Across the PwC network, we remain focused on and committed to diversity and inclusion — and on working to challenge, and eventually change, the status quo. Conflicts over differences and inequality remain some of the biggest problems affecting our communities, countries and the world. That's why, as a purpose-led and values-driven international network, we continue to develop inclusive leaders who are equipped to serve both our clients and society.

Challenging our assumptions and establishing forums for healthy dialogue around diversity and inclusion will help us understand each other better so we can accomplish even more together (and with our clients), solve important problems and make an impact on society as a whole.

Below, we've laid out several examples to share, primarily from PwC US, given the focus of the Business Roundtable.

**CEO Action for Diversity & Inclusion**
Over the past year, PwC’s US firm demonstrated our purpose by helping to bring the business community together to support more diverse and inclusive workplaces. More than 400 CEOs of mostly Fortune 500 companies have signed on to the CEO Action for Diversity & Inclusion™. Together they commit to collectively advancing diversity and inclusion through specific actions, including providing their employees time and space to have conversations about topics like race, delivering to them unconscious bias training, and sharing their most and least successful initiatives with each other and the public in a central hub at ceoaction.com. In November 2017, the President’s Circle was launched, consisting of academic institutions and associations that will help translate the elements within the CEO Action pledge into actions that engage students, faculty and administration around diversity and inclusion and drive lasting change for our future workforce.

**Hiring and Developing**
According to the American Institute of Certified Public Accountants (AICPA), over the past two decades, women constituted more than 50 percent of accounting graduates entering the profession, while only 19 percent of accounting firm partners in the United States are women. Throughout
one's career, PwC US focuses on cultivating an inclusive environment. We want everyone to feel valued for their unique perspectives and skills. PwC US has a broad, dedicated team that uses a variety of methods to address an industrywide challenge — identifying and recruiting diverse campus and experienced candidates.

At the campus level, our multifaceted approach includes the use of enrollment demographic data to recruit at campuses that attract Hispanic/Latino and/or Black/African-American students; sponsorship of student chapters of organizations like the Society of Women Engineers, Women in Computer Science, and Women in Science and Engineering; and outreach to educate faculty and staff about industry trends, technical updates and opportunities at PwC US.

PwC US’ Start internship — our primary resource for entry-level, minority hiring — allows college freshmen, sophomores and juniors from under-represented minority groups to gain exposure to our professional environment, while focusing on their personal brand, network and technical skills. Participation in Start can lead to a client service internship and then, possibly, to a full-time position with PwC.

We connect with experienced job seekers through affiliations with national and regional professional organizations, including Association of Latino Professionals in Finance and Accounting (ALPFA); Women of ALPFA; iRelaunch; the National Association of Black Accountants (NABA); Women of NABA Network; the Grace Hopper Celebration of Women in Computing; and Women in Technology International.

We also invest and engage in military and veteran communities because we value veterans and military and their spouses — we highly respect their service as well as the skills, abilities and experiences they bring to our firm and clients. As such, we have relationships with organizations such as the Military Spouse Employment Partnership and Academy Women.

To support the advancement of multicultural women and other diverse professionals, PwC US offers professionals opportunities to gain the right experience and visibility to help prepare them for leadership roles. A few of our key multicultural development programs include:

- Transformational Leadership, a program designed to help address the unique challenges facing multicultural women in the workplace and enhance their leadership effectiveness. The four-month program is led by leadership consultant and Olympic medalist Bonnie St. John. Participants have found this program powerful and personally gratifying; many garnered more career support and increased their presence among partners, peers and clients.

- Diamond is a program focused on the development of high-performing senior managers and directors. At the senior associate level, we offer Select Senior Associate: Playing to win. Accelerate is a two-day program for Pan-Asian American experienced associates. For campus hires, Vanguard: Leading from the front supports Black/African-American staff members joining the firm.

HeForShe

On a global level, we committed to supporting gender equality by joining the United Nations HeForShe movement and
being a 10x10x10 IMPACT Champion. As an IMPACT Champion, we are working alongside key decision makers in governments, corporations and universities around the world to drive change from the top. We’re also making global gender equality an institutional priority by implementing the HeForShe IMPACT framework and developing three bold, game-changing commitments to advance and support gender equality. We also worked with UN Women to make the Building Gender IQ online course available to the public as part of our commitment.

Driving Change and Candid Conversations
Over the past year, PwC US has taken big steps to educate, facilitate and encourage healthy conversations on diversity and inclusion. We’ve continued to advance and do more across the dimensions of diversity, so we make a difference not only for our people, but also for society more broadly.

- We implemented a new veterans recruitment playbook and training to better equip PwC’s recruiters to translate skills gained through military service into civilian-sector applications. We’ve also provided training for hiring managers to help them set expectations for and coach veteran new hires — such as those we recruited to fill cybersecurity roles.

- We’ve hosted inclusive events, such as PwC’s The Inclusion Project: Ability reveals itself, to discuss how business leaders can better recruit and retain professionals with disabilities.

- We expanded our firm wide Blindspots (4REAL) training, which was updated with new content and also recently launched externally through CEO Action. Outsmarting Human Minds is another opportunity for our staff to continue learning about blind spots and to engage colleagues and clients along the way. With a grant from PwC, Harvard University developed this series of podcasts, videos and other materials that apply insights from psychological science to help us improve the decisions we make in life and at work. Because of the importance of acknowledging our potential blind spots, we also made viewing our 4REAL video training series a condition for new hires and promotion beginning in FY17.

- We recently formed an Inclusion Network Leadership Council to cross-collaborate and deliver on strategic priorities among our Inclusion Networks (affinity groups, networking circles and employee resource groups). PwC’s Inclusion Networks are for everyone (members, allies, learners and supporters) and are an effective way for our people to develop professionally. The council, in addition to a new technology-enabled cross-network portal and mentoring app, will make it easier for groups to form, share ideas, prosper and grow our inclusive culture.

Family Benefits
Family benefits help our people at critical times in their lives and allow us to compete for top talent and maintain our brand in the marketplace. That’s why, this year, PwC US is introducing several enhancements to its family benefits program, including increasing parental leave for both men and women, adding four weeks of family care leave for professionals to take care of family members, and implementing an innovative phased return-to-work transition for new parents. PwC US is also supporting PwC families by increasing the reimbursement benefits for adoption and surrogacy and
providing elder care consultation and free membership to sittercity.com for child care and other services.

We strive to inspire and create a work environment where our people feel comfortable being who they are — where they feel respected, included and valued for their contributions. This is important to the success of our firm — diverse teams tend to be more innovative because each member has a distinct point of view and can offer a broad range of ideas, helping us bring PwC’s values to life and delivering on our purpose to build trust in society and solve important problems.