

Gender Advisory Council

# Closing the gender gap: Challenges, opportunities and the future

A transcript of PwC's film

## Closing the gender gap

It is now accepted that the global economic picture in 2050 will look very different from today. The established G7 economies are already seeing a shift of their traditional economic power to the emerging countries, the so-called E7 of China, India, Brazil, Russia, Indonesia, Mexico and Turkey.

In addition to economic change, we are going through a period of huge social transformation, as we move into a

future of labour shortages, skills gaps and a world in which the educational and economic empowerment of women will become even more significant.

How can we address and accommodate these changes? What are the actions which will help us face the challenge of the future? What efforts and connections need to be made by governments, companies and NGOs?

## A look into the future

In an attempt to find answers to these questions and more, PricewaterhouseCoopers invited global academics, politicians and business leaders to share their views on the gender gap and how it will impact our future.

Their thoughts are gathered in this thought provoking film. Take a look at our global perspective on answers to questions such as:

- How does the focus on diversity increase the access to talent?
- Why is it relevant for companies and governments to care about this issue?
- Is the treatment of women a barometer of progress – and how are we doing?
- How, and how fast, can companies respond to global challenges?

- What will companies look like in the future?
- What is the impact of diversity on innovation?
- How does diversity link to productivity, a cornerstone of economic growth?
- And why does all of this matter so much more in the future?

## The interviewees

Many leading business people and academics from around the world contributed to the film, sharing their views on the world in 2050 and how it will be impacted by the gender gap. They include:

**Samuel A DiPiazza Jnr:** has been the global CEO of PricewaterhouseCoopers since 2002, and is the founder and executive sponsor of the PwC global Gender Advisory Council. Sam joined PwC US in 1973 and became a partner in 1979. Prior to becoming CEO, Sam led PwC US as chairman and senior partner and was a member of the global leadership team. His many global and philanthropic roles include serving on the World Bank's Private Sector Leaders' Forum.

**Haifa Fahoum Al Kaylani:** Founder and Chair of the Arab International Women's Forum, Haifa has chaired and spoken at numerous major conferences on women's issues.

**Kevin Daly:** Author of the award-winning paper 'Gender Equality, Growth and Global Ageing', Kevin is a European Economist and an Executive Director within the Goldman Sachs European economics team.

**Nilcéa Freire:** Minister of the Special Secretariat for Policies for Women (SPM) in Brazil. As Minister, she organised and coordinated, in partnership with the National Women's Rights Council, the first National Conference on Policies for Women. This resulted in the guidelines for the National Plan for Policies for Women (PNPM), which went into effect in December 2004.

**Maureen Frank:** Winner of the prestigious Australian Telstra Business Woman of the Year Award in 2004 and the former national head of Aon's Mergers and Acquisitions team, Maureen is Founder and Managing Director of Emberin, a company which focuses on helping women in many countries, including Australia and India, gain the skills needed to make it to the top.

**R Gopalakrishnan (Gopal):** is an executive director of Tata Sons, chairman of Rallis India and of Advinus Therapeutics, and vice chairman of Tata Chemicals. A key member of the Tata Group Corporate Centre, Gopal plays a vital role in providing direction and impetus to the Group's forays into potentially viable areas of the new economy.

**Professor Lynda Gratton:** A global authority on the people implications of strategy, Lynda is Professor of Management Practice at the London Business School.

**Thabani Jali:** Former judge Thabani is Executive Chairman of PricewaterhouseCoopers' Southern African Governing Board, where he assists in the strategies and positioning of the firm, including issues of governance and transformation.

**Mr. K. Vaman Kamath:** is the Managing Director and Chief Executive Officer of ICICI Bank Ltd, India's second largest bank. Amongst other accolades, Vaman was named 'Businessman of the Year' by Forbes Asia in 2007. He is also the current President of the Confederation of Indian Industry and a member of the board of the Indian Institute of Management.

**Dr. Kedibone Letlaka-Rennart:** Kedi is Diversity Advisor for the International Monetary Fund in Washington DC. Her mandate is to drive the overall Fund's diversity strategy and to help promote staff diversity and inclusion.

**Laura Liswood:** Laura is co-Founder and Secretary General of the Council of Women World Leaders, an organisation aimed at increasing the number, effectiveness, and visibility of women who lead at the highest levels in their countries. She is also a Senior Advisor at Goldman Sachs.

