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# *Creating value through diversity and inclusion*

June 2016



**pwc**

***Our aspiration is to build an inclusive culture which embraces differences – where we live our values every day and our people can be themselves.***

***Because we know that when people from different backgrounds and different points of view work together, we can create the highest value – for our people, our clients and society.***



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# *Creating value through diversity and inclusion*

## *A message from our CEO and CD&IO*

We are completely – and boldly – confident of one fact about PwC: to solve important problems we need diverse talent.

Embracing diversity and inclusion is the right thing to do. It also makes good business sense. Diverse talent think differently from one another, and apply varying approaches to problem solving. Diverse talent also help to internationalise our firm at this crucial time for our business and the country.

That's why at PwC we have put diversity and inclusion at the centre of our strategy.

We start from the simple premise that talent has no gender, age, race, nationality or sexual orientation, in fact diversity is a source of talent in its own right. Our strategy is about encouraging open minds and creating an inclusive culture where people of all walks of life can build a rewarding career and achieve their full potential.

Over recent years, we have put in place a range of policies and programs that have laid the foundations for an inclusive workplace. We are proud of the progress we have made so far, but recognise that there is still long way to go to achieve the diverse and inclusive workplace culture we aspire to.

We hope that by sharing our progress, we will keep ourselves accountable, and help inform other organisations that are considering or have already begun their own transition to a more diverse and inclusive workplace. There are certainly challenges along the way, but we believe the benefits of change - for employers, their employees and for broader society - far outweigh them.



**Luke Sayers**  
CEO, PwC Australia and  
Vice Chairman, PwC Asia



**Marcus Laithwaite**  
Chief Diversity & Inclusion  
Officer, PwC Australia

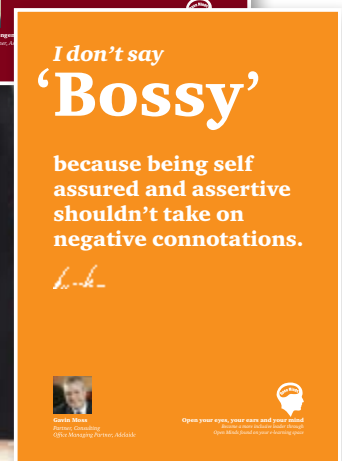
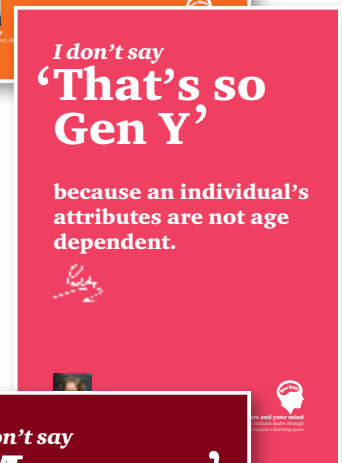
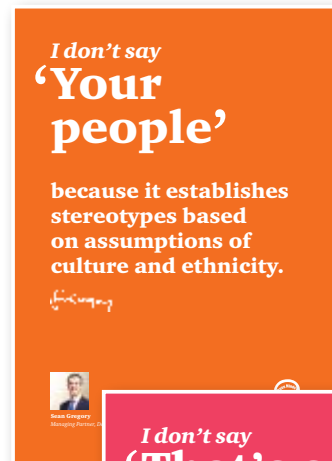


# Diversity and inclusion at PwC

*Building a diverse and inclusive workforce is how we can create the highest value for our people, our clients and communities. We need people who think and approach problems differently, who are willing to challenge the status quo, and who come from different backgrounds.*

Our clients and the markets in which we operate are becoming increasingly diverse; and through globalisation and technology, cross-functional, multi-cultural and multi-geographical teams are now the norm. To remain relevant, we must reflect this globalised and diverse environment within our firm.

There is no silver bullet; it's going to take a lot of different things for us to drive sustainable, real change. It is a priority for our firm to get this right. We are committed to building a diverse and inclusive workplace that enables people of all abilities and walks of life to build a rewarding career and achieve their full potential.



These images depict posters that were scattered across our offices throughout the country to call out exclusive language used in society that will be not tolerated within PwC.

