Foreword

Introduction from Bob Moritz

Around the world, the war for talent is only becoming more competitive, with opportunities emerging for all kinds of talent pools. More diverse — and even unexpected — talent is all around us, coming from emerging and developed markets, traditional and start-up companies, and different kinds of educational backgrounds. In today’s ever-changing global economy, acknowledging the changing landscape of talent, understanding their different goals and priorities, and shaping talent strategies to include them, are key for any business to succeed. Having a broad mix of diverse talent in your organisation isn’t just imperative to the future success of a business or broader society, it’s simply the right thing to do.

Focusing on the professional services industry, our only asset is our people. Their knowledge, their relationships in building trust while serving our stakeholders and clients, their ability to think differently to solve important problems, at the people who change the industry, the firms they work in, and through that work, make an impact on the communities and world around them.

At PwC, diversity and inclusiveness are huge priorities for us around the world. To have impact and serve our communities, our stakeholders and our clients, we need diverse talent. To solve the problems our stakeholders are facing, we need diverse talent. To build trust across different points of view, we need diverse talent. It’s imperative we attract, retain and develop diverse professionals to spur innovation, drive growth and sustain competitive advantage in the marketplace.

Our global diversity journey formally began 12 years ago, when PwC first began to focus on developing a globally consistent approach to diversity as a business imperative and enabler for our strategy. During the years since then we’ve experienced many high points and encountered just as many challenges. And while we’re proud of the progress we’ve made so far, we recognise that our journey is not complete, and it has been slower than we would have liked. Still, we have so much more we want to do to foster an even more diverse and inclusive workplace culture.

We’ve also learned a lot along the way — and we’ve applied these lessons to reshape and accelerate our approach to our overall human capital initiatives and processes, including how diversity ties into our overall business strategy, vision, and purpose. In this report, we share with you the story of our global diversity journey. I hope that by sharing our experiences, challenges and insights, we will learn from and engage with others about their own diversity and inclusion journeys. No one organisation has the sole right answer — and we hope that by sharing our thinking, we learn from others, knowing the best ideas come from having many voices in the conversation.

We also want more accountability, which is another reason we wanted to share where we are on our own journey. While we’ve made some strides around our global network, including appointing some more diverse leadership teams at the global and country levels, we have more work to do. We believe transparency and accountability are two key pieces to driving better results, which is why we’re sharing more about the PwC Diversity & Inclusion ecosystem and our Global Inclusion Index. We’re also sharing some case studies to highlight some practices from many PwC firms around the world, brought to life by many of our diversity leaders, advocates, and role models.

As I said at the beginning, embracing diversity and inclusion makes business sense, and even more importantly, we believe it’s the right thing to do. By sharing our thoughts, ideas, and programmes, we are hoping that we can contribute to a broader discussion, one from which we can all learn and benefit together, as we work collectively to make an impact around the world.

Bob Moritz
Chairman, PricewaterhouseCoopers International

Introduction from Agnès Huss herr

It was back in 2001, the year I was appointed partner, that I was first asked to think about how we might enhance gender diversity at PwC. And if I’m completely honest, before that I hadn’t realised there was an important problem to be solved. Until then, I had personally had a very fulfilling career and personal life throughout my 12 year career with PwC. France, including having three children on my way to making partner. But when I passed to look around me, both in PwC France and Europe more broadly, it clicked, and I agreed to lead our European Women in PwC network.

This was just the start of my personal diversity journey. With time it became clear to me that our focus needed to go beyond gender to centre more broadly on valuing and embracing all types of difference. And that is only through such a broad lens that we will be able to deliver our ambitious network strategy for the future. This was at the heart of the Diversity and Inclusion (D&I) strategy I focused on executing when appointed Global Diversity & Inclusion leader in 2013.

Throughout my career with PwC I’ve held various leadership roles, and whether they were client, business, or people related they’ve all made one thing clear to me: progress does not happen overnight. However, there are ways to move faster and this is why, with the strong support of the Global Leadership Team and our tenacious territory diversity leaders, we’ve been focused on applying accelerated D&I action across the PwC network of firms.

As we have and continue to learn from others, we hope this report will allow other organisations to benefit from our experiences.

This July, I was offered a new exciting career opportunity with my appointment as Global Human Capital Leader. D&I’s influence on, and alignment with our global people strategy was at the core of the diversity legacy I’ve created over the past three years and I will continue embedding it into our fundamental people strategy. To solve important problems we need diverse talent, and to attract, develop and engage that talent we must support every one of our people to build a rewarding career and achieve their full potential.

Agnès Huss herr
Global Human Capital Leader

1 PwC refers to the PwC network and/or one or more of its member firms, each of which is a separate legal entity. Please see www.pwc.com/ structure for further details.
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The PwC diversity journey
Introduction

Organisations the world over are currently facing myriad challenges around talent – and becoming increasingly concerned about their potential competitive and financial impacts.

They include challenges such as:
- Responding to the vast numbers of millennials entering and reshaping the workforce;
- Addressing the low representation of women in management and leadership positions;
- Dealing with an ageing workforce and talent pool;
- Finding the right talent to drive expansion in, and collaboration with new geographical markets;
- Overcoming the restrictions on organisations’ growth resulting from the low availability of key skills;
- Managing a multi-generational workforce with evolving responsibilities for dependants (including employees with both children and elderly parents); and
- Responding to the rising consumption power of specific population segments by recruiting talent that mirrors the diversity of those customers.

These talent challenges clearly bring risks for businesses that fail to respond to them adequately. But at the same time they bring opportunities for forward-thinking organisations that position themselves to capitalise on the potential of a diverse workforce to drive higher business performance.

Across all these opportunities, the common thread is the move to a more diverse world – and many organisations are already innovating to respond to this shift. A growing number of CEOs are concerned with the implications of talent diversity for their business, with 64% confirming they have a diversity and inclusion strategy in place and 13% planning to adopt one over the next 12 months.¹ This suggests that many CEOs are waking up to the fact that they have immense talent pools under their noses, which they may have failed to fully leverage for too long. And they’re identifying significant benefits arising from diversity and inclusion in their organisations. In fact, 85% of CEOs whose organisations have a diversity and inclusiveness strategy say it has enhanced business performance, 77% say it has enhanced customer satisfaction, and 55% say it has helped them compete in new industries or geographies.²

While it is clear that diversity has catalysed onto the CEO agenda in recent years, the fact remains that many organisations are struggling to make it a reality – and few appear to be making visible progress. This sentiment is voiced loud and clear by the majority of over 10,000 working millennials across the globe, 71% of whom feel that, while organisations talk about diversity, the fact is that opportunities are not really equal for all.³

And organisational commitment to diversity – along with visible progress towards it – is becoming ever more vital: 80% of female and 74% of male millennials say an employer’s policy on diversity, equality and workforce inclusion is important to them when deciding whether or not to work for them.⁴

At PwC⁵ we know that if we are to solve important problems we need diverse talent – and we are committed to turning these talent challenges to business opportunities. However, we do recognise that there is no ‘quick-fix’ response to getting this right. Attracting, advancing, developing, engaging and retaining a diversity of talent while fostering an inclusive culture – one where difference is valued and embraced – is not easy.

Making progress is challenging, and we don’t claim to have all the answers or to have yet achieved the progress we want. But we are committed to maximising the diversity opportunity. And we feel we have identified an approach that is accelerating our progress, meaning we have an interesting story to share. That’s our intention with this publication: to share our journey, while recognising that it is ultimately just that – a journey. And that we’ve done a lot but still have a lot more to do. Our hope is that other organisations can learn from what we are doing, albeit with the caveat that the right approach and solutions are always highly dependent on a particular organisation’s strategy, as well as its operational and cultural context.

We hope you find reading about our diversity journey as interesting as it has been for us to experience for ourselves.
For PwC, diversity is a priority across our network of firms because we need the best available talent to create value for our clients, people and communities. We hire and nurture professionals who take a variety of approaches to problem-solving, who are willing to challenge the status quo, who think differently from one another, and who come from many different backgrounds and cultures. We do this because to solve important problems we need diverse talent.

Our global diversity journey began 12 years ago, when the PwC Network of firms first began to focus on a globally consistent approach to diversity as a business imperative and enabler for delivering our international business strategy. A lot has changed in the intervening years, particularly with regard to the decision-making that drives the operationalisation of our network approach and strategy. Through this journey we have arrived at our current approach, which is aligned with our unique governance structure; the PwC D&I ecosystem; and our unique strategy, operational and cultural context of each organisation. While our structure may be very different from that of many of our readers’ firms, which collectively represent a broad spectrum of organisational structures and sizes, we feel that much of what we have learnt on our D&I journey is transferrable, taking into account the unique strategy, operational and cultural context of each organisation.

At PwC, our network approach to D&I aligns with our unique governance structure. PwC is the brand under which the member firms of PricewaterhouseCoopers International Limited (PwCIL) operate and provide professional services. Together, these firms form the PwC Network. The PwC network is not a global partnership, single firm or multinational corporation – and PwC member firms do not operate as a corporate multinational. The PwC network consists of firms which are separate legal entities. PwC’s Global Diversity & Inclusion Leader, supported by a central D&I team, is responsible for articulating our network D&I strategy and developing policies, initiatives and support tools to achieve a common and coordinated approach to D&I across our individual firms. The Global Diversity and Inclusion Leader holds a seat on the Global Leadership Team, and we drive our network approach to D&I aggressively with our 21 largest PwC firms, which collectively represent just under 80% of our global headcount and just under 90% of our global revenues. We also undertake a number of specific diversity activities with all PwC firms – examples include PwC’s Global Diversity Week and our role as a UN 10X10X10 HefoShe Impact Champions – and encourage the adoption of our global D&I strategy and approach by all PwC firms.

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While our structure may be very different from that of many of our readers’ organisations, we feel that much of what we have learnt on our D&I journey is transferrable, taking into account the unique strategy, operational and cultural context of each organisation.
Accelerating our approach

In 2013, we activated an accelerated approach to D&I and began to execute our strategy with the support of our territory diversity leaders and a 2+1 approach to dimensions of diversity.

Territory diversity leaders

The territory senior partners (chairpersons) of each PwC firm in countries across the world are firmly committed to diversity, and have each appointed a territory diversity leader (TDL) to take the lead on this in their firm. The TDL reports directly to his or her respective member firm senior partner, and has responsibility for driving localised diversity and inclusion strategies that complement our global D&I strategy, with a focus on implementing the actions needed to drive change locally. This approach supports our aim to support a global diversity strategy that makes room for a ‘local flavour’.

Specifically, it signals a recognition that a global diversity strategy must make both local and contextual factors, given that the challenges will be nuanced by geography.

For example, in Australia the +1 dimension of focus is cultural diversity, specifically Asian culture, given the high levels of Asian representation in the Australian talent population and the influence that Asia has on PwC Australia’s business growth ambitions. Australia also focuses on LGBT and disability. In Brazil, the +1 focus is on disability, which responds to that country’s local talent and regulatory landscape. In China, the +1 focus is on generational diversity – specifically millennials, who now make up 82% of the staff population in the PwC China and Hong Kong firm, and who often value a modern Chinese organisational culture that blends Chinese tradition and values with a more western approach and style.

2+1 approach

Across the network, we have adopted a 2+1 approach to dimensions of diversity. This means we ask all our member firms to focus on two common dimensions of diversity – which are 1) valuing differences and 2) gender. Here’s why:

**Valuing differences** because every single one of us is different – be that because of how we look, how we think, how we speak, how we act, or where we come from.

**Gender** because 46% of our global workforce at all levels is female, but this proportion is not yet reflected in our leadership.

The PwC 2+1 approach to address dimensions of diversity

- **Gender**
- **+1 Valuing differences**
- **Ethnic heritage**
- **LGBT**
- **Generational**
- **Disability**
- **Thought and skill diversity**

In addition, we ask each PwC firm to focus on at least one further dimension of diversity that is important locally. Different parts of the world have different talent priorities, and this approach lends itself to supporting a global diversity strategy that makes room for a ‘local flavour’.

The PwC D&I ecosystem

Our network D&I strategy is operationalised and brought to life through our PwC D&I ecosystem. It is via this ecosystem that we are able to channel our efforts so they are centred on the areas deemed most important to our network and lead to the desired changes and impacts. As we noted earlier, there is no ‘quick fix’ solution for diversity, and to achieve sustainable progress it is vital to have a comprehensive change management approach that tackles behavioural, process and cultural transformation. Aligned with each section of our ecosystem we have put in place explicit priorities and actions to propel the targeted behavioural, process and cultural changes, as we focus on creating an even more diverse and inclusive leadership pipeline, workforce and culture.

Data-driven approach informed by the facts of today

A fundamental element of the ecosystem is our data-driven approach. We make decisions that are informed by the facts of today, thus confirming that we are 1) focusing our efforts on the right areas (actual rather than assumed challenges), and 2) having an impact that creates sustainable progress.

Our D&I ecosystem also recognises that leadership commitment and accountability, awareness and education, and critical interventions that work are all crucial to success. We drive explicit priorities and actions aligned with each of these areas.

Also central to the ecosystem is embedding D&I within PwC’s DNA. We are driving efforts with the intention that D&I becomes implicit and naturally embedded within our business, people and client strategies and processes.

In the remainder of this report we will take a more detailed dive into each component of the PwC D&I ecosystem. You will learn more about our diversity journey, our shift to data-driven decision making, and many of the critical interventions that are having a tangible impact across our network.
Data-driven decision making

In the 12 years since we initiated our global focus on diversity, a lot has changed, especially with regard to the decision-making that drives the operationalisation and focus of our diversity strategy.

Historically it is fair to say we took a ‘leading practices’ approach. Under this approach we would support our member firms with tools, guidance and infrastructure, with a view to putting in place programmes that were most widely advocated as leading practices in the external market, such as mentoring, employee resource groups/networks and support for working mums. Five years ago, we decided to step back, take stock and ask ourselves this question: “If we are doing all the right things and investing time, budget and energy, why are we not making more progress?”

Why were we not making more progress?

Stepping back to take stock and answer that searching question resulted in us making a definitive transition from a ‘leading practices’ approach to a ‘data-driven’ approach. Case studies 1 and 2 demonstrate clearly why this shift was needed – and why decision making fuelled by data is now fundamental to, and at the core of, everything we do on D&I at PwC.

Lessons learned

Case study 1 – Blinded by assumptions

Historically, there was a general perception at PwC that we needed to fix our leaking pipeline of female talent by driving programmes focused on the retention of women and on support for new mothers. However, when we applied rigorous analytics the data told us something very different. In fact, it revealed that:

- Across the network, more women leave than men at our most junior grades only – and at this point in their lives very few of these women are at the stage of starting a family.
- At all other grades, more men actually leave than women. But we were replacing both our male and female leavers with predominately male experienced hires.

This data-driven approach enabled us to debunk a common myth: that the equal gender representation at the graduate hire stage was not reflected at the top because, at some point during their career, our women were leaving to have families.

In response to this insight, we have switched from a strategy focused on staunching a leaking pipeline of female talent, to an approach today under which we use data-driven insights to identify areas of focus and target resources to create the optimal impact and achieve the best results. We are also focused on transitioning from a culture of sharing ‘leading practices’ to one of sharing PwC ‘proven practices’. At the heart of this culture is a commitment to adopting critical interventions that achieve results, and sharing only those critical interventions that have had an impact: proven practices.

Lessons learned

Case study 2 – Blinded by best practice

A PwC member firm beginning its diversity journey made a conscious decision to focus the bulk of its energy and resource on establishing a programme to support new mums returning to the workplace. This decision was taken based on external market trends, and the fact that a neighbouring PwC member firm recommended it as one of its established practices.

However, when we looked at this programme through a data-driven lens, it quickly became clear that the impact opportunity of such a programme in this PwC firm was very limited. In fact, the data told us that:

- Only a very, very small percentage (less than 2%) of its population were post-maternity returners.
- More importantly, this population’s turnover rates were actually lower than the wider employee population.

Through these insights, the data-driven approach enabled us to debunk the myth that a recommended leading practice from one PwC firm (or an externally lauded practice) will automatically address another PwC firm’s unique challenges or create the required impact.

The outcome has been that rather than driving a strategy which centres ‘leading practices’ at its core, we take an approach today under which we use data-driven insights to identify areas of focus and target resources to create the optimal impact and achieve the best results. We are also focused on transitioning from a culture of sharing ‘leading practices’ to one of sharing PwC ‘proven practices’. At the heart of this culture is a commitment to adopting critical interventions that achieve results, and sharing only those critical interventions that have had an impact: proven practices.