**Alison Maitland:** Former Financial Times journalist and co-author (with Avivah Wittenberg-Cox) of 'Why Women Mean Business: Understanding the emergence of our next economic revolution', Alison also directs The Conference Board Europe's Council for Diversity in Business and is a Senior Visiting Fellow in the faculty of management at Cass Business School, London.

**Phumzile Mlambo-Ngcuka:** is the former Deputy President of the Republic of South Africa; she resigned from the post in September 2008. She was the first woman to hold the position and is the highest ranking woman in the history of South Africa.

**Izotova Galina Sergeevna:** Deputy, State Duma of the Russian Federation (2007), Izotova is also an economist and worked in banking prior to entering politics.

## Feedback

'Closing the Gender Gap' has been shown all over the world. Here are some of the responses received to date:

'Having had the opportunity to view the film on the Gender Gap, I feel compelled to acknowledge and thank you and your team for the marvellous work done on this film. It was perceptive, crisp and professional but a significant factor was that it spoke the human language instead of business jargon.'

'I just wanted to drop a line and say how impressed I was by the 'Closing the Gender Gap' video. I just watched the full version and thoroughly enjoyed it. It was powerful, diverse, concise, polished, and hard-hitting. The message is clearly conveyed and the number of high profile participants that you interviewed is astounding.'

'The film is excellent. It thoroughly gets the key messages across. Are there plans to get this onto mainstream TV?'

'This is an outstanding video that leaves me feeling inspired and empowered'

'It is powerful, hard-hitting and at the same time very clear. The diverse group of speakers and their opinions shows the coherence that this subject should be and has been treated by your team.'

'I watched 'Closing the Gender Gap.' It was just terrific; visuals, content, pace. I particularly liked the 'leaking pipeline' metaphor. I had not heard that before; it is right on point – evokes the appropriate level of concern.'

'Just watched 'Closing the Gender Gap' - really powerful. The bit at the end where the girls spoke brought tears to my eyes!'

'This is a wonderful piece of work...which I have shared around the corporation.'

## Transcript:

### Closing the gender gap: challenges, opportunities and the future (27 minutes)

#### Music

##### **Narrator**

The global marketplace faces massive change in the 21st century. Demographic. Financial. Geographic and environmental. We need to find new solutions to ensure that our businesses survive and succeed. The untapped talent of our women is part of the solution, and closing the gender gap could be the key to success.

##### **Samuel A DiPiazza Jr**

The global economy is becoming more complex and challenging every day. In the developed world, you have demographic issues, reducing population challenges, a limited workforce and in the developing world, an increasing population but enormous competition for the bright talent.

##### **Narrator**

And this challenging landscape demands a new and innovative mindset.

##### **Samuel A DiPiazza Jr**

This is the global challenge. We're all trying to define what is the world going to look in 2030, 2040, 2050. We're all trying to decide what are the challenges that need to be overcome to win in those markets.

##### **Haifa Fahoum Al Kaylani**

The main issues we will have to deal with – the emerging markets, demographic changes. The environment.

##### **Dr Kedibone Latlaka-Rennart**

Markets are changing. Companies are expanding into new markets. New environments. They need to understand what the needs of the markets are. They need to meet those needs.

##### **Kevin Daly**

I think the issue of gender and equality is core to many of the economic challenges the global economy faces, and not just for the next 10 years but for the next 50 years. Labour sustainability, labour supply, is one of the most critical issues.

##### **Professor Lynda Gratton**

I think that demography, particularly Gen Y, will demand organisations that are more peer based, flatter and less hierarchical. And I think, frankly, the sooner we move to that, the better.

##### **Samuel A DiPiazza Jr**

The world is becoming more complex every day. The diversity of the world. The emergence of new economies. Brazil. Russia. China. India. Indonesia. Turkey. So that complexity means we have to pay so much more attention to how we manage our real asset, our people.

##### **Izotova Galina Sergeevna**

[Subtitled] Gender balance and gender equality shouldn't be ends in themselves. These are a means for creating effective policies aimed at ensuring the development of our society. The role of women is, without doubt, very important, when population growth in certain countries is witnessing negative trends. In this respect, Russia is no exception.

##### **Thabani Jali**

I shudder to think of a business which thinks in about 2015 it will try to survive and be competitive out there in the market whilst it only has a workforce which is 100 percent white or male.

##### **Narrator**

So it's imperative that we begin to close the gender gap in order to maximise the invaluable asset that is our female talent.

##### **Samuel A DiPiazza Jr**

How do you use your talents – all of your talents – to achieve advantage over your competition out into the future?

