

Women at PwC
Closing the Gender Gap
Internal and external PwC Initiatives
Where women meet Leadership

2 October 2009

Women at PwC. A global business issue.

www.pwc.com/women

PRICEWATERHOUSECOOPERS 

Context: Global Reality (2008)

- 155.000 people
- 153 countries, 749 cities

Percentage of women	2008	2007
Client service and practice support staff	49%	51%
New partners	23%	22%
All partners	15%	13%

Source: PwC 2008 Global Annual Review - PwC People by gender, June 2008

Context: Belgian Reality

Our female Partner numbers: (2009)

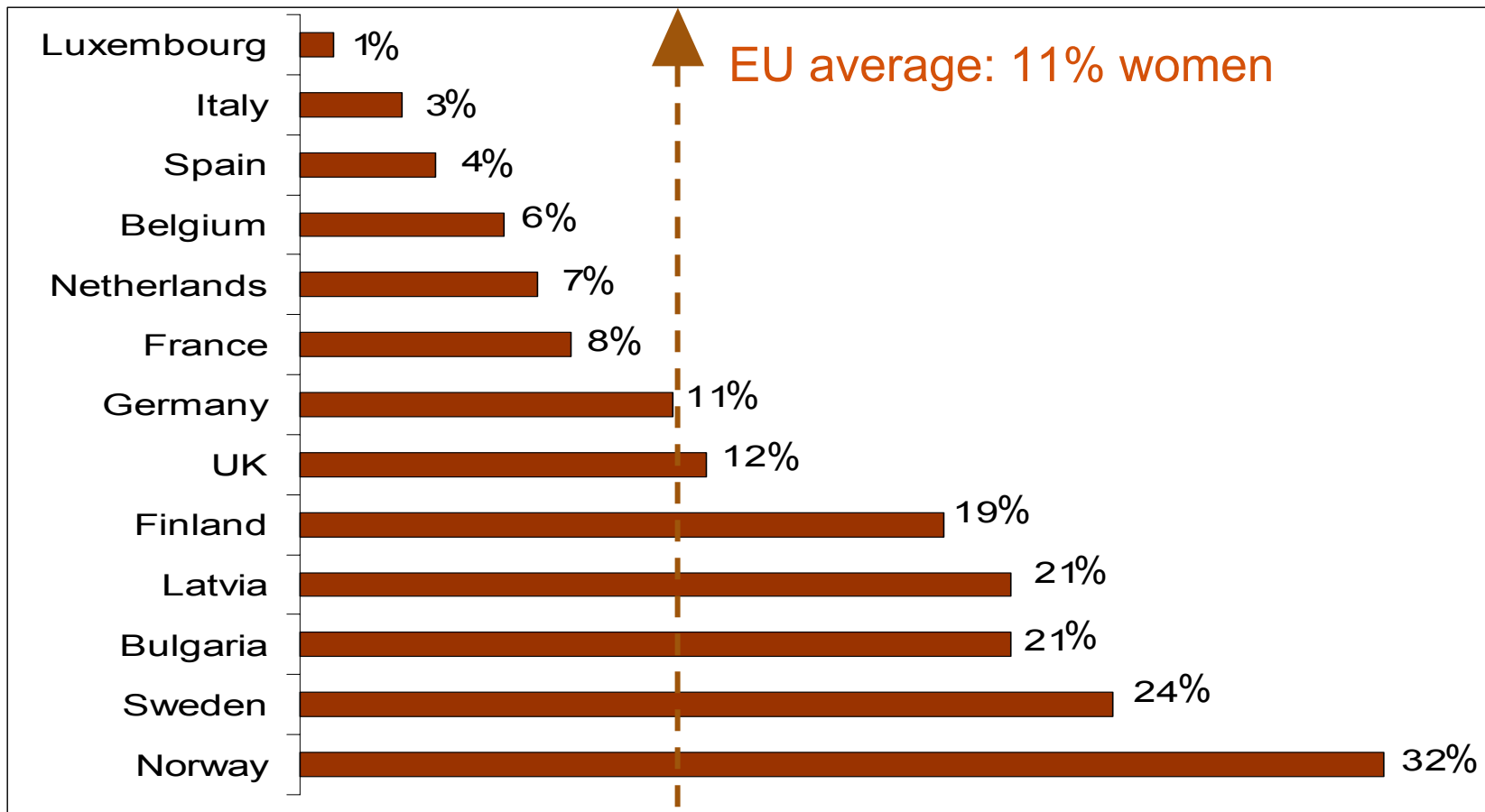
- at Global level: 15%
- 20% in France; 24% in Ireland; 18% in Sweden; 17% in the US; 13% in the UK
- at Belgian level: 8%