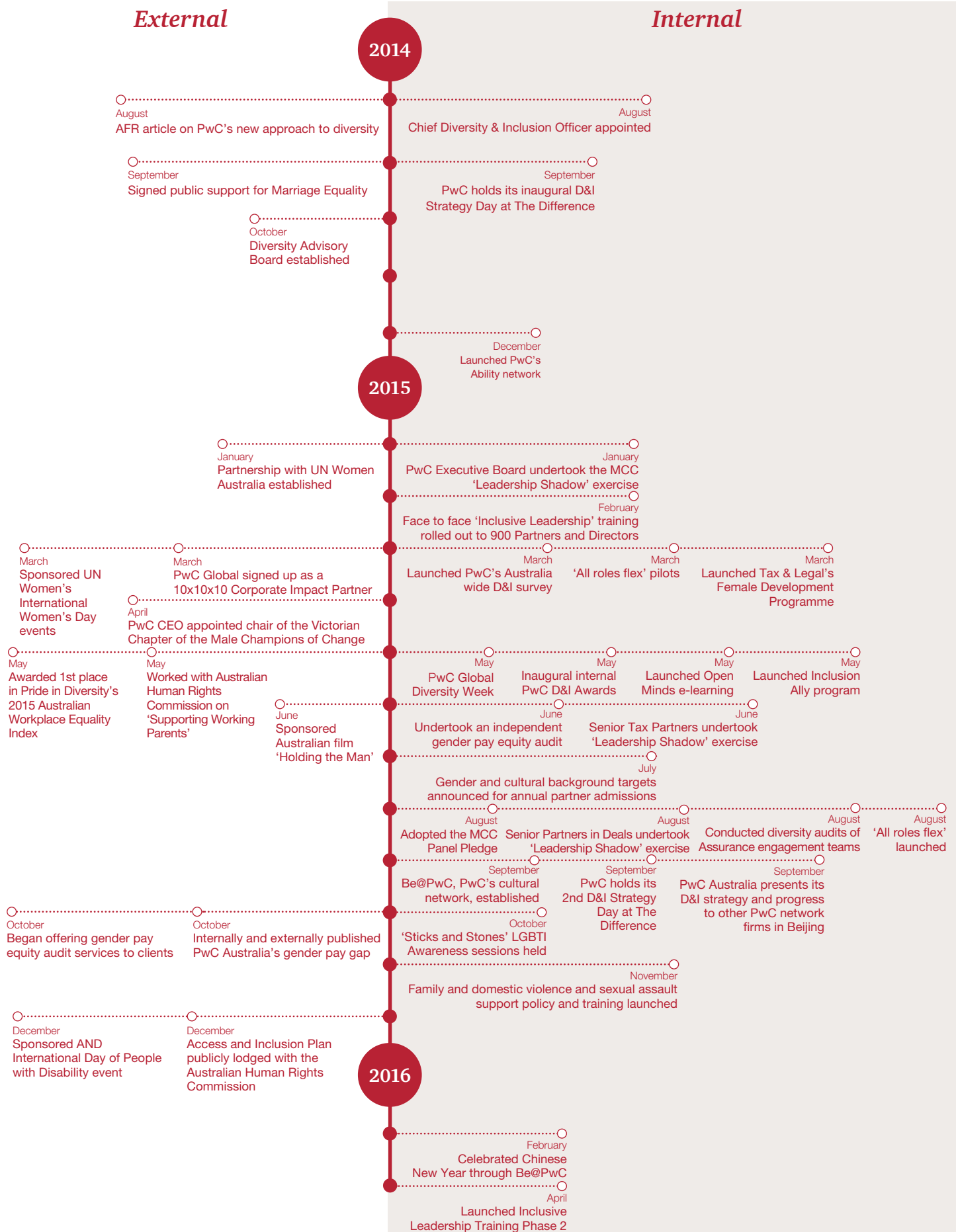


***Deb Eckersley***

*Managing Partner – Human Capital  
& Gender Strategy Lead*

“Our diversity and inclusion vision for Australia is to realise the potential of all our people. When we talk about diversity, we’re describing a wide range of differences and similarities that make individuals unique. Some are visible, some are not.”

# Our action so far



# Our approach

Our approach to diversity and inclusion is underpinned by four pillars of change:

1. Stepping up as leaders
2. Creating accountability
3. Disrupting the status quo
4. Dismantling barriers for careers

These pillars of change have been set out by the Male Champions of Change, a group of influential Australian male CEOs and Chairpersons including our CEO Luke Sayers, which works to elevate the issue of women's representation in leadership on the national business agenda.

“My partner in life, Glenn, is a dad, business owner, and a supportive and loving partner. Glenn also has bipolar 2, generalised anxiety disorder and a couple of other labels. The opportunity to work flexibly (including a nine day fortnight, working from home, adjusting hours when needed) means that when things go beyond “normal” I can take care of my family and take care of work. Being open about our situation and treating it as part of our “normal” has meant that I have had the privilege of being able to have conversations with others about their own stories, triumphs and struggles dealing with mental health issues at work and at home. Mental health continues to carry some stigma and as individuals we can make a difference by sharing our stories of how life, work and mental illness can all work together and be “normal”.