##### **Maureen Frank**

It's at a critical time right now because we have a significant global skill shortage. A very quick way to start to fix that problem is actually by incorporating very real gender diversity initiatives.

### **Haifa Fahoum Al Kaylani**

Global business, without a doubt, realises that using and harnessing the talent of women is an essential part of the growth and competitiveness of the business anywhere in the world.

### **Professor Lynda Gratton**

I mean: there's absolutely no doubt that since 50 percent of the human potential pool in the world is women, not to give them an equal opportunity in your organisation is absolutely crazy.

### **Dr Kedibone Latlaka-Rennart**

You are paying the salaries of a full workforce. Why on earth would you not want to extract from it maximum productivity? And as a result that means the active and equal participation of women.

### **Mr K V Kamath**

Corporate India will have no option but to recruit from this mass because they will find them [to be] a pool which is readily accessible and is as good a value, if not better than, the traditional recruitment pool that you have been looking at.

### **Samuel A DiPiazza Jr**

In a world where the competition for talent is the key differentiator between companies, the winning company will be the one that can use all of its talent to the potential. And frankly, women are going to play the critical element there.

### **Narrator**

Because women bring unique qualities to every level of business, especially to leadership.

### **Izotova Galina Sergeevna**

[Subtitled] I believe that the potential of women in Russia is not being realised. And although difficult, I feel it is an important issue to address. We talk a lot about how to increase the role of women in society and we basically understand what needs to be done. We need to use the public, our politicians and more specifically our male politicians.

### **R (Gopal) Gopalakrishnan**

Leaders do two things. It's like a double helix DNA. One is, they exhibit technical skills in marketing or advertising or accountancy and the second part of the double helix is they bring people skills. Now the first skill of technical skills can be taught. Nobody teaches you people skills. And what differentiates women leaders is that they bring a different dimension to people skills. Women solve problems differently from men and they use people skills for that largely.

### **Samuel A DiPiazza Jr**

Being able to take the skills of our women, the diversity of thought they bring to the table, the different approaches to the solutions that they will create: the firm that can do that is the firm that's going to win.

### **Narrator**

But nobody is winning right now. Not whilst that invaluable talent is leaking out of our organisations.

### **Alison Maitland**

The analogy of the leaking pipeline is that – all the way along the route to senior management, women are leaking out. Companies are losing women. Attrition is higher amongst women than it is amongst men.

### **Samuel A DiPiazza Jr**

If we were a manufacturing company and we had 50 percent of our raw material coming in the front of the plant and only 17 percent coming out as a finished product on the other end, we would say we have a problem. We have leakage in our plant.

### **Professor Lynda Gratton**

This is how it works. For the majority of companies around the world, 50 percent of their graduate intake are women. By the time those women get to managerial level, we're already down to 30 percent. When it gets to senior executive positioning, it's 15 percent and when it gets to main board positions it's ten percent. And those women have either leaked out or they've simply not risen.

**Laura Liswood**

Sometimes people might ask the question: ‘Wait a minute: we bring all these women into the workforce, we train them and all that stuff, and then they leave’. Well, people seem to think that ‘and then they leave’ is something that they had no control over. That’s not what happened. Women begin to see their male peers getting promoted faster than them. They begin to see who gets the mentors. Who got that special assignment or who gets the bigger client, so all of these things add up and she goes ‘well you know I’m putting a lot of effort in, I’m working long hours and I’m seeing my male colleagues just go right past me and I know I’m just as qualified as they are. So it looks much more attractive for me to go do something else.’

**Narrator**

And every organisation needs to identify and understand the hurdles they’ll have to jump in order to solve that problem.

**Samuel A DiPiazza Jr**

So, if we want to stem this huge leakage of talent – what are the barriers in the leaking pipeline that we need to overcome?

**R (Gopal) Gopalakrishnan**

If you take an Indian perspective, women have come to believe that they have a certain role and therefore they exclude themselves from advancement and a long career. The second one is by men who, without being necessarily conscious of it, don’t become inclusive and they become like a little club where women are kept out, and the third one is society, which sets roles and expectations and it embeds them deeply into people’s minds.

**Narrator**

And we can only change those expectations through education.

**Dr Kedibone Latlaka-Rennart**

Are there particular barriers to women’s progress and advancement in South African society? I think absolutely, there are. Access to education has perhaps not been affordable, especially for the majority of young women.

**Phumzile Mlambo-Ngcuka**

I think the message of second chance adult learning education that is targeted to proper skilling is for me one of the things that I would really, really change.