Pyramid within PwC in Belgium (2008):

	Total	Female	% Female
Partners	53	4	8%
Directors	106	20	19%
(Senior-)Managers	276	116	42%
Staff	980	549	56%
Total	1415	688	48%

Context: Women represent only 11% of the membership of governing bodies of listed companies in Europe

Share of women in executive committees in the top European companies*

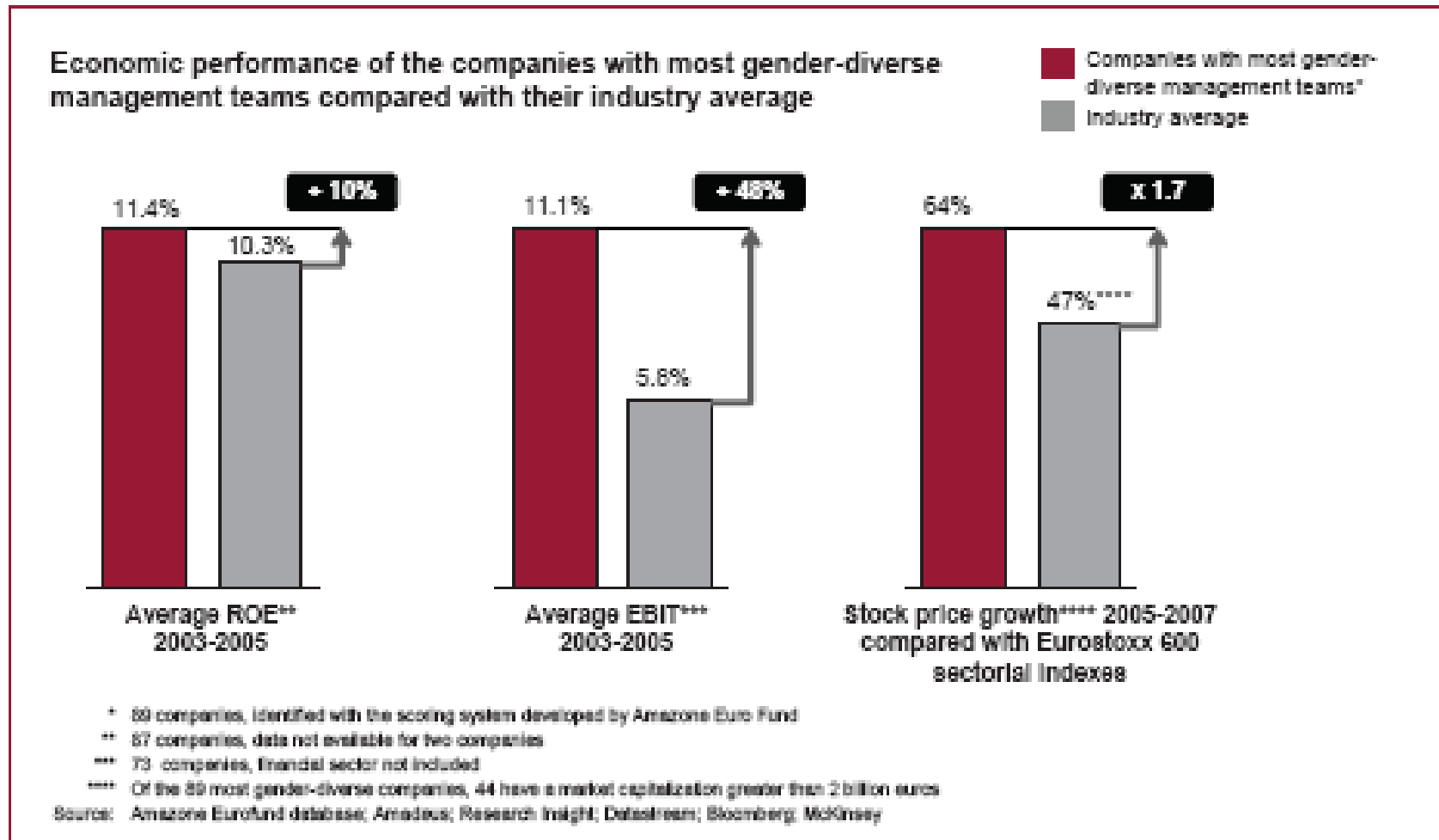


*European statistics on the top 50 listed companies per country in 2006

Source: European Commission

Source: Women Matter, McKinsey & Co, 2007

Context: Companies with a higher proportion of women in their top management have better financial performance



Source: Women Matter, McKinsey & Co, 2007

Context: Male executives outrank female executives on four competencies, while women outrank men on 42 of 52 executive competencies

• Adaptability
• Attracting and developing talent
• Building organization relationships
• Career and self-direction
• Drive for stakeholder success
• Driving execution
• Empowering others
• Entrepreneurial risk taking
• Fostering open dialogue

• High-impact delivery
• Influencing and negotiating
• Inspiring trust
• Leadership versatility
• Leading improvement
• Mature confidence
• Seasoned judgment
• Shaping strategy
• Visionary thinking

Source: Corporate Leadership Council: Fostering Women's Leadership, February 2004

The tone from the top: Dennis Nally, global CEO,
PricewaterhouseCoopers International

Advancing women to leadership roles is a strategic necessity. Gender diversity is an irrefutable business issue – it enhances the bottom line in all organizations, including PwC.

Our livelihood is dependent upon a diverse set of talented people. And the loss of exceptional female talent at the manager/senior manager level, and the seeming imbalance in succession planning, is affecting our ability to attract and serve clients.

