

# DIVERSITY & INCLUSION CURRICULUM

**Company name :** PWC

**Activity sector :** Activités de services administratifs et de soutien

**Company category :** Grande Entreprise

## Description of the action

We developed a training program entirely dedicated to skills and behaviours that are the foundations of a culture of inclusion. The Diversity and Inclusion soft skills library includes 24 modules around cultural agility, unconscious bias, gender stereotypes, personal branding and leadership styles.

## Context

We believe diversity incorporates all the characteristics that make us both alike and unique - our backgrounds, cultures, nationalities, lifestyles, identities, points of view, approaches to solving problems, ways of working, and views of personal and career success.

## Approach

The International Women's Day on 8 March 2018 was an ideal springboard to launch our D&I Curriculum.

Today we celebrate International Women's Day (IWD), a day meant to reflect not only on women's achievements, but for all of us to reflect on the importance of Diversity and Inclusion in our every day lives.

At PwC, diversity and inclusiveness are key priorities - in addition to being core to our values, our D&I is critical to who we are and our success being a driver of growth, adaptability and innovation in this ever-changing world. However, to foster a diverse and inclusive workplace, we need to have the right levels of Diversity & Inclusion awareness and education. Often we are not aware of the real challenges in this area and the small steps we can all take to enhance D&I across our firm, with our clients and in our communities.

So, we've enhanced our D & I curriculum with the aim of helping us all better understand, value and embrace differences and identify what each of us can do to foster diversity and inclusion on a daily basis. Within the curriculum you will now find:

- Implicit association tests. These tests improve our self-awareness, helping us to gain a better understanding of our attitudes and preferences.
- Videos explaining what unconscious biases or blind spots are and how they can potentially manifest themselves in the workplace.
- Myth busters quiz which will challenge assumptions we might have about those who differ from us. Challenging such assumptions helps to encourage more inclusiveness.
- Inspiring speeches delivered by different leaders about confidence, stereotypes and equality.

All these are housed on our iGrow portal! Click here to access them! Please take some time - not just today but going forward - to explore what's in there and reflect on what this means for you.

Happy International Women's Day to all!

Kind regards,

John & Marc

Vinciane, Luxembourg Diversity Leader

Fabienne, on behalf of the Women & Men @ PwC Committee

Diversity Curriculum

Introduction · Global Open Minds Diversity is network priority at PwC and our vision is to build a business that reflects the diverse world in which we operate and bring the best of that diversity to our clients. This training sets out the business case for diversity and uses psychological tests and case studies to illustrate how unconscious bias can be a barrier to achieving a diverse workforce. It aims to encourage all of us to take action, become even more inclusive, and open to difference. Course Objectives Create an understanding of the global business case for Diversity and Inclusion. Create recognition that unconscious bias can manifest itself in everyday workplace situations and as result have an impact on business and people outcomes. Identify that there is room for us all to become more open-minded and inclusive. Create awareness of how the brain works and how this can implicitly shape our actions and decisions. Create awareness that being open-minded and inclusive of others can help us have a more diverse network of relationships and support more objective decision making. Provides actions and tools to support us all, be more open-minded and inclusive individuals.

