

Creating value through diversity

Be yourself. Be different.

I'm...

...innovative

...determined

*PwC's Global Diversity
and Inclusion journey*

*Global Diversity Week
2014*



Background

Our diversity journey

At PwC,¹ diversity is a network priority because we need the best available talent to create value for our clients, people and communities. We hire and nurture professionals with 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. To solve important problems we need diverse talent.

Our global diversity journey began ten 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 to our international business strategy. Initially, gender diversity was a priority, as 50% of PwC's global workforce is comprised of women. In this regard we have driven a variety of initiatives, such as data analysis, leadership programmes and human capital interventions, and we are making progress. Globally, PwC increased its female partners from 11% in 2004 to 17% in 2014.

In 2009, PwC's leadership expanded its diversity focus, putting inclusion front of mind and expanding our dimensions of difference beyond just gender. While proud of our accolades, such as consistently being named a top 10 company for global diversity by DiversityInc, we consistently strive to be innovative and set the bar higher for increasing the ability of our people to work well across all kinds of difference.

Last year our diversity journey accelerated as we reframed our strategy including our network diversity priorities, governance and leadership structure. We also made plans to engage in our first network-wide intervention to touch all 180,000 of our people - 'Global Diversity Week'.

Read on to learn more about the current stage of our PwC inclusion journey and Global Diversity Week.



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

Our approach today

Leadership and governance

We have already expressed that diversity and inclusion is a PwC network priority. Chairman of PricewaterhouseCoopers International, Dennis Nally, together with Agnès Hussherr, Global Diversity and Inclusion Leader, sponsor and lead our network diversity & inclusion strategy. To support the successful implementation of our global diversity strategy and priorities, we have appointed Territory Diversity Leaders in each of our member firms.

Each Territory Diversity Leader reports directly to their respective member firm Territory Senior Partner (Chairman) and has responsibility for driving localised diversity and inclusion strategies that complement our network diversity and inclusion strategy. This supports our aim to drive a more robust and consistent PwC approach to diversity and inclusion across our network of member firms.

Agnès Hussherr – Global Diversity and Inclusion Leader



Based in Paris, Agnès Hussherr joined PwC France in 1989 and became a partner in 2001. She is a client relationship partner in Assurance with clients in the banking industry. For the past four years, she has been PwC France's Assurance Human Capital Leader and she was recently appointed as the firm's Transformation Leader.

Appointed Global Diversity and Inclusion leader on 1 July 2013, Agnès will focus her efforts on bringing more diversity throughout the PwC network.

“PwC is a place where we value and respect differences. We know that when people from different backgrounds and with different points of view and talents work together, we maximise on the uniqueness of each of our people to create the highest value for our clients and society.”

Agnès Hussherr, Global Diversity and Inclusion Leader

Diversity priorities

We are currently focused on three diversity and inclusion priorities. In alignment with each priority we are driving explicit priorities and actions to propel the behavioural, process and cultural change required to reinforce an even more diverse and inclusive leadership pipeline and workforce.

1

Drive leadership commitment and accountability

2

Drive change through a focused and monitored change management plan

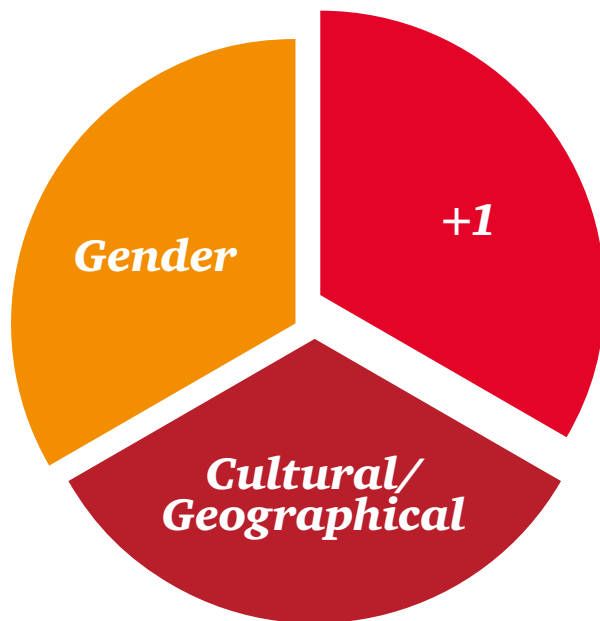
3

Embed diversity and inclusion within PwC's DNA, applying a diversity lens in all of our business and people processes

