

*connectedthinking



Global Compact

Communication for progress

PricewaterhouseCoopers in France

Second Report - December 2006



PwC in France

With 3,500 employees in France, PricewaterhouseCoopers provides audit and advisory services to public and private clients of all sizes, with a strong focus on quality, responsiveness, and professional ethics.

Operating out of 25 offices, PricewaterhouseCoopers France is a member of the PricewaterhouseCoopers International Limited network, which is present in 149 countries.

PricewaterhouseCoopers service offerings have been organized into two Lines of Service - Assurance and Advisory - to meet the needs of its clients in the areas of:

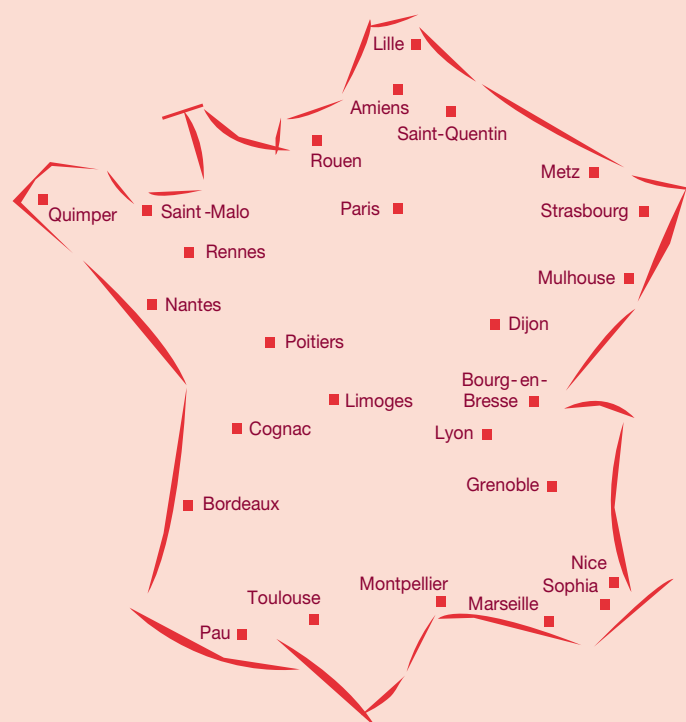
- Audit and the certification of financial statements
- Providing ongoing assistance with development
- Performance enhancement
- Risk crisis management

Our industry expertise is consolidated by specific sector-based approaches:

- Manufacturing and Services
- Banking, insurance and financial services
- Technology, Infocomm and Entertainment
- Public sector

Specially dedicated teams work with SMEs and family businesses.

Landwell, also a member of the network, is the legal arm of PricewaterhouseCoopers France, providing tax and legal services.



Message from the president



This is the second “Communication for progress” that PwC in France has published as testimony of its adherence to the Global Compact.

In its first report, our firm presented an overview of all actions it had undertaken to contribute to the implementation of the ten principles of the Compact.

This year, I wished to highlight an action that seems a priority to us: the one in favour of diversity (6th principle of the Global Compact) and more specifically, the one concerning the role and promotion of women in our firm.

To achieve this goal, a multi-year programme was decided and a new organisation set up.

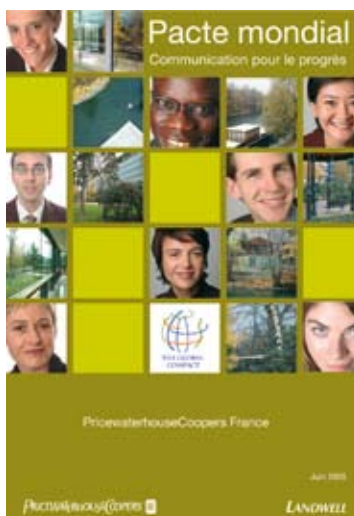
In this report we inform you of our progress, proud of our adherence to the Compact and determined in our implementation of this project.

Serge Villepelet
President of PwC in France

AIn the first “Global Compact: communication for progress”, PwC in France indicated that the quest for greater diversity in its human capital was one of its priorities. The goal of combating all forms of discrimination in employment and professional practice (6th principle of the Compact) is clearly stated in our Code of Conduct. It expresses our strongly-held conviction that we must be particularly exemplary in this domain.



