Building a Talent-Focused Culture

An Interview with Marsha Ellis Jones,
Executive Vice President and Chief Diversity Officer, PNC Financial Services Group

Would you discuss PNC’s investment and commitment to its employees?
At PNC, we recognize that our greatest asset is our employees. If our employees flourish, so will our company. For this reason, among many others, we invest significant time and resources to recruit, develop and retain talent while creating a diverse and inclusive environment in which all employees feel engaged, respected and valued. While a diverse workforce and inclusive culture have always been important, they have never been more critical to our ability to serve an increasingly diverse customer base. Not only does this diversity needs. In other words, diversity in all its forms – age, gender, ethnicity, sexual orientation and others – lends to unique perspectives and subsequently to greater creativity.

From a governance perspective, PNC has Regional Diversity Councils that identify and execute on business opportunities that result from changing demographics in the communities in which we have a presence. They work closely with employees, customers, the community and diverse suppliers to ensure that we are identifying business opportunities and creating innovative business solutions for our markets, each of which is unique.

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How critical are metrics in making sure that PNC meets its diversity goals?
As we can’t change what we don’t measure, we do track and report on various metrics, including our diverse workforce. These metrics, along with the related objectives and progress, are shared in PNC’s annual Corporate Social Responsibility report and with PNC’s board of directors. Also, each line of business has its own approach for creating and retaining a diverse team and is encouraged to set objectives that roll up to the company’s diversity and inclusion priorities.

In addition, the Corporate Diversity Council, which I co-chair, has created metrics to help managers understand what is needed to create diverse teams and then track their progress against their respective diversity objectives. Finally, PNC’s Employee Net Promoter Score assesses employee engagement by looking specifically at whether employees feel included and respected at work.