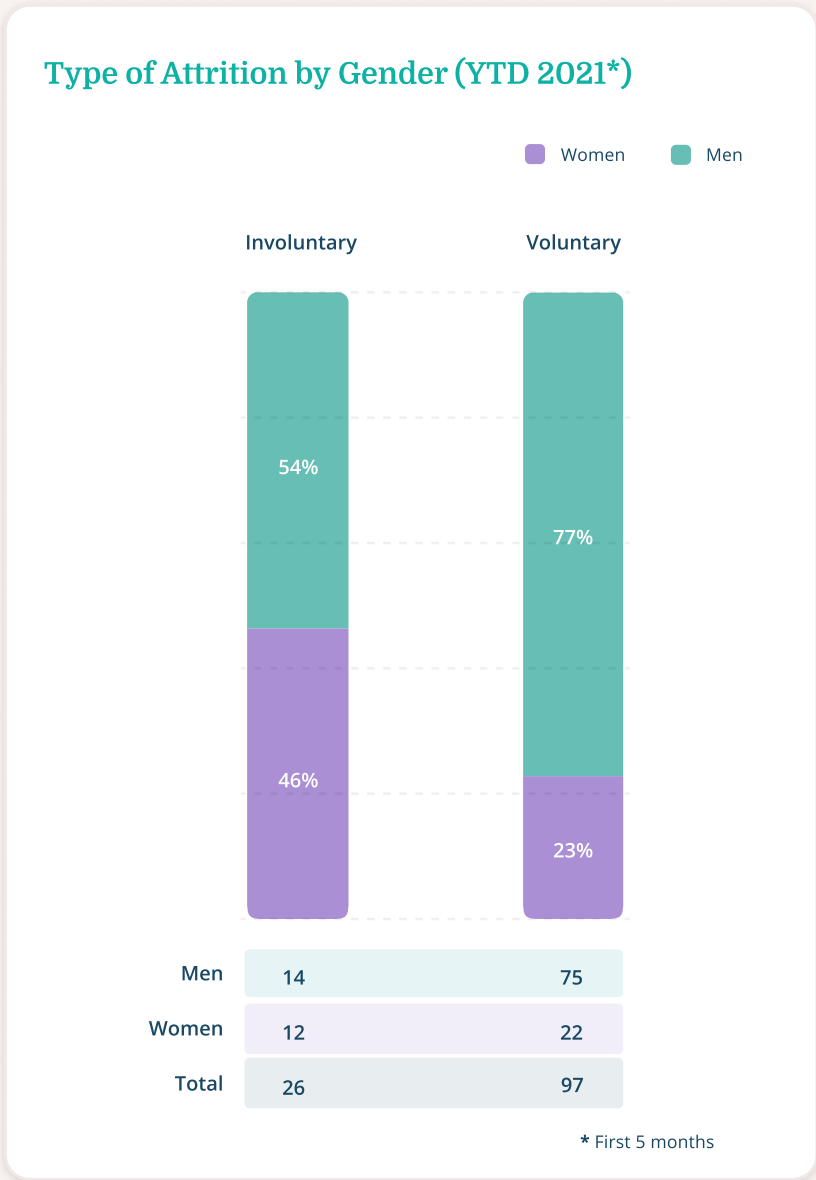
At the supervisor level, the rate of women's promotions remains lower than men's.

NOTE:

This section compares rates (% of demographic segment) rather than proportions (% of total). For example, if 2 men were promoted within a broad level category such as middle manager, out of 100 men middle managers , there would be a 2% promotion rate. Instead of comparing how many men were promoted to how many women were promoted (proportion), the rates show us the equity of movement.