The PwC response: the Gender Advisory Council - what and why

In April 2006, PwC Global CEO Sam DiPiazza announced the formation of an action oriented Advisory Council to advise he and the PwC Global Leadership Team on how best to address the continuing low representation of women in leadership positions.

The Council's objectives revolve around the following areas:

- ✓ **Educating and raising awareness of the business case** for better focus on female retention and development across all territories;
- ✓ Raising awareness of the **current state**;

The PwC response: the Gender Advisory Council - what and why

- ✓ Researching, identifying and recommending **specific action** and initiatives to support leadership development for women and improved succession planning/talent management;
- ✓ **Defining accountability** – working to improve the “status quo” and recommending measures to sustain progress and success.

Who's on the Gender Advisory Council?

Dennis Nally (*Sponsor*)

Moira Elms – Global (*Chair*)

Anne Loveridge – Australia

Susan Allen – Canada

Laurie Endsley – Central & Eastern Europe

Nora Wu – China

Agnès Hussherr – France

Sue Bannatyne – Global/Genesis Park

Bharti Gupta Ramola – India

Suit Fang Chin – Malaysia/SEAPEN

Sonja Barendregt-Roojers - Netherlands

Anita Stemmet – South Africa

Rich Baird – USA

Roy Weathers – USA

Dale Meikle – Programme Office

The Gender Advisory Council's work plan

Activities to date include

Thought Leadership

- Gender data report on key 24 PwC countries: numbers, issues, trends
- The Leaking Pipeline report - where are our female leaders?
How do we build capacity to create future leaders?