**Nic Girard**

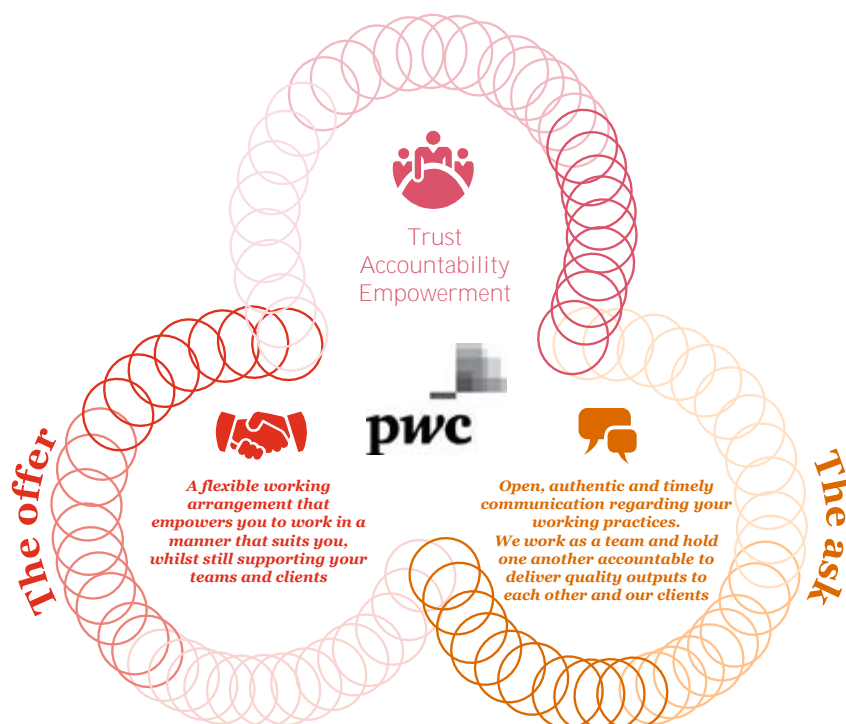
Senior Manager, Human Capital Development





## All roles flex in Assurance...

*It starts with an honest conversation.*



For more information, please visit the Flexibility site on PwC Online, which features an “all roles flex” guide, or contact your Coach or Coaching Partner.

## Combatting bias in recruitment and promotion

At PwC we ensure there is an Inclusion Conscience present at every performance moderation and talent review meeting. The Inclusion Conscience is an independent individual tasked with asking the counterfactual question – “if not, why not?” – where appropriate during performance and talent review conversations in an attempt to minimise the effect of unconscious bias during these processes.

In addition we have trialled blind resumes in our recruitment process to test the impact of unconscious bias, and aim to have a man and a woman involved in all interviews. We also conduct periodic pay and promotion equity reviews. These reviews analyse our gender pay gap for the same roles, as well as the way our hiring patterns impact our gender pay gap, ie hiring more men than women in higher paying positions.

## Creating opportunities for diverse talent

Due to unconscious biases, we are aware that there is a tendency for people who look, behave and think the same as the existing leaders to often form informal sponsorship relationships, ie a pairing with an existing partner who will advocate for that person to help them get a job or promotion, be considered for important engagements or opportunities, and actively progress their careers.

Our firm’s **sponsorship program** helps to support decisions based on merit and embrace differences, by ensuring that our people with characteristics different to the majority also have access to supportive relationships. This program addresses this via a formal arrangement, whereby the business will pair diverse candidates to a partner sponsor.

## Our strategy

Our diversity and inclusion strategy is focused on the areas of gender, culture, disability, LGBTI and generational inclusion (up until now Indigenous inclusion has been part of our cultural diversity strategy, this will change in 2016). The strategy is enacted by the Diversity and Inclusion team as well as through grassroots, employee led initiatives and our Corporate Responsibility team.

Our key focus areas for FY15/16 are:

## All Roles Flex

‘All Roles Flex’ means that PwC Australia is open to having a

two-way conversation with our people about how they can work flexibly in their role.

‘All roles flex’ means more than working part-time, working from home or working reduced hours – although for some roles there is scope for this kind of flexibility. Fundamentally, it’s about changing our focus from measuring inputs (hours at the desk) to measuring outputs – that is, focusing on whether the job gets done, rather than how, where or when it gets done.