**Nilcéa Freire**

I think we have to persist in campaigns [about] changing education. To change this way of thinking that men are superior to women.

**Maureen Frank**

So where you want to get to, as I’ve said before, is you want to have a level playing field so that you discriminate only on the basis of performance. What you need to do is you need to up-skill your women so that they are at that level playing field.

**Narrator**

And confidence is a key factor here.

**Haifa Fahoum Al Kaylani**

Arab women, like many women elsewhere, we do not have enough confidence in ourselves, in our abilities.

**Maureen Frank**

The fundamental issue, I think, that women have around the globe with women that I’ve dealt with is a lack of confidence in their own ability. And I think that that’s a lack of confidence that men generally don’t have.

**Laura Liswood**

Confidence is really essential in the workplace. And so women may not ask for promotions or ask for raises. They may not raise their hand and say ‘boy, I’ve just done a great job on something’. You know. Whereas men will say, you know ‘I just created the Statue of Liberty here, you know. In my spare time.’

**Alison Maitland**

Very often, if women are going for the next promotion, they will only go for it if they feel that they fulfil all of the criteria, all of the requirements, 100 percent. Whereas men will typically say ‘oh well, I can do 60 percent of those, I’ll learn the rest on the job.’

**Narrator**

Another key barrier for women is a lack of mentoring.

**Professor Lynda Gratton**

We know that people who get to the top in part get there because they’re mentored. And there’s a long history of research to show that women are not mentored as much as men are – and that’s primarily because cross sex mentoring is uncomfortable.

**Maureen Frank**

Men are often a little scared about how to speak to a woman about career, where they're headed, how family incorporates into that, because they're scared to make mistakes. We've gone so far in terms of talking about discrimination and discrimination legislation and litigation that it's actually put men off.

**Laura Liswood**

When you have women in positions of power, they are more likely to be able to mentor other women and bring them along. They can also mentor men and so men get more comfortable having women as leaders in the organisation.

**Narrator**

Another barrier to career advancement can be motherhood.

**Haifa Fahoum Al Kaylani**

An Arab man, as he's interviewing a man and a woman for the same job, he will decide to say no, I'm going to give the job to the male candidate because I believe that she will have children eventually and will not be interested in her work.

**Kevin Daly**

In a country like Japan and Italy, to take two examples, where it's very difficult for women to combine working with having children. Female employment and fertility both tend to be much lower. But in the Scandinavian economies where [for] women the society is set up in a way that facilitates them both to work, and also to have children, both tend to be higher.

**Alison Maitland**

Countries that make it easier for parents to combine work and family see a double benefit. They see not only higher economic growth through women's greater participation in the labour force, but they also see higher birth rates.

**Dr Kedibone Latlaka-Rennart**

So ask yourselves: have you fostered a conducive environment? Have you created opportunities for stretch assignments, for mentoring? What is the rate of promotion and progress of the men in your workforce compared to the women?

**Narrator**

Because any business that wants to succeed in this global landscape needs to find the fixes that will create a level playing field.

**Samuel A DiPiazza Jr**

The company that finds the right formula to get the most out of the talent base? That's the company that's going to win. That's the company that will be distinctive. And nowhere is that more true than with women. And in PwC, where we have so many talented women in our team, how do we get more of them into the leadership of the organisation? To me, that's the critical question.

**Maureen Frank**

If we talk about the financial services industry: you know, they lose 20 percent of their staff every year. That's the Australian statistic and I think that's quite global. When you look at that number, that 20 percent, it's actually about 15 percent women. When you look at the reason why people leave, the reasons why women leave and the reasons why men leave are actually quite different. Which means that you can have quite targeted strategies which are focused on women, which can have an immediate impact on the bottom line – and that's what you want to do.

**Professor Lynda Gratton**

My view is that one of the most substantial things a CEO could do right now is to change the gender mix of their board. I think that would have profound implications on the organisation and on the way that the organisation thinks about itself.

**Laura Liswood**

I mean, that's what I call the power of the mirror. Knowing what you can be by who it is that you see. You know, I often tell the story of my interviews with the President of Iceland, who had been the President for 16 years. And after she'd been in office for about eight years, she was going around Iceland talking to the children and one of the things she discovered was for the children under eight, they thought only a woman could be president of Iceland.

**R (Gopal) Gopalakrishnan**

You know, getting a few women up on the top acts like a lode stone. It's like a magnet. It has a dramatic effect. Our hotel company has almost beaten this pyramid syndrome. We have as many women. It's about 35 percent, by the way, in our lowest level. It's about 33 percent in the middle level and about 30 percent in the senior level. But our hotel company has had a female up on the top levels for about 40 years.