Through this journey we have arrived at the PwC D&I approach and story that we share with you in this report. We have established a rigorous D&I analytics process that allows us to understand our D&I realities and pinpoint where we have explicit diversity challenges – showing us where to focus our energies and whether we are making progress.

Without doubt, our switch to a data-driven approach has been one of our biggest lessons learned as we’ve travelled to this point on our D&I journey. If your organisation is just starting out on its diversity journey, or is doing a lot but achieving little, a data-driven approach and decisions informed by the facts specific to your organisation’s current state may be the answer. Certainly this approach is at the very core of the PwC D&I ecosystem.
Leadership commitment and accountability

To drive change and make real diversity and inclusion progress, our experience shows it’s imperative to have the right levels of leadership commitment and accountability. This is why this is a central component of our D&I ecosystem. Over the past three years we’ve accelerated efforts in this area dramatically, undertaking milestone activities including 1) an overhaul of our governance structure, 2) standing leadership updates, and 3) the adoption of our Global Inclusion Index.

Getting diversity governance right

We began by overhauling our governance structure through a systematic three-step process. First, we identified a stand-alone global diversity and inclusion leadership position that holds a seat on the Global Leadership Team. Second, we identified territory diversity leaders (TDLs) in all firms in our global network. And third, we replaced our existing Global D&I Council with a newly created Global D&I Leadership Team.

A position similar to the TDL already existed in many PwC firms, with notable examples including the UK and US. However, for many network firms this represented the first time they had appointed a dedicated diversity leader. The creation of these roles across the PwC network allowed for a common diversity leadership role in each of our firms, and opened up the opportunity for us to drive a global strategy more closely aligned with implementation in each PwC firm. At the same time, the transition from a Global D&I Council (made up of senior leaders and diversity SMEs), to our Global D&I Leadership team (made up of the 21 TDLs from our largest PwC firms), gave us the opportunity to be more inclusive and considered in establishing our network priorities and actions. This, in turn, strengthened our ability to align our D&I actions at a global and local level, with a focus on driving effective action in PwC firms.

The Global D&I Leadership Team meet in person every nine months, with virtual meetings held every six weeks. At the in-person meetings we take the opportunity to refocus our global strategy and identify annual priority actions, while the virtual meetings focus on continuing the execution of our D&I strategy to create and sustain our energy and momentum.

Appointment of territory diversity leaders

One of the many steps we took to accelerate our D&I journey during 2013 was to re-engineer our diversity governance. To create a framework that would enable greater levels of leadership commitment and accountability for D&I, we asked the territory senior partners (chairperson of each PwC network firm) to appoint a territory diversity leader (TDL). We knew that establishing these roles across the PwC network would enable us to have a common diversity leadership role in each of our firms, together with the opportunity to drive a global strategy that was more closely aligned with implementation on the ground in each territory.

Each senior partner was asked to identify an influential partner to take on the critical role of supporting their firm’s D&I strategy, with a focus on implementing an action plan. To ensure the TDLs can make as big a difference as possible, they report directly to their firm’s senior partner and make standing updates to its leadership team.

The TDL is the representative of the business, with the ability to influence and leverage:

- Market, Industry and Business Unit Leaders on a cross-Line of Service basis;
- Finance from a budgeting perspective;
- Resourcing management (or the local equivalent) from a workforce planning perspective; and
- Human Capital from a diversity and inclusion perspective.

The role requires a minimum of 10% of the TDL’s time, and each TDL has territory objectives for the role incorporated into their annual performance plan.

Voice of the diversity leader

Bernice Kimacia, Country Senior Partner, PwC Rwanda and TDL, PwC Africa

Having set up PwC’s office in Kigali six years ago, more recently I assumed the roles of Territory Human Capital Leader and the Territory Diversity Leader for Africa.

It’s also important to remember that diversity goes beyond gender. Throughout my professional life I’ve sought opportunities to help colleagues – women and junior talent in particular – achieve their full potential. As Territory Diversity Leader I support our member firms in Africa to identify and remove potential barriers to all dimensions of inclusiveness, a critical business imperative for a region in which skills are scarce. A record 38% of partner admissions in 2015 in PwC Africa were women.

In my journey to partnership I have appreciated the fact that PwC does not have a one size fits all approach to our talent agenda, and has been supportive of my unique personal circumstances and career aspirations. I want all our people to feel the same about every aspect of their lives. We’re all different – and all included.
Voice of the diversity leader

Marcus Laithwaite, Assurance Partner and TDL, PwC Australia

As a straight, white male, it’s fair to say some people ask, “Why is Marcus responsible for the firm’s diversity journey and strategy?” My appointment in July 2014 was a conscious decision by our executive board. The reality is that 80% of our Australian partnership are white, male partners bringing the rest of our Australian partnership are male, and was a conscious decision by our executive board.

Part of my role is enabling our people, who may previously have viewed diversity as a ‘nice to have’, to recognise it’s actually a critical business imperative – one that provides our firm and the PwC network with a significant opportunity. When people from different backgrounds and with different points of view work together, we can create the highest value for our people, our clients and society. I feel that my passion for diversity, combined with being a straight, white male who is the global relationship partner for one of our firm’s most important audit clients, puts me in a unique position when it comes to shifting mindsets in this regard. Bringing our people with us on this inclusion journey is both immensely rewarding and a necessary ingredient for success.

This is a leadership role that I truly relish. It provides me with constant opportunities to be more open-minded, and throws up experiences very different from those I’ve had in my previous leadership positions: experiences like walking through our gender and cultural partner admissions targets, and bringing in outside thinking and accountability through our external Diversity Advisory Board.

I’m extremely proud of the progress we’ve made to date. However, there is more we can and want to do. That’s why we continue to work towards making our firm an even more inclusive workplace.

Standing leadership updates

With the wholehearted support of our Global Chairman, we set out to create a D&I framework that would ensure the frequent engagement and constant attention of our most senior leaders across the network. A key aspect of this framework is the provision of regular, standing global D&I updates to our Global Leadership Team and Strategy Council.

The Strategy Council is made up of the senior partners of our 21 largest member firms – and it allows us to take a two-pronged approach to leadership engagement, under which we report out to the Council at a network level while the TDLs report directly to their senior partner at a firm level.

These standing leadership updates go beyond standard report-outs, and are focused on stimulating action and commitment from our leaders. For example, it was during our initial update to the Strategy Council three years ago that we achieved agreement from each senior partner that they would champion the undertaking of rigorous diversity analytics in each of their firms. Today this process continues to be conducted annually, and played a pivotal role in the creation of our Global Inclusion Index. And to further support this element of our D&I ecosystem, we agreed to add a new question – “I’m satisfied with territory leader actions to build a diverse and inclusive work environment” – to our annual global people survey in 2015.

Building on our network leadership updates, PwC firms initiate leadership engagement and commitment activities locally that fit with their own local culture and structure. In PwC US, for example, the TDL – Mike Dillon – sits on the US Leadership Team. The US firm has also identified partners to lead on diversity in each line of Service, who report directly to their respective Service Leaders. This enables the execution of action plans that are fully aligned with each business area.

Meanwhile, PwC UK has established a firm-wide Talent & Diversity Council that includes two UK Leadership Team members – Head of People Laura Hinton, and Managing Partner Warwick Hunt. They are joined by the Head of Partner Affairs and the three Line of Service People Partners. Each Line of Service has established its own framework on D&I governance, with many business units – Advisory Deals, for example – choosing to set up a business unit-focused Diversity Council.

And in PwC Australia, the TDL – Marcus Laithwaite – sits on the Australian Leadership Team, as he notes in his profile (see previous page). Together with the Senior Partner, he has also taken the ground-breaking step of establishing the firm’s Diversity Advisory Board comprised of members external to PwC. The Board’s mission is to support the PwC Australian Leadership Team with their diversity and inclusion commitments and accountability. You can learn more about the Diversity Advisory Board in the accompanying case study.

Voice of the diversity leader

Karen Loo – Banking and Capital Markets Leader and TDL, PwC Singapore

Making assumptions based on someone’s gender or appearance is a mistake. I should know: while some people assume I was born in Asia, I’m actually a third-generation, Australian-born Chinese. That’s why my interest in diversity runs deeper than just gender. I’m passionate about creating an environment where women and people from culturally diverse backgrounds feel that they belong.

Twenty-nine percent of our partners in Singapore are female, and as Territory Diversity Leader I was especially proud of the diversity mix of our new partner admissions this July. We had eight new partners in total, representing five different cultures and nationalities – Australia, India, Myanmar, the Netherlands and New Zealand. And six of the eight are female.

As a Global Relationship Partner for one of our network’s global accounts, my experience has underlined for me how critical it is that we meet the diversity needs of our clients. The capability to understand the importance of Asian values and culture is a critical priority for this client. In my view, being open to diversity is how we can embed diversity and inclusion as a central component in all our strategic decision-making.

Meetings of the DAB are held every two months. They are chaired by the CEO of PwC Australia, Luke Sayers, and attended by our Diversity Leader, Marcus Laithwaite. As well as taking part in the DAB’s regular meetings, each member of the DAB coaches a member of our firm’s Executive Board. The DAB provides us with an ‘outside-in’ perspective, bringing the right levels of thought diversity to challenge accepted thinking and hold us accountable for our actions.

GOING forward, the focus in FY17 will be on expanding the remit of the DAB and working more closely with our Business Leadership Teams. DAB member Paul Zahra, the openly gay former Chief Executive and Managing Director of David Jones Limited, has said that he wants to “get PwC to a place where the Diversity Advisory Board is no longer necessary.”

Tangible impacts:

The DAB has been instrumental in enhancing our leadership’s understanding of – and commitment to – diversity and inclusion. It also provides our firm to the holder. For example the DAB received our initial partner and culture targets, resulting in our making commitments in August 2013 to 40:40:20 gender balance and 20% cultural diversity targets for partner admissions going forward.

The impact of these targets was evident this July, in our first admission cycle since they were set. We’re pleased to report that 40% of our partner admissions in this cycle are female, an increase of 23% on previous year admissions, and that 15% are culturally diverse.

*Culturally diverse is defined as anyone who identifies with any combination of cultural-ethnic backgrounds with the exception of American, Canadian, British, Australian (not indigenous), New Zealander (non Maori).

PwC Australia case study

6,058 people

Diversity Advisory Board (DAB)

Diversity dimension of focus: Thought diversity

PwC Australia launched our external Diversity Advisory Board (DAB) in early 2015. Its creation underlines our firm’s deep commitment to creating a more diverse and inclusive workforce and our determination to approach the diversity opportunity in an innovative and differentiated way. The DAB is made up of seven individuals who are all independent of PwC, come from diverse backgrounds, and are acknowledged as leading diversity experts from the Australian marketplace.

The remit of the DAB is to hold PwC Australia’s Executive Board accountable to the firm’s D&I Strategy. The DAB does this by working closely with our Diversity Leader and providing advice and guidance on all aspects of D&I. The external members are:

• Paul Zahra, former Chief Executive and Managing Director of David Jones Limited
• Graeme Innes AM, former Disability Discrimination Commissioner and Australian Human Rights Commissioner
• Dawn Hough, Director, Pride in Diversity
• Prof. Robert Wood, Director, Centre for Ethical Leadership
• Naren Young, Director PwC Indigenous Consulting and former CEO of Diversity Council Australia
• Julie McKay, Former Executive Director, UN Women Australia
• Tim Soopommosuean, Australian Race Discrimination Commissioner at Australian Human Rights Commission

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The Global Inclusion Index

Having put in place the structure we needed to build the right leadership commitment and engagement, we turned the focus onto accountability. During a carefully planned process lasting six months, we established an innovative ‘full-circle’ framework that would provide a clear picture of our current diversity reality, our annual diversity progress, and where we should be focusing future action. This framework, based on a combination of quantitative and qualitative measures, was scrutinised and approved by our Global Leadership Team and Strategy Council. The result was our Global Inclusion Index.

During the task of identifying the components that should go into our Global Inclusion Index, a key influence on our decision-making was the rigorous annual diversity data analytics process that we referred to earlier. This process involves measuring a total of 28 gender data points every year, across the full gamut from campus hires to attrition and from mobility to partner admission. Using a detailed analysis of three years’ worth of data across all these measures, we identified seven key metrics that we felt were the most critical for network-wide focus on D&I. These seven measures formed the basis of what was to become the pipeline management component of our Global Inclusion Index.

While the Index focuses broadly on inclusion, gender measures account for half of the overall Index score. This is because, with 48% of our people globally being female, gender remains an absolute diversity priority for PwC. Also, legal complexities mean gender is the only dimension of diversity that can be measured globally – resulting in the gender component of the Index being more heavily based on data than the inclusion measures. While this constraint might limit our global focus, we strongly encourage our network firms to put processes in place to replicate the gender diversity metrics across other dimensions of diversity, provided this is legally allowed in their countries.

Using the measures available at firm level, Inclusion Index scores are identified annually for our 21 largest PwC firms, and the combined average of these scores provides our annual Global Inclusion Index score. The Inclusion Index scores are also used as a performance indicator during the annual performance reviews of the senior partners of the 21 network firms that produce them. Overall scores are available globally and at the territory level, and this is then mirrored for each of our three core Line of Service areas. Our focus in the coming years will be to operationalise the Index in all PwC firms.

Find out more about the PwC Global Inclusion Index in our featured case study.

PwC global case study

The critical year-end performance indicators that we at PwC calculate annually have long included our revenue, People Engagement Index and Brand Health Index. For the past three years these have been joined by our Inclusion Index scores, as we focus on driving leadership accountability and executing a diversity strategy centred on data-driven decisions and measurable progress. The PwC Global Inclusion Index is a composite index comprised of two core buckets – a gender diversity score and an inclusion score – each accounting for 50% of the total Index score. Based on a combination of quantitative (people analytics and annual global people survey results) and qualitative measures (namely the maturity model), the Index provides a score out of 100 for each of PwC’s 21 largest member firms. These scores are then averaged to generate our Global Inclusion Index score.

Our gender diversity score focuses on pipeline structure, pipeline management, and any differences in the perceptions of women and men at PwC. Pipeline structure specifically measures changes in the shape of our pyramid through three people data measures, such as the percentage of female partners. Pipeline management puts a laser focus on our impact throughout the pipeline, measuring a total of seven KPIs. These KPIs have been methodically selected from among the 28 measures used in our comprehensive annual diversity analytics process, as those which we feel are most instrumental to driving change at a network level. They include the percentage of female partner admissions and experienced hires.

The final measure in the gender score is people perception. For this we look specifically at whether our women and men score differently on their levels of engagement and the core D&I questions included in our annual global people survey. The inclusion score also features a people perception measure, through which we measure our people’s perception of our diversity efforts. The overall PwC partner and people survey results for the following questions are included: 1) PwC is an inclusive work environment where individual differences are valued and respected, and 2) I’m satisfied with territory leader actions to build a diverse and inclusive work environment.

PwC Global Inclusion Index: A composite index with two buckets

<table>
<thead>
<tr>
<th>Gender diversity score (50% of the index)</th>
<th>Inclusion score (50% of the index)</th>
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<tbody>
<tr>
<td>Pipeline Structure (15% of the index)</td>
<td>Maturity Model (40% of the index)</td>
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<tr>
<td>Pipeline Management (25% of the index)</td>
<td>People Perception (10% of the index)</td>
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<td>Female/Male Perception (30% of the index)</td>
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<td>3 KPIs - for example</td>
<td>5 core categories</td>
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<tr>
<td>% female partners</td>
<td>Territory self-assessment tool of</td>
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<tr>
<td></td>
<td>36 D&amp;I measures</td>
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<tr>
<td>7 KPIs - for example</td>
<td>2 KPIs - for example</td>
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<tr>
<td>% female partner admissions</td>
<td>People survey results</td>
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<td>Self-assessment tool</td>
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<td>3 KPIs - for example</td>
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<td>% difference female/male perception</td>
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The final component of the inclusion score and overall Index is our maturity model. This is a self-assessment tool which requires TDLs to self-assess against measures identified under five core categories, which we have identified as critical to driving cultural transformation and being distinctive with regard to D&I at PwC. TDLs complete this self-assessment using an online tool. It asks them first to self-assess their alignment against each sub-category of the model, and then to provide quantitative examples verifying their alignment ranking and illustrating progress in each of the areas. Once this process has been completed, an independent assessment review takes place to ensure the objectiveness, accuracy and consistency of the maturity scores across our 21 largest PwC firms. Each member firm is then allocated a maturity classification and score.