Working flexibly with success means an arrangement suits the individual, their role, and the needs of their team, clients and the firm; it is also adaptable.





**In 2015**



**64%**

of our people currently use one or more types of flexibility

**45%**

of our managers and above are females (50% of all staff are females)

**42%**

of our people come from a diverse cultural background<sup>1</sup>

## Our notable achievements include:



Named **Employer of Choice** by the Workplace Gender Equality Agency in 2015



PwC globally is a 10x10x10 Corporate Impact Partner of the UN's gender equality movement **HeForShe**



Named **Australia's top LGBTI employer** by Pride In Diversity in 2015 and 2013 – the only employer to have won this award twice

**Established a Diversity Advisory Board to influence** the 'tone from the top' and bring an external perspective to our firm from leading diversity experts

Our CEO leads the Victorian Chapter of the **Male Champions of Change** and is a WGEA Pay Equity Ambassador

Consulted to the Australian Human Rights Commission on their **Supporting Working Families** work

**1st** professional services firm to lodge an **Access and Inclusion Plan** with the Human Rights Commission

Implemented **Partner admission targets** in relation to gender and diverse cultural background

<sup>1</sup>Diversity & Inclusion Survey April 2015, 59% response rate

# The team

## PwC's Diversity and Inclusion Advisory Board

In October 2014, some of Australia's most well-known leaders and experts on diversity joined PwC's first ever Diversity and Inclusion Advisory Board. The Advisory Board is a key component of our firm's diversity and inclusion strategy to help fast-track the implementation of our strategy and goals, and hold us accountable for achieving results. The external perspective of the Advisory Board members provides crucial objective views and insights. They also coach and advise our senior leaders, and present at staff forums.

## PwC's Diversity and Inclusion Leadership Team

In addition to the Diversity and Inclusion Advisory Board, PwC also established a PwC Australia Diversity & Inclusion Leadership Team which is made up of a leader from each business of the firm as well as a diversity pillar leader for each of our priority pillars: Gender, Disability and Culture. The team meets each month to implement strategies and plans for each business and track progress against their goals.

## Our Employee-led Networks

Nurturing grassroots, employee-led networks is an important way in which we raise awareness and promote diversity and inclusion at PwC.

PwC Australia has a number of successful and highly recognised employee-led diversity networks: Be@PwC – our cultural network, the Ability network – our ability equality network, GLEE@PwC – our LGBTI network, and Symmetry – our gender equality network. To foster greater focus on 'inclusion', and ensure coverage of all the networks in all offices – whenever possible these networks work as one under the umbrella of 'Inclusion@PwC'.

Our networks provide staff and partners with opportunities to connect, network, discuss topical ideas, and learn from role models.

### PwC's Diversity and Inclusion Advisory Board:



**Dawn Hough**  
Director, Pride in Diversity



**Graeme Innes OAM**  
Chair, Attitude Foundation; Australia's Disability Discrimination Commissioner, 2005-2014



**Julie McKay**  
Former Executive Director, UN Women National Committee Australia



**Nareen Young**  
Director, PwC Indigenous Consulting



**Prof. Robert Wood**  
Director, Centre for Ethical Leadership



**Paul Zahra**  
Global Retail Advisor and former CEO, David Jones



**Tim Soutphommasane**  
Australia's Race Discrimination Commissioner



## Our inclusion allies

In 2015 we launched an initiative at PwC called the inclusion ally. An ally is someone who does not necessarily identify as a member of the specified diverse group, however, they support and advocate for the people of that group. Allies stand for inclusion, lead by example and encourage inclusive behaviour amongst others. At PwC we have 100 allies across the firm representing culture, disability, gender, LGBTI and flexibility. These individuals have all attended an Inclusive Leadership workshop and/or completed *Open Minds* training.



“ I am confident that initiatives such as our fledgling Ability network are only the beginning of something that will be a legacy for generations to come. A sign of our success will be when those who were once on the borderline of disclosure don’t even give it a second thought because of their confidence in being understood. ”

**Will Turner**  
Communications Specialist, IT



## Sponsorships and partnerships

We support many organisations. We have formalised relationships with the following:



PwC Australia sponsors UN Women's National Committee Australia.



PwC Australia work with Career Trackers to connect us with Indigenous university students from a range of backgrounds. We provide them with a 12 week vacationer internship which offers the students the opportunity to convert their position into a full time graduate role.



PwC Australia is a Gold Member of Australian Network on Disability. We work with them to increase our disability confidence and prepare ourselves to welcome individuals with disability into our organisation. We also participate in their "Stepping Into" vacationer employment program.