**Nilcéa Freire**

In the survey that the Athos Institute made last year, we have only five percent of women in the most prestigious posts in the 500 most important companies in Brazil. This is moving but we have to do some pressure. Sometimes affirmative action or stimulating the labour market, the companies to adopt programmes of equal opportunities for men and women.

**Izotova Galina Sergeevna**

[Subtitled] Policy towards women is definitely a good indicator of how well developed a society is. A country needs to recognise the resources and capabilities of its women. Russia today finds itself somewhere in the middle, between a traditional and a post industrial society. Is this good or bad? Well, it's probably OK, but at the same time, there are many ways to improve the situation.

**Narrator**

One innovative programme developed by TATA in India is called SCIP

**R (Gopal) Gopalakrishnan**

SCIP, standing for Second Career Internship Programme, is predicated on the principle that very talented women, after three or four years of work experience, go away and take a break for family reasons or their own reasons – and then find it difficult to get back to work. They're assailed by self doubt. There are social pressures. They have family issues. And it's at that stage therefore that we are using the SCIP programme to see if we can dramatically change the situation and let them taste for themselves – what does it feel like to have kids at home and go to work. Women who meet a certain criteria can come back and work on flexi time for a period of 500 hours. Six months flexi time. To deliver a particular project in their area of experience. It costs us a certain sum of money but we've got potential leaders for tomorrow whom we pull back from the leaking pipe, so I think it's quite fantastic.

**Narrator**

And this also builds the number of women at the top.

**Alison Maitland**

What's really crucial is to have what we call a critical mass of women at the top – so that's to say, at least 30 percent of the top team being female. Because at that point you start to see a really significant out-performance by companies in financial terms.

**Professor Lynda Gratton**

We looked at teams that were all male, that just were men, and teams that were just women, and teams that were 50 percent women and 50 percent men, and the question we asked was: 'which is more innovative and which is more productive?'. And we found actually, the 50 percent mix was the most innovative and the all male teams were the least innovative.

**Laura Liswood**

If you can get to a critical mass of women, then the women don't have to adopt the style of the dominant group.

**Samuel A DiPiazza Jr**

In an organisation as diverse as PricewaterhouseCoopers and as distributed, in close to 150 countries, lots of cultures, and lots of languages, an organisation like ours must embrace differences of people and make them part of the teams. Being inclusive and bringing all types of people into the team creates opportunities for better answers. And nowhere, nowhere is that more compelling than with our women.

**Maureen Frank**

Now what I'm finding, is that it can take very small things to build a woman's confidence and we need to focus in on what those things are. I think it's around helping them build their networks both internally and externally. I think it's helping them believe in themselves and getting rid of some of their negative self thoughts.

**Thabani Jali**

I think men have got a major role to play in terms of supporting the women and ensuring that, when you do identify a woman with potential, you help her along and you give her all the support structures which are needed to make sure that particular person succeeds.

**Professor Lynda Gratton**

So, there's been a couple of very important schemes that have really provided some sort of a framework to encourage senior men to mentor women and it's been extremely successful. I think that these are exactly the sort of courageous schemes that I think are going to be crucial for the future.

**Maureen Frank**

So I actually see that the key to gender diversity is engaging men to become vocal and big proponents of this, because it's important to them from a business and a personal perspective.

**Professor Lynda Gratton**

You know, you'll find men all over the world who are huge advocates of bringing women into senior positions. In fact, in almost all cases where there's a lot of senior women, it's because a male CEO has taken that role.

**Samuel A DiPiazza Jr**

As men we have a vested interest in closing the gender gap on both a business and a personal level.

**Phumzile Mlambo-Ngcuka**

To close the gender gap in South Africa would achieve a much more fulfilling life for men and women. The nice thing about closing the gender gap is that you actually liberate men.

**Professor Lynda Gratton**

So I think in addressing issues about women, organisations are also addressing issues about men.

**Narrator**

So can business in the 21st century afford not to deal with the gender gap, afford not to maximise the full potential of all their talent?

**Samuel A DiPiazza Jr**

What is the cost to business of not closing this gender gap?

**Maureen Frank**

The research that I've done around gender diversity and the impact that that has around profitability and productivity to organisations – I do actually fundamentally believe that, if you don't get it and start getting it quickly, that you're absolutely going to be left behind.

