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Strength through diversity

Women at PwC



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Diversity, and gender diversity in particular have been on the agenda of our PwC Leadership Team for quite some time and it's considered key in attracting, developing and retaining talented people.

At PwC we aim at creating an inclusive workplace which embraces the diversity of our people and supports them to achieve their personal and professional goals while enhancing business performance.

To this end, we conducted a detailed diagnosis in 2012 which comprised data analysis, interviews with our people, a review of human capital processes and training programmes. This work led to a refreshed view and definition of new priorities and milestones.

Karel De Baere
Chairman PwC Belgium



PwC and gender diversity in numbers

Long-term female international assignees below manager grade

44%

Global female graduate hires this year

51%

While leadership gender diversity remains the strategic priority, we have broadened our focus to every stage of the career ladder. To drive momentum, we must develop diverse junior talent for future leadership roles. A good example is that 44% of our long-term international assignees below manager grade are now female. But we must do more.

We have identified, and shared among our global network, successful initiatives and actions that have resulted in more gender diverse leadership at PwC and progress is being made:

- Good news for diversity at the top: 23%, 28%, 27% and 33% of leadership teams are women in PwC Australia, PwC Canada, PwC UK and PwC US, respectively
- 51% of global graduate hires this year were female
- 74% (up 2% from last year) of our people believe PwC is an inclusive work environment
- During FY 2013, 34% of participants in our global leadership development programme were women
- Female leaders consistently cite a mobility experience as one of their top-three developmental milestones. Globally, 36% of our talent deployed on long-term international assignments were women (Tax led the way, with women making up 41% of all long-term and 52% of short-term international assignments)
- In PwC UK, 14,000 partners and staff have completed 'Open Minds', a diversity e-learning programme. Launched in March, this helps participants recognise issues that can arise in their relationships and acknowledge situations where they could be more tolerant of differences. The same training will also be rolled out in other countries such as Belgium.



The Gender Agenda blog

Through our global Gender Agenda blog we try to keep our people up to date with the latest points of view on corporate gender diversity. The Gender Agenda blog was established in October 2007 and provides a discussion platform for the global issues and debates relating to women in business. It's edited by the PwC Gender Advisory Council and features global news stories, commentary and media links. The blog also publishes regular contributions from both PwC colleagues and external writers and guests.

Resources on the Gender Agenda page include a comprehensive list of links to useful websites on the topic of global gender diversity and a regularly updated reading list.



To keep up to date with Gender Agenda news, subscribe to the RSS feed, or subscribe to the PwC email alert service on the website.

www.pwc.blogs.com/gender_agenda

Promoting (gender) diversity requires first of all the creation of a more inclusive workplace.

Our 10 quick tips for a more inclusive workplace

***Diversity is more
than quotas***

1

Promoting diversity means making the workplace a truly welcoming and equitable environment for all ... it's not about counting numbers, it's about being included.

***Diversity
takes work***

2

Remember that inclusion is about giving everyone the same chances and opportunities. Making people feel welcome, valued, and supported no matter what their differences are. Special treatment is not the answer, but special efforts will be required.

***Differences matter
... and they matter
all the time***

3

Explore your differences. Be curious. Express interest in others. Be open. Listen. Learn from each other by asking for the input of others and encourage people to challenge each other's viewpoints.

We all have filters

4

We all see the world through our own prism based on our experiences. Begin the difficult process of reflecting on and identifying your unconscious filters. Try to see beyond your own perception.

***Don't make
assumptions***

5

Don't just assume but ask first. Open the dialogue. Ask how your clients and colleagues define value.

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***Be candid with
your feedback***

6

Even when it's difficult. Especially across differences. Even when we don't know how it will be received. Failing to tell someone when they aren't performing well won't help them improve.

***Step out of your
comfort zone***

7

Try taking someone you typically wouldn't socialise with to lunch. Broaden your social circle.

***Reveal something
about yourself and
be authentic***

8

Sharing your experiences – both positive and negative – helps others connect with you. It also can help overcome misconceptions they might have. Being a leader is about being accessible.

***Pay attention to
the little things***

9

They're typically the things that make people feel included. You can make a difference in the small things you do. Make eye contact, smile and include others where possible.

***Give each other
a break***

10

We won't always say exactly the right thing... nor can we expect others to. Being forgiving of people's innocent mistakes is how we'll get to the kind of honest, caring, candid dialogue that will help us bridge our differences.

Keep in touch

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