Leveraging the power of our differences
Diversity and inclusion

www.pwc.com/diversity
PwC’s commitment to diversity and inclusion

We are all different. We are all diverse.

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When we talk about diversity, we’re describing a wide range of differences and similarities. In its full breadth, diversity encompasses 24 dimensions—including race, ethnicity, gender, sexual orientation, religion, generation and physical ability. Some are visible, some are not.

“Inclusion” leverages the power of our differences to achieve our goals. Diverse teams are innovative. Each member has a different background and point of view, so they bring a broad range of ideas to the table. When we value everyone’s unique perspective, we see high performance and better results.

That’s why PwC cultivates a diverse organization. It’s imperative to attract, retain and develop diverse professionals to spur innovation, drive growth and sustain competitive advantage in the marketplace. Today, our new hires are increasingly diverse, and our partnership includes more women and minorities than ever before.

Diversity is a complex subject. We realize there are no easy answers, and we still have work to do. We’re on a journey, and our culture continues to evolve and grow. Our firm has extraordinary teams that benefit from dynamic diversity. Now it’s about sustaining a work environment where everyone has an opportunity to grow and succeed.

Diverse and unexpected pools of talent are emerging around the world. To succeed in today’s global economy, we must acknowledge them, understand them and make them part of our talent strategies.

- Bob Moritz, US Chairman and Senior Partner

**We create the culture**

We all contribute to the culture of PwC. An inclusive environment makes us all feel welcome and valued for the unique contributions we bring. And that requires everyone’s commitment.

Cultural dexterity is an important business skill that helps us work together and interact with our clients. It’s the ability to understand, manage, coach, work and communicate effectively with people from different backgrounds and across multiple dimensions of diversity. It helps us deliver the PwC Experience to our clients and our people.

As you develop your cultural dexterity, you play a critical role in shaping the culture of your team, your office and the firm as a whole. You also gain a business skill that’s increasingly important in our changing world. Best of all, you can come to work and be yourself.

To learn more about PwC’s commitment to diversity, visit [www.pwc.com/diversity](http://www.pwc.com/diversity)
**Generational diversity**

Today, we see unprecedented generational diversity in the workforce. You may work with people from four distinct generations: Traditionalists (born 1900-1945), Baby Boomers (born 1946-1964), Generation X (born 1965-1980) and Millennials (born 1981-1999). While we’re all individuals, generations tend to share some values and attitudes. Each has a unique point of view about work—including topics like workplace flexibility, technology, communication and career aspirations.

At PwC, we recognize it’s increasingly important to know the expectations, skills and perspectives each generation brings to the table. We’re working to understand their divergent views on advancement, flexibility, motivation and more. It’s another way we sustain welcoming workplace.

**Diversity matters to our clients**

Clients often ask about PwC’s diversity efforts, the diversity of our people and the scope of our programs. They want our engagement teams to reflect the diversity within their own organizations, and they want to know that we leverage it to deliver innovative, high-quality service. Our diverse client service teams are engaged in solving problems and bringing solutions to our clients.

As the global marketplace expands, the key players are changing. Increasingly, economic power lies in countries like China and India. And our mobile workforce is delivering for our clients world-wide. Last year, over 4,000 professionals in PwC’s global network worked outside their home countries.

Diversity and cultural dexterity are essential to our business. Clients look to us for broad thinking and perspectives. For that, we need people of different cultures, backgrounds and experiences—as well as the cultural dexterity to work across those differences.

**My brand: A first-rate “Team Builder” and a first-generation Haitian American.**

- Stephen Nes, Partner
Our strategy

PwC’s reputation lies in building lasting relationships and delivering value and quality in all we do. Diversity is a critical enabler of our business strategy. To support our long-term growth goals, we need to attract and retain the most talented professionals. We need to become a more diverse organization at all levels, or we will lose talent.

We encourage diversity through initiatives that make PwC an even more inclusive place, where people from all backgrounds can flourish.

We focus on three main areas:

- **Early success**: Expanding our pipeline for diverse employees and helping them get a strong start
- **Development and advancement**: Supporting the success of our professionals and promoting diverse leadership
- **Inclusion**: Enhancing cultural dexterity for all our people

In addition to the national programs and policies described in this booklet, local activities and initiatives are delivered in each market.

