

Building a Talent-Focused Culture

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

EDITORS' NOTE *Marsha Jones joined PNC after a distinguished career of more than 25 years at Merrill Lynch. She is the recipient of numerous awards and citations for her professional achievements. Jones holds a bachelor of arts from Lehman College, a master of arts from Columbia University and is a graduate of The Executive Leadership Development Program of the Wharton School at the University of Pennsylvania.*



Marsha Ellis Jones

COMPANY BRIEF *The PNC Financial Services Group (pnc.com) is one of the largest diversified financial services companies in the United States, with \$381 billion in assets and \$265 billion in deposits as of December 31, 2017. For 166 years, PNC has been a strong competitor, innovator and engaged corporate citizen. Headquartered in Pittsburgh, it has businesses engaged in retail banking, including residential mortgage, corporate and institutional banking and asset management, and provides many of its products and services nationally. Its primary geographic markets are located in 19 states in the Mid-Atlantic, Midwest and Southeast, and it also provides certain products and services internationally.*

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

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help us better reflect our customers, but it allows for greater creativity and innovation, which helps us compete better. By taking the time to recruit the right people, create an inclusive and respectful work environment and provide the tools and resources needed to succeed both at work and home, we will be better equipped to deliver on our strategic priorities while looking out for the best interests of all of our stakeholders.

How does the work of a Chief Diversity Officer relate to innovation?

When we create an inclusive culture in which employees feel that they are able to bring their whole selves to work and share new ideas, we are more innovative and better equipped to address our customers' diverse

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.

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. ●