In essence, the maturity model assesses the elements and action plans in the diversity programme within each PwC firm. Firm action plans should respond to the learnings unearthed via the annual Inclusion Index and our rigorous data analytics process. In this way, we make sure that core priorities centre on a data-driven approach aligned with current realities, and that energy and resources are targeted where they will have greatest impact.

Finally, the average results of all five components are calculated to provide a percentage value Inclusion Index score.

PwC Maturity Model ranking classifications

- **Developing**
  - Inclusion strategy absent many of the elements required to drive cultural transformation & D&I distinction
  - Percentage D&I Index score: 0%

- **Emerging**
  - Inclusion strategy not yet focused on any of the elements required for cultural transformation & D&I distinction
  - Percentage D&I Index score: 33%

- **Differentiated**
  - Cohesive inclusion strategy addressing majority of elements required to drive cultural transformation & D&I distinction
  - Percentage D&I Index score: 67%

- **Advanced**
  - Cohesive inclusion strategy addressing all of the necessary elements to drive cultural transformation & D&I distinction
  - Percentage D&I Index score: 100%

**Tangible impacts:**

As well as helping us to accelerate our diversity progress, the introduction of our Global Inclusion Index has had a powerful impact in driving leadership commitment and accountability for D&I at PwC. Since the index was established three years ago, we have seen:

- **We have increased the proportion of our female experienced hires to female campus hires by 11 percentage points.**
- **Our maturity model – the firm assessment to measure action in driving D&I cultural transformation towards a position of diversity distinction – has increased globally by 17 percentage points.**
- **Our people perception scores have also increased:**
  - “PwC is an inclusive work environment” – up by 1 percentage point over the three years.
  - “I’m satisfied with territory leader actions to build a diverse and inclusive work environment” – up by 1 percentage point since first asked in 2015.
- **We have increased our female partner admission by 3 percentage points.**


**Awareness and education**

To drive change and foster an inclusive workplace, we believe it is critical to create the right levels of D&I awareness and education. This is why these are a central component of our D&I ecosystem. Over the past three years we’ve continued to accelerate our efforts in this area as we focus on engaging the hearts, minds and hands of all our people and inspire personal and team actions and accountability for change.

**Building leadership insight**

Building leadership insight was a fundamental step in this journey, and between 2011 and 2013 we specifically engaged the Global Leadership Team and the Strategy Council in diversity awareness and education. Creating awareness of the diversity demographics within our network was a core component of this journey, and this was combined with unconscious bias training. We mirrored this process in our firms, asking the territory senior partners of each Strategy Council PwC firm to commit to undertaking unconscious bias training with their local leadership teams.

After this initial period of building insight with our mission critical leaders we felt we had created the foundations for more widespread D&I awareness and education that would touch all our people. Our approach was to drive some critical interventions globally in combination with the identification of awareness and education as key levers that would be implemented with appropriate interventions driven at the firm level.

An annual Global Diversity Week (GDW) campaign is a cornerstone element of these activities, aiming to reach everyone across the PwC network and help them understand, explore, engage and commit to diversity. We are excited to launch our third annual GDW in tandem with the release of this publication. You can learn more about GDW in our featured case study.

In 2014 we took a significant step in our diversity journey, as PwC firms worldwide celebrated our inaugural Global Diversity Week (GDW). PwC’s wide-scale inclusion intervention that aims to touch every PwC professional across the PwC global network. Two years on, we’re now about to embark on our third annual GDW.

GDW is about creating widespread awareness of diversity as a PwC priority, demonstrating leadership commitment to diversity, and having our people embrace inclusion and difference – including committing to personal actions to help make PwC an even more inclusive place to work.

During GDW 2014 – whose core theme was Creating value through diversity. Be yourself, be different – our network and territory leaders communicated and engaged with all our people. A particular focus was making the business case for diversity and inclusion real. We also formally launched our PwC diversity brand: Be yourself, be different. And in line with this we invited our people across the world to share what was different about them. They also had an opportunity to contribute ideas to shape our future diversity focus.

For GDW 2015 we chose the theme of From awareness to action, and set out once again to create wider understanding of the PwC D&I strategy and business case. We also asked our people to engage in supporting global gender equality, launching our HeForShe microsite – heforshe.pwc.com – which enables our people to pledge to become ‘HeForShes’ and sign up for individual actions to foster change. This underscores our belief that global gender equality unlocks everyone’s full potential, everyone’s success is connected, and that real change happens at the individual level. Finally, we gave our people the opportunity to go public with their commitments to personal and team inclusiveness actions via a live virtual commitment wall.

To underpin our GDW themes and activities – and help our people better understand, value and embrace difference as they transition from personal understanding to personal action – we provide a wide range of global ‘valuing difference’ resources. These tools include:

- **PwC-specific implicit association tests.** These tests improve our people’s self-awareness, allowing them to gain a better understanding of their own attitudes and preferences towards different kinds of people with different attributes (for example women and men with family and career).
- **Myth-busters quiz.** This helps our people learn about and debunk common myths and stereotypes across all dimensions of diversity.
- **Global Open Minds eLearn programme.** This learning tool provides our people with a greater understanding of what unconscious biases are, and how they can potentially manifest themselves in the workplace.
- **Annual inclusion planner.** A personal tool made up of 52 inclusion ‘nudges’ – simple awareness or behavioural actions that can help our people become more aware of any

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**PwC global case study**

223,468 people

Global Diversity Week – Creating wide-scale diversity awareness

Diversity dimension of focus: Valuing difference

2013 was a fundamental year in our journey as PwC firms worldwide undertook unconscious bias training. We mirrored network was a core component of this.

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Over the past three years we've continued to accelerate our efforts in this area as we focus on engaging the hearts, minds and hands of all our people and inspire personal and team actions and accountability for change.

The success of GDW springs from its powerful combination of activities at the PwC network and firm level – so we ask all PwC firms to complement the GDW resources and activities with territory top-up initiatives. These range from local webcasts and online leadership discussions to team workshops and much, much more, supplementing our global campaign with activities that reflect local culture and nuances. On the next page you can learn about some of the territory top-up activities that PwC Singapore and PwC Mexico delivered in alignment with GDW 2015.

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PwC Mexico

(3,466 people)

Here in PwC Mexico we wanted to make the most of the great GDW resources available globally, but we faced the issue that many of our people are not fluent English speakers, particularly at more junior grades. So we worked alongside the global diversity team to translate many of the global resources and videos in advance of GDW so we could use them with all our people. We then launched all of them on a Spanish PwC Mexico-specific online diversity portal during GDW, with the aim of helping our people understand, explore, engage and commit to diversity and inclusion.

To create energy and get our people involved, we also launched a Mexican-specific Diversity Challenge. Our partners and people were asked to illustrate how they live diversity at work or in their personal lives, and how their differences bring value to the business. Over 1,800 people took up the challenge, with 94 video submissions – including many from our partners.

We also wanted to create lots of awareness and discussion. So we hosted numerous panel events throughout our offices, focused on the following themes:

• Female leadership
• Diversity in business
• Confidence and generations
• Closing the confidence gap
• HeForShe

In total, 30 speakers – including 17 partners – were involved in these panel events, and they were attended by almost 300 staff, with many more joining via webinar.

The corporate culture in Mexico has traditionally been very male-dominated. With rising numbers of women entering PwC, we wanted to make supporting gender equality a cornerstone focus of GDW. Culturally, Singapore is characterised by a unique ethnic, religious and linguistic mix, and we’re very proud of our heritage as a multi-ethnic society. Also, Singapore as a country recognises the importance of its role as an international hub both in the region and globally, and works hard to promote this position. For this reason cultural diversity is paramount for our firm.

As a result it made perfect sense for our Singapore firm to centre our GDW activities around cultural diversity. Creating a culture where all our people embrace cultural diversity can sometimes be a sensitive undertaking, and we’ve found it’s often best received when delivered through activities and events that are fun.

For example, during GDW we hosted a lunchtime event attended by 200 people to celebrate that we are all ‘same, same but different’. The event used humour to help people become more self-aware about stereotypes, with the invited speaker being a comedian known as the ‘Master of Accents’. He delivered an underlying message that people can often unconsciously judge others based on their accent or the country they’re from.

Singapore is also a food-crazy nation with a unique culinary culture, so we hosted a food festival as well, enabling our people to sample dishes from six countries during lunchtimes.

PwC Singapore

(2,742 people)

The territory top-up approach to GDW here in PwC Singapore enables us to engage with many of the innovative global activities, while in parallel driving a more focused approach aligned with our local inclusion priorities.

We’ve had great success with gender in Singapore, reaching the milestone this year of 29% of our partnership being female. Culturally, Singapore is characterised by a unique ethnic, religious and linguistic mix, and we’re very proud of our heritage as a multi-ethnic society. Also, Singapore as a country recognises the importance of its role as an international hub both in the region and globally, and works hard to promote this position. For this reason cultural diversity is paramount for our firm.

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Tangible impacts:

GDW has a clear impact – including providing PwC leaders with the opportunity to demonstrate their commitment to diversity and inclusion and drive wide-scale awareness of D&I as a PwC strategic priority. It has also brought a number of further benefits, including:

• Engaging our people across the globe in diversity. Beyond the network-wide communications from our Global Chairman that reach every one of our people, we had 55,125 (in 2014) and 53,128 (in 2015) of our people actively engage or participate in our various GDW activities, while additionally seeing lots of engagement in territory top-up activities.

• With the launch of our PwC HeForShe microsite in 2015, some 8,530 PwC men and women made the HeForShe pledge during GDW alone.

• While there is not necessarily a direct causal link, we have also noticed an improvement in the perceptions of our people across the globe:
  i. 77% of our people agree that “PwC is an inclusive work environment where individual differences are valued and respected” – up by 3 percentage points since 2013.
  ii. The proportion agreeing “I’m satisfied with territory leader actions to build a diverse and inclusive work environment” has increased by 4 percentage point since this was first asked in 2015.

Valuing and embracing difference

Being able to value and embrace difference is a critical skill that needs to be developed in all our people. We recognise that being open-minded and aware of personal preferences and blindspots are critical levers to the manifestation of such behaviours and as such we drive a laser focus on awareness tools and education that centre on blindspots and unconscious bias. Examples include tools such as the PwC Implicit Association Tests and MyBlindspot quiz referenced in our GDW case study. In addition to rolling out our innovative global initiatives, we have also seen PwC firms approach this challenge in creative and innovative ways. A prime example is PwC UK’s Open Mind behavioural change programme, which you can learn more about in the featured case study.
PwC UK case study

18,397 people

Open Mind behavioural change programme

Diversity dimension of focus: Valuing difference

PwC UK launched our long-term Open Mind behavioural change programme with unconscious bias e-learning in March 2011. The goal of Open Mind is to make individuals across the firm more aware of the blindspots we all have when it comes to our relationships and decision-making, and to reinforce the behavioural changes required to drive an even more inclusive culture at PwC UK.

The Open Mind programme consists of a wide range of activities and interventions, including a film illustrating an open-minded conversation on performance management; a film that traces the equality journey; leadership communications; an explanation from a psychologist to show how unconscious bias affects decision-making; and actions people can take to become even more open-minded.

The messages, techniques and materials from Open Mind have been integrated into PwC's people management processes. For example, in briefings to prepare for the annual performance review, people managers are reminded of their responsibility to lead by example in being open-minded and managing their own blindspots.

A particular highlight of the change programme has been the creation of three innovative e-learning modules. An overview of the three modules is outlined below:

Open Mind: diversity is good for growth

Includes psychological tests and illustrative videos to create scenario-based understanding of unconscious bias and its impact.

Focus is on the PwC D&I business case.

Open Mind: be yourself, be different

Includes behavioural judgement exercises to understand how unconscious bias manifests in the workplace.

Provides tailored action plans to manage personal blindspots.

Tangible impacts:

Across the UK firm, Open Mind has helped being open-minded and valuing difference become part of people’s language and behaviour, prompting them to think more about how unconscious bias can potentially influence their decisions. One PwC manager commented that the e-learning module “made me re-evaluate my thinking process and I look forward to questioning my own assumptions and perceptions.”

While there is not necessarily a direct causal link, PwC UK has noticed a difference in some of our key D&I metrics since we launched our Open Mind change programme.

- We are seeing clear improvements in the perception of our people across the UK firm with 81% of our people agreeing that “PwC is an inclusive workplace where individual differences are valued and respected” – up by 8 percentage points since we first launched Open Mind. In 2016 we also saw the engagement levels of our firm’s gay/lesbian population rise to levels surpassing our straight individuals.

- We have increased the diversity of our graduate hires, with female and BAME representation reaching 43% and 34% respectively in 2016 compared with 37% and 25% in 2012.

- Open Mind collateral has been recognised as a leading practice winning the 2015 30% Club award for Everyday Inclusion. Many clients have purchased the licence to use the Open Mind collateral, demonstrating that the training has not only been impactful for PwC, but also that other organisations are now following our successful lead.

Engaging men through HeForShe

Earlier in this report, we introduced you to our 2:1 approach to dimensions of diversity. We’ve identified gender as a common priority across the PwC network, because while 48% of our global workforce at all levels is female, this proportion is not yet reflected in our leadership. We are eager to encourage an inclusive rather than segregated approach in our inclusion efforts, as our experience has shown that interventions approached in this manner deliver better results. Furthermore, we listen to our people and this is what they tell us they prefer.

To make progress on gender diversity we know it is not enough to just engage our women, but that we must also engage the other 52% of our global workforce: our men. We know that the more men and women play an active role in each other’s success, the greater the chance we all have to reach our full potential. And when everyone is at their full potential, we all benefit, both as individuals and as an organisation.

In 2015, we engaged with the UN HeForShe solidarity movement for global gender equality as a HeForShe corporate IMPACT 10x10x10 partner. Since then we have embraced HeForShe as one of the cornerstone activities of our global gender diversity strategy, utilising it as a key vehicle to drive many of our global awareness and education activities. You can learn more about our activities in this area in our featured case study on HeForShe.
HeForShe – Promoting gender equality around the world

Dimension of diversity focus: Gender

Because we at PwC believe that gender inequality continues to be one of the world’s most important problems, we became a founding UN HeForShe Corporate IMPACT partner in 2015.

HeForShe’s mission is to engage men as agents of change in achieving global gender equality. Gender equality has significant benefits to both women and men – and therefore we all have a role to play, and we all benefit from working together. The more active a role that both men and women play in each other’s success, the greater the chance we all have to reach our full potential, benefiting both as individuals and as a business.

At PwC, we have used our HeForShe IMPACT partner role to drive education and awareness activities both within PwC and beyond, including with our clients, families and communities.

As part of this journey we’ve launched our PwC HeForShe microsite – heforshe.pwc.com – which enables our people to pledge to become ‘HeForShe’, gain access to awareness and learning resources, and sign up to individual actions that will help foster change. We hosted a HeForShe awareness session with PwC’s territory leaders at our 2015 annual leadership summit in Tokyo, where we also asked each TSP to take the HeForShe pledge. PwC firms use our central HeForShe resources to drive awareness and pledges in their firms in a manner appropriate for local cultures. As an illustration, the following case study describes PwC Japan’s approach to HeForShe.

Finding the right HeForShe drivers at PwC Japan

5,293 people (integrated firm)

The corporate culture in Japan has traditionally been male-dominated. As a country, however, we are faced with a rapidly aging population, which means boosting rates of female labour force participation is critical to Japan’s economic sustainability. This is why Prime Minister Shinzo Abe has brought the issue to the fore. His economic growth policy sets a goal to fill 30% of leadership positions in Japan with women by 2020. So it won’t come as a surprise that Shinzo Abe is one of the ten heads of state who signed on as a UN HeForShe IMPACT champions. And he is joined by Japan’s Nagoya University as one of the ten university IMPACT champions.

These realities also ring true for PwC Japan: 30% of our workforce and 7% of our partners are female. Our alignment with HeForShe provides us with a fantastic opportunity to engage our workforce and our leadership on this critical reality for both our firm and our economy at large. However, we knew that we had to approach HeForShe in a way that would work for our culture. We began with an awareness session with our collective leadership team of 15 men but we quickly realised that we needed to find a more personalised and culturally sensitive way to move forward.

To do this, we held robust HeForShe and broader gender diversity one-on-one conversations with some of our leadership team. We let each conversation follow its own path, so we were truly engaging on a personal and authentic level with each of our leaders. The process was ultimately very powerful. While some leaders took just one conversation, with others the conversations were much broader and more frequent. But in the end the effort was worth it: some of the most challenging discussions led to the creation of some of our strongest HeForShe advocates.