“We are proud of the diversity of our human capital and consider it as a competitive asset which must be valued and developed... We commit to preserving an environment free of any discrimination and any harassment of any kind.”



This year, this objective was expressed more specifically by the setting up of a concerted programme for promoting the role and place of talented women in the firm and through its determined participation in important events in favour of the development of women’s leadership in society and in the business world.

The place of women today in PwC in France

Today, women represent 52% of the firm’s overall headcount, 20% of the total number of associates and 24% of the people making the rank of associate since 2002. These figures place the French firm in the 4th rank of the PwC network of firms in Europe and well above the European average of these firms.

However, we thought we ought to improve on these results and, in particular, reduce the “gap” between the overall rate of feminisation of our teams and the percentage of women having attained the status of associate.

A survey conducted in November 2005 of a group of 40 female employees brought to light factors explaining this gap, thereby enabling us to make an initial diagnosis of the situation.

The survey revealed that

«... the firm is perceived as fairly effective in allowing real leeway for women, with children, who have chosen not to become associates and to work part time».

Nearly 17% of our experienced female employees do indeed work part time.

Among the services set up inside the firm over the last several years (deliveries, dry cleaning, baby sitting, tutoring of school-age children...) some are perceived as very favourable to this balance, in particular an SOS Childcare service.

Conversely, for women “who do not want to give up anything”, the perception is more negative and we must manage to change it. Being an attentive mother and achieving a rapid rise to the rank of associate remain two options that are often seen as incompatible. Why? Because the arrival of one or more children is often experienced as a punishment on the professional level for it is accompanied by uncertainty linked to promotions, bonuses, salary increases and the balance of schedules and case assignments upon returning to work. The internal culture is also perceived as very masculine, often lacking understanding of flexible hours, part time and home office. All this is accompanied by a relatively negative vision of female associates: “Few models are appreciated to motivate young women.” This is so, even though a large majority of women are mothers. But perhaps they want too strongly to give the impression of always being at “the top”.



To remedy this situation, a specific action plan was set up in 2006.

Fully anchored in a **European programme entitled “Women in PwC”**, the systematic implementation of this plan has begun and will be carried out over several years in France but also in the other firms in our network. For France, the following are its main features:

- Designation of a female associate charged with driving the project and set up of a permanent working group shared by all the firm’s various jobs and service lines and working in close collaboration with the firm’s Human Resources team.
- Establishment of an original coaching programme, named “Women survival course”.
- This programme aims to help women evolve more effectively inside a dominantly masculine culture. It is founded on the fact that though women generally have the appreciated behaviour of good student, they must also learn how to say no, use the informal rules that govern the life of the company, be less predictable and communicate more on the results of their work. With these observations as a starting point, fifteen “golden rules” help female consultants gain self-confidence and develop the power of their convictions in order to climb the ranks.
- Reflection on new ways of organising work and professional paths (home office, arranging working time to take into account the constraints of maternity, adapted career management, etc.) thereby making a genuine “work/life balance” easier.
- Constitution of internal circles of reflection and exchange for women.
- Creation of business events with our female CEO clients.

While taking action internally, our firm has also engaged in actions contributing to promoting women's leadership

Indeed, we think that this external action of civic engagement on the part of the firm is a further sign of our efforts aimed at our female employees.

This is why PwC in France contributed so strongly to the creation and promotion of the Women's Forum for the economy and society

Created in 2005, this international Women's Forum, a genuine female Davos, was held for the 2nd consecutive year in Deauville. It gathered many female CEOs from around the globe as well as women currently playing a recognised social, cultural or political role. The main theme of this Forum was: "What role can women play in the world of tomorrow?"

Several female associates and employees from our firm who were very involved in the organisation and running of the forum had the opportunity to share our vision and approach to diversity there.



A part of the delegation PwC to the Women's Forum. Center, Sam DiPiazza, Global CIO of PwC and Serge Villepelet, president of PwC in France, top left.



For everyone, and in particular for our female employees as well as for the some 400 women who are considered for recruitment each year, we think that the message promoting the retention of female talent in our teams is a strong one. The results of the last yearly satisfaction survey of all the employees reveal that it is positively received because 62% of them recognise that the diversity of human capital at PwC in France is one of its assets.

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