5. Attrition Rates Comparisons

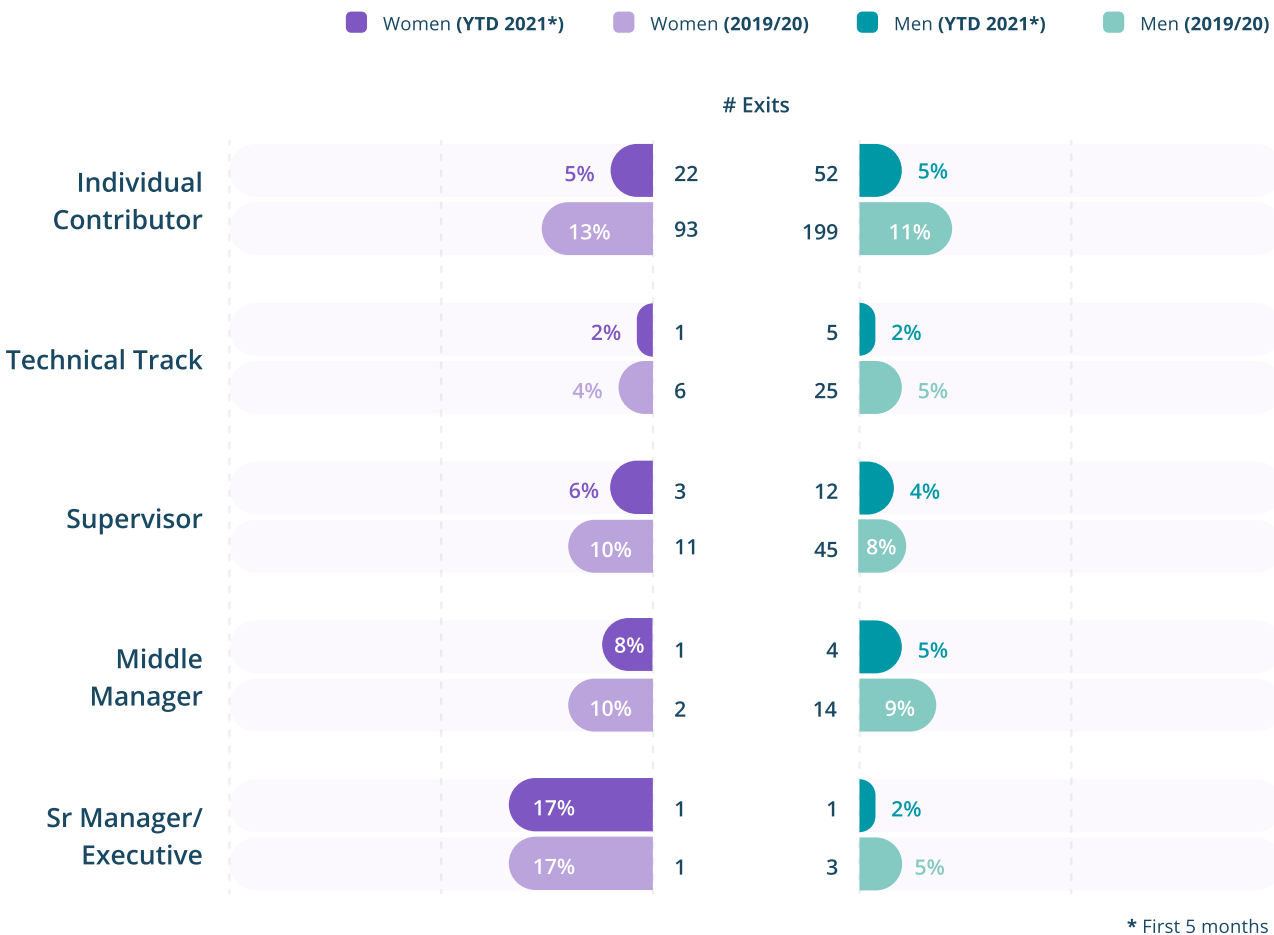
This analysis shows how attrition rates vary by gender by level and how current attrition rates compare to past trends.



YTD 2021 Women accounted for almost half of the involuntary attrition, despite being only 27% of the employee population. Women are being terminated at a higher rate than men.

5.1 Type of Attrition by Gender, 2021

Attrition Rate: Gender by Level (YTD 2021* vs 2019/20)



5.2 Total Attrition of Gender by Level - 2021 vs. Prior 2 Years (2020 & 2019)

NOTE:

This chart compares rates (% of demographic segment) rather than proportions (% of total). For example, if 2 women exited the organisation from level B out of 100 women at Level B, there would be a 2% attrition rate. Instead of comparing how many women left to how many men left (proportion) at a level, the rates compare whether one group is more likely to leave than the other.