**Nilcéa Freire**

The cost of not closing the gender gap will be, in the future, a developmental crisis, with economic implications, and also in the growing of the country.

**Maureen Frank**

I have a client who actually lost a very big piece of business because the target came back to them after they'd done enormous proposals and said 'well look, we'd love to give you this piece of business but unfortunately you don't have any senior women on the team and our senior women are not too happy about that so we have to give it to your competitor.'

**Narrator**

So by creating an environment that prevents your women from flourishing, your business will suffer at every level – but if you're proactive, you can turn this around.

**Samuel A DiPiazza Jr**

The gender issue is a business issue. It's about your bottom line and the benefits to an organisation are huge.

**Kevin Daly**

The potential dividend to economic output from reducing gender inequality is huge. For the US to raise female employments levels to male employment levels would raise GDP by seven to eight percentage points. For continental Europe by nine percentage points. For Japan by 16 percentage points. And for many developing economies the gains would be even bigger than that.

**Maureen Frank**

I think that the western world will be learning things about gender diversity from India. I see them as having most of their major corporations having a huge number of senior women at the top. And there's a huge body of research which says that organisations which have at least three or four women in senior management roles are 30 percent more profitable than companies that are not.

**Haifa Fahoum Al Kaylani**

We will see women, perhaps as we have seen women recently in America and in Europe, of being engines of economic growth.

**Narrator**

So the potential benefits of closing the gender gap are massive. But one question remains.

**Samuel A DiPiazza Jr**

How rapidly do we need to deal with the issues of the gender gap? How long can we afford to wait?

**Maureen Frank**

In terms of time horizon I absolutely believe that this is business critical and super urgent. So I think that if organisations don't get with the programme really quickly, your women will leave and they will start going to organisations that they perceive to be gender friendly.

**Professor Lynda Gratton**

The simple truth is that unless companies act now, they will either lose their women or their women will stay in middle management roles.

**Samuel A DiPiazza Jr**

The leading companies of the world in 2050 have no choice. The demographics and the fierce battle for talent means they have to use every resource they have to the potential – and that includes all of our women.

**Narrator**

And if global business does provide the support and structures which will enable women to achieve their full potential, how could our world look by the year 2050?

**Nilcéa Freire**

By 2050, I hope that Brazil will have better conditions in the labour market and women and men working together to build the world.

**Professor Lynda Gratton**

We could be in a place where when you walk into an organisation, you're just as likely to see a female CEO as you are to see a male and that would be a marvellous thing for organisations generally.

**Alison Maitland**

I do think it's possible that some countries in the developing world will actually leapfrog countries in the developed world in terms of closing, in terms of the speed with which they close the gender gap.

**Haifa Fahoum Al Kaylani**

By the year 2050, certainly in the Arab region, maintaining the reforms and watching the Arab women enhance their role in the private sector, we will be moving to prosperity.

## End Credits

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**Thabani Jali**

It will be a world where it will be normal to see a workforce which represents both males and females.

**R (Gopal) Gopalakrishnan**

My vision for 2050 is that you don't recognise gender as an issue. Just like I don't care whether you're Scottish, or Irish, or white or brown, I don't see why I shouldn't hope for a world where I don't care if it's a woman or a man. He or she gets there because he or she is the best.

**Samuel A DiPiazza Jr**

The leading companies of the world in 2050 are going to be those companies that have found a way to bring diverse teams to the leadership. Found a way to create opportunities for women throughout their organisation all the way to the top.

**First child**

Good leaders have to say positive words. Positive stuff which makes people feel OK that's good.

**Second child**

I want to have children but I still want to go to work because their father can look after them.

**Third child**

I think everybody should do what they want to do because it's a bit sad if people say you're not allowed to do that job.

**Fourth child**

I think it would be good to have a world where everybody is equal and it doesn't matter what colour skin you have, whether you're a man or woman or what religion you believe but you get to have whatever chances you want to have.

# For further details

The development of this film is an initiative from PwC's Gender Advisory Council (GAC), which was set up in 2006 to address the issue of gender diversity within the organisation.

Women represent half of PwC's global workforce at the recruitment level, and 15 percent of the partnership, a number which continues to increase each year. Although great progress has been made to help women climb the corporate ladder, we know we need to do more.

That's why we created the Gender Advisory Council, an action and results oriented advisory group who work on ways to improve the representation of women at the highest levels of PwC. Members come from PwC firms around the world including:

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Details of the GAC's work can be found at [www.pwc.com/women](http://www.pwc.com/women)

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Designed by studioec4 19708 (12/08)