Self-assessment tools · Self-Assessment tools: Implicit association tool

Intercultural skills and communication · Culture Wizard Platform

Unconscious bias · Why should you understand unconscious bias? People make assumptions every day. It is part of human nature. A host of factors, that include our experiences, social and cultural norms, the people we interact with and various sources of information (media, internet, books, etc.), shapes these assumptions.. These assumptions operate at an unconscious level and can lead to judgment's or biases which influence our choices, decisions and preferences - all without us knowing. Such unconscious biases shape our corporate culture. They influence the way we recruit, promote, manage talent and build teams. They also influence whom we recognize and what behaviours we reward. PwC values differences without barriers. In order to truly achieve this, we need to be mindful of our unconscious biases and preferences that influence the decisions we make every day. Use the tools under this section, as well as the self-assessment tools to challenge your unconscious biases, because ability to work successfully across all types of difference begins with an open mind. · Open minds - Diversity is good for growth Watch this movie and discover some of the unconscious assumptions we might face in the workplace. This is an invitation to check your assumptions. It is time to open up our eyes, open our ears, and open our minds. · Understanding unconscious bias This video explains the origin of unconscious bias, the underlying brain principles and the importance to increase self-awareness to address the unconscious bias. · Types of blind spots This document provides an overview of the four common types of blind spots: - halo and horns bias - prototype bias - similarity bias - confirmation bias · Beyond bias (Strategy + Business) This article appeared in "Strategy + Business" has been written by David Rock and Heidi Grant Halvorson, both experts in NeuroLeadership. This article highlights the common biases (including similarity, expedience, Experience, Distance and Safety) and puts forward how new organisational practices can shift ingrained thinking. · Mythbuster Quiz Research finds that people often have assumptions about those who differ from them. Challenging such assumptions helps to encourage more inclusiveness. Challenge your assumptions about others by taking the Mythbuster quiz...you might be surprised by what you learn! · Open Mind. Be yourself. Be different As a business PwC is changing faster than ever. In addition, as it continues to grow in new areas and operate in new territories across the world, different kinds of people will help the firm develop new products and services to meet its clients' needs. Therefore, the ability to value people who are different is a key business imperative and will help to drive PwC's future growth, as it will promote

an inclusive workplace where everyone feel that they can be themselves. However, our individual unconscious bias means we are sometimes not very good at embracing people who are different - whatever that difference may be. Unconscious bias creeps into everyone's decision making which is then manifested in the way we behave and the relationships we build. This Open Mind. Be yourself. Be different e-learn will help you to become more open minded to difference by challenging your thinking and helping you to recognise unconscious bias in yourself and others.

Leadership and gender equality · Influence of gender stereotypes In early 2016, PwC delivered the third "Aspire to lead" webcast where viewers heard: 1) Geena Davis, Award-winning actor and Founder of the Geena Davis Institute on Gender in Media 2) Dawn Hudson, CEO of the Academy 3) Jennifer Yuh Nelson, Academy Award nominee and director 4) Peter Yobo, PwC US Advisory Senior Associate In this webcast you will hear an inspiring discussion on the empowerment and advancement of women, the influence of gender stereotypes and actions men and women can take to support gender equality. Michael Fenlon, PwC's Global Talent leader, hosted the program and spoke about: - different leadership styles and the strengths of introvert leaders - enable female to realize their full potential - how men can serve as advocates for gender equality through the UN HeForShe movement. · Leadership & Gender equality: The Confidence Code February 2015, PwC hosted the second global webcast titled "The Confidence to Lead" focusing on the question, 'What would you do if you were not afraid?' The event took place live from our London office with around 200 students attending. The panel webcast featured : 1) 'The Confidence Code' authors Katty Kay and Claire Shipman 2) Eileen Naughton, Managing Director of Google UK and Ireland 3) Mike Fenlon, PwC's Global and US Talent leader Lack of confidence can be an obstacle to overcome barriers and to the realization of our full potential. Confidence is about taking risks. Be prepared to fail and do things that are hard for you because that is how you grow and expand your confidence. Research has shown that women are less confident than men in worklife: women tend to underestimate their performances and their abilities, while men tend to overestimate themselves. Women can make choices every day to expand their confidence. Confidence is the stuff that turns thoughts into actions. · Do not leave before you leave April 2014, PwC delivered the first-ever global forum focused on women and leadership. The event was part our newly created series to bring focus and guidance around how women can navigate the transition from campus to career. The event featured: 1) Facebook COO and LeanIn.Org founder Sheryl Sandberg 2) LeanIn.Org president Rachel Thomas As business leaders, Sheryl and Rachel offered tips to graduates on finding the right job, negotiating your first salary and succeeding in your career. Leadership is about leading yourself and having the ability to drive your own career. Leadership does not need to have a title; it is about how you take responsibility for yourself and how you develop others on you team. Do not take yourself out of the game because of something that might happen to you. · Sheryl Sandberg: Why we have too few women leaders Facebook COO Sheryl Sandberg looks at why a smaller percentage of women than men reach the top of their professions -- and offers three powerful pieces of advice to women aiming for the C-suite.

