



HeForShe

HeForShe PROVEN SOLUTION

ACHIEVING
PARITY AT
GLOBAL
LEADERSHIP

ACHIEVING PARITY AT GLOBAL LEADERSHIP

In the World Economic Forum's latest Global Gender Gap report, it is estimated that the gender gap will still take more than 100 years to close. As an accelerator for the Sustainable Development Goals, the United Nations HeForShe movement is a solutions-driven initiative seeking to demonstrate that tangible progress can happen in our own lifetime.

HeForShe has partnered with world leaders, global CEOs and university presidents across society to incubate, capture and share scalable solutions to the most pressing issues of our time. Our first such transformative framework is based on achieving parity in leadership roles where currently women represent only 26% of new appointments to Fortune 500 boards.

PricewaterhouseCoopers Network (PwC Network) has leveraged this transformative framework to increase the representation of women on their Global Leadership Team from 18% to 47% in just 15 months.

STEP 1: EXECUTIVE SPONSORSHIP

Set a consistent tone from the top; appoint and invest in a Diversity Leader who reports directly to the Chair or CEO and who commits to demonstrate in every action that diversity and inclusion are a priority.

The first step for the PwC Network was to set the tone from the top. Since 2012, the Chair of each member firm has consciously and consistently communicated commitment to diversity throughout the network by making it a strategic priority for the entire PwC network. Tangibly, the Global Chairman appointed a Global Diversity & Inclusion (D&I) Leader and invested in a Global Diversity Team and programme that is supported both globally and in each member firm. In addition, they made a strong commitment to develop a diverse pipeline of future leaders and enhance the diversity of their leadership team; as a result, they saw the first appointment of a female leader to their Global Leadership Team in 2008 and achieved gender parity in the team in 2016.



STEP 2: LEADERSHIP COMMITMENT AND ACCOUNTABILITY

Data: Conduct a thorough, objective review of your current diversity state to present to leadership. Use this to then move confidently forward based on your own facts rather than external assumptions.

In 2010, the PwC Network engaged an objective third party to conduct extensive deep-dive diversity reviews in four of their firms. This was an intensive two-year process that ultimately provided the factual baseline from which they could plan and measure real progress rather than base their assumptions on the external environment.

For example, the PwC Network used to assume women were leaving more than men. In fact, their data showed that women and men were actually leaving at the same rate, but that the departing employees were being predominantly replaced with male experienced hires. They were then able to present these facts to their leadership to obtain their commitment and move ahead in the right direction. Experienced hiring is now a key diversity priority for the PwC Network.

Education: Build leadership insight and education to develop their understanding and obtain commitment to prioritize diversity and inclusion across the network.

Once the PwC Network was able to present these facts, educating their leadership was equally a fundamental step in their journey. Between 2011 and 2013, they specifically engaged the Global Leadership Team and the Strategy Council in diversity awareness and education. They created awareness of the diversity demographics within their network and conducted unconscious bias training.

Governance: Develop a formal governance structure with a seat at the leadership table reporting to the Chair or CEO. This is essential to ensuring continuous top-down and bottom-up alignment and accountability throughout the organization.

The PwC Network's proposed governance structure also played a key role with leadership commitment and the seriousness with which they were taking this issue. The appointed Global Diversity & Inclusion Leader is responsible for articulating the overall network diversity and inclusion strategy.

This Global Diversity & Inclusion Leader holds a seat on their Global Leadership Team, again reiterating this as an important organizational priority. Territory Diversity Leaders (TDLs) were appointed in each PwC member firm, and the '2+1' approach to dimensions of diversity was introduced, where each member firm was asked to focus on two common dimensions of diversity: valuing differences and gender, as well as one dimension which is particularly important locally. Together, these new approaches created the required momentum for Diversity and Inclusion across the PwC Network. TDLs, who are influential partners,



report directly to their respective member firm's Senior Partner and are responsible for driving localized diversity and inclusion strategies that complement their global diversity and inclusion strategy. The TDL is a part of key Territory Leadership groups and has the ability to influence the decisions and impact at the territory. The TDLs of the 21 largest member firms, along with the Global Diversity & Inclusion Leader of the PwC Network, make up the Global Diversity Leadership Team.