**Addressing both minority and majority populations**

In order to sustain an inclusive culture, we believe it’s important to engage and include all the perspectives and experiences that shape our points of view.

- When we discuss gender, we talk about the role of both men and women.
- In discussions about race, our leaders address both minority and majority experiences.
- A major component of our LGBT strategy focuses on engaging straight allies.

White men as diversity champions

At PwC, we examine all perspectives—including the important role our white men play in creating an inclusive workplace. By engaging the majority, we sustain an inclusive environment for all our people. PwC’s White Men as Diversity Champions initiative presents concrete strategies to educate, engage and listen to our white males.

PwC convened a panel of experts to share their views on diversity. The resulting video, *A Candid Conversation about White Men and Diversity*, explores and challenges assumptions, highlights opportunities for growth and examines how to move from awareness to action. The video is a centerpiece of in-person sessions where PwC’s white male partners discuss diversity issues.

“In many diversity and inclusion strategies, the role of white men often goes unexamined,” observed Chris Brassell, a director in our Office of Diversity. “We want to cast a light on this critical group as we continue to confront the issues of diversity in a direct and candid way.”
Aspire to Lead

In April 2014, we launched *Aspire to Lead: The PwC Women’s Leadership Series*—the firm’s first-ever global forum on women and leadership. The series will focus on how female students navigate the transition from campus to career and include panel discussions and skill-building workshops on topics such as communicating with confidence, receiving candid feedback, and developing your personal brand.

The series kicked off with a live webcast featuring Sheryl Sandberg Facebook’s COO and the author of *Lean In: Women, Work and the Will to Lead* and *Lean In for Graduates* and Terri McClements, PwC’s US Human Capital Leader and Global Talent Leader. The webcast attracted internal and external registrants from nearly 100 countries. More than 5,200 people logged in for the live discussion. In a poll of 2,258 Aspire to Lead webcast viewers, 93 percent of the respondents agreed or strongly agreed that they were “inspired to embrace my ambitions and pursue my goals.” To date, there have been more than 39,000 visits to the global *Aspire to Lead* webpage from 86 countries.

Gender initiatives

Women and men often face different challenges—and this is especially true for women who are building a career while raising a family. We encourage flexibility of career paths, with the ability to step on and off the fast track, and multiple opportunities to connect with diverse role models. The firm is committed to retaining and developing our women for leadership roles. On average, 50% of our new hires are women, and we’re continuing to increase the number of women in our partnership.

- **Women’s Networking Circles**
- **Women Upfront**, an online career resource for PwC women that offers videos, articles, resources and other interactive features exploring topics relevant to working women and professional advancement.
- **Aspire to Lead**, PwC’s first-ever global forum on women and leadership
- Breakthrough Leadership, a development program for top-performing women senior managers and directors
- Professional development programs and webcasts

*My brand: A “collaborative leader” fluent in two different cultures*  
- Natasha Granholm, Partner
Supporting our working parents

We believe you can be both a great parent and a great professional. Our programs, benefits and supportive culture are designed with that belief in mind. To meet the needs of our working parents, the firm has made significant investments, including:

- Best-in-class paid parental leave
- Emergency backup childcare options
- Childcare discounts
- Nanny resource and referral service
- Generous adoption assistance and adoption leave
- Local parenting circles
- Mentor Moms, a program that connects new mothers with experienced PwC moms
- Working Dads discussions

Full Circle

Full Circle is an unpaid program for people who separate from PwC to devote themselves to full-time caregiving. This xLOS program allows top-performing staff to “off-ramp” from their careers for up to five years. Full Circle helps them stay connected to the firm—and to their professional lives—through coaching, training, regular updates and reimbursement of some professional expenses.

We want to help caregivers through important transitions in their lives. And eventually, when they’re ready, we want them to come back to PwC.

A lot of women will say they’re going to have a job for a few years, and then leave to have a baby. Don’t presume you can’t manage things. You’ll have to make critical choices, but it’s definitely do-able.

- Kathy Nieland, Managing Partner of PwC’s New Orleans Office, quoted in The Glass Hammer
We want PwC to be the premier employment destination for minority professionals. Our diversity programs seek to attract, retain and advance talented minority staff and partners. Today, over 35% of PwC’s new hires are Black/African-American, Asian/Pacific Islander, Latino/Hispanic, Native American and multicultural professionals.