PwC is a global 10x10x10 Corporate Impact Partner of the UN's global gender equality movement HeForShe. This is something our global network of firms has signed up to.



**Workplace Gender Equality Agency**  
Gender Pay Equity Ambassador

PwC Australia's CEO is a Workplace Gender Equality Agency Pay Equity Ambassador

Out for Australia an organisation that seeks to support and mentor young LGBTI professionals as they navigate their way through the early stages of their career. PwC Australia is the professional services industry sponsor of this organisation.



Victoria's premier gay and lesbian arts and culture festival.





## Culture

In today's global environment it is vital that we build a more diverse workforce that operates with greater cultural understanding. It's these unique and diverse perspectives that are invaluable in ensuring we understand what matters most to our clients and communities, to attract and nurture talent on a global and regional scale.

The firm's commitment to increasing cultural diversity in our workforce is reflected in our cultural diversity target:

*In 2015 we announced our aim for 20% of our 2016 partner admits to be from a diverse cultural background,\* rising to 30% by 2020.*

We recognise that our leaders should at least mirror the broader PwC population – in our April 2015 Diversity & Inclusion Survey 42% of our people indicated that they identified with a diverse cultural background.

We are undertaking a number of initiatives to achieve our targets, including building internal knowledge and capability through secondments, addressing cultural diversity as part of our inclusive leadership program, and mitigating the risk of bias in our talent management processes.

We are also working with other members of the Australian Human Rights Commission's "Working Group on Cultural Diversity and Inclusive Leadership", including NSW Police, Sydney University, Telstra and Westpac, to develop a blueprint for how cultural diversity and inclusion can be supported in organisations and as a group, play a leadership role in corporate and public discussions about cultural diversity and business.

“ I want PwC to be a place where every one of us can thrive by being ourselves; where we actively harness the benefits of our diverse workforce; and where we can all realise and discover our potential. ”

**Mike Sum**

Sponsoring Partner, Be@PwC

### Be@PwC: Our culture employee network

In late 2015 we launched PwC's first Cultural Network, Be, which promotes cultural diversity and inclusion at PwC. It is an important aspect of delivering on our cultural diversity strategy. This network aims to harness the benefits of a culturally diverse workforce by enabling employees from all cultural backgrounds to connect, thrive and develop to realise their potential at PwC. The network provides an avenue for advice and support as well as to increase levels of awareness across the firm and celebrate cultural differences.



\* Targets have also been established for partner admits to be from an Asian cultural background.

## Gender

Our gender pillar is about empowering all of our people by actively addressing the barriers to equality, and creating a level playing field and inclusive culture for both men and women.

As a Workplace Gender Equality Agency (WGEA) Employer of Choice for Gender Equality, we're proud of the work we're doing to achieve gender equality throughout our firm.

In October 2015, we publicly disclosed a gender pay gap of 11.4% that exists for our 6,300 employees. This pay gap was determined through an independent gender pay equity audit we had conducted earlier in 2015 by PwC UK. We strongly believe in the need for this to be undertaken independently. We made the decision to disclose the results to our people and to the public because we believe transparency is one of the most powerful ways we can address the barriers to equity. We will continue to undertake this detailed analysis regularly to monitor our gender pay status and ensure sustained momentum. We are also now offering this gender pay gap service to other parts of the PwC network and clients.





We have also adopted a target of 40:40:20 for our future partner intakes to create a level playing field for women in the recruitment process for senior roles. This means that our aim is to have a minimum of 40 per cent women and 40 per cent men making up our future partner admissions. The remaining 20 per cent can be either men or women.

“ The opportunity to flex and for my partner to be able to return to work, for me to be able to take some time with our children – I’ve done it twice now – was just too good an opportunity to pass up. ”

**Chris Greenwood**  
Partner, People & Organisation



Initiatives in place to make sure the women and men who work for us have the support they need to achieve their full potential include:



Our **18 week paid parental leave** is available to **all** of our staff. Combined with our All Roles Flex policy, we are hoping to enable more men to have larger caring roles.



We are exploring an **internship program for experienced hires** who have taken time out of the workforce for an extended period. This program aims to assist their return to work through mentoring and the creation of a network of people with similar experiences.



Our **Family and Domestic Violence and Sexual Assault Support Policy** demonstrates our commitment to support those members of our workforce who are survivors of these types of violence. 70 key front line managers have been trained to respond with compassion to a disclosure of this nature.



As part of our role as **10x10x10 Corporate Global Impact Partners of the UN's gender equality movement HeForShe**, PwC have signed on to promote awareness of this movement and encourage all of our people to take the HeForShe pledge.