Once we completed this process, we knew that we had created the right levels of leadership insight, commitment and tone at the top to bring HeForShe to all of our people in PwC Japan. As part of this journey we’ve created a translated version of the global HeForShe microsite, customised posters and awareness materials, and launched a HeForShe video featuring many of our leaders speaking ‘from the heart’ about the importance of HeForShe. This video has been shown to all of our people during our ‘All Staff Meetings’. We’ve also created a group of HeForShe Champions in each of our business lines, focused on delivering tailored actions in their business areas and creating authentic awareness via their personal stories and experiences.

Building the right levels of leadership insight took time, but it was worth it. We are pleased that almost a quarter of our male staff have already made the HeForShe pledge and we are now preparing for the next phase in our HeForShe journey – building HeForShe insight with our clients and communities.

Apart from PwC’s commitment to get 80,000 PwC men to take the HeForShe pledge over three years, and to roll out a globally consistent mechanism for progressing both talented men and women to senior leadership, PwC committed to develop an innovative Gender IQ online training module. In collaboration with the UN, the Gender IQ module was released in September 2016 to a global audience, and is now accessible and free to anyone in the world at heforshe.pwc.com or at heforshe.org. In just over half an hour, participants learn about how gender informs our identities, the societal and business costs of gender inequality, and actions that can be taken to become agents of change. The online training is intended to educate and empower everyone as advocates of equality.

Finding the right HeForShe drivers at PwC Japan

5,293 people (integrated firm)

The corporate culture in Japan has traditionally been male-dominated. As a country, however, we are faced with a rapidly aging population, which means boosting rates of female labour force participation is critical to Japan’s economic sustainability. This is why Prime Minister Shinzo Abe has brought the issue to the fore. His economic growth policy sets a goal to fill 30% of leadership positions in Japan with women by 2020. So it won’t come as a surprise that Shinzo Abe is one of the ten heads of state who signed on as a UN HeForShe IMPACT champions. And he is joined by Japan’s Nagoya University as one of the ten university IMPACT champions.

These realities also ring true for PwC Japan: 30% of our workforce and 7% of our partners are female. Our alignment with HeForShe provides us with a fantastic opportunity to engage our workforce and our leadership on this critical reality for both our firm and our economy at large. However, we knew that we had to approach HeForShe in a way that would work for our culture. We began with an awareness session with our collective leadership team of 15 men but we quickly realised that we needed to find a more personalised and culturally sensitive way to move forward.

To do this, we held robust HeForShe and broader gender diversity one-on-one conversations with some of our leadership team. We let each conversation follow its own path, so we were truly engaging on a personal and authentic level with each of our leaders. The process was ultimately very powerful. While some leaders took just one conversation, with others the conversations were much broader and more frequent. But in the end the effort was worth it: some of the most challenging discussions led to the creation of some of our strongest HeForShe advocates.

Once we completed this process, we knew that we had created the right levels of leadership insight, commitment and tone at the top to bring HeForShe to all of our people in PwC Japan. As part of this journey we’ve created a translated version of the global HeForShe microsite, customised posters and awareness materials, and launched a HeForShe video featuring many of our leaders speaking ‘from the heart’ about the importance of HeForShe. This video has been shown to all of our people during our ‘All Staff Meetings’. We’ve also created a group of HeForShe Champions in each of our business lines, focused on delivering tailored actions in their business areas and creating authentic awareness via their personal stories and experiences.

Building the right levels of leadership insight took time, but it was worth it. We are pleased that almost a quarter of our male staff have already made the HeForShe pledge and we are now preparing for the next phase in our HeForShe journey – building HeForShe insight with our clients and communities.

Apart from PwC’s commitment to get 80,000 PwC men to take the HeForShe pledge over three years, and to roll out a globally consistent mechanism for progressing both talented men and women to senior leadership, PwC committed to develop an innovative Gender IQ online training module. In collaboration with the UN, the Gender IQ module was released in September 2016 to a global audience, and is now accessible and free to anyone in the world at heforshe.pwc.com or at heforshe.org. In just over half an hour, participants learn about how gender informs our identities, the societal and business costs of gender inequality, and actions that can be taken to become agents of change. The online training is intended to educate and empower everyone as advocates of equality.

The +1 in action

Our 2+1 approach to dimensions of diversity asks that each PwC firm focus on at least one further dimension of diversity that is important locally, in addition to gender and valuing difference. Our experiences over the past three years have shown us this is a powerful approach because it recognises that different parts of the world have different talent priorities, meaning it lends itself to supporting a global diversity strategy that makes room for a ‘local flavour’. Ultimately we feel it lays the foundations for a more inclusive global approach to diversity, by affording PwC firms the opportunity to drive diversity strategies that are aligned with their unique business and talent challenges and opportunities. Read on for some examples of how this +1 approach manifests in some of our firms from across the network.

In PwC Netherlands, ethnic heritage is one of the +1 diversity dimensions. In particular, this stream of the firm’s diversity programme responds to the growing numbers of non-Western immigrants in Dutch society. And PwC Netherlands has achieved significant progress in enhancing the attraction, engagement and retention of this talent population through the adoption of the Cultural Awareness change programme, which blends awareness and education activities with other critical diversity levers. You can learn more about PwC Netherlands’ comprehensive change programme in our featured case study.

Tangible Impacts

Through our partnership with the United Nations’ HeForShe initiative, we are accelerating the global momentum toward gender equity in the workplace.

• Already, 53,046 people (including 24,397 PwC men) have taken the HeForShe pledge via PwC’s HeForShe microsite. This includes the Global Leadership Team and senior partners of all PwC firms.9

Take a stand with us and pledge today at heforshe.pwc.com.

9 Pledges as at 29 August 2016
Multicultural skills training was developed in comprehensive Beginning in 2013, we introduced our non-Western cultures. That they are all relatively “unaware” of needed to help our people become aware of challenges for our firm, and that we A simple starting point for us was illustrated below.

The awareness element has had a particularly powerful impact. The feedback on this training from both our leaders and non-Western talent has been very positive, indicating that our people have gained a true understanding of “why we tend to misunderstand each other”. These insights have proven to be quite a strong building block in our journey from Awareness to action. We have also learned that small factors can have a big impact on cultural awareness. Examples Include the food we serve in our staff restaurant, making prayer rooms available on office premises, and recognizing all holy days rather than just Dutch national holidays. All of these show how we’re “walking the talk”.

Like all PwC firms worldwide, our China and Hong Kong Assurance practice operates in an increasingly challenging market environment, including a ferociously competitive war for talent. These external forces translate into challenges in attracting, retaining, and engaging our people. When we asked our people what they wanted from us, they said they were looking for an inclusive environment that embraces open, honest, and effective communication. To create such an environment, we launched a broad cultural transformation effort for all levels of our Assurance practice. We called this programme The PwC Experience – A Breakthrough. In launching it, our overall goal was to change and improve the way we interact and communicate with our people and our clients, in order to turn an already very good firm into a truly great one and prove our distinctiveness in the market. First introduced in 2010, the programme is still going strong today – and has had a profound impact. While this transformation effort is broad in scope, it has a number of specific diversity objectives. One of the most important is to engage more effectively and increase the retention and engagement levels of our millennial talent, who make up an ever increasing proportion of our workforce – 82%. Another is to create and embed a more inclusive culture, through behavioural shifts targeted at driving behaviour that is open to new ideas and embodies respect for each other.

Meanwhile in PwC China and Hong Kong, the +1 focus is on generational diversity – and specifically on millennials (born between 1980 and 1995), who now make up 52% of the staff population in China, and who often value a modern Chinese organisational culture that blends Chinese tradition and values with a more western approach and style. We believe PwC is an inclusive environment where individual personal commitments to start and stop doing particular behaviours. A further element is our regular engagement forums including online (‘Breakthrough Blog’) and offline (‘Dialogue with Leaders’), which provide forums for our people to raise their own ideas and questions, and hear from leadership on a regular basis. This intervention has helped create a dynamic and engaged environment where our millennial talent has the confidence and conviction to speak up. Alongside these elements, one of the programme’s most impactful initiatives – launched in 2012 – is ‘Breakthrough Ideas’, which took our interaction and communication to the next level. This has enabled diverse teams of staff across all grade levels and geographical locations to provide proposals and solutions to our Assurance Executives on some of our most persistent challenges, thus engaging our millennials more deeply in our decision making and fostering innovative and diverse thinking. Their ideas have since then been brought to life across the Assurance practice and contribute to successes such as improved people engagement. The ‘Breakthrough Ideas’ members also continue to play a key role as the ‘sounding board’ for some of the major issues in the practice to make sure plans and actions are relevant to our people with diverse backgrounds.
In whatever way or context inequality arises in our world, the economic cost to businesses and societies is always high. At PwC we know that we can only solve the world’s most important problems and build trust in society if we use all the talent available to us, and act in ways that value each other’s differences.

In recent years, societies across the world have seen a growing culture of respect and inclusion for lesbian, gay, bisexual and transgender (LGBT) people – a positive development evidenced in some cases by enhanced legal rights. We support this trend, both because we believe in equality for all, but also because research shows that the inclusion of LGBT people closely correlates positively with economic development.11 However, there are still parts of the world where PwC and our clients do business in which antagonism and codified discrimination towards LGBT people persists. While PwC certainly does not tolerate discrimination on any grounds – including based on LGBT status12 – we believe in going further to actively value the differences of our people and clients. With this in mind, PwC’s intention is to systematically increase the engagement and participation of LGBT people in the global workforce. And while LGBT falls within the +1 category of our ‘2+1’ model, we have established a Global LGBT Partner Board to create global direction and energy behind this PwC intention. The Board to create global direction and participation of LGBT people in the +1 category of our ‘2+1’ model, we have established a Global LGBT Partner Board to create global direction and energy behind this PwC intention. The Board is comprised of openly gay partners and LGBT allies, and the partners on this Board inform our global diversity policy, engage with stakeholders to support the business case for LGBT inclusion, and act as role models for LGBT staff and allies. In pursuing all of these goals, we continue to foster a culture where everyone feels included and where differences are valued – as evidenced by our policies and the culture we create.

In short, it makes me stand out – and I feel strongly that anything that helps you do this in our industry is a blessing. This is an environment where self-confidence and self-awareness are central to ensuring a sustainable level of well-being. The consulting business requires more than regular office hours, and why would anyone want to work in an environment where they are wasting energy by not being their whole self?

It has always been important to me that I work and lead in a culture where not only I, but everyone else, feels they can be true to who they are. Our Dutch firm’s Gay, Lesbian and Everyone Else (GLEE) LGBT support network is one of the ways we make sure that when our employees decide to be open about their sexual orientation, they can do so in a supportive and safe environment with a culture of acceptance and inclusion. GLEE’s success says a lot about PwC. It is also a privilege to hold a seat on the Global LGBT Board, and contribute to a culture where everyone feels they can be true to who they are – not just here in PwC Netherlands, but across the PwC Network.

Meanwhile a focus on LGBT is evidenced in +1 diversity dimension of focus in many PwC firms. For example, in 2014 PwC Australia was one of the first private sector organisations to sign a corporate letter of support for marriage equality in Australia. This has now been signed by over 800 large and small corporations in Australia. Meanwhile, in the US, PwC US was one of 379 employers and organisations who signed an amicus brief supporting marriage between same-sex couples in all US states. The US Supreme Court ruled in favour of same-sex marriage nationwide June 2015.

In PwC Canada, LGBT is one of the +1 diversity dimensions of focus, with the firm’s GLEE (gay, lesbian and everyone else) network forming a principal element of the LGBT efforts. We have also witnessed GLEE gain momentum in many parts of the world, with similar networks now in place in PwC Australia, Germany, Ireland, the Netherlands, South Africa, Switzerland, the UK, the US and Vietnam. These firms tell us the charm of GLEE is its inclusive approach with ‘everyone else’ standing for quite literally everyone else, be they an LGBT ally or part of the LGBT community based on their sexual orientation or identity. You can learn more about GLEE and the impact it is having by reading our featured GLEE case study from PwC Canada.

**Diversity dimension of focus: LGBT**

At PwC Canada we have a wide array of Employee Network Groups – which we also call ‘circles’ – to help create an inclusive work environment. The first of these, set up back in 2006, was the Gay, Lesbian and Everyone Else (GLEE) network. As the pioneering network, GLEE has collaborated closely with PwC Canada’s DI&I team for almost a decade. This collaboration has enabled our GLEE mission to be clearly defined, and we focus on four key goals:

1. To provide a supportive environment for lesbian, gay, bisexual and transgender (LGBT) partners, staff and allies and networks and develop professionally;
2. To promote an inclusive, diverse, and respectful work environment;
3. To position PwC Canada as the distinctive firm and employer of choice for the LGBT community;
4. To identify business development opportunities in the community at large.

GLEE Canada has now grown to over 130 members across Canada. The efforts of the GLEE circles are having a significant positive impact on our people and brand, both internally and externally. From an internal perspective, GLEE has contributed to our inclusive culture, helping to create an environment where people can be their full selves at work and feel comfortable about coming out.

Meanwhile, from an external perspective, GLEE has helped PwC Canada to become actively involved with several recruitment and business networking organisations focused on the LGBT community. These include Pride at Work Canada, which provides support and networking opportunities for LGBT professionals. GLEE is also actively involved with a non-profit organisation that provides networking and recruiting services for undergraduate students and graduates.

**Voice of the diversity role model**

**Janet Visbeen – Partner, PwC Netherlands**

I honestly feel that “coming out” has been a positive driver in my life. It was a way for me to start to be more open and to be me. It was a choice that was necessary for me to be successful. It was a way for me to be more visible and define my personal brand.

**Tangible impacts:**

While we can’t point to a direct causal link, PwC Canada has noticed that GLEE’s growing momentum has coincided with strong progress in some of our key KPI metrics:

- We have consistently achieved a positive inclusion score from our people, with 80% saying they believe PwC is an inclusive environment where individual differences are valued and respected, a rise of four percentage points since we first started to ask this question in 2011.
- We’ve generated positive direct client feedback and many great client relationships for our firm via the external reach of our GLEE circle and GLEE pride event.
- Many of our LGBT people have said that the efforts of the GLEE circle inspired them to ‘come out’ at work, (and in some cases before they ‘come out’ in their personal lives).
- We now have better access to LGBT talent and have received feedback on campus that our GLEE network and the experiences shared by our ‘out’ people have been instrumental in many students’ decisions to select us as their employer.

**PwC Canada case study**

**GLEE Circle**

**6,334 people**

**Diversity dimension of focus: LGBT**

As the partner sponsor for GLEE GTA (Greater Toronto Area), and someone who’s been ‘out’ for fifteen of my seventeen years at PwC, I want others to see that you can be out and successful in the firm, and that it’s not going to hold you back in any way. In fact it can have the reverse effect, because it lets you be more of who you truly are, and enables you to bring your best and deliver a higher level of confidence – meaning you perform better in your career. That’s certainly been my experience. I think being out shows you have a certain level of courage as an individual, and people at PwC appreciate that. My coming out process wasn’t easy, and wasn’t accepted by some people close to me at the time – so you develop a harder edge to stand up to adversity, and greater self-knowledge that gives you confidence in yourself.

Given this experience, I want to lead by example. Earlier this year GLEE Canada was involved in several initiatives across and beyond the firm, and four PwC people approached me who were thinking of coming out and wondered if it would affect their careers. I told them it’s never had a negative impact for me – and it means I’m able to be my full self and not filter what I say to anyone.

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12 PwC Global Code of Conduct
Building relationships and advocacy

Relationships are an important aspect of any work culture. And while cultivating strong networks and having more senior sponsors as advocates are critical steps to foster progression and development in any organisation, they are perhaps even more important in a partnership structure. Mentoring and sponsorship relationships occur in all business environments, but neuroscience research suggests we all have unintentional natural preferences that often lead us to favour people who are ‘most like ourselves’. And this can often mean that women and minority groups can be left out of natural mentoring and sponsorship activities.

As a result, it’s no surprise that mentoring and sponsorship have become ‘trendy’ interventions in the world of diversity. However, at PwC our global approach is that we advocate for mentoring and sponsorship to be a natural part of how we operate day-to-day. At the same time, we also advocate more formal mentoring and sponsorship programmes as part of our D&I education activities where they will have the most meaningful impact. Our overall view is that mentoring is best utilised for more junior talent or ‘reverse-learning’ activities, while sponsorship is more critical for partner and leadership pipeline development. For example, a sponsorship component is baked into the global succession planning process for mission critical network leadership roles. And explicit gender and geographical targets set within this pipeline mean formal sponsorship activities are active for a diverse group of our most senior level future leaders across the world.