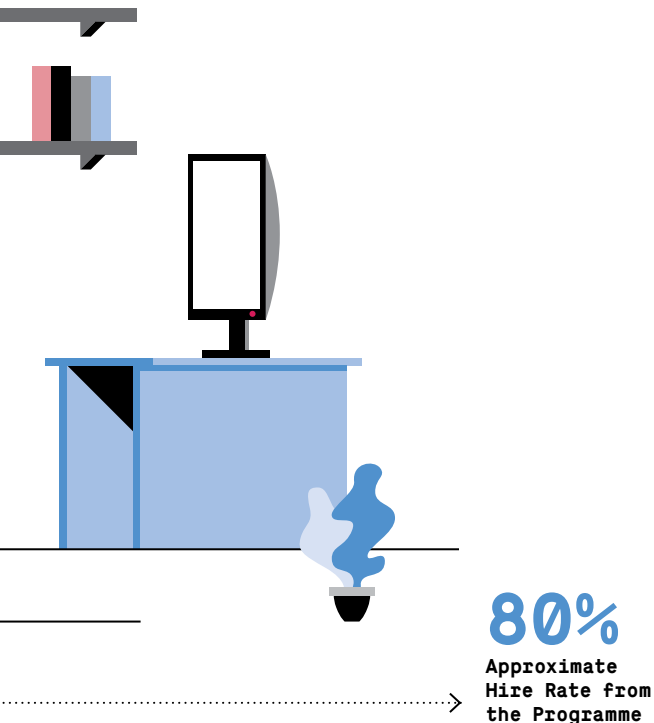
STEP 3: STRATEGIC IMPLEMENTATION

Parity needs planning. Apply a gender lens to succession planning to foster the progression of all genders across the organization.



Succession Planning: Given the complexities of the PwC Network's member firm structure, they have worked hard to create a diverse global pipeline and succession planning with a gender lens that has involved:

- Defining and identifying the mission critical leadership roles required to lead the PwC Network both today and in the future and understanding the current diversity make-up of those roles as well as committing to achieving parity;
- Insisting on diverse pipeline nominations from member firm leadership;
- Identifying three successors for each role, one being diverse, and implementing development interventions and leadership sponsorship to get each of the successors role-ready.



Take action based on real, measured facts rather than ‘common sense’ or opinion. Bring the same standards of informed decision-making used throughout management to the business of diversity and inclusion.

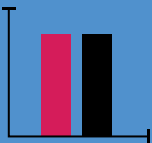
A Data-Driven Approach: A fundamental element of the PwC Network’s diversity and inclusion strategy has been their data-driven approach. Decisions are informed by current facts, focusing efforts in the right areas and having impact that creates sustainable progress. Without doubt, this switch to a data-driven approach has been one of the PwC Network’s biggest lessons learned as they’ve travelled to this point on their diversity journey.

When PwC discovered that they were predominantly replacing departing employees with male experienced hires, they identified diverse experienced hires as a critical KPI indicator for their global diversity and inclusion acceleration. As a specific example of an action taken, PwC UK launched a returnship programme called Back to Business, a six-month internship-to-hire for experienced professionals who have been out of work for at least two years. The programme is open to men and women, but mostly women apply. The hire rate from the programme is approximately 80%.

STEP 4: CONTINUOUS MONITORING

**What gets measured gets managed.
Aim for regular, detailed and
meaningful measurement to avoid
misleading overall figures.**

The PwC Network has learned that when building a diversity strategy, talent data is their most powerful ally. In 2014, they adopted their diversity and inclusion accountability framework: the Global Inclusion Index. This tool provides a comprehensive global evaluation of their leadership pipeline. Each territory continuously uses the data to identify diversity challenges in its pipeline and develop tailored actions to increase diversity in leadership.