The 2-year rate shows that the attrition for **women** was below the rate for **men** at:

- Technical Track

And slightly higher than the rate for men at:

- Individual Contributor
- Supervisor
- Middle Manager
- Sr Mgr/Executive

YTD 2021 Attrition rates for both men and women have decreased compared to the 2-year rate at all levels. The rate for **women**, however, is still higher than the rate for **men** at:

- Supervisor
- Middle Manager
- Sr Mgr/Executive

6. Talent Flow 2020 Analysis

Level by Level Review

This analysis examines how the change in representation from the beginning of the year to the end of the year is impacted by key talent movement variables (hiring, promotion, attrition).

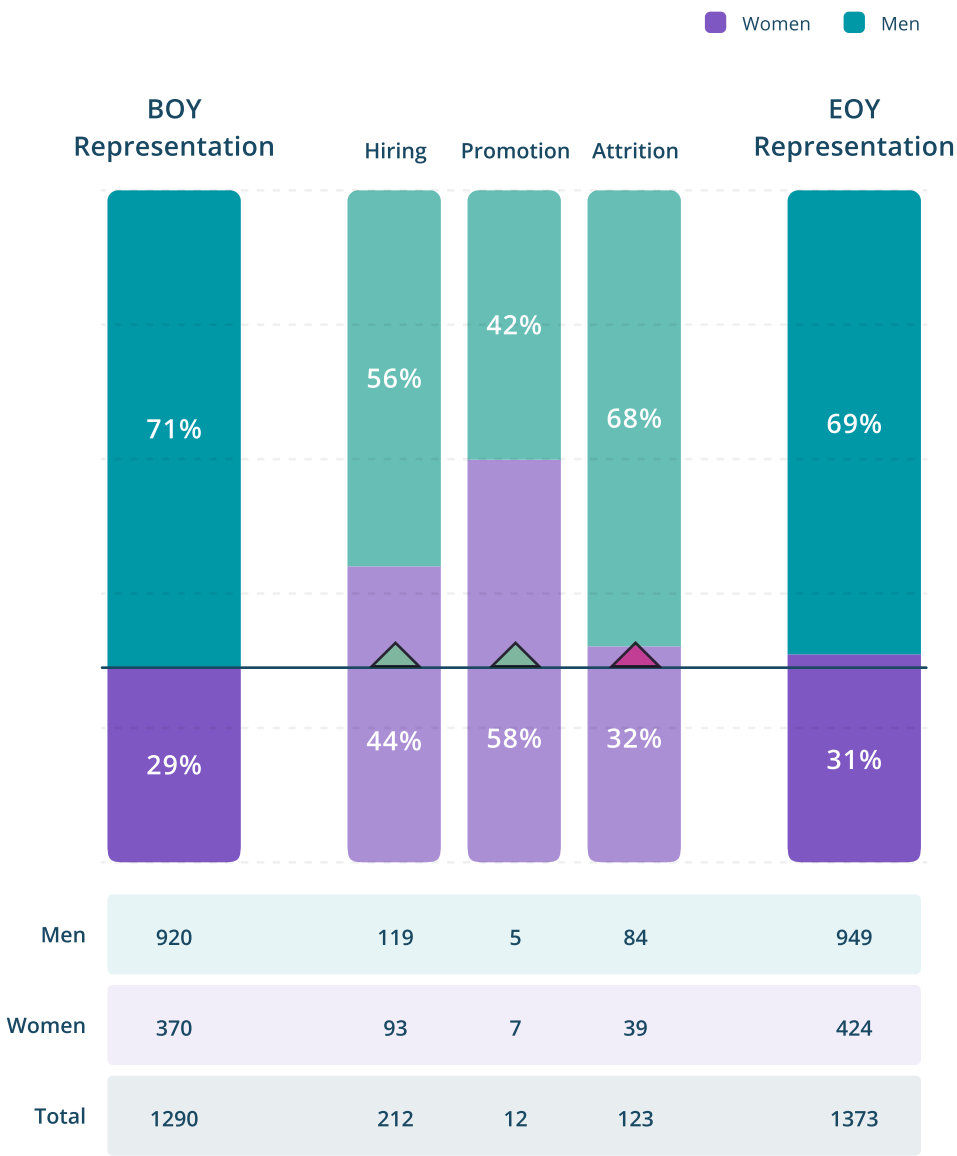
If the goal is to increase representation of women to more proportional levels, it is essential to see year-over-year progress in EOY representation. Where representation is stagnant or declining, this analysis can reveal where ‘leaks’ are in your talent pipeline.