In individual PwC firms across the world, significant levels of mentoring and sponsorship activities are in place as core elements of local D&I programmes. For example in PwC UK, every partner is asked explicitly to sponsor diverse talent towards partnership as a core part of their people development goals. Furthermore, sponsorship activities are actively embedded into critical succession planning interventions in other firms across the network, with examples including PwC UK’s Breakthrough programme (you can learn more in the next chapter) and PwC Netherlands’ Cultural Awareness change programme (as featured in the previous chapter).

PwC Belgium, PwC Germany and PwC Netherlands have joined forces on a female mentoring programme which brings together high potential female senior managers and directors. To further enhance the cross-border mentoring that places between the female mentees, female board members at client organisations are also identified to mentor the programme participants. The aim is to enhance their profiles, business acumen, relationships and provide them with guidance and advice to support them to proceed towards partnership. Similarly, PwC India is one of four Indian-based organisations taking part in a cross-mentoring programme that engages high-potential female talent with leaders from other organisations as mentors, providing specific guidance and advice to support them in reaching the next level in their careers.

In PwC UK, a reverse mentoring programme has been established pairing partners in the Advisory practice with junior level staff who are different from them in terms of gender or ethnicity. The programme aims to create reverse learning and understanding of the experiences and challenges that both parties face in their day-to-day activities, and more specifically to help both become more open-minded and understand difference. Meanwhile, PwC Germany has established the Up!Talk programme focused on providing high-potential female talent with personalised advice on how to advance their careers, from experienced partners in a different Line of Service from which they operate. You can learn more about PwC Germany’s Up!Talk programme in our featured case study.

At PwC Germany we work hard to develop authentic and successful leaders. These efforts include our Up!Talk female mentoring programme, in which we take active steps to help our female millennials refine and develop leadership skills that both reflect their true selves and also resonate with colleagues of all ages and genders.

Established in 2008, Up!Talk is a firm-wide initiative for female senior consultants, who are typically three to four years into their career at PwC Germany. The programme aims to provide our high-potential women with personalised advice on how to advance their careers, with each of our female participants allocated an experienced partner (male or female) from a different PwC Line of Service (LoS) for one year, enabling them to share professional experiences, advice and feedback.

While Up!Talk is a mentoring programme, we decided to use the term ‘counselling’ to describe the relationship, in order to differentiate it from the mentors assigned to employees as part of their career development or performance evaluation. Each pairing of ‘counsellor’ and ‘counsee’ meet at least four times within the programme’s one-year term. As well as helping to develop the careers and leadership skills of high potential junior women, the programme also aims to improve communication between different levels of seniority and sharing of experiences across PwC Germany’s LoS. At the same time, the participants develop and widen their own personal networks across the firm.

On top of these benefits, we have also seen the partners involved in Up!Talk transform into committed diversity advocates and change agents. Their feedback often includes the message that their Up!Talk interventions have given them a much better understanding of the experiences of our female talent and the challenges they experience at work, both in terms of career progression and family life. This programme is just one of many interventions we undertake focused on fostering an inclusive culture that embraces and values difference.

You can’t be what you can’t see

Our people across the world tell us consistently that one of the best things about working at PwC is the colleagues with whom they get to work and build relationships. Despite this positive reinforcement, we know it is critical that we create a people environment where all of our people can look up and around them and identify people who are like them, or who resonate with them. As such we make it our business to actively role model diverse talent, partners and leaders across the network so that all our people ‘can see what they can be’.

These role-modelling activities form the final pillar of our broad awareness and education goals and activities highlighted in this report. We have featured many fantastic role models throughout this publication, be they diversity leaders, diversity advocates, or diverse role models. The diversity role models profiled on the following pages – Ignacio, Pauline, Manoj and Marta – represent, respectively, thought and skill, female leadership, ethnic and cultural diversity.

PwC Diversity journey

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The PwC diversity journey

Voice of the diversity role model

**Ignacio Madrid, Risk Assurance Services Principal, PwC Mexico**

When I joined PwC Mexico in February 2015 as a Data Analytics Partner in Risk Assurance Services, I was the first candidate that the firm’s Assurance practice had recruited at partner level for over 20 years. This combined with my educational background in Industrial Engineering and vast work experience with technology firms, means I have very different skills and experience from my colleagues—but I’ve found them very welcoming and ready to value the contrasting perspectives, skills and relationships that I bring.

Currently, I’m undertaking the exciting task of building a team of diverse skills to grow our data analytics assurance business. In my view, diversity of skills is a major strength for any business—and diversity itself is about respect and openness. We all know that when you encounter something new or different, it’s all too easy to feel afraid or defensive. We need to control those feelings.

My approach is to stay focused on the objectives, listen closely, and give people the chance to demonstrate value through delivery. And as I build my career in PwC’s Assurance practice, I hope to be a role model to talent outside PwC’s usual scope, by demonstrating there are different pathways to success here.

Voice of the diversity role model

**Pauline Ho – People Partner, PwC Malaysia and Vietnam**

As the first female PwC Assurance Leader in PwC Malaysia for the past four years, and recently taking on the role as the first People Partner for PwC Malaysia and Vietnam coupled with being a mother of triplets under the age of 10, I’m keenly aware of the need to strike the right balance between my work and family life. And I’ve been helped to do this by the firm’s outstanding support and mentoring programmes.

Not that being a working parent is ever easy. All women need to understand that they have opportunities, but that there will be sacrifices along the way. For example, you might have to give up your “me” time to be with the family, or you may have to take a back seat in your career for a short while before returning to focus on it.

I’ve always made an effort to share my experiences of the challenges involved in balancing work, priorities, leadership responsibilities, and family life—and I strive continually to create a culture where others can do the same. It’s only through this type of environment that we as parents can make the best possible decisions at work, while also enabling ourselves to have the most fulfilling possible family life at home.

Voice of the diversity role model

**Marta Milewska, Transfer Pricing Partner, PwC Mexico**

As a 35-year-old Polish woman, it’s fair to say that I’m a little unusual among the PwC partners in Mexico. I’m the youngest partner in the firm, the only Pole, and the first woman to become a partner in Transfer Pricing. But the fact that I’ve risen to this level says a great deal about PwC’s readiness to recognise and promote talent—regardless of background and gender. Here, you can make it to the top wherever you’re from—and I’m living proof of that.

My route to PwC was also unusual. Having studied Spanish at University in Poland, I went to Spain for a scholarship programme. After that ended I was eager to work in a Spanish-speaking country, and managed to get a six-month placement with PwC Mexico, providing services to expats.

My department was next to Transfer Pricing, and I asked if I could move across. Twelve years later—including the past two years as a partner—I’m still here. One of the things I love about Transfer Pricing is its international nature makes it such a diverse area of the practice, with team members from all over the world and with a wide array of skills.

Voice of the diversity role model

**Manoj Santiago, Private Clients Partner, PwC Australia**

I’ve been with the Australian firm for 21 years and a partner for nearly ten—and during that time I’ve had the opportunity to work in a wide range of areas, from management consulting to tax to audit. I’m now a Private Clients Partner and have recently become managing partner for our thriving Greater Western Sydney office.

I was born in Sri Lanka, and my family migrated to Australia when I was 11. As a result I support Australia at cricket against anyone except Sri Lanka. As a leader and diversity advocate at PwC, what I find most encouraging is that it’s an environment where people are willing to learn and not afraid to challenge—which is a really good combination. I’m a strong believer that when you’re trying to drive change, it’s important to give voice to people who have questions as much as those who are ‘on board’ and eager to move ahead.

I remember on my first day with the firm, I was one of 44 18-year-olds in a room, and they showed us a chart of how we could all get from where we were (on the bottom left corner of the chart) all the way to partner. It never occurred to me that I wouldn’t make it there if I wanted to. I want it to be the same for everyone, including my kids: we need to be the place where anyone can achieve their potential—whether as partner or anything else.
Critical interventions that work

To drive change and make real progress on diversity and inclusion, our experience shows it is imperative that we marry the right levels of leadership commitment and accountability and awareness and education with process interventions that work. This is why critical diversity interventions form a core component of the PwC D&I ecosystem.

Critical interventions have long been a part of PwC’s diversity efforts at both the network and firm levels. But over the past three years we have redefined our approach, reflecting the fact that feedback and data are now essential in identifying where critical interventions need to be established. This means listening to the needs, expectations and feedback of our people and using data analytics - for example, our Global Inclusion Index metrics - to identify where we may have challenges, and where we can have the most impact to foster progress.

This is a step away from what was more traditionally an externally driven ‘leading-practice’ approach to diversity interventions. It also means that centrally we push for consistency and cohesiveness in our approach to diversity analytics and feedback channels, while asking PwC firms to focus on tailored action plans that respond to these channels. This means we no longer focus on driving a global programme that advocates that all PwC firms worldwide to learn more about diversity culture of PwC’s D&I Maturity Model, a core component of our Global Inclusion Index as featured in the ‘Leadership commitment and accountability’ chapter of this report.

In cases where the KPIs do not identify progress, our ethos is to performance improve, or, disband the efforts concerned, so that all available resources are laser-focused on D&I activities that do or will have an impact. Where they do show progress, we identify them as a PwC proven practice and share the intervention more widely. This enables PwC firms worldwide to learn more about what is working and creating impact in other firms, and hence adapt and leverage these interventions rather than recreating the wheel.

Throughout this publication you will note that all of our featured case-studies have associated tangible impacts. And this publication aims to share our D&I journey externally, while also further reinforcing a ‘proven practice’ and share the existence of any diversity intervention. To reinforce this, we have made a focus on KPIs one of the explicit measures associated with the D&I strategy category of PwC’s D&I Maturity Model, a core component of our Global Inclusion Index as featured in the ‘Leadership commitment and accountability’ chapter of this report.

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The importance of data at all stages

While feedback and data are fundamental in identifying what these critical interventions should be, they are also vital in identifying that they are critical interventions that work. We are focused on creating a diversity programme culture in which aligning and measuring core KPIs is an inherent part of the introduction or existence of any diversity intervention. To reinforce this, we have made a focus on KPIs one of the explicit measures associated with the D&I strategy category of PwC’s D&I Maturity Model, a core component of our Global Inclusion Index as featured in the ‘Leadership commitment and accountability’ chapter of this report.

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The remainder of this chapter you will find case studies featuring proven practices from many PwC firms that illustrate just this.

Talent brand and attraction

Having a talent brand that is attractive to a broad diversity of talent is paramount to achieving diverse workforce demographics. This means we pay attention to the language, imagery, profiles, benefits, and people programmes we incorporate in our attraction campaigns, in addition to highlighting our explicit diversity activities. For example, many gay and lesbian recruits have told us that our GLEE efforts played a part in them deciding to apply to or accept an offer with a PwC firm. We often reinforce these efforts further with more closely-focused attraction interventions targeting the specific recruitment of diverse talent at the intern, campus, experienced and catalyst (senior level) hire levels.

Globally, the Aspire to lead programme is discussed on page 53 – PwC’s university-based development series focused on leadership and gender equality – forms a cornerstone of our early attraction efforts. Meanwhile, PwC firms across the world have established many, many interventions focused on attracting a diverse range of talent. Just some examples are the efforts by the PwC firms in Australia, Brazil, Poland, Spain, the UK and the US to attract people with disabilities, both visible and non-visible to join PwC. Or the many programmes in place to attract female talent, for example, PwC France’s Partner shadow programme, or PwC Germany’s Advisory Career Lounge initiative. In 2015, PwC Switzerland launched the PwC Include Mentor programme. PwC Include engages high school students from disadvantaged areas in Stockholm, by allocating them a PwC mentor and inviting them to meetings, activities and events throughout their school year.

PwC France case study

Female partner shadowing programme

Diversity dimension of focus: Gender

At PwC France we have been focused on gender diversity for several years with many of our efforts centred on creating an attractive talent brand and workplace for women. In 2015, we decided to pilot a female partner-shadowing programme to create clarity and exposure of what it means to be a female partner at PwC. Our aim is to attract female talent who join PwC with aspirations towards partner from day one of their career.

For the pilot programme we partnered with Science Po, one of France’s most prestigious universities. They were seeking to collaborate with companies to create mini-internships for their students with the aim of introducing a stronger business focus to their curriculum.

During the pilot phase we brought a mix of five Science Po female Bachelor and Master level students onboard for an immersion week during which they observed and shadowed a female partner. This approach gave each of the students a real opportunity to understand ‘a week in the life of a partner’ and the realities of a professional services business environment. Students were also exposed to female partners who combine exemplary business performance with fulfilling personal and family lives.

Tangible impacts:

We have been very pleased with the results of this pilot and next year will introduce it as a formal programme, extended to a larger number of universities and female participants. Other benefits include:

• We received exceptional feedback from all female students who took part.
• It proved to be a strong attraction programme: we formally offered internship positions to two of the five participants.

4,422 people

Voice of the diversity role model

Caio Carvalho, Senior Consultant, PwC Brazil

I’ve been with PwC for eight years, and when I came to the firm in 2007 I was the first person with visual disability to join the technical team. I was about to finish law school, and with PwCs support I also got a degree in accounting.

When I joined the firm there wasn’t a specific hiring process for people with disabilities. But the firm interviewed, evaluated and hired me anyway, based solely on my capabilities. I was told: “We still don’t really know how to work with people with disabilities, but we’re eager to learn.”

As soon as I arrived, I could tell that PwC’s culture was very inclusive. While other organisations are still sensitising their professionals to develop an inclusive culture, PwC is professionalising this culture that was already there. Not only do we now have a formal process for hiring people with disabilities, we also have a diversity committee that is proof of the progress made. The next step will be to welcome people with disabilities onto the management board and at partner level.

There are also extensive programmes to attract minority talent at campus and experienced hire levels. Examples include PwC US’s Start internship, which targets racial and ethnic minority students; PwC Netherlands’ explicit attraction activities as part of its Cultural Awareness change programme to attract non-Western talent (see the case study in the previous chapter); and PwC UK’s Financial Services Risk and Regulation experienced hire recruitment drive, focused on the attraction of female and minority recruits.

You can learn more about some of these activities in our featured case studies.
PwC US case study

46,913 people

Connect: Ability

Diversity dimension of focus: Disability

According to the 2010 United States Census, 56 million people – or nearly one in five of the US population – have a disability. That means we all know someone with a disability, probably among our immediate friends and family. PwC US knows that people with disabilities represent a critical talent pool. And to continue to attract and retain them, we also know that we need to raise awareness about the broad diversity of abilities at our firm, and to continue to foster an environment of inclusion that recognises and embraces differences.

As part of PwC US’s diversity recruiting efforts, we have established relationships with the disability services offices on college campuses across the nation, while internally we have delivered comprehensive in-person training to our recruiting team. In 2014 we also established our Connect:Ability programme. This connects individuals who are participating in our internship or seasonal recruitment programmes, and who self-identify a disability status, with a full-time PwC professional who is willing to provide support and mentorship.

PwC’s distinctive approach to diversity is based on a belief that we each have a personal accountability for contributing to our inclusive and high-performing culture. In line with this belief, the goal of Connect: Ability is to provide the participants in the programme with a connection to someone who can give them guidance, insights, or even just act as a sounding-board, as they navigate through the firm’s culture and the wider professional services industry.

Participating as a mentor in Connect: Ability enables our partners and staff to act as role models, helping to influence future generations of professionals and leaders within the firm.

“Effective mentoring is a two-way street,” says Connect: Ability mentor Jon DeFeo. “As a leader of our Professionals with Disabilities Network, I share how individuals with disabilities have been able to navigate the firm, explore career advancement opportunities and access the available resources. However, I’ve also gained valuable insights while listening to my mentees talk about their needs and the innovative ways they’ve overcome challenges in their lives.”

Our disability strategy is driven by our Disability Strategy Council, a group of partners and functional group leaders focused on developing a strategic, coordinated approach to hiring and employment policies and tools to help foster the PwC experience for people with disabilities. We have also developed an ‘Ability reveals itself’ initiative to connect our professionals who have a disability with resources within and outside of the firm, share their stories, and help those who do not have a disability learn about disability inclusion.

Tangible impacts:

Our disability strategy in general – and programmes such as Connect: Ability in particular – have succeeded in increasing awareness, understanding and inclusion of disability across the firm. Another critical impact of our combined efforts is that partners and staff who have a disability feel comfortable bringing their whole selves to work every day. Further outcomes include:

• Connect: Ability has helped position PwC as a sought-after employer for college students who have a disability. Over the past year, PwC US increased its hiring of candidates who disclosed a disability by 43%.