**Gender Diversity
Score**



**Inclusion
Score**

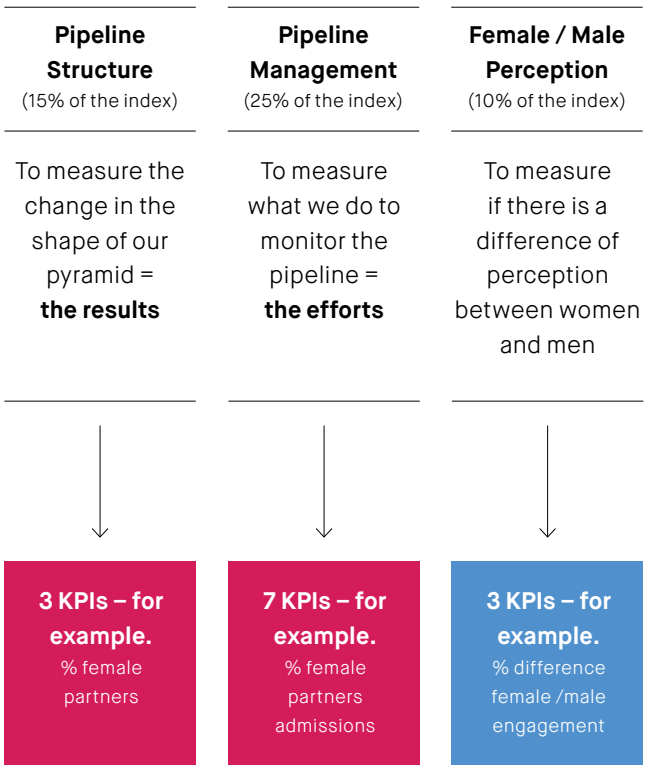


The Global Inclusion Index provides a picture of the PwC Network’s current diversity reality, their annual diversity progress, and where they should be focusing future action. The Index is a composite comprised of two core buckets: a gender diversity score and an inclusion score. The gender diversity score focuses on pipeline structure, pipeline management, and any differences in the perceptions of women and men at the PwC Network. The inclusion score also features a people perception measure, through which they measure their people’s perception of their diversity efforts.

GENDER DIVERSITY SCORE

(50% OF THE INDEX)

50%



The final component of the inclusion score and overall Index is their maturity model. This is a self-assessment tool which requires TDLs to self-assess against measures identified under five core categories: strategy and leadership commitment; leadership diversity and pipeline; attraction, progression and engagement; learning and development; and external positioning and client focus. Self-assessments undergo a global review for consistency.

INCLUSION SCORE
(50% OF THE INDEX)

50%

Maturity Model

(40% of the index)

To assess the actions undertaken by the territories = **firm programmes and action plans**



5 core categories:

Territory self-assessment tool of 36 D&I measures

Pipeline Management

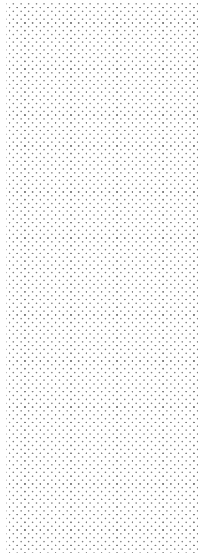
(10% of the index)

To measure the perception of our people about what we do



2 KPIs – for example.

People survey results to D&I core questions



- People Analytics
- People Survey Results
- Self-assessment tool

STEP 5: SUSTAINING MOMENTUM

Recognize that achieving parity isn't a one-time event but a lifetime commitment and ensure mechanisms are in place to continually strive for progress.



The PwC Network now recognizes that to achieve sustainable change they must also focus on developing new diverse talent for future leadership roles. Ultimately, they believe it is critical that they drive parallel efforts that tackle enhanced leadership diversity in conjunction with systemic change efforts. Many of their formal diversity measures including recruitment, performance ratings, promotions and turnover, and are formally measured at every grade level as part of their extensive annual diversity analytics process.

In addition, they strengthened their advocacy of flexibility and emphasized that it should be a talent-wide proposition. In particular, this was to address the perception that flexibility is predominately desired by parents, most specifically mothers.

The PwC Network created awareness of data points reflecting the perceptions and desires of their talent and the wider workforce, together with the evolving work and family trends of the modern workforce.

PwC Australia, after a successful pilot in 2015, introduced 'All roles flex' to extend the choice of flexible working to all of its 6,000 employees, trusting them to work in a flexible way while still delivering great client service.

CONCLUSION

The PwC Network has been able to successfully demonstrate that with the right level of dedication and commitment, tangible progress is possible. On the other hand, their journey will continue as there is still so much to do.

Global Chairman of the PwC Network, Bob Moritz shares his insights:

“Diversity and inclusion is an area we continue to work hard on at PwC. While we are proud of the steps we have taken, we also recognise that there is still more to be done. We remain committed to developing a diverse pipeline of future leaders to take forward our businesses around the world.”

“Our success in fostering greater diversity and inclusion within our network shows that – like with any business challenge – measurement, planning and accountability can bring about tangible results. As a people business, talent management and thoughtful succession planning are central to our success, so we are using data to make meaningful decisions in this area. Embracing diversity makes business sense because it helps to foster a more open working environment, encouraging fresh perspectives. Even more importantly, we believe it’s the right thing to do.”

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