During 2020, representation of women increased at the Individual Contributor level with strong hiring and promotions. The proportion of exits is slightly higher for women than their overall representation, indicating this could be an opportunity for improving overall representation.

Challenges at this level:

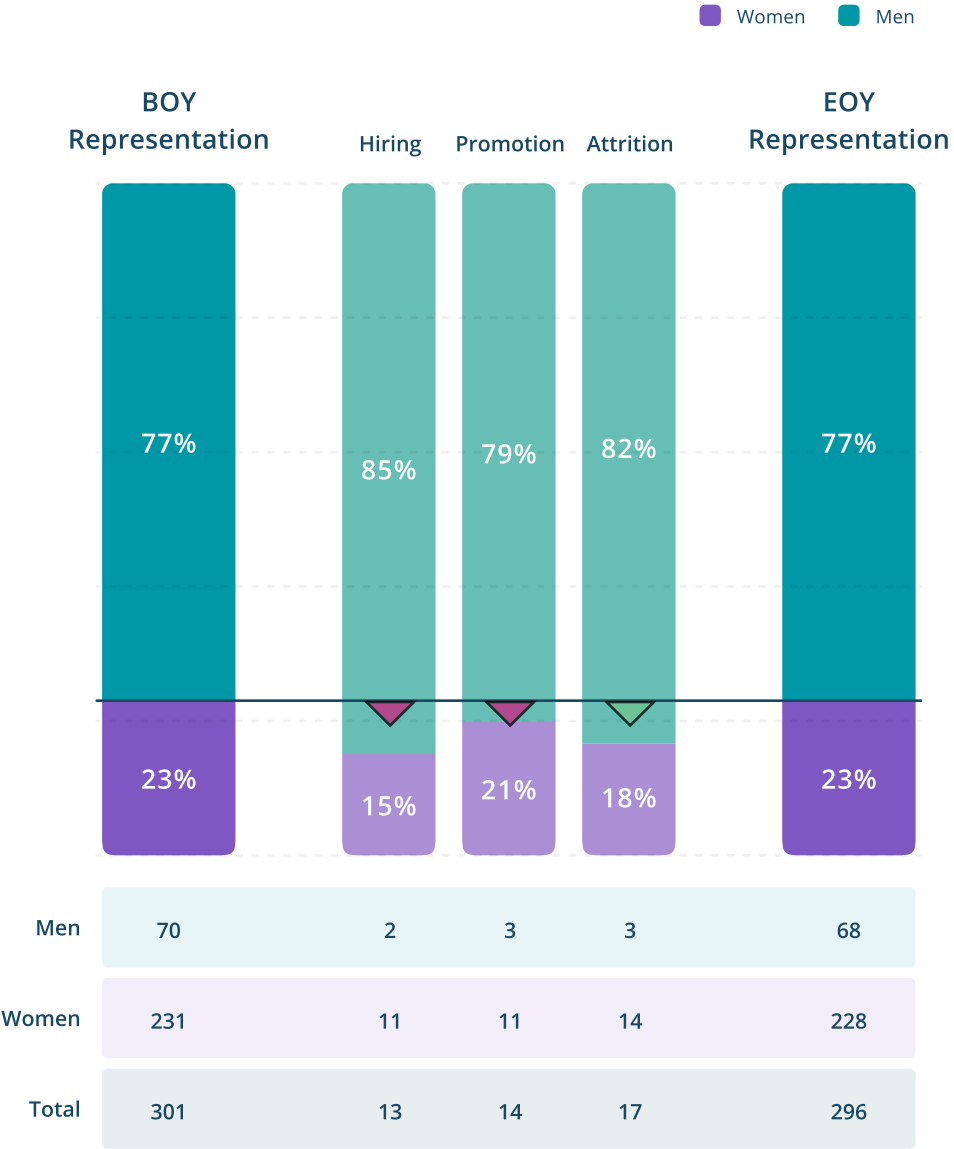
- Attrition (slight)