Dimensions of diversity

We have identified a '2+1' minimum standard approach to tackling the many different dimensions of diversity. PwC has over 184,000 people in 776 locations across 157 countries; 67% of our revenues come from international clients and 50% of our talent is female. These demographics presented a clear proposition for us to identify gender and geographical/cultural diversity as our two global priority diversity dimensions.

All PwC firms are expected to create strategies that focus on these dimensions of diversity, in addition to at least one further dimension of diversity, which is of high local priority.



Global Diversity Week

Beginning 24 March, we take a significant step in our diversity journey as our PwC firms all over the world celebrate Global Diversity Week. This is a wide-scale inclusion intervention that will touch every single PwC professional across the globe.

Global Diversity Week is about creating widespread awareness of diversity as a PwC priority, making the business case for diversity real for all of our people, and having our people embrace inclusion and difference as we look to foster the behavioural change that will drive an even more inclusive PwC workplace.

Global Diversity Week is built on four core pillars with activities and initiatives underpinning each pillar:



1. Tone at the top

Our leaders across the globe will be demonstrating their commitment to diversity and inclusion as a PwC priority as they communicate and engage with our people around the world on the topic. This includes direct communications from Dennis Nally, Chairman, PwC International and the Territory Senior Partners (Chairman) of our PwC member firms.

2. Making the business case real

Leadership messaging along with further tools and resources will be released to emphasise both the global and local business case for diversity. PwC demographics, leader experiences and client stories will be shared to make the business case - diversity creates value for PwC and our clients - real for all of our people.

3. Tackling blindspots

To drive behavioural change we will release a number of global resources. First, we will be providing our people with access to a number of PwC specific implicit association tests, which create awareness of unconscious biases. These tests will drive greater levels of self-awareness, allowing our people to gain a better understanding of their attitudes and preferences regarding different kinds of people with different attributes, for example women and men with family and career.

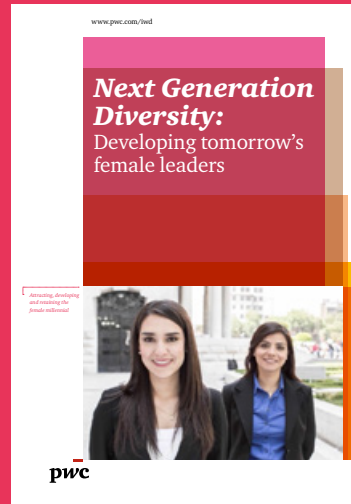
Access to these self-awareness tools will be further reinforced with the release of our Global Open Minds eLearn programme. This eLearn programme will provide our people with a greater understanding of what blindspots are and how they can manifest in the workplace. Our people will also be supported with actions and tools to help them better manage blindspots in the future.

4. Engaging all of our people

To further reinforce leadership commitment and drive inclusion, we will host a two-day 'Jam' on our PwC social media platform, which gives everyone a voice. Our people across the world will have the opportunity to engage with many of our global leaders to ask them questions such as: why is diversity a PwC priority, how does it link to our business strategy, and why is it important when delivering client value? Further jam sessions that provide our people with the opportunity to shape and innovate our future diversity strategy and feedback on our Global Diversity Week efforts will also be provided.

This Jam presents a fantastic development opportunity for all of our people, as they get to engage with our leaders, learn from each other and learn how to become more fluent across difference. The three people with the most thoughtful and innovative contributions will be flown to New York for dinner with our Global Chairman and Global Diversity and Inclusion Leader.

To learn more about our approach to diversity and inclusion visit: www.pwc.com/inclusion



Recent release

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Insights into the attraction, development and retention of the female millennial

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We're delivering our first ever global forum, focused on women and leadership, to students around the world.

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