We have sponsored **Curious Minds; a six-month mentoring program for 54 girls** in years 8,9,10 by female PwC partners and employees with a STEM background. This is a joint initiative of The Australian Maths Trust and Australian Science Innovations.

### Symmetry: Our gender employee network

Established in 2012, Symmetry is the PwC employee network for gender diversity. Symmetry aims to facilitate the development of both men and women through opportunities that connect, inspire and empower. It plays an important role in delivering upon elements of our diversity and inclusion strategy that are specific to gender.

There are staff-led committees in each PwC office who manage and plan our Symmetry initiatives, e.g.:

- Lean in circles
- Vocal Intelligence workshops with Louise Mahler
- Lean in with partner lunches
- Resilience workshops
- Unmask your potential workshops with Turia Pitt
- Path to Partner – stories of progression at the firm.





## *Faith and Spirituality*

At PwC we encourage all of our people to bring their whole selves to work. Faith and spirituality is an important part of many people's lives, and we believe diversity of beliefs should be promoted, respected and valued. All offices are equipped with 'reflection space', areas where our people can find a quiet space to reflect, pray or simply be with their thoughts. From July 2016 our three largest offices are all moving location and significant consideration has been given to upgrade these facilities to appropriately accommodate all of our people.

## Indigenous

We recognise Aboriginal and Torres Strait Islanders as the original custodians of Australia and in the roles they currently play in our communities and economy and we will continue to encourage an inclusive culture that values and understands Australia's heritage. Respect is fundamental to our firm and to the development of our Indigenous diversity strategy, which includes our Reconciliation Action Plan (RAP).

To show respect for Indigenous Australian heritage and the ongoing relationship traditional owners have with the land and waters we encourage an Acknowledgement of Country or Welcome to Country prior to events and large-scale meetings.

### PwC's Reconciliation Action Plan

We are committed to reducing the inequality experienced by Indigenous Australians.

Our Reconciliation Action Plan (RAP) focuses our efforts on developing valued relationships and cultural awareness, building understanding through sharing skills and developing employment initiatives.

This involves identifying opportunities for collaboration with members of the Indigenous Australian community through:

- business engagement and capacity building,
- skilled volunteering and mentoring,
- expanding our Indigenous procurement supply chain,
- increasing cultural awareness among our people.

We also provide our people with the following resources to assist in increasing their cultural competence:

- **Reconciliation Australia's Share Our Pride website** – to encourage everyone across the business to expand their cultural awareness and better understand the journey of Indigenous Australians.
- **Reconciliation Australia's Fact Sheets** – to answer any questions our employees may have about a range of issues important to Reconciliation.
- **Acknowledgement of Country guide** – to educate individuals across the firm on how to appropriately conduct an Acknowledgement of Country or seek that an Elder perform a Welcome to Country in their relevant region.
- **Map of Aboriginal Australia** – to demonstrate the diversity of language groups of Indigenous Australians.

Our national recruitment strategy includes a partnership with Career Trackers, a national organisation that works with Aboriginal and Torres Strait Islander university students and private sector companies to create career pathways through a structured internship program. Through this program we have recruited Indigenous Australians into PwC roles.

Finally we celebrate both National Reconciliation Week and NAIDOC Week in each of our offices across the country and encourage our Indigenous and non-Indigenous employees to participate and share in our shared history.





## Disability

20% of Australians are living with a disability. At PwC we are committed to increasing the awareness, inclusion and employment of people with a disability. In the market, our firm has taken a leadership role in disability research and our contribution has been instrumental in the introduction of DisabilityCare Australia.

We are also working towards creating an inclusive culture to increase opportunities for people with disability within our workforce so that all our people can realise their full potential.

### Some of the initiatives we've put in place are:



We have publicly lodged an **Access and Inclusion Plan** with the Australian Human Rights Commission to drive change across every part of our business, sponsored by our Executive Board



Introduced **centralised workplace adjustments** and encourage all of our people and candidates to request adjustments that enable them to be their best selves at work or during the recruitment process



Established a grass-roots **employee network, Ability**, to raise awareness and give our people a forum to discuss issues



Introduced the **all roles flex** policy to support the working requirements of all of our people, either as a person with disability or a carer



Created a **disability webpage** on our website which provides access to the firm's and external resources for our people dealing with disability



