We employ people from diverse cultures and backgrounds and with a wide range of experiences. And we’re committed to making sure everyone who works at PwC feels comfortable bringing their true selves to work.

Advancing and supporting diversity and inclusion isn’t just the right thing to do. An inclusive workplace enables us to embrace the diverse backgrounds and perspectives of all our people to create better outcomes for stakeholders and society.

**Tracking progress, ensuring accountability**

We have learned that to make progress on diversity and inclusion, talent data is key. Globally, we measure and track diversity progress in our leadership pipeline at PwC, and use this data to make strategic decisions.

Based on data for its country, each PwC firm creates and implements annual diversity plans with the full support of that firm’s senior partner. At the end of every year, each senior partner is responsible for reporting on progress made towards the annual diversity plan, and held accountable for that progress.

We also use results from our Global People Survey to understand how our people experience diversity and inclusion at PwC. This year, 70% of our people told us the people they work for make the effort to get to know them and what they uniquely bring to PwC (2018: 69%). And when asked whether they are satisfied with the actions leadership is taking to build a diverse and inclusive work environment, 68% agreed – up from 63% last year.
Breaking the glass ceiling

One of our priorities is to increase the number of women in leadership positions. PwC firms around the world have many different programmes in place to help women reach their full potential. Although we have much more work to do, particularly at the highest levels of leadership, we are seeing some positive results:

- Globally, PwC firms’ female partner admissions across the PwC network have increased from 23% in 2013 to 30% in 2019
- Female representation in the partnership has gradually increased from 13% in 2006 to 21% in 2019
- This year, 51% of campus hires and 45% of experienced hires globally were female
- While the gender balance on our Global Leadership Team is good, we still have much to do to reach gender diversity across our Network Leadership Team and Strategy Council (which is composed of the senior partners of our 21 largest firms).

PwC is also an active supporter of UN Women’s HeForShe movement, which aims to mobilise men around the world as advocates of change for global gender equality. As a HeForShe IMPACT champion, we continue to take action to engage all our people in advancing gender equality. To date, over 100,000 PwC people, including more than 49,700 PwC men, have made the HeForShe pledge.

Female representation in our global workforce

<table>
<thead>
<tr>
<th></th>
<th>FY19</th>
<th>FY18</th>
<th>FY17</th>
<th>FY13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global leadership team</td>
<td>44%</td>
<td>47%</td>
<td>50%</td>
<td>0%</td>
</tr>
<tr>
<td>Network leadership team</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Global board</td>
<td>33%</td>
<td>33%</td>
<td>33%</td>
<td>11%</td>
</tr>
<tr>
<td>Strategy council</td>
<td>0%</td>
<td>0%</td>
<td>5%</td>
<td>0%</td>
</tr>
<tr>
<td>Partners</td>
<td>21%</td>
<td>20%</td>
<td>19%</td>
<td>17%</td>
</tr>
<tr>
<td>Managing directors/directors</td>
<td>35%</td>
<td>34%</td>
<td>33%</td>
<td>31%</td>
</tr>
<tr>
<td>Senior managers</td>
<td>44%</td>
<td>41%</td>
<td>40%</td>
<td>38%</td>
</tr>
<tr>
<td>Managers</td>
<td>46%</td>
<td>46%</td>
<td>46%</td>
<td>47%</td>
</tr>
<tr>
<td>Senior associates</td>
<td>50%</td>
<td>50%</td>
<td>49%</td>
<td>49%</td>
</tr>
<tr>
<td>Associates</td>
<td>52%</td>
<td>53%</td>
<td>52%</td>
<td>51%</td>
</tr>
</tbody>
</table>

pwc.com/annualreview
Looking at a country level, a number of PwC Strategy Council firms have – or are close to – reaching gender parity on their territory leadership teams, including Australia (44%) and the Netherlands (43%). Other parts of the world where we are seeing progress include PwC firms in Canada (33%), the UK (33%), China/Hong Kong (30%) and the US (30%). In Africa, PwC’s regional leadership team is made up of 33% women, while PwC Southern Africa appointed its first female CEO in 2019.

Ensuring pay equity

The PwC network is committed to pay equity. PwC firms regularly conduct comprehensive reviews of compensation data to understand any differences between and among staff, and make adjustments as appropriate. Some member firms may choose to add additional types of pay equity reviews, such as compensation differences among partners, or an analysis along racial/ethnic lines.

The decision to publish any pay information is a local one that is taken by individual member firms based on their own local circumstances and regulatory environments.

Several PwC firms have disclosed this information, including PwC Australia, PwC Ireland and PwC UK. And PwC Switzerland has obtained the EQUAL-SALARY certification after having been audited by an independent third party.

Focusing on all dimensions of diversity

Our commitment to diversity includes all dimensions of diversity, including ethnic, LGBT+, age, disability and thought and skills diversity.

For example, in the past year, we joined the Partnership for Global LGBTI Equality, a coalition of organisations working in collaboration with the World Economic Forum to advance global progress for equality and social and economic inclusion for LGBT+ people. In FY19, we marched with Pride in cities around the world, and in June 2019 we brought together 200 PwC LGBT+ leaders and people from 28 countries to share knowledge, network and talk about LGBT+ issues at our first ever Global LGBT+ Summit. Find out more and watch our leaders talk about what Pride means to them.

Ultimately, our goal is to create a truly diverse workplace, where all people have equal opportunities to progress and every single person feels like they belong.

We’ve set the bar high, and while we have more work to do, we’re on the right track and working hard to get there. To find out more about our approach to diversity and inclusion, take a look at The PwC diversity journey.

“Ultimately, our goal is to create a truly diverse workplace, where all people have equal opportunities to progress and every single person feels like they belong.

Betty Ann Jarrett
Global Human Capital Leader,
PwC