Fixing the leak - Examples of measures

Leaders	“Build the Culture to Secure our Future”
Accountability	<ul style="list-style-type: none">• Monitor performance on female leadership advancements - are set guidelines being followed and producing results?
Career Planning	<ul style="list-style-type: none">• Admissions committee representation - add at least one woman to the team - as a major step change and an example of best practice
Cultural Awareness	<ul style="list-style-type: none">• Recognize the existence of bias and consider bias awareness training for Partner admissions committees

Fixing the leak - Examples of measures

HR and Partner Coaches	“Build and Support our Future Success”
Accountability	<ul style="list-style-type: none">• Actively monitor and analyze satisfaction levels of the women you manage/coach/mentor
Career Planning	<ul style="list-style-type: none">• Celebrate success stories of female achievers
Cultural Awareness	<ul style="list-style-type: none">• Shift your mindset from “putting up” with flexible work practices to “supportively backing a future leader”

Fixing the leak - Examples of measures

PwC Women	“Build Yourself”
Accountability	<ul style="list-style-type: none">• Build your confidence and positive attitude
Career Planning	<ul style="list-style-type: none">• Practice flexibility
Cultural Awareness	<ul style="list-style-type: none">• Develop your understanding of gender biases and differences for self awareness and for more effectively influencing others

Women at PwC - Ten Small Things Leadership can do

A Global Priority

Fact: gender diversity is a key part of the PwC retention and talent management picture. We are committed to ensuring that women have the opportunity to build a rewarding career with the firm. And we know that small things can make a big difference – but only if we all adopt them.

Here are some ideas for ways that you can change and actions that you can take in order to support and actively encourage gender diversity in your territory.



1. Be the change you want to see. Nominate an outstanding woman for a leadership position the next chance you get.



2. Don't ignore the issue – acknowledge it. Make Gender (and Diversity) a subject of discussion amongst your team.



3. Don't be afraid to take a chance on women in key assignments. Cultivate support for those choices.



4. Hold your leaders accountable for improving representation of women in LoS and business unit leadership teams.



5. Find a female partner you admire and ask her to be your sounding board on initiatives.



6. Request, upfront, that female candidates be included on all lists of projects, opportunities, committees, panels.



7. Invite a woman about whom you have heard good things (but don't know) to lunch, just to get to know her.



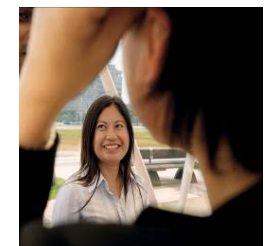
8. Consider the dynamics of the lives of the women in your team, their challenges and barriers. Review the 'face time' syndrome; accept flexibility in working days and career.



9. Always include women in informal social invitations and networking opportunities – lunches, etc. Encourage other partners to do the same.



10. Select three women in the firm who you believe know you well and individually ask them 'How am I doing? And if you can't think of three women, ask yourself 'why?'



And finally ... visit the PwC GAC web site (www.pwc.com/women) and read at least one substantive article or book review on understanding gender differences in leadership styles.

Film: “Closing the Gender Gap: Challenges, opportunities and the future”

Concept: the world in 2050 and how diversity/the gender gap will impact it.

Scope: a 27 minute film, which showcases the views and perspectives of global academics, politicians and business leaders

Featuring: KV Kamath (ICICI Bank); R Gopalakrishnan (Tata); chief Economist of Goldman Sachs; government ministers from Russia and Brazil; Prof. Lynda Gratton (London Business School); the former Deputy President of South Africa; the Diversity Advisor to the IMF - etc

Platforms: PwC Leadership Summit; NASSCOM Women in Leadership summit; the World Economic Forum, Davos, January 2009; sharing with key clients – etc.