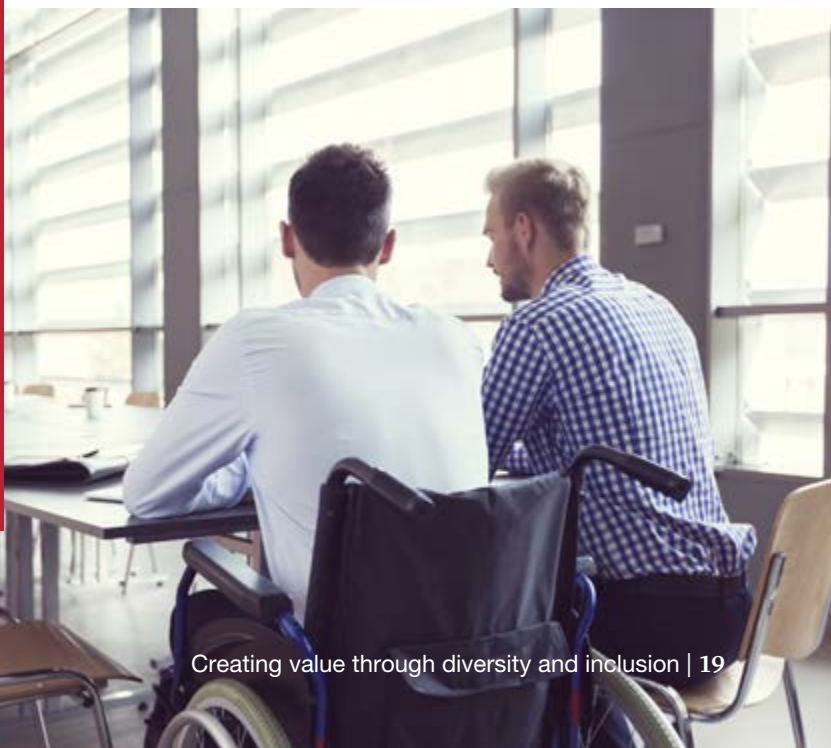
Developed **partnerships with specialist recruitment agencies** to facilitate a successful and positive experience for candidates, recruiters and hiring managers

“ Being physically limited and wheelchair bound has produced certain obstacles in my day to day life. However, PwC has been able to look past these restraints to envision my potential while supporting these limitations in my workplace environment, allowing me to be an active employee. I will be forever grateful. ”

**Hayley Bellamy**  
Consultant, Corporate Affairs

### Ability Network: Our disability employee network

In December 2014 we launched PwC's first disability network, with the aim to advise and support cultural change, find solutions to practical workplace issues, promote networking and communication and enhance the careers of people with disabilities. The Ability Network is a place for people in the firm with a disability; together with carers of people with a disability and people interested in building a more inclusive workplace, to go for advice, information and support.





## GLEE@PwC: Our LGBTI employee network

GLEE is the PwC network for Gay, Lesbian and Everybody Else within our firm, promoting an inclusive, diverse and respectful work environment, and equality, respect and tolerance for all. The network strengthens our presence in the LGBTI community (lesbian, gay, bisexual, transgender, intersex) and increases awareness among our staff. They offer information and support, networking events and the opportunity to connect with others across the firm, clients and the wider community.

Our LGBTI initiatives include:

- Winning AWEI 2015, and being the only employer to be the top employer twice
- Delivering our cornerstone Sticks and Stones LGBTI awareness training to levels from Partner to vacationer students and graduates
- Sponsoring the film release of *Holding the Man* as its Presenting Partner
- Sponsoring and Partnering with Out for Australia to help LGBTI university students make a smooth transition from university to professional life, contributing mentors to the mentoring program and hosting events in Sydney and Brisbane
- Sponsoring the LGBTI Australian National Recruitment Guide
- Hosting a CEO Roundtable discussion for 17 business leaders around the importance of LGBTI inclusion
- In Melbourne we sponsor the Midsumma festival – Victoria's premier gay and lesbian arts and culture festival, presenting an annual community celebration and encouraging the development of innovative artistic content and a unique cultural experience

## *LGBTI (Lesbian, Gay, Bisexual, Transgender and Intersex)*

It's easy to say that our personal lives shouldn't affect our work. But in reality, it's not that simple. Straight or gay, who you are and how you're able to interact with others has a direct relationship on your performance. An inclusive work environment where you can be open and honest about who you are enables all of us to perform at our best. We are committed to creating the kind of environment where everyone can feel comfortable and confident being themselves.