• PwC is a top-scorer on the Disability Equality Index® for being one of the best places to work for disability inclusion, as assessed by the American Association of People with Disabilities and US Business Leadership Network®.

PwC Germany case study

9,967 people

Advisory Career Lounge

Diversity dimension of focus: Gender

PwC firms across the world are committed to recruiting and developing the best graduate talent – including female talent. This means engaging early with female students to give them an opportunity to get to know our firm and our people from an inside perspective. Achieving this was particularly important for PwC Germany’s Advisory practice, which has traditionally found it easier to attract male graduates than female. To redress the balance, our German firm’s Advisory practice launched a ground-breaking concept called the Career Lounge for female students.

Since the launch of the programme in 2013, over 500 female students have taken part in various Career Lounge events in various PwC locations across Germany. The format is simple. For one evening, the female students invited to attend the event get the chance to meet and talk with female role models from across PwC’s Consulting business. In a relaxed atmosphere with drinks and snacks, the students can ask our successful women any questions they like, and discuss perspectives and topics around diversity and careers.

Students interested in attending a Career Lounge apply in advance, and we then choose the participants based on their curriculum vitae. It’s proven to be a great way for PwC women and potential female joiners to get to know each other on both a professional and personal basis, and for female students to visualize their own career path. Internships and hires frequently result from these evenings.

Tangible impacts:

Our Advisory Career Lounge intervention has had a positive impact in enhancing our talent brand with female students across Germany. Since the programme was established in 2013, we have seen:

• A rise in both female applications (33%) and female campus hires (42%) in FY16.

• Overall, 539 female students have participated in Career Lounges across Germany since 2011 – and in the past 12 months, 189 women who have attended a Career Lounge have handed in an application to join our firm.

• Within the past 12 months, 25 women whom we first met via Career Lounge have undertaken internships, and 21 have joined our firm as graduate hires.
PwC UK Financial Services case study

18,397 people

Financial Services Risk and Regulation recruitment activities to enhance diversity

Diversity dimension of focus: Gender and ethnic diversity

PwC UK’s Financial Services Risk and Regulation (FSRR) practice helps our clients across the financial services sector to redefine the way they respond to risk and regulation, and to stand out in their industry for the right reasons. Our practice in this area has been achieving strong growth, and to continue to achieve our growth objectives we identified a significant need for new talent. To meet this need, we launched a major recruitment drive aimed at attracting and hiring significant numbers of experienced hires and lateral partner admissions into our UK FSRR practice between January 2014 and June 2015.

This is an area of our profession that tends to be more male dominated than some others. So, in light of our long-term, firm-wide efforts to drive greater diversity, we wanted to make sure such a large-scale firm-wide efforts to drive greater diversity, and to continue to achieve our growth objectives, we identified a significant need for new talent. To meet this need, we launched a major recruitment drive aimed at attracting and hiring significant numbers of experienced hires and lateral partner admissions into our UK FSRR practice between January 2014 and June 2015.

This is an area of our profession that tends to be more male dominated than some others. So, in light of our long-term, firm-wide efforts to drive greater diversity, we wanted to make sure such a large-scale talent acquisition effort did not skew our hard work in this area. To do this, we identified, developed and implemented a series of interventions at various stages of the talent acquisition process to make sure talent diversity remained a critical part of this journey. These included reviewing the criteria for each role through a ‘diversity lens’, and having the UK territory diversity leader review and amend role descriptions to make sure they would be attractive to all talent and prevent potential talent from being unnecessarily deterred or rejected. For example to attract talent from industry we agreed that for certain roles ‘selling experience’ was not fundamental and removed it as a default criterion from many job specs. We also removed masculine language and replaced it with language that is more universally appealing. Such as replacing the term ‘ambition’ with ‘desire to develop’, and the phrase ‘building a business’ with ‘building and making a significant contribution to a business’.

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Role descriptions and selection for interview

To ensure that our opportunities and initial applicant filtering process were attractive and conducive to all talent, we undertook a number of measures. These included reviewing the criteria for each role through a ‘diversity lens’, and having the UK territory diversity leader review and amend role descriptions to make sure they would be attractive to all talent and prevent potential talent from being unnecessarily deterred or rejected. For example to attract talent from industry we agreed that for certain roles ‘selling experience’ was not fundamental and removed it as a default criterion from many job specs. We also removed masculine language and replaced it with language that is more universally appealing. Such as replacing the term ‘ambition’ with ‘desire to develop’, and the phrase ‘building a business’ with ‘building and making a significant contribution to a business’.

Interview

To help mitigate any potential blindspots during the interview process, we took two explicit actions. Firstly, we carried out unconscious bias awareness training with the entire interview panel, including all members of the FSRR leadership team. Secondly, we ensured our interviewing panels themselves were diverse, by requiring that at least one female/ethnic minority partner was included on each interview panel for a set number of interviews.

Offer

To support offer-to-acceptance conversions from female and minority candidates, we selected a ‘partner sponsor’ to discuss the offer and role with the candidate. We made explicit efforts to take account of diversity during this process, for example pairing a female partner with a female candidate.

Tangible impacts:

Our laser focus on gender and ethnic minority diversity during this recruitment drive has delivered clear pay-offs, and demonstrated that the right process and behavioural interventions can deliver success in improving diversity in areas where it’s often misconceived as unfeasible. Here are some of the key outcomes from this effort:

• 13 lateral partner admissions, 15% of whom were diverse.
• 247 experienced hires, 34% of whom were from minority backgrounds and 39% of whom were female.
• Furthermore, all 260 of the new hires have brought enhanced levels of skill and thought diversity to our firm and as our FSRR business continues to grow we continue to apply a diversity lens to all of our attraction efforts.

However, we know it is not enough to have a strong and inclusive talent brand and attraction activities that lead to the onboarding of more diverse employees. To engage, develop, progress and retain diverse talent, the messages delivered at the attraction stage need to stand up in reality – and must also be combined with inclusive talent systems and processes that allow all talent to fulfil their full potential from day one with PwC.

Flexibility and family support

In recent years we’ve been focused on creating a PwC work culture that recognises flexibility as a talent-wide proposition. More than 80% of PwC’s global workforce are millennials, and our extensive millennial research indicates loud and clear that work-life balance is important to nearly all millennial talent (97%), irrespective of their gender or family status. This shift towards understanding flexibility as a talent-wide proposition has meant messaging models to overcome typical stereotypes surrounding flexibility – and especially the perception that flexibility is predominately desired by parents, most specifically mothers. Creating awareness of data points reflecting the perceptions and desires of PwC talent and the wider workforce, together with the evolving work and family trends of the modern workforce, has been a key part of our journey. These data points include findings such as:

58% of women and 39% of men at PwC are part of a dual-career couple.17

Today’s working fathers experience as much or more work-family conflict than their female counterparts.18

78% of men and 68% of women at PwC are part of a dual-career couple17

63% of male millennials said that while work-life balance and flexibility programmes exist in their organisations, they are not readily available to all.21

83% of women and 78% of men at PwC who are part of a dual-career couple are the primary earner in their relationship.17

15 The female millennial: A new era of talent, PwC, March 2015
16 PwC global sample of 4,828 millennials, January 2016
17 PwC global sample of 1,141 cross generational employees, January 2016
18 Ibid
20 PwC global sample of 4,828 millennials, January 2015
21 Ibid
An equally important part of this change journey, which is perhaps particularly challenging in a work environment like ours given our revenue model is centred on billable hours, is a culture that recognises impact and performance over presence. Across the network we still have a lot to do, but – as in other aspects of diversity – we are making progress. For example, PwC US has introduced ‘Flex days’ where people can choose to work their minimum standard hours in four days instead of five. And PwC Australia, after a successful pilot in 2015, has introduced ‘All roles flex’ which expands the choice of flexible working to all of its 6,000 employees, trusting them to work the way that suits them best while still delivering great client service. Another example is PwC Brazil’s FlexMenu programme, which allows people to choose where, when and how they work and you can learn more about this programme in our featured case study. PwC Central & Eastern Europe has introduced Flex@PwC, which includes a menu of flexibility options centred on where, when and how their people work. Central & Eastern Europe (CEE) is a diverse region, so each country was provided with a menu of flexibility options that they could choose from so that they are introducing the solutions which best respond to local needs. Just one of these many options is the opportunity of taking between one and four months of unpaid leave annually – to cover the annual paid holiday entitlements – while receiving part of their pay while they’re away. Offered in line with business needs, this option is expected to be particularly popular with parents and millennial employees. Parents can use it to spend more time with their children during school holidays, while it presents millennials with a way to satisfy their urge to travel.

While it is clear that flexibility must be a talent-wide proposition, there will of course be stages during the careers of most of our people where important personal milestones and life events require additional support, especially for people with families. PwC firms across the world have extensive programmes in place to support and benefit new and returning mothers, such as maternity and paternity benefits. And PwC Nigeria and Ghana are just two of many locations that have introduced a ‘Mentor mum’s’ programme. This programme offers one-on-one support in particular to new mothers to help them integrate their new role of motherhood with their work in PwC.

In some parts of the world wider societal norms and pressures mean we need to give greater support to help career-aspiring mums return to the workplace, while in others we are placing growing emphasis on providing more extensive paternity benefits for dads. With regard to the latter, PwC South Africa and PwC US provide paid paternity benefit to fathers far beyond the scope of what is legislated for locally (if at all). Meanwhile, PwC Italy has introduced the fittingly-named ‘Un Fiocco in Azienda’, (A Ribbon in the Company).

When a baby is born in Italy, it is a tradition to hang a ribbon outside the parents’ home to announce the happy event to the world. At PwC Italy, we are delighted when one of our people has a baby. We want to celebrate the birth but are also conscious of maintaining contact with the new parent and keeping them included in our talent pool. With this in mind, PwC Italy was inspired to join an external collaboration with other organisations in launching a programme that would encourage women on maternity leave to return to their employment and help them continue with their career. The initiative is called, ‘Un Fiocco in Azienda’, (A Ribbon in the Company).

PwC Italy first rolled out the programme in October 2013. Participation is voluntary and consists of a wide variety of activities, including the following:

• As soon as the mother-to-be informs us about her pregnancy, we make available to her specialist counselling that provides all the information that is likely to be needed in preparing the required legal documentation for Italian legislative purposes.
• During maternity leave, we give our new mothers’ access to a number of specific benefits, including:
  i. a paediatric card with a doctor available for calls 24x7;
  ii. the opportunity to attend a course dealing with mother and child nutrition; and
  iii. access to a psychologist, if needed, to assist the mother in dealing with her new role as a parent.
• The aim is to make this programme inclusive to all parents therefore the paediatric card and the opportunity to participate in the nutrition course have now been extended to fathers.
• Before the new mother returns to her job at PwC Italy, we have a conversation with her about her future career expectations and any needs she may have in terms of enhanced work flexibility.
For many working people, the exciting decision to start a family can come hand-in-hand with concerns about timing, finances, career, health and a long-term commitment to care for and support another human being. However, whether someone is planning a family or coming back to work after a period of leave, PwC US believes it is possible to be both a great parent and a great professional — and we have developed various initiatives to support parents and their new families. These policies and programmes, benefits and support are designed to integrate work and life.

### Parental leave policy

Diversity dimension of focus: Gender (specifically parents)

At a time when only 12% of US private firms offer any paid leave after the birth of a child, and less than 30% extend leave to adoptive and foster parents, PwC US offers fully-paid time off to parents who have at least one new child as the result of pregnancy, adoption or significant caregiving. The leave can be either six weeks of fully-paid time off that can be used any time after the birth of a child, and lays a foundation for successful work-life management going forward.

Here are some other positive outcomes of our parental leave policy:

- 100% of women and 45% of men who’ve taken parental leave since adoption of the policy have taken advantage of the full six weeks of leave. The other 55% of men took between one and five weeks of leave.

- During 2015, PwC mums and dads used almost 1,200 days of childcare in PwC-funded Backup Childcare Centers.

- In 2015, over 1,000 mothers – including both PwC mums and also the partners’ spouses of PwC partners and staff – enrolled in our Nursing Moms Program, one of the many benefits of which is a free electric breast pump.

- PwC US ranked in the top 10 in the 2015 Working Mother 100 Best Companies. We are proud to have made the top 10 for the past 13 years in succession.

### Performance management and career progression

In the initial years of our global approach to diversity, the majority of our efforts centered on advancing women at the top. While this approach did deliver results, we felt that the progress it generated was not as fast as we would like and that it needed to change. We now recognize that to achieve sustainable change we must also focus on developing talented junior women and diverse talent for future leadership roles. Ultimately, we believe it is critical that we drive parallel efforts that tackle enhanced leadership diversity in conjunction with systemic change efforts, targeting our workforce from day one.

This is why many of our formal diversity measures – including recruiting, performance ratings, promotions and turnovers – are formally measured at every grade level as part of our extensive analytics and performance management process. We have also conducted extensive research among our population of PwC millennials, and – most recently – men in the wider workforce, including at PwC firms. We use the findings from these research studies to shape both our people and diversity strategies.

Furthermore, this March we launched our ground-breaking research report Moving women with purpose: Creating gender inclusive mobility. Published to coincide with International Women’s Day, the study draws on a survey of almost 4,000 professionals from over 40 countries to explore the modern workforce’s international aspirations and experiences. The research also includes insights from 134 global mobility executives.

The findings reveal a yawning gap between the genders. Only 20% of international assignees are female – despite the fact that female demand for mobility is now at unprecedented levels, with 73% of female millennials wanting to work abroad during their careers. The report also highlights a number of diversity disconnects: for example, 60% of multinationals use mobility to develop their succession pipeline of future leaders, but only 22% are actively trying to increase female mobility.

### Global case study

#### Long leave policy toolkit

### Diversity dimension of focus: Gender (male and female)

During the course of any professional’s career there are likely to be periods when they choose or need to take time away from work, for personal, parental or personal leave. For organisations across the globe, performance management is often viewed as a priority or key talent retention tool. PwC’s diverse and extensive Leave Policy guidelines are established in line with managed distribution criteria. This can present challenges, as it may be difficult to evaluate our ground-breaking policy and key talent returning from extended leave compared against other key talent that have not taken extended leave.

For PwC, as part of our drive to foster a diverse and inclusive workplace, we are eager to introduce awareness and policy interventions that further foster a culture which recognizes impact and performance. And with over 220,000 people working in PwC firms across the world, we know extended leave, such as parental and sick leave, can have a significant impact on the quality of our people, male and female, each year. As a result we created a global Long Leave Policy toolkit in 2014, to help high-performing talent who have worked significantly less time during an extended leave maintain their ratings during a transition year. This provides a level of comfort when the employee goes on long leave and helps them return to work feeling more confident and valued as a person and a professional.

Inspired by the PwC US firm’s Leave of Absence Policy, this is a great example of our ‘proven practice’ diversity and performance management approaches in action. The toolkit provides guidance and a framework to support PwC firms seeking to introduce a policy similar to that introduced in the US.

Initially introduced in 2010, PwC US’s Leave of Absence Policy, offered high-performers taking more than 16 weeks continuous leave the opportunity to roll over their rating from the previous year. In response to staff feedback and data trends, its aim was to help retain talent who take extended leave, as well as to support people and their teams during a transition back to work following a leave of absence.

To support and benefit the US practice, participants were taken out of the managed distribution pool and were not ranked against their peers. Instead, their prior year’s rating was rolled over alongside written and verbal feedback for the extended leave period. And the process was designed so that all PwC US firm staff who qualified were made aware of it.

### Tangible impacts

- A higher percentage of top performers returning to work following an extended leave.
- Positive outcomes for the US firm’s diversity and performance management processes, as participants have maintained high performance ratings and been awarded a significant number of promotions.
- Six years on, continued monitoring of participants has also clearly identified that participants had a significant percentage of those who made use of the policy maintenance or increase their high performance ratings in subsequent years.

Results like these speak for themselves, so it was a ‘no-brainer’ to create our global policy toolkit in 2014. Since then 11 PwC firms have already adopted it or are currently piloting the policy in line with local culture and processes.

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PwC Netherlands case study

4,769 people

Objective people decisions

Diversity dimension of focus: Gender

PwC Netherlands introduced a new two-part process to support our objective of achieving a more gender-diverse workforce and leadership pipeline. The approach includes establishing a set of specific key performance indicators (KPIs) to measure gender diversity and track progress, while also involving a third-party observer during decisions about critical people interventions.