Our efforts in this area include:

- Engaging our people in Diversity Circles for African-Americans/Blacks, Asians/Pacific Islanders, and Latinos/Hispanics, as well as professionals with disabilities and veterans
- Offering development programs such as Diamond, which provides coaching and advocacy to top-performing minority senior managers and directors and leadership development programs like Vanguard for Black/African American campus new hires; Accelerate, for Asian/Pacific Islander experienced associates and Select Senior for higher-performing diverse senior associates
- Highlighting role models for our people by profiling diverse professionals on microsites, including:
  - Latino Experiences from A to Z
  - Face to Face (Black/African-American)
  - Veterans
  - Ability Reveals Itself (Professionals with disabilities)
  - OPEN (LGBT)
- Connecting people through Spark social media groups
- Raising PwC’s brand through the Howard University leadership program, professional organizations and national diversity conferences (i.e., NABA, ALPFA, Ascend)
- Developing talent sourcing strategies
- Offering StartRight, an e-learning tool for newly hired diverse professionals and online executive English training, available in 14 languages
Diversity of talent may be the most important asset for businesses today. In an increasingly connected world, where talent comes from today may not be where it comes from tomorrow.

- Bob Moritz, US Chairman and Senior Partner, quoted in DiversityInc magazine

Outreach to minority students

Some minority groups are significantly under-represented in accounting programs nationwide, which results in a smaller pool of candidates from our traditional sources. As role models and mentors, we educate young people about the benefits of a career in professional services. PwC plays a major role in their development and creates future talent for the marketplace.

- Explore, a one-day early-identification program for college freshmen and sophomores
- PwC Accounting Careers Leadership Institute at Bryant University, a program for diverse high-school students
- Campus outreach; support to student chapters of ALPFA, Ascend and NABA

Start

PwC’s Start internship prepares diverse students for advancement and long-term success. This preparatory program is designed especially for top-performing, diverse college students in their sophomore and junior years.

By employing creative and engaging techniques, this internship offers learning and development, shadowing experiences, and exposure to partners and staff in functional areas across PwC. Start provides an introduction to the firm, our culture, and the professional services profession. The skills and knowledge obtained through this unique experience can give participants an edge, both professionally and personally, as they continue their education and begin a career with PwC.

Start is the beginning of a journey. The internship is just the first step in the PwC internship experience. After successful completion, Start interns have the opportunity to complete a client-service internship in Assurance, Tax or Advisory.
Ability Reveals Itself

PwC acknowledges and respects the differences among our people by fostering each individual’s unique strengths, skills and abilities, including those of professionals with disabilities. The firm’s objective is to foster the PwC experience for people with disabilities by raising awareness and embracing the broad range of ideas and abilities they bring to the firm.

PwC has always been and continues to be, a place where anyone with talent and ability can succeed.

Disability initiatives

According to the US Census Bureau, there are 54 million people in the US with disabilities. It is one of the nation’s largest groups of diverse people—and one that any person may become a member of during his or her lifetime. PwC’s disability strategy promotes awareness and provides access to resources for staff with disabilities and people caring for family members with disabilities.

- **Professionals with Disabilities Network**—An open network that seeks to raise awareness and promote disability inclusion at PwC.
- **Disability Caregivers Network**—A network for all PwC professionals seeking to promote an inclusive work environment for caregivers of individuals with special needs or disabilities. We provide resources for caregivers as well as create a culture of awareness by informing our people about the needs of individuals with disabilities.
- **Partnership with the National Business and Disability Council**
- **Disability Etiquette and Awareness** training
- **AbilityWorks** workspace adjustments process
- **Connect: Ability** disability champions program
- **Managing Illness and Injury** microsite

My teams deliver world-class service by leveraging our diversity, not ignoring it. At PwC, we believe that ability reveals itself.

- Jamie Draper, Partner
My brand: A “Professional Networking Powerhouse” who came out at PwC.
- Bryan Dunn, Manager

LGBT initiatives

Our gay and lesbian professionals are an important community within PwC and with our clients. The firm’s strategy is designed to engage, support and advance our LGBT (lesbian, gay, bisexual, transgender) professionals and promote an inclusive and accepting work environment.