Link:

<http://www.pwc.com/Extweb/pwcpublications.nsf/docid/FFF26DD54B44BFA0852574E800706215>



“Closing the Gender Gap” – feedback

"Having had the opportunity to view the film on the Gender Gap, I feel compelled to acknowledge and thank you and your team for the marvellous work done on this film. It was perceptive, crisp and professional but a significant factor was that it spoke the human language instead of business jargon." (Client - Tata)

"I just wanted to drop a line and say how impressed I was by the Closing the Gender Gap video. I just watched the full version and thoroughly enjoyed it. It was powerful, diverse, concise, polished, and hard-hitting. The message is clearly conveyed and the number of high profile participants that you interviewed is astounding." (Boston College Center for Work & Family)

"It is powerful, hard-hitting and at the same time very clear. The diverse group of speakers and their opinions shows the coherence that this subject should be and has been treated by your team." (Client, Pfizer)

"I watched *Closing the Gender Gap*. It was just terrific; visuals, content, pace. I particularly liked the “leaking pipeline” metaphor. I had not heard that before; it is right on point – evokes the appropriate level of concern." (Editor of Working Mother magazine)

"This is a wonderful piece of work...which I have shared around IBM." (IBM EMEA Head of Diversity)

The Gender Advisory Council's work plan

Activities to date include

Branding and communication

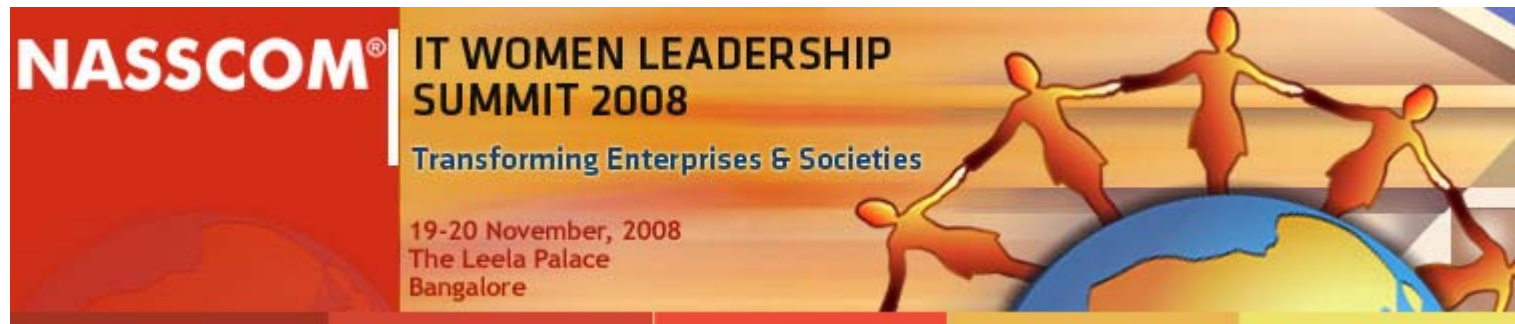
- Launch of **pwc.com/women** - the Women at PwC website
- Launch of the **Gender Agenda blog** - **pwc.blogs.com/gender_agenda** (c. 7000 hits per article)
- Support for the best-selling book, “Why Women Mean Business” - endorsed by Sam DiPiazza; book launches hosted in London, Toronto and New York

The Gender Advisory Council's work plan: achievements to date

Connecting our community

- The Women's Forum for the Economy & Society - France: sponsorship since 2005
- Working Mother Media conference - South Africa, August 2008
- NASSCOM - IT Women's Leadership Summit, India, November 2008
- London Business School
- Production of a "how to ..." guide to setting up women's networks
- Arab International Women's Forum
- World Bank Group's gender programme
- World Economic Forum - Women Leaders

Creating partnerships with



Corporate Responsibility - Developing Responsible Leaders

- **Ulysses**: empowering women through micro-finance. Three partners from PwC France, Mexico and US carried out management review at Selfina, Tanzania, a not-for-profit focused on helping women set up in business (2008)
- **Genesis Park**: a report was developed for the Women's Forum of the Economy and Society (October 2007), focused on the economic barriers and enablers that impact women in the workplace
- **Empowering women to empower the earth** (PwC 2007)
- 4 MioUS\$ donation to **UNCHR** - Chad (2008)

Learn more about what we're doing around the world (1)

- Australia: eEquilibrium / My Mentor - Challenging Women to Set Up / Women's Leadership Forum
- Canada: Mentoring Connections
- Europe: Women's Survival course
- India : Mentoring and Coaching Program / Networks / Flexible working / Bias Awareness Training for men and women / Focus on women in Recruitment / Diversity Officer / Benchmarking and Measuring success

