

### Statement of intent and commitment

As a firm, our sustained success is based on the ability of our people to be at their best. We want our people to be themselves, be bold, share their unique differences and form deep relationships that are rooted in trust. We get the best from our people when they find meaning and purpose in their work and see how their own values and aspirations can be brought to life through what they do at PwC.

We know diversity is as important for the New Zealand economy as it is for our own success. As a significant employer, we have a responsibility to lead and role model the way. We must adapt and adjust to the changing face of our market in order to stay relevant to the needs of our people, our clients and our communities.

We want to empower people to bring their unique perspectives to their work. In doing so we will not only create an inclusive and inspiring place to work - we will ensure that we make good decisions and generate creative approaches to the challenges and opportunities faced by our clients and by our own business. When we solve problems in a way that meet the needs of our clients, we deliver business results. Quality business decisions will secure our firm performance - now and into the future.

We are committed to recognising, valuing and leveraging the unique characteristics that each person brings to the firm. Our approach to diversity and inclusion is anchored around enhancing diversity of thought across our business, with this being underpinned by who we are as individuals, our experiences and family / cultural heritage. This is a bold and broad aspiration and will enable us to become more innovative in the way we solve problems and make business decisions. We are also focused on two further areas of difference we believe are important - gender and ethnicity.

#### ***Our guiding principles***

- We believe that a diverse and inclusive business environment is vital for the growth of the New Zealand economy.
- We have a responsibility as an employer and advisor to lead and role model in this area.
- We believe our focus on diversity and inclusion will positively impact on our high performance culture and in turn our bottom line business results.
- Whilst the business case for diversity and inclusion is clear and compelling, this is also about doing the right thing.
- We know we do not have all the answers - we will make progress through robust dialogue and debate, and by being prepared to try new things and learn from our mistakes.

#### ***Practical application***

Our approach to diversity and inclusion will evolve as we make progress and engage with our people and our stakeholders.

Our immediate priorities are to:

- better understand the makeup of our workforce and the assumptions driving the choices people make
- build a consistent 'tone from the top' from leaders throughout the firm
- leverage our investment in building senior coaching capability to encourage all our partners and staff to have a voice and the courage to listen to others
- work to understand the barriers (real or perceived) that get in the way of people thriving in the firm
- understand and address unconscious bias through awareness raising and discussion
- ensure our core People & Culture practices support and drive our diversity and inclusion aspirations.

We will need to adapt and change our approach as the needs of our people and the market change.

We will have to try new things in order to make progress - some will be successful, some will not. We must be prepared to 'stay the course' and invest in the changes that make the greatest impact.