PwC’s support for action
To drive progress, PwC partners with the following organisations:

- The 30% Club – a group of 54 Chairmen who are pushing for greater diversity in the boardroom (ie 30% females).

- Women on Boards – a social enterprise seeking to support more women in enhancing their leadership skills through gaining experience on board in the charity, voluntary or public sector

- Professional Boards Forum – collaborating with the PwC NED programme to support women to access NED roles.

- We are a member of the BiTC Opportunity Now campaign and in 2014 we collaborated with Opportunity Now’s 28-40 nationwide survey to understand more about women’s experiences in the workplace.

- Working Families plus Employers for Carers.

What PwC is doing
We have made progress over a number of years in tackling some of the practical barriers to diversity by implementing a series of activities. These include:

- flexible working;
- enhanced maternity arrangements (and the implementation of shared parental leave arrangements on equal terms as our enhanced maternity scheme in early 2015);
- people networks such as the Gender Balance network which focus on gender diversity as a critical component in the delivery of the PwC UK D&I strategic aims, recognises gender balance as a force for good in business, is externally focused and integrates client members, and empowers and engages women as part of a gender-balanced workplace.
- a Female Partner and Director network supporting female leaders' development and helps to develop an effective network of female leaders that has a visible profile externally and connects with our clients.
- a Parents and Carer’s Network - arranges activities and events to support those with parental and caring responsibilities.
- a women’s leadership programme, ‘Breakthrough’, for our top talent women with partner and director potential,
• mentoring (including reverse mentoring to create more inclusive leaders)
• active sponsorship for talented female directors and senior managers.
• Lean In circles to encourage peer learning and support and boost confidence and ambition.
• We partner with the United Nations' HeForShe initiative, accelerating global momentum toward gender equity in the workplace. HeForShe’s mission is to engage men as agents of change for gender equality. As a result PwC has committed to taking a number of actions - develop and launch an innovative male-focused gender curriculum with global reach which will educated and empower men as gender equality advocates; launch a global inclusion index to further increase women in leadership roles; raise the global profile of HeForShe with PwC people, clients, and communities; lend our full global footprint to HeForShe, drive awareness and action within and beyond PwC. Men will be encouraged to commit online, and take specific actions towards gender equality.

We introduced diversity and bias awareness training some years ago but in 2013 rolled out a broader Open Mind programme - a sustained awareness raising around unconscious bias and behaviour change programme. Continuous interventions and activities are launched as part of this programme. This also helps ensure that our people processes are fair and reflect an open mind to talent.

Accountability is driven through the targets we have set (gender and ethnicity) for both recruitment and performance management and promotion decisions.

We are supporters of the Government Equalities Office Think, Act, Report campaign and have publicly disclosed our consolidated targets and our gender pay gap in 2014 and 2015 in our annual reports.

As a result of the steps we’ve taken we have improved the retention of women and have grown the proportion of female partners (17% compared to 8% in 2005) and 25% of the PwC’s UK Executive Board is female (Margaret Cole, Gaenor Bagley and Stephanie Hyde).

PwC has a Talent & Diversity Council, which comprises senior partners in the firm, has set the following priorities:

1. Monitor partner admissions - the Executive Board now reviews our long and short list for partner admissions on a monthly name by name basis. We have also developed a Diversity Dashboard, Strategic Workforce Planning tool and Diversity & Inclusion Action Plan which helps
our business understand their demographics against gender, ethnicity, working pattern and age and take corrective action.

2. Each Business Unit has set its own targets for the proportion of females and BMEs at each grade out to 2020, underpinned by action plans. The inclusion index in the firm’s balanced business scorecard measures progress quarterly.

3. Recruitment - we take action and put measures in place to ensure that our recruitment processes are inclusive and fair and we are recruiting from as wide a talent pool as possible in order to grow our business. We have launched a return to work programme called Back to Business, which aims to help women back into the workplace who have been out for more than 2 years, and find it difficult to get back because of the gap on their CV. Our Women in Business and Aspire to Lead programmes are specifically designed to help PwC attract more female school leavers and graduates to the firm.

4. Building greater flexibility into our culture to raise profile of agile ways of working as a business priority and provide greater flexibility in the context of resourcing/business model, ways of working, career paths, opportunities and mindsets. Last year the Council launched an Agile Ways of Working toolkit

**Awards and recognition**

- We have received platinum status in both the Opportunity Now and Race for Opportunity benchmarks in 2015, and are proud to be featured in the top ten private sector organisations for both ethnicity and gender.
- PwC was listed in the Times Top 50 Employers for Women 2015
- PwC won the Opportunity Now Transparency Report in 2015 which recognises organisations who are taking an active role in evaluating gender equality in their workplaces, taking action and publically reporting their progress
- We were awarded the Deputy Prime Minister's National Award for Outstanding Commitment to Family-Friendly Working Practices

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