Bharti Gupta Ramola

=> Partner who represents PwC India on the GAC

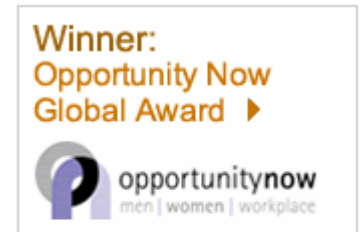
=> Profiled as one the 25 most powerful women in India (Business Today)

Learn more about what we're doing around the world (2)

- South Africa: A.W.A.R.E.
- Sweden: Mentoring Programme / “Women on the Board” networking group / Women on the top
- UK: Bias Awareness Training / Co-coaching
- US: Full Circle / Mentor Moms / Women’s Networking Circles

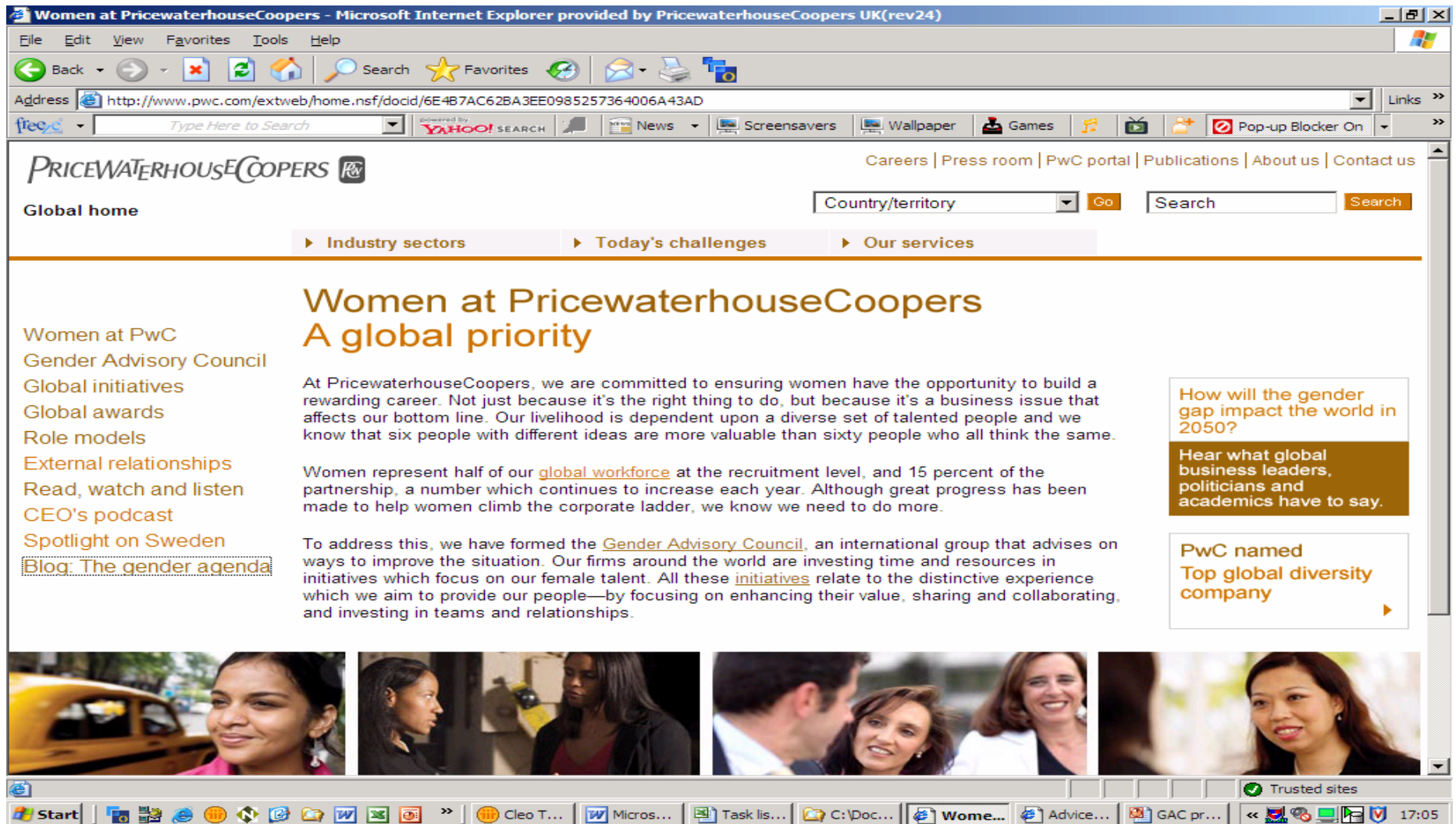
Global Diversity Awards

In 2009, PricewaterhouseCoopers received two awards for the work of the Gender Advisory Council:



- Winner of the prestigious inaugural 2009 Opportunity Now “Global award”, which recognises an outstanding diversity initiative that extends across at least three countries. The award is in recognition of the work and achievements of PwC’s GAC to improve the representation of PwC women in the workplace.
- Top spot on DiversityInc's 2009 "Top Companies for Global Diversity" list, a select group of ten companies chosen for their strong commitment to creating a diverse and inclusive global culture.

Website: pwc.com/women



Blog: The Gender Agenda

The screenshot shows a Windows Internet Explorer browser window. The title bar reads "The Gender Agenda: Teaming with Men for Success - Windows Internet Explorer provided by PricewaterhouseCoopers UK (rev26)". The address bar shows the URL "http://pwc.blogs.com/gender_agenda/2008/05/teaming-with-me.html". The main content area features the PwC logo and the title "The Gender Agenda" with the subtitle "Women at PwC: A global business issue*". Below this is a navigation bar with links: "« A virtual traveller | Main | Aussie rules »". The main article is titled "Teaming with Men for Success" and contains several paragraphs of text. A sidebar on the right includes a section for "The Gender Agenda blog" with a profile picture and links for "About Cleo and the Gender Agenda weblog", "Stay updated with free email alerts", "About RSS and RSS feed link", and "Recommended reading". Below the sidebar is a section for "Recent articles" with the title "Feeling proud" and a snippet of text: "There's a special place in hell ...". At the bottom of the browser window, the taskbar shows several open applications, including "Cleo Th...", "Task list...", "Women ...", "The Ge...", and "Present...", along with system tray icons and the time "12:50".