- OPEN (Out Professional Employee Network) Circles
- OPEN Spark community, an online social networking group for LGBT professionals and straight allies
- Full domestic partner benefit coverage, including tax equalization for all domestic partners
- Professional organizations and national diversity conferences
- “Sticks and Stones—The Language of LGBT Inclusion” training program
- Multimedia resources, including Coming Out, I am open and A candid conversation about being out in the workplace
- It Gets Better, a video created to demonstrate support for LGBT youth

At PwC, we want all our people to feel welcomed and supported—to be able to thrive and go as far as their talents will take them.
- Jennifer Allyn, Office of Diversity Managing Director, quoted in New York Magazine

Being open starts at the top

PwC is the first and only Big Four accounting firm to convene a board of openly gay partners to advise us on LGBT initiatives—a strategy that includes an intensified focus on career development for our highest-performing gay managers, senior managers and directors. The Lesbian and Gay Partner Advisory Board includes a diverse range of tenures, professional skills and life experiences. In addition to serving as role models in their local markets, the board visits offices around the county to meet with partners and staff and encourage dialogue.
PwC is committed to sustaining an inclusive culture, and that includes creating a work environment that supports our people throughout their careers. It can be tough to juggle our personal and professional priorities. It’s a long-standing challenge in professional services—and one we continually work to improve at PwC.

Workplace flexibility is about working creatively to manage our lives at work and at home. We all need some form of flexibility. Nearly all our people have a degree of give-and-take in their schedules. It could be as casual as shifting a few hours to accommodate a dentist appointment, or as formal as a reduced schedule. That flexibility helps us make time for the things that matter most in our lives.

**Flexible work arrangements**

Everyday flexibility is important for everyone, but we also recognize the need for formal arrangements. Each year, hundreds of PwC professionals participate in Flexible Work Arrangements. FWAs offer a creative way to provide high-quality service while enjoying additional personal freedom. With the agreement of the client and team, participants can choose from a variety of formal options:

- **Reduced Hours**: Working less than a standard week
- **Fletime**: Work hours move earlier or later
- **PwC@Home**: Working at least 60% of the time at home
- **PwC Offsite**: Working less than 60% of the time at home
- **Job-Sharing**: Two people fulfill the responsibilities of one position
- **Compressed Work Week**: Standard hours compressed into fewer work days
- **Sabbatical**: Leave of absence with partial pay

In addition to the options listed above, PwC’s Flexibility² Talent Network (FTN) is a group of experienced individuals who support our client engagement teams across all lines of service during specific periods of the year. There are many reasons why individuals would choose this kind of employment. They might have a seasonal beach side business, are passionate about volunteering or need to care for a family member. One common thread connecting our people across the Flexibility² Talent Network is that they all want to stay current and connected to the profession, even for a few months of the year.

**PwC’s annual review option for leave of absence participants**

It can be hard to return to work after an extended leave of absence (LOA). For some, it means tearful goodbyes at the daycare center; for others, it means a period of adjustment after an illness, injury or family crisis. At PwC, we believe there’s one thing it shouldn’t mean: anxiety about the annual performance review process.

During the performance evaluation process, it can be difficult to compare someone who took an extended leave with colleagues who have a full year of work experience. PwC’s voluntary option for LOA participants allows top and outstanding performing staff who have been on a leave of absence for more than 16 weeks to opt out of the annual review process. Participants “carry over” the performance rating they earned the previous year.

It takes flexibility and trust to build strong, long-term relationships. We take a long view—short-term transitions don’t have to affect a staff member’s career.
We encourage our people to put themselves in each other’s shoes. Our training programs are an opportunity to look at things from a different perspective and apply the lessons learned to enhance each person’s unique experiences.

- Tim Ryan, Vice Chairman: Markets, Strategy and Stakeholders Leader

Learning and development

We’re making significant investments to develop cultural dexterity within all our staff—critical leadership skills that include investing in relationships, building trust, communicating with impact and developing a global business perspective.