Gender bias · HeForShe - Building Gender IQ The mission of HeForShe is to support UN Women to achieve a gender equal world for all of us. Solving gender inequality can seem rather daunting, but it is as simple as raising awareness of the extent of the issue as well as looking at the benefits that it has for women, boys and all of society. Every single day, women and girls from around the world are denied basic human rights. We need to do something about that. The mission of HeForShe is to support UN Women, the global entity for gender equality to achieve a gender equal world for all of us. Gender equality is not just a woman issue; it is your issue too. We need everybody engaged. You can be an advocate for change. It starts with you; it is as simple as that. Upon completion learners will: Identify the components of gender Recognise how unconscious assumptions shape gender norms, roles and relations Describe the cost of gender inequality at home, school and work Recognise the benefits of gender equality for everyone Develop personal action commitments to promote gender equality. · Ted Talk: An invitation to men who want a better world for women (Elizabeth Nyamayaro) Around the world, women still struggle for equality in basic matters like access to education, equal pay and the right to vote. But how to enlist everyone, men and women, as allies for change? Meet

Elizabeth Nyamayaro, head of UN Women's HeForShe initiative, which has created more than 2.4 billion social media conversations about a more equal world. She invites us all to join in as allies in our shared humanity. · Ted Talk: "Why gender equality is good for everyone" Yes, we all know it is the right thing to do. However, Michael Kimmel makes the surprising, funny, practical case for treating men and women equally in the workplace and at home. It is not a zero-sum game, but a win-win that will result in more opportunity and more happiness for everybody.

Time to act · Blind spots: taking action to change outcomes It is time to get REAL about blind spots: - Recognize your blind spots - Explore the potential impact of your behaviours - Act with intention - Learn to change the outcomes. · Using mindfulness to overcome blind spots The brain is hard-wired to make quick decisions that draw on assumptions and experiences that influence how we evaluate and interact with people. The blind spots can undermine the best of intentions - especially when it comes to diversity and inclusiveness. Mindfulness is a skill that can improve your ability to be present and aware without judgment- instead of operating in automatic mode. Interested in Mindfulness? Check out PwC's Mind Yourself Catalogue. · Ask questions to create insight Effective questioning brings insight, which fuels curiosity, which cultivates wisdom. · Annual Inclusion Planner This annual inclusion planner is a toolkit of 52 weekly inclusion nudges to help you value and embrace difference and become even more inclusive.

Additional resources · Managing Unconscious Bias - Facebook Training At Facebook, employees and management believe that understanding and managing unconscious bias can help build stronger, more diverse and inclusive

organizations. These videos are designed to help everyone of us recognize our biases so we can reduce their negative effects in the workplace. Surfacing and countering unconscious bias is an essential step towards becoming the people and companies we want to be. Modules covered in the training: - Welcome from Lori Goler, VP of people - Introductions and first impressions - Stereotypes and performance bias - Performance attribution bias - Competency/likeability trade-off bias - Maternal bias - Business Case for Diversity & Inclusion. · Can prejudice ever be good? We often think of bias and prejudice as rooted in ignorance. Nevertheless, as psychologist Paul Bloom seeks to show, prejudice is often natural, rational... even moral. The key, says Bloom, is to understand how our own biases work -- so we can take control when they go wrong. · Optical illusion exercises Optical illusion exercises to illustrate the impact of unconscious bias on our decision making process.

## Objectives

The purpose being to widen the consciousness of our people and our leaders and to build a culture centered on the support and the respect for all individual differences. Furthermore, we trust to have a positive impact on the attractiveness of our Firm for future candidates and for the retention of our employees.

## Impact

Within 3,5 months:

- 223 people started the D&I Curriculum
- 65% women & 35% of men
- 7% of them have reached full completion

## « To do »

An extra step is to render some modules compulsory in perspective of certain roles: leadership positions, team leaders, recruiters, moderators, members of jury, etc., so that some essential D&I skills be required to access/hold certain roles.