While we still have progress to make, we are proud to be making a difference to the lives of LGBTI staff and members of our wider Australian community. We look forward to building on our momentum and sharing the journey with others. Steps PwC has taken recently include:

- Launching the first ever Workplace Gender Transition Guidelines for PwC globally to help someone transition safely in PwC or at a client.
- We put a spotlight on the 'T and I' in LGBTI by Inviting the president of OII Australia, Morgan Carpenter, to facilitate a 'Lunch and Learn' session entitled 'Intersex 101' made available to all offices nationally via Video Conference.
- Came out publicly in support of marriage equality.



# Our market presence

## Powering Positive Change

At PwC we help our clients solve complex problems, including social issues.

Australia has struggled to overcome generations of disadvantage in Indigenous communities. Indigenous Australians are particularly excluded when it comes to sharing in the country's economic wealth. Recognising the need for change, PwC has joined with a group of Indigenous consultants from across Australia to create PwC's Indigenous Consulting, or PIC for short – a new member firm in the global PwC network, and one unlike any other.

History shows that real and lasting change only happens when it's created by Indigenous people, not just for Indigenous people. This is why PIC's founding principles are majority Indigenous ownership, management and delivery. And PIC's collective understanding of cultural, commercial and community realities, combined with the breadth and depth of the PwC network, positions PIC to drive significant and lasting change.

PIC is shifting debate and public policy away from one that for too long has focused on Indigenous disadvantage to one that's all about Indigenous pride and Indigenous advantage – powering positive change.

To create positive change we need more people talking about the issues and coming up with innovative ideas and actions that make a difference.

PIC is a true example of shared value – realising commercial potential whilst creating societal impact. PIC works with a wide range of clients including Governments, corporates, small and medium enterprises, not for profits and Aboriginal community organisations helping our clients whether they are exploring commercial opportunities or addressing some of the largest societal issues.

## Supporting Working Parents

In 2015 the firm worked with the Australian Human Rights Commission to develop a set of online resources for working parents and their employers under the banner "Supporting Working Parents". The pioneering initiative, which brought together business groups, unions, and a range of government agencies and stakeholders, was a response to the AHRC's 2014 national review of discrimination in the workplace relating to pregnancy, parental leave and return to work circumstances, which revealed significant scope for improvement.

Launched by Minister Michaelia Cash and the Sex Discrimination Commissioner Liz Broderick in July 2015, Supporting Working Parents provides clear information for employees who are pregnant, taking parental leave, or returning to work. The resources, which can be found at [www.supportingworkingparents.gov.au](http://www.supportingworkingparents.gov.au) are also a practical resource for employers, providing guidelines on all aspects of reducing the impact of discrimination, from meeting legal obligations to maintaining effective leadership.

“At PwC I've experienced firsthand the positive impacts bringing your authentic self to work can have. It hasn't just enhanced my performance and engagement but has helped me build stronger relationships with my colleagues and clients. I want to get this message out so that everyone at PwC feels comfortable to be themselves, whoever that is, and so that we can attract the best and most diverse talent from the market. Being actively involved in the GLEE network has been a great way for me to do that.”

**Michael Bellemore**

Consultant, Private Clients

## Gender pay gap analysis

As well as analysing our own gender pay data, the D&I team has been conducting this analysis for clients, and recently presented the findings to another large professional services firm. Once any gaps are identified, whether that be in starting salary, bonus awards, or base salary increases, and factors like time in role and performance ratings are considered, a detailed plan can be developed to close any gap and monitor progress. While the WGEA data shows that 26.3% of organisations say they have done a gender pay gap analysis, less than 10% of those reported the findings to their Board. Sophie Langshaw, Risk Assurance partner, and Susan Price recently published an article in “Audit and Risk Committee Matters” (<http://www.pwc.com.au/publications/acm-gender-pay-equity-oct15.html><http://www.pwc.com.au/publications/acm-gender-pay-equity-oct15.html>) that specifically addressed this issue.

## Chair and CEO gender reporting roundtables

In 2016 the firm is partnering with the Workplace Gender Equality Agency to target senior leaders in organisations to get the issue of gender pay equity, and gender reporting more broadly firmly on their radar. The project, though still in the planning stage, aims to stress the importance to Boards of these issues, and ensuring senior leaders recognise them as key governance issues.





## ***Client feedback***

In a recent survey we asked our clients

***“Considering all aspects of diversity and inclusion, including diversity of thought, how well did PwC meet your needs?”***

here is what they had to say:

***“PwC and our organisation seem to have a similar D&I approach and values ”***

***“As D&I is strongly promoted in our organisation it becomes a factor to consider when selecting a professional services firm via competitive processes ”***

***“I’d like to see more gender balance ”***

***“Diversity of thought and challenging the status quo was excellent! ”***

***“We are aware that PwC is a diversity and inclusion aware organisation ”***



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