We identified three key KPIs to achieve these goals:

- **Promotion KPI**: number of females with a promotion as a proportion of the total female population, compared with the number of males with promotion as a proportion of the total male population.
- **Performance KPI**: number of females with high performance ratings as a proportion of the total female population, compared with the number of males with high performance ratings as a proportion of the total male population.
- **Leavers KPI**: number of females leaving the firm as a proportion of the total female population, compared with the number of males leaving the firm as a proportion of the total male population.

While these steps have delivered substantial progress, PwC Netherlands knows there is more to do. So, on top of the mentioned KPIs, the firm also decided to introduce two new workforce diversity targets from the start of FY15: first, a minimum of 25% female partner and director nominations every year; and second, recruitment targets with respect to female talent at every level.

Tangible impacts:
The collective effort involved in this intervention has led to clear progress:

- For each of the past three years, the three gender equality KPIs have been broadly in proportion across the firm's various Lines of Service.
- As of 1 July 2016, the most recent targets on promotions led to a third of all partner and director appointments being female - a clear indication that we are succeeding in moving the needle.

Most importantly, the new metrics have helped us to create a more objective talent management system that mitigates the potential impacts of gender stereotyping.

PwC Switzerland case study

2,986 people

Partner pipeline process

Diversity dimension of focus: Gender

PwC Switzerland is fully committed to inclusion – and to accelerate our Di&I efforts, our Swiss firm has created a Diversity and Inclusion 2020 strategic plan. This plan was debated and approved by the executive leadership team in late 2015. Today, 30% of our current partner population is female. To increase that proportion, we have established specific interventions and targets to achieve our 2020 Di&I vision, under which we hope to increase our female partner numbers to at least 15% over the next four years.

With the sponsorship of Territory Senior Partner (TSP) Urs Honegger and Territory Diversity Leader, Joanne Burgener, one strategic intervention we’ve adopted is the development of a firm-wide talent council to oversee the partner pipeline process. Urs and Joanne are joined on the council by our firm’s HC leader, our three Line of Service Leaders and their HC counterparts. This is a shift away from our traditional approach to partner pipeline planning, which was more segregated and wholly owned by each service line. Urs and Joanne were keen to develop a more transparent and a consistent firm-wide approach to partner pipeline management, in addition to having a laser focus on female succession planning. Taking a forward-looking approach, we used predictive workforce analytics to identify what the pipeline needed to look like to achieve our female partner target. This means we are able to monitor our annual progress towards our target.

Tangible impacts:
This talent council approach to our partner pipeline process is already having a clear impact on PwC Switzerland’s partner pipeline, bringing a number of benefits:

- A 25% increase in female pipeline representation in the first year of adoption.
- Greater visibility and awareness of our female Senior Manager and Director key talent in the pipeline with our leadership across our firm.
- Engagement of our female key talent in partner pipeline discussions earlier in their career, and lending more support to female (and male) key talent with their partner-ready development planning.
Meanwhile, many of our network firms have established specific diversity interventions to support diverse and female talent who are identified as being high performing and high potential. In this way, we can continue to develop, engage, retain and support them as they navigate critical career progression milestones such as making partner. An excellent example of this is the PwC UK Breakthrough programme. This programme goes beyond leadership development and sponsorship to combine both of these elements with an organisational development approach designed to tackle systemic challenges. At its core, the premise is to change the system – not the women working within it. You can learn more about Breakthrough in our featured case study from PwC UK.

Our talent management and succession planning efforts are making a tangible difference at both the partner admission and leadership levels. Since 2011, we have seen our numbers of female partner admissions increase by four percentage points, from 23% to 27%. We are also seeing rising female representation on many of our PwC firm leadership teams. For example, for the first time, we now have Assurance female leaders in three of our four largest firms – PwC Germany, PwC UK, and PwC US. And this year the senior partners of PwC UK and PwC US have established specific diversity programmes.

**Breakthrough programme**

Diversity dimension of focus: Gender

Like other PwC firms around the world, PwC UK’s ambition is to have a diverse workforce, with senior leaders reflecting the diversity seen throughout our firm and the societies in which we operate. Recognising that we needed to act earlier to support a sustainable pipeline of female talent, we expanded and evolved our former Women’s Leadership Programme (focused on Directors) into our innovative Breakthrough programme.

Breakthrough is a bigger, bolder, more creative programme designed to focus on our senior manager population, recognising that women in this ‘middle position’ have great opportunity to influence up and down the organisation. This programme combines leadership development and sponsorship with an organisational development approach to tackle systemic challenges. At its core, the premise is to change the system – not the women working within it.

In the programme, both the female talent and their sponsors are provided with development opportunities and experiential learning which allows them to develop and enhance their inclusive leadership mindset, skills and behaviours. The formal programme is structured around five face-to-face modules and takes place each year over a nine-month period from April to November. Each cohort involves 24 participants, 12 sponsors and three facilitators.

**Tangible impacts:**

Breakthrough is already having a clear impact on PwC UK’s talent pool, bringing a number of benefits:

- While we can’t identify a direct causal link, we believe that both the Women’s Leadership Programme and Breakthrough have positively impacted participants’ career progression. We now have 45 female partners who are WLP alumni and 23 female directors from the 2014, 2015 and 2016 Breakthrough cohorts. This number takes into account three promotion cycles. To date, two cohorts have experienced the complete Breakthrough programme, with a third cohort currently experiencing it, totalling 71 participants.

- The career progression and satisfaction of Breakthrough participants is monitored throughout and after the formal breakthrough programme through a process called ‘career watch.’

- Breakthrough is designed to increase the diversity of PwC’s future leadership and build an inclusive culture. In line with these goals, the success of the programme is understood by the ongoing feedback from everyone involved that it enables them to go through a shared learning transition from being gender blind to gender aware. Significantly, the programme is no longer identified in the business as a diversity programme – but rather as an essential key talent pipeline development programme.

- The programme receives overwhelmingly positive feedback from both its sponsors and female participants. For example, sponsor feedback includes the following comments: “It has taught me more about something I thought I understood, more than any course I have been on. It has left me un, inspired and massively up for trying to do something that might make a difference.” "As a sponsor I got as much out of it as the participants.” And participant feedback includes: “Breakthrough will truly have a huge impact on the future leaders we become.” “My key learning is that I can be a successful leader at PwC without having to change myself.”

Stephanie Hyde, is one of the UK firm leaders who has shared her experiences with Breakthrough participants. And what better way to conclude this chapter of the report than with Stephanie’s inspiring point of view?

**Voice of the diversity role model**

**Stephanie Hyde, Global Middle Markets Leader**

When I was appointed to the PwC UK Executive Board in 2011, I suppose I was unusual for two reasons. One was that I was one of two females joining a Board whose most recent membership had been all male – although a woman had been on it in the past. The other reason was that, at the age of 38, I was possibly the youngest person ever to join the UK firm’s top leadership team.

Looking back, my relative youth was probably more of a disruptive factor than my being female. Having joined the firm in 1995, I made partner in 2006 and then progressed to the Executive Board without my gender ever being an issue. And this July I experienced another career highlight with my appointment to the Global Leadership Team as Global Middle Markets Leader.

However, as a woman and parent working in an organisation like PwC, one thing that can be challenging is juggling work and parenthood. Working mothers often give themselves a guilt trip over spending time with their children, and I think it’s vital to be clear what your priorities are. I have boys of 7 and 11, and if one of them is in a play and wants me to be there, then I just have to be organised and make sure it’s in my diary.

It follows that I don’t believe in work-life balance. I believe in life balance, because my work – like my children – is an important part of my life. And for me diversity and inclusion aren’t about things like gender or race, but about valuing other people’s lives and what’s important to them. This is one of the many core messages I champion through my role as a sponsor on the UK firm’s Breakthrough programme. I often get the feedback that because I can deliver this message authentically based on my own experience, I inspire others.
Embedding D&I within PwC’s DNA

To be successful, an organisation’s diversity strategy must be an integral part of its DNA, clearly identified as fundamental to its success, and firmly embedded within its business, people and customer strategies. A standalone or siloed approach to D&I will not be enough to create change or visible progress. This is why embedding D&I within PwC’s DNA is the final fundamental element of the PwC ecosystem.

We are on an active journey of engaging and influencing throughout our organisation, encompassing our strategy leaders, business line leaders, client and market leaders, and human capital leaders. Our long-term goal is that D&I will become an intuitive and encompassing our strategy leaders, business line leaders, client and market leaders, and will not be enough to create change or visible progress. This is why embedding D&I within PwC’s DNA is the final fundamental element of the PwC ecosystem.

Strategy and leadership

Voice of the diversity advocate

Blair Sheppard, Global Strategy and Leadership Development Leader

Three years ago, PwC laid out five megatrends that we believed were inarguable forces, impacting the world at an increasing rate. These five forces—urbanisation, shifting economic power, demographic changes, resource scarcity & climate change, and technological advances—remain the most important factors at play in the world today. But only are these forces continuing to accelerate and heighten the pressure on our already strained systems, but everyone—individuals, companies, NGOs and governments—are still failing to respond as fully as they should to their impacts, thereby putting the species in which we exist at risk. One of the most important factors is responding to the threats, and the enormous opportunities, created by the megatrends is the diversity of people we are able to assemble to deal with any given problem. Never has it been more important to seek insight from people with vastly different approaches to science, policy making, innovation, and every other discipline. This is true in each of PwC’s engagements with our clients and stakeholders, just as it is at every level of civil society. The people and organisations who are able to attract and work with the most diverse group of thought and talent will be the ones who are able to thrive in these challenging times, and our responsibility to foster that mindset at PwC has never been more critical.

Examples of this investment include working with our global leader for strategy and leadership development, Blair Sheppard, and the wider leadership team, to draw out the critical diversity themes that will underpin the sustainability and success of our network in the future – thus ensuring that our leaders and partners are aware that diversity and inclusion are implicit in all we do, and fundamental to our long term success. Our efforts also reflect key themes, such as the need for more sophisticated global acumen in response to accelerated economic growth in the East and South, and the need for an inclusive culture that values difference as we attract and develop a broader variety of skillsets to support a growing mix and complexity of client offerings. At the same time, diversity and inclusion forms a critical part of the business planning process that the territory senior partners of our 21 largest member firms complete annually. Each is specifically asked to identify how D&I supports their strategy and business plan, and their explicit actions to support our global D&I priorities.

We also work in alignment with these leaders to apply a diversity lens to our succession planning for critical network roles, and ensure a healthy geographical and female representation in our succession pipelines. In the three years that we’ve been working together we are already seeing an impact. We have identified – and are actively managing – a key talent population of 560 partners from across the PwC network, 26% of whom are female and 25% of whom are from the E7 or one of PwC’s critical markets. The influence of our pipeline management approach has been especially dramatic on our global leadership team, which has risen from zero female representation in 2013 to 20% in 2015 and 44% in 2016. Eight women now hold positions on this team.

24 The E7 was a term coined by PwC in 2006 and represents the major emerging economies and include China, India, Brazil, Mexico, Russia, Indonesia and Turkey. PwC’s critical markets are China, India, Japan, the Middle East and Africa.

Clients and markets

A further important aspect of our D&I efforts is working closely with our Global Clients, Industries and Sectors leader, Robert Swaak, and our client relationship partners to improve diversity across and beyond our business. These activities include inviting clients to share their diversity priorities, holding diversity awareness sessions, and focusing on having more diverse panels at leadership meetings where we bring together the 197 global relationship partners of our highest-revenue clients.

Voice of the diversity advocate

Robert Swaak, Global Clients, Industries and Sectors Leader

Diversity and Inclusion drives our success.

Our Global Clients, Industries and Sectors leadership commits to developing and appointing Global Relationship Partners who reflect the world around us. They, in turn, commit to lead diverse, high-performing teams. It is a measure of their success.

Client teams with a variety of talents and experiences deliver high-quality solutions that our clients value. Diversity helps us be more agile and keep pace with fluctuating market and client demands. At the same time, our diversity gives us a level of insight that our competitors cannot.

Client teams rich in diversity are more innovative. Together, they come up with more creative ideas and methods of solving our clients’ biggest problems.

In short, we are committed to diversity because we are committed to our clients and to our people.

We’ve also seen a number of important leadership appointments, including Vicki Huff as Global New Business and Innovation leader – you can learn more about Vicki in her role model profile – as Robert drives a laser focus on leadership diversity. A further sign of progress is that we’ve increased the proportion of our global priority clients with female leadership roles from 6% to 11% in the past three years. We have also seen female and geographical representation grow in our Global Leadership Partner of the Future programme, a key leadership development programme.

Voice of the diversity role model

Vicki Huff, Global Innovation and New Business Leader

I joined PwC’s New York office over 25 years ago, and moved to Silicon Valley in 1995 prior to the dot.com business cycle. Over the last 20 years, I have been fortunate to represent the firm in the evolution of the Silicon Valley business community. When I arrived in Silicon Valley, we had about 200 people – now it’s 1,200. I started in our Audit practice and migrated to consulting in about 2000 and eventually co-founded our Advisory practice in 2004. In the years since then I’ve had the opportunity to hold many exciting leadership roles with PwC, most recently as the global industry lead for our Technology, Information, Communications and Entertainment (TICE) sectors. And this July I experienced another career highlight with my appointment to both the Global Leadership Team and US firm leadership teams as New Business and Innovation leader. It’s a role I have taken on with relish.

I know from experience that diversity and inclusion are vital – not just for our own people, but also for our client service and relationships, and therefore for our business. When I was global industry lead for TICE I had first-hand just how business-critical diversity is for us, because in the TICE sectors our clients at senior levels – including CEOs – are extraordinarily diverse in all dimensions. And in my new leadership role diversity is equally business critical, or diverse points of view are fundamental to driving a differentiated innovation and new business strategy.

I feel everyday my own responsibility and impact as a role model for women in PwC and business at large. To me it’s about three things. The first is demonstrating that as a working mom you can be a successful leader in the firm and at home. The second is being balanced about diversity; our male partners play a critical role in gender diversity, and a big part of my role is helping them translate that into what it really means day-to-day.

The third thing is supporting and participating in all our discussions about our commitment to inclusiveness. This means encouraging diverse teams by making diversity part of the strategic agenda, and making sure people are aware that it’s not a nice-to-have but a business imperative.

Today, women continue to evolve their role as leaders in the business community. I am very proud of the progress we made at PwC and the number of accomplished female leaders within the firm. For example, I joined the Global Leadership Team with seven other fabulous women who are all leading and catalysing change. Going forward, we need to intensify the focus, and keep showcasing female success.
Global Financial Services (FS) case study

55,000 people

Across the PwC network we have over 55,000 FS partners and staff providing services to clients in the Asset & Wealth Management, Banking & Capital Markets, Real Estate and Insurance sectors. We’re proud of the increase in the numbers of our female leaders taking up senior positions, but we recognised that progress was too slow and we needed to put diversity and inclusion at the centre of our global FS people strategy. So in 2012, the Global FS Leadership Team decided to drive a more targeted D&I strategy. This focus has generated greater awareness of the issues and increased understanding of the need for targeted action. We are making progress. For example, we have seen a trebling (to over 20%) of the number of our female leaders being responsible for the services to our largest global FS clients. And while we can celebrate such successes, we still have a long way to go.

We recognise that by putting a sustained focus on diversity and inclusion for all our global FS people initiatives and key decisions, we enhance the value for our people and our clients. This has involved a range of areas of focus and activities, which have included:

**Build leadership insight.** D&I is a now a standing agenda item at our Global FS Leadership Team’s strategy meetings. During these sessions we have developed and committed to our global FS D&I business case and strategy, agreeing the D&I efforts we will focus on, held unconscious bias training for our extended leadership team and invited some of our largest FS clients to share their diversity challenges and expectations of PwC. These activities have helped raise awareness among our leaders and keep D&I at the forefront of the leadership agenda.

**Develop the pipeline.** We’ve applied a diversity lens to managing succession and development. As well as targets for greater levels of representation of female and emerging market talent in our critical leadership development programmes, we’ve also identified ways to broaden the succession pools for our leadership positions. We have already seen some positive outcomes, as leadership has greater sight of all of our highest potential FS people.

**Grow diversity awareness.** We recognise that increasing leaders’ awareness is not enough. That’s why we have an awareness plan aimed at engaging all our FS people. This includes a diversity feature – Diversity Matters – in our weekly FS newsletter circulated to all of our people by our global FS Leader, Nigel Vought. Our aim is to create a steady flow of content so that we embed D&I into mainstream thinking. For example, we include profiles of our diverse FS professionals across the network, and recently ran a series of videos of our FS partners sharing their own journeys to highlight the diversity of our leaders. For us, diversity is as much about thought, background, competencies and experience as it is about the visible characteristics, such as gender and ethnicity. We also highlight our diversity activities including, for example, our corporate sponsorship of OUT Leadership – a non-profit organisation seeking to enhance the participation of LGBT people in the global workforce.