Individual Contributor: Key Variable Comparisons 2020



6.1 Individual Contributor Analysis: 1 January 2020 to 31 December 2020 End of Year Representation

Technical Track: Key Variable Comparisons 2020



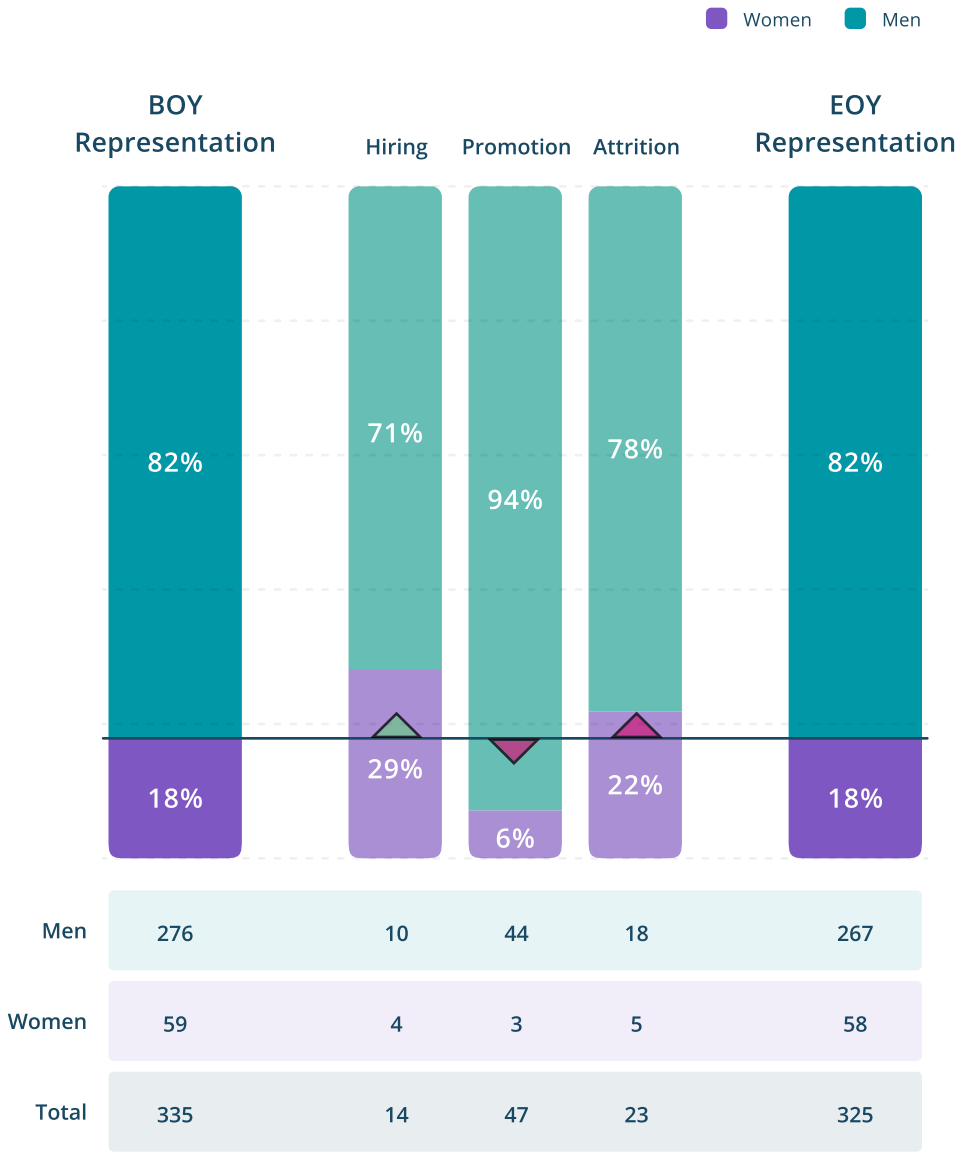
The representation of women did not change for Technical Track in 2020. Greater than proportional hiring for men would have decreased the year-end representation of women except that a smaller proportion of women left. Women were also less likely to be promoted at this level.

Challenges at this level:

- Hiring
- Promotions

6.2 Technical Track Analysis: 1 January 2020 to 31 December 2020 End of Year Representation

Supervisor: Key Variable Comparisons 2020



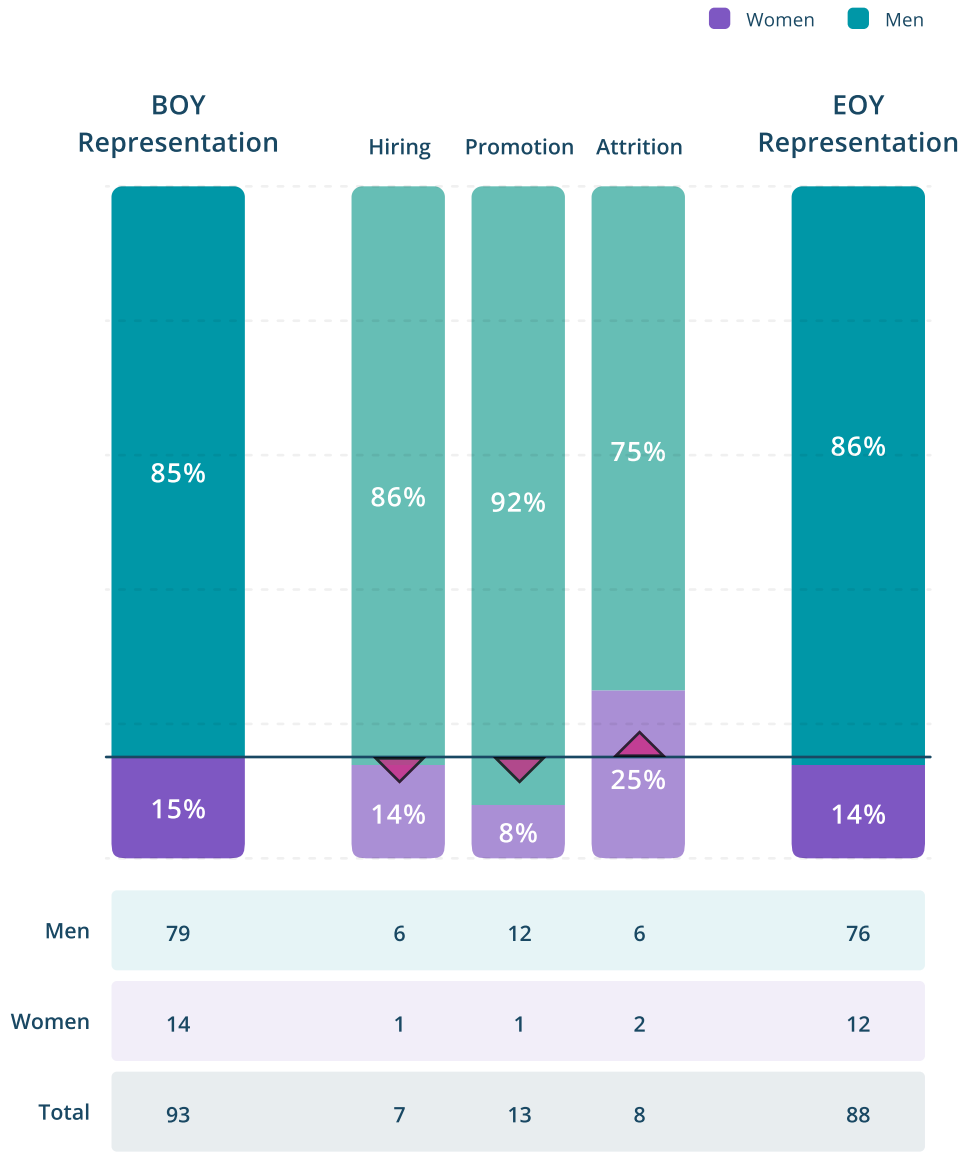
The representation of women did not change for Supervisors in 2020. Although hiring was strong for women at this level, it was not enough to make up for women's greater attrition. Women were also far less likely to be promoted in the Supervisor level.

Challenges at this level:

- Promotions
- Attrition

6.3 Supervisor Analysis: 1 January 2020 to 31 December 2020 End of Year Representation

Middle Manager: Key Variable Comparisons 2020



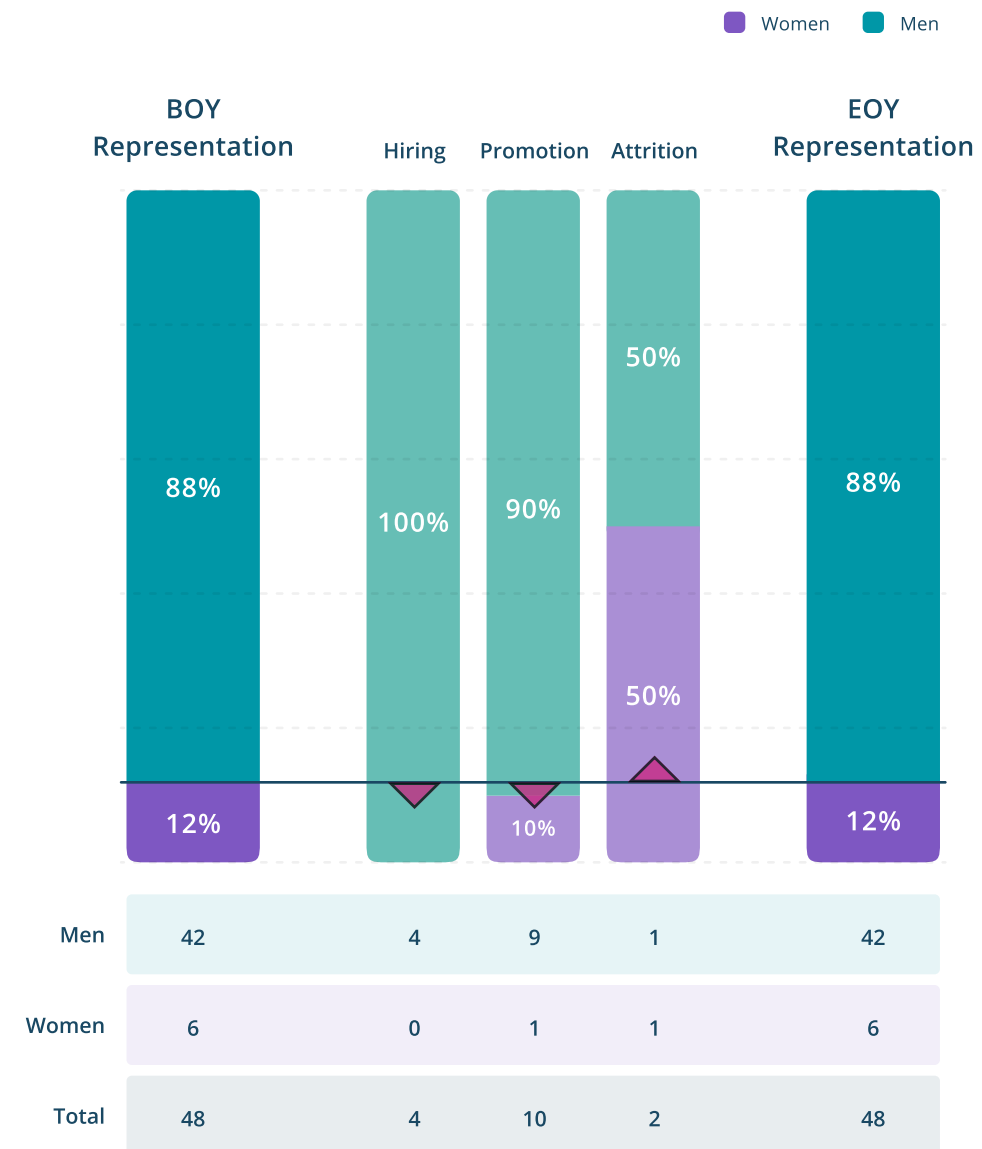
6.4 Middle Manager Analysis: 1 January 2020 to 31 December 2020 End of Year Representation

The representation of women decreased for Middle Managers in 2020. Attrition of women is a significant challenge, particularly considering how few women there are at this level. The vast majority of Middle Manager hires were men. Promotions are below proportional levels, although if women are newer in these roles, they may not be promotion-ready; promotion rates should be further examined to determine if this is a challenge area or not.

Challenges at this level:

- **Attrition** (slight)
- **Hiring**
- **Promotion** (further evaluation needed)

Sr Mgr/Executive: Key Variable Comparisons 2020



6.5 Sr Mgr/Executive Analysis: 1 January 2020 to 31 December 2020 End of Year Representation

At the Sr Mgr/Executive level, talent movement for each individual woman has the potential to dramatically shift representation numbers. Although one woman was promoted into Sr Mgr/Executive level, one also left. Since there was no hiring, representation remained the same. Current promotion rates at this level lagged for women in 2020 although 2021 YTD has shown relative improvement.

Challenges:

- Increased representation of women at this level will require hiring and promotion proportions above the current representation of 12% or only marginal improvement will occur.
- With one exit and no hiring YTD 2021, potential for increased representation is tenuous.



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