- **Diversity University** on Demand
- **He Said, She Said—Understanding Gender Differences**
- **Candid Conversations** videos, roundtable discussions featuring authors, experts and PwC participants discussing topics ranging from being “out” in the workplace to juggling work and motherhood
- **Leveraging Differences as You Lead**
- **Sticks and Stones—The Language of LGBT Inclusion**
- **White Men & Diversity**
- **Aspire to Lead**—a global forum on women and leadership

By incorporating these concepts and skills into the way we do business, we’re developing a culturally flexible organization that is prepared to serve our increasingly global client base.
Suppliers diversity

PwC’s diversity efforts have a positive economic impact on the communities where we do business. The Supplier Diversity initiative actively seeks diverse companies and individuals that add innovative and competitive solutions to our supply chain. PwC partners with business enterprises that are qualified and certified as disability-owned (DBE); minority-owned (MBE); veteran-owned (VBE); women-owned (WBE); and/or lesbian/gay/bisexual/transgender-owned (LGBTBE) to complement the services we provide. The firm also supports organizations and programs that certify, train and develop diverse suppliers.

In addition, we also help our clients meet their own supplier diversity requirements. Requests for proposals from our clients often call for strategies to include diverse suppliers; we work closely with these firms during the contracting process. In addition to helping our clients, we are providing support to the communities where we do business and promoting economic development in a fast-growing segment of the population.

Role models inspire others by bringing possibilities to life. And I believe we all have the power to shape the course of other people’s careers. Active sponsorship makes all the difference when it comes to advancing diverse professionals.

- Maria Castañón Moats, Chief Diversity Officer
**External recognition for PwC**

PwC’s dedication to diversity has been recognized by a broad spectrum of external organizations. We view this as an opportunity to measure our progress and assess where we stand in a competitive field that includes other Big Four firms, as well as our clients.

**Diversity and inclusion**

- PwC was ranked #5 in *DiversityInc’s 2014 Top 50 Companies for Diversity*—one of the highest honors for corporate diversity in the US. The firm was also recognized in three of DiversityInc's specialty lists:
  - No. 1—*DiversityInc Top 10 Companies for Employee Resource Groups* (e.g., diversity networking circles)
  - No. 3—*DiversityInc Top 10 Companies for Recruitment & Retention*
  - No. 3—*DiversityInc Top 10 Companies for Asian-Americans*
- PwC received an award at the 2014 Disability Matters conference for “innovation, action and transformation” relative to our firm’s initiatives promoting disability inclusiveness. Tax Partner Brad Hopton was also recognized for his “advocacy, commitment, and action” in support of mainstreaming disability.
- PwC has been recognized for its initiatives to support veterans and military service members. We have received the *Seven Seals Award* and the *Above and Beyond Award* from the Employer Support of the Guard & Reserve (ESGR), and we’ve been recognized as one of the *Top 100 Military Friendly Employers* for the last four years by *G.I. Jobs Magazine*.
- PwC has received a 100% rating on the *Human Rights Campaign Foundation's Corporate Equality Index* every year since 2006. HRC is America’s largest civil rights organization working to achieve LGBT equality.

**Women**

- PwC received the *Catalyst Award*, which recognizes exceptional business initiatives that advance women in the workplace.
- PwC is one of *Working Mother* magazine’s Top 10 Best Companies for working mothers. 2013 marks the firm’s 10th appearance in the Top 10 and 18th year in the Top 100.
- PwC is one of *Working Mother* magazine’s Top 10 Companies for Multicultural Women. This annual award recognizes our commitment to diversity and inclusion, as well as our programs that support women of color. PwC has appeared on the list every year since 2005.

**Top employer**

- In conjunction with the Great Place to Work Institute, *Fortune* magazine publishes an annual list of the *100 Best Companies to Work for in America*. PwC has been on the list since 2005.
- In 2011, PwC was inducted into *Training* magazine’s *Top 10 Hall of Fame* after ranking #1 on the “Training Top 125” list for an unprecedented three years in a row.
Contacts

Maria Castañón Moats
Partner
Chief Diversity Officer
(646) 471 3884

Jennifer Allyn
Diversity Strategy, Gender and LGBT Initiatives
(646) 471 2715

Lisa M. Ong
Talent Management, LOS
(214) 756 1510

Elena Richards
Minority Advancement and Retention
(973) 236 4498

Keith Hines
Supplier Diversity, USFS Procurement
(646) 471 2171