**Spark wider debate.** We recognise that diversity and inclusion matters to our clients, as well as mattering to us. With this in mind, to create enhanced awareness in our markets, we have developed a number of FS focused diversity research and thought leadership publications, and encourage our people to use these to engage our clients and stakeholders in dialogue on diversity and inclusion issues and challenges.1

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**Human Capital**

Influencing, aligning and collaborating with our Human Capital Leaders are essential as we aim to embed D&I into PwC’s DNA. Building on previous achievements, we have accelerated our efforts in this area over the past three years, forging stronger relationships and working to embed D&I as an underpinning factor across all PwC people priorities. Our Global Diversity Leader sits on the global Human Capital Leadership Team, and our TDLs actively engage with their firms’ HC leaders to influence HC strategy and priorities at a local level.

**Tangible impacts:**

While there is not necessarily a direct causal link, we have noticed a difference in some of our key D&I metrics and activities that our global FS D&I action plan:

- Since 2012 our global FS leadership has become more diverse. As well as a significant increase in the number of female leaders responsible for our services to our largest global FS clients (to over 25%), five (Australia, Canada, India, Luxembourg and Sweden) of our largest 22 FS markets are led by female partners.
- Female and emerging market talent now account for over 25% and 33% respectively of partners on our critical leadership development programmes. We have already seen most of these progress to leadership positions in their local markets or on the global stage.
- Perceptions of our FS people across the globe are changing, with 79% agreeing that ‘PwC is an inclusive work environment where individual differences are valued and respected’, up 5 percentage points since 2011.
- The identification of over 25 passionate and active inclusion champions committed to driving FS diversity and inclusion actions in their local PwC firms.

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1 To access FS D&I publications visit: www.pwc.com/gx/en/industries/financial-services/people.html

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**Voice of diversity advocate**

**Agnis Hussersh**

**Global Human Capital Leader**

With over 220,000 talented and diverse individuals working across the network of PwC firms, it is important we recognise, that every single one of us has our own experiences, expertise and skillset to bring to the table. Developing our people in a way that works for them is an important part of our global people strategy. We want to inspire our people to be the best they can be, both inside and outside of PwC.

A key way in which we’re doing this is with real time development, which empowers everyone to take control of their own progression anywhere and anytime, in a way that suits them. It’s about having regular, honest conversations providing clear insights on how our individual contribution is valued, helping us understand what areas we need to develop to progress our careers with PwC.

The uniqueness and diversity of our people has made PwC what it is today, building great teams and strong client relationships. That’s why we look for people from different backgrounds and with a wide range of experiences. Diverse teams naturally have a multifaceted lens which means, new ideas, fresh perspectives, original approaches and a keen eye for opportunities and innovation.

There is still a long way to go, but I’m proud of the progress we made in Diversity & Inclusion over the past three years. And, as Global Human Capital Leader, I look forward to continuing this momentum and further embedding diversity and inclusion into all of our people initiatives and PwC’s DNA.
223,468 people

The PwC Professional - Building leaders who build the future

Our talent strategy focuses continuously on attracting, nurturing and developing our people. The PwC Professional framework for defining and encouraging leadership at all levels – is playing a significant role in changing the way our people think, learn and develop together while at PwC.

The PwC Professional leadership framework, launched in 2014, describes what it means to be a professional at PwC, and helps us develop our people into authentic and inclusive leaders who inspire others. Some examples of the measurable and observable behaviours required to bring each attribute to life are outlined below.

Whole Leadership

I manage the impact I have and adapt my behaviour to bring out the best in others.

I take action to ensure everyone has a voice, inviting opinion from all, including quieter members of the team.

Global Acumen

I learn about cultures and identify how they are different from my own.

I expand my existing network of relationships, beyond my immediate circle.

Relationships

I read situations and am sensitive to others, modifying my behaviour to build quality, diverse relationships.

I minimize the impact of my potential blind spots by deliberately engaging with people different from me.

In achieving this, our people are supported by our PwC Professional career progression framework, which sets out the behaviours and expectations with regard to each capability for our different grade levels. This framework consists of a set of observable and measurable behaviours that illustrate how the skills and capabilities are brought to life in our daily work and actions at PwC. It forms the basis of our assessment decisions in our recruitment, performance and career progression activities and is the lynchpin of our development culture.

This pivotal role makes it critical that the PwC Professional framework supports our Diversity & Inclusion strategy – and the framework was created with this priority very much in mind. During the development of the framework, diversity subject matter experts from across the network were key stakeholders in the design process, aiming to help us achieve two clear objectives. The first was to support the creation of a simple framework. Prior to the PwC Professional we had a much more complex competency model made up of ten distinct areas. The complicated nature of this framework meant our people were not naturally able to identify all ten competencies. Also, because so many factors needed to be taken into account during decision-making, the complexity of our approach created a risk of ‘cognitive overload’ – a condition that neuroscience research identifies as a catalyst for unconscious bias when making decisions.

The PwC Professional framework is much simpler and easier to visualize, thereby mitigating the risk of cognitive overload.

Our second objective was to create a leadership framework that has at its core the development of – and accountability for – inclusive behaviours and mindsets that value difference. The language of the PwC Professional framework and its supporting career progression framework was devised with this imperative for inclusiveness front and centre. The PwC Professional defines what it means to be a professional at PwC, and helps us develop our people into authentic and inclusive leaders who inspire others. Some examples of the measurable and observable behaviours required to bring each attribute to life are outlined below.

The PwC Professional framework - leadership at all levels

In February 2015, PwC was joined by Katty Kay and Claire Shipman, authors of The Confidence Code, and Eileen Naughton, Managing Director, Google UK and Ireland, for a conversation on women and their aspirations.

Closing the confidence gap

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Take your career to center stage

In February 2016, PwC was joined by Geena Davis, award-winning actor and founder of the Geena Davis Institute on Gender in Media, Dawn Hudson, CEO of the Academy of Motion Picture Arts and Sciences (Academy), and Jennifer Yu Nelson, Academy Award nominee and movie director, for a conversation that examined the parallels between gender portrayals in the media, the role of women in the workplace, and how all students can take action to support gender equality.

The Aspire to lead live webcasts alone have reached thousands of students from over 100 countries across the world, all the way from Albania to Zimbabwe. Thousands more have participated in the hundreds of PwC-hosted events held around the world to support the webcasts.

Recognising that we need to sharpen our focus on strategic talent management and how we can use it most effectively to drive diversity, we have also worked closely with our global talent management leaders and peers to develop a talent diversity assessment toolkit: Driving diversity across our talent cycle. This toolkit acknowledges that there are opportunities across the entire talent cycle from talent brand and recruiting, onboarding, talent management to career mobility. It provides questions to consider and proven practices that will help drive greater diversity across each phase of the talent cycle.

We launched this toolkit with a series of webcasts to our global talent, diversity and HC professionals across the network last year, and repeated that process again this year.

Tangible impacts:

We believe the Aspire to lead programme is already making a difference, both for the men and women who attend, and also for PwC.

• Over the course of the three Aspire to lead campaigns, we have engaged over 40,000 men and women on the topics of leadership and gender equality through the combination of the webcasts and PwC-sponsored Aspire to lead events. One female attendee told us: “The themes covered during the events made me think about career factors that – quite simply – I would not have considered had it not been for the event.”

• Aspire to lead is also enhancing our talent and diversity brand, and supporting our efforts to attract diverse talent at an early stage of their careers. Of the participants who attended our Aspire to lead events:

  • 93% said “I am inspired to enhance my ambitions and pursue my goals” and;

  • 95% said “I view PwC as a leading firm committed to diversity and inclusion”.

• And during our most recent campaign we promoted eight short Aspire to lead films that achieved more than 10 million views. You can visit www.pwc.com/aspire to find out more, or watch our Aspire to lead webcasts.

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Lesson 1: Tailor the business case, then make it resonate

It goes without saying that diversity is the right thing to do. But more than that, when optimised it presents the opportunity for many business performance benefits. We live in an era in which five global megatrends – urbanisation, shifting economic power, demographic changes, resource scarcity & climate change, and technological advances – are organically reshaping societies and businesses worldwide. Combine this with the fact those organisations with the most diverse groups of talented people will be the ones best placed to thrive in their responses to the challenges created by the megatrends, and the message is clear. Achieving diversity is a challenge – but also presents an opportunity that no organisation can afford to ignore.

To make this message ‘real’, it’s essential to create a robust, organisation-focused business case derived from, and positioned to support success of the organisation’s business strategy. It is only with this approach that it will resonate with the leaders and people across a business. In doing this, it’s also vital to recognise that one size does not fit all. What will motivate one leader to sponsor and act – business results, for example – may be very different from what will compel another, such as diversity being the right thing to do.

Lesson 2: Recognise there is no ‘quick fix’

With ever-increasing numbers of diverse talent entering the workforce, we have seen diversity catapult as way onto the CEO agenda in recent years. But despite this rise in awareness, visible progress is still not being achieved. In trying to overcome this inertia, it is critical to understand that diversity has no ‘quick fix’ solution. Demonstrable and sustainable progress can only be achieved through a comprehensive change management approach that tackles behavioural, process and cultural transformation. This is why we at PwC approach D&I through our holistic PwC D&I ecosystem.

Lesson 3: No leadership commitment, no accountability, no progress

Without the right levels of leadership commitment, and – even more importantly – the appropriate accountability infrastructure, it will prove very challenging to move the needle on diversity in a sustainable way. Put simply, having leadership commitment to, and accountability for, D&I is critical. At PwC, we achieve this through our established D&I governance structure and the PwC Global Inclusion Index.

Lesson 4: Use data analytics in planning the programme...

An approach driven by externally recognised leading practices might win diversity awards, but may not deliver meaningful progress. Transitioning from a leading practice-driven approach to a data-driven approach is fundamental in creating a D&I programme that tackles the actual rather than assumed barriers to diversity. And only when you understand and confront the actual barriers do you lay the groundwork for subsequent success.

Lesson 5: ...and use data analytics in executing the programme

To make real progress, it is not enough to adopt what feel like creative and innovative policies or programmes, or feel comfortable that you are getting things right because those practices are lauded as leading practices externally.

Instead, it’s fundamental that you identify and track robust, relevant KPIs to measure the success of any D&I intervention you initiate. To make visible, credible headway, organisations must stay focused on and be confident that they are driving critical interventions that work.

Lesson 6: One size does not fit all cultures

When driving a global D&I strategy, trying to enforce a ‘one-size-fits-all’ approach to diversity will not work. In fact, pushing an approach or programme that is not sensitive to local cultures may do more harm than good. Instead, the D&I strategy must take account of the nuances and variances that exist in business cultures across the globe. And diversity programmes will need to be driven with allowances for local context, in recognition of the fact that the challenges and appropriate change approach will be influenced by geography, and indeed by the cultural norms in different parts of the business. Given these requirements, the key is to focus on global consistency underpinned by local delivery. At PwC, we try to get this right by encouraging localisation of our global D&I activities, making the transition to our ‘2+1’ approach to dimensions of diversity, and establishing a culture of local action planning and priorities in response to the realities of diversity in each PwC firm.

Lesson 7: Embed D&I within organisational DNA

Sustainable progress will not be achieved if D&I is driven in a silo. D&I must be embedded within the DNA of an organisation, identified as fundamental to its success and naturally woven into the fabric of its business, customer and workforce strategies. This is not easy, and certainly won’t happen overnight. The paramount aim should be to achieve an active journey that engages and influences stakeholders across the organisation towards the goal of a business environment where D&I is an intuitive and implicit aspect of every discussion, activity, people and business process, and customer interaction.

Lesson 8: A focus on inclusion from day one

It can be very tempting to focus all diversity energy and resource on those areas where the most significant diversity gaps exist – which is typically at the top of an organisation. However, this type of highly targeted approach may have limited long-term impact. Broad and sustainable progress across the organisation will only be achieved by combining a laser focus on leadership diversity with substantive action that drives an inclusive talent culture and talent systems from day one and from the ground up. This means establishing critical interventions that work throughout the whole talent lifecycle. Without tackling the systemic challenges that arise earlier in the talent process, organisations will continue to face the same diversity gaps in the succession pipeline at the top.

Lesson 9: Recognise performance over presence

It is important that approaches to flexible working respond to the changing demographic make-up, expectations and needs of the modern workforce. Outdated views and approaches that associate flexibility with traditional stereotypes and don’t capitalise on technology must end. An organisational culture that recognises impact and performance over presence and identifies flexibility as a talent-wide proposition is an organisation where all talented people can thrive.

Lesson 10: Engage the masses

Commitment to diversity is becoming increasingly important for organisations to attract talent – and today’s talent want to see both commitment to diversity and visible progress being made. Leadership commitment and the dedicated engagement of key stakeholders will take the organisation a long way on its diversity journey, but will not be enough to achieve true success. A D&I strategy needs to be inclusive of everyone. So organisations should engage every one of their people in their diversity journey, empower all of them to be agents for change, and share progress with them at every step along the way.

To learn more about the PwC Diversity & Inclusion journey, please visit: www.pwc.com/diversityjourney
Contact us

Find out more about the PwC diversity journey and approach by contacting a member of the global Diversity and Inclusion team or the Territory Diversity Leader (TDL) in your respective location.

Bernice Kimacia  
TDL, PwC Africa  
bernice.w.kimacia@rw.pwc.com

Marcus Laithwaite  
TDL, PwC Australia  
marcus.laithwaite@au.pwc.com

Hoonsoo Yoon  
TDL, PwC Korea  
hoonsoo.yoon@kr.pwc.com

Michelle Orozco  
TDL, PwC Mexico  
michelle.orozco@mx.pwc.com

Emma Campbell  
TDL, PwC Middle East  
emma.campbell@ae.pwc.com

Leigh Chalmers  
TDL, PwC Canada  
leigh.chalmers@ca.pwc.com

Alicia Pavukova  
TDL, PwC CEE  
alica.pavukova@sk.pwc.com

Jolanda Lamse  
TDL, PwC Netherlands  
jolanda.lamse@nl.pwc.com

Karen Loon  
TDL, PwC Singapore  
karen.loon@sg.pwc.com

Mar Gallardo  
TDL, PwC Spain  
mar.gallardo@es.pwc.com

Ana Malvestio  
TDL, PwC Brazil  
a.malvestio@pwc.com

Francois Jaumain  
TDL, PwC France  
francois.jaumain@fr.pwc.com

Petra Raspels  
TDL, PwC Germany  
petra.raspels@de.pwc.com

Katarina Roddar  
TDL, PwC Sweden  
katarina.roddar@se.pwc.com

Joanne Burgener  
TDL, PwC Switzerland  
joanne.burgener@ch.pwc.com

Sarah Churchman  
TDL, PwC UK  
sarah.j.churchman@uk.pwc.com

Asha Ramanathan  
TDL, PwC India  
asha.ramanathan@in.pwc.com

Lia Turri  
TDL, PwC Italy  
lia.turri@e.pwc.com

Noriiko Umeki  
TDL, PwC Japan  
noriiko.umeki@jp.pwc.com

Mike Dillon  
TDL, PwC US  
mike.dillon@pwc.com

Dale Meikle  
Global D&I Programme Office Leader  
dale.e.meikle@pwc.com

Aoiife Flood  
Global D&I Programme Office  
ailife.flood@se.pwc.com

Find out more about the PwC diversity journey and approach by contacting a member of the global Diversity and Inclusion team or the Territory Diversity Leader (TDL) in your respective location.
Acknowledgements and thanks

Executive sponsors

Agnès Hussherr
Global Human Capital Leader

Bob Moritz
Chairman
PricewaterhouseCoopers International

Aoi̇fe Flood
Senior Manager – Global D&I Programme Office
aoi̇fe.flood@ie.pwc.com

Special thanks to our featured PwC diversity leaders, advocates and role models

Agnès Hussherr, Bernice Kimacia, Blair Sheppard, Caio Carvalho, Ignacio Madrid, Janet Visbeen, Jennifer Johnson, Julie Fitzgerald, Karen Looe, Manoj Santiago, Marcus Luthwain, Marta Milowska, Pauline Ho, Robert Swaak, Stephanie Hyde, Vicki Huff.

We’d like to acknowledge the following PwC experts for their insights and contributions to this publication.


We’d like to thank the following for support with report design

Mark Goggin at MG Creative

We’d like to acknowledge the leadership and contributions of our territory diversity leaders and diversity teams across the network of PwC firms without whom we would not have such an interesting diversity story to share.