



Consulting Excellence Award for Ethical Behaviour

PwC

PwC has extraordinary resources at its disposal. We're proud that our consulting services add significant value to our clients by helping them to work smarter and grow faster.

While we conduct our business within the framework of applicable professional standards, laws, regulations and policies, we don't think they do enough to govern all types of behaviour. So, we also have a detailed Code of Conduct for all PwC people, and many other internal initiatives to promote ethical behaviour in all its forms.

A programme that we take great pride in is Reverse Mentoring. It's a mandatory programme where our more junior consultants are paired with partners and directors of a different gender or ethnicity. The more junior person mentors the senior person to increase their understanding of what the business feels like from a different perspective, challenging their view of 'the norm'.

The relationships help our leaders not only to understand difference from a gender or ethnic perspective, but also from a generational perspective. Much is written about the problems that exist bi-generationally in the workplace – for example, Millennials want flexible hours and quicker career progression; Baby Boomers feel that, as they climbed the ranks based on hard work and long hours, Millennials should follow suit.

Our partners in particular have told us that this programme has been the most significant and insightful leadership intervention of their careers to date. They now routinely challenge the gender and ethnic balance at a number of key intervention points: when building a client delivery team, when recruiting, when assessing performance, etc... It is embedded in the leadership of our business. We believe that partners who better understand the lives and experiences of those from different genders and ethnic backgrounds to them are more effective at creating working environments where everyone can feel comfortable to be themselves.