The Gender Agenda
Women at PwC: A global business issue*

« A virtual traveller | Main | Aussie rules »

Teaming with Men for Success

Last month, I attended the [Catalyst awards](#) in New York and, as I [wrote here](#) at the time, participated in a fascinating workshop on gender equity and male involvement.

Many of you have now seen the handouts from this session and I hope have found them to be as interesting and thought provoking as did I. One person whose interest was also piqued by this approach and topic was award winning Australian business woman Maureen Frank, creator of the "My Mentor: Challenging Women to Step Up" programme currently in use in PwC Australia (which is due to be profiled in the Global Initiatives section of www.pwc.com/women any day now) and best selling author of the book "You Go Girlfriend". Maureen will also be running a half day workshop on mentoring at the [Working Mother conference](#) in South Africa later this year, at which PwC South Africa and the [Gender Advisory Council](#) are Gold level sponsors.

I have completely forgiven Maureen for dedicating my copy of her book to "Chloe" and, to prove it, asked her to write us a guest piece for the Gender Agenda blog. Here are her views on teaming with men for success in gender diversity.




When women won't support each other – ask a man!

Men are key to our success. As an

The Gender Agenda blog

 About Cleo and the Gender Agenda weblog ▶

 Stay updated with free email alerts ▶

 About RSS and RSS feed link ▶

 Recommended reading ▶

Recent articles

Feeling proud

"There's a special place in hell ..."

So long, farewell, auf Wiedersehen, goodnight...

Articles by

Conclusions

- We need to act now
- What can we do together?

Thank you !

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