

The Inclusive Mindset knowledge badge



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Change starts with each of us

At PwC*, we have a long-standing commitment to inclusion and diversity as a means to deliver on our purpose and strategy.

As part of [The New Equation strategy](#), we are actively developing the inclusive mindset and leadership capabilities that are essential to building trust and delivering sustained outcomes for our clients, while creating a culture of belonging for our people.

The Inclusive Mindset **badge** signals our commitment to listen, learn and create change.

It unites us as a global community of solvers that values diversity and fosters inclusion. This learning will help us to be better leaders, professionals and global citizens.

This badge will enhance our people's ability to:



*PwC refers to the PwC network and/or one or more of its member firms, each of which is a separate legal entity. Please see www.pwc.com/structure for further details.

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Strategically aligned with our business strategy – The New Equation

To thrive in a world that is rapidly transforming, advancing and globalising, inclusive leadership skills are critical to remaining competitive in the market, increasing relevance with our clients, and actively creating a culture of belonging where our people can be their best selves.

PwC's The New Equation business strategy hinges upon us being able to actively develop the inclusive teamwork and leadership behaviours essential to building trust, solving complex problems and delivering sustained outcomes for our clients. The New Equation requires a new approach to leadership. We need to develop trusted leaders – at all levels – who inspire, empower and evolve to build a better future.

This learning is one of the investments we are making to help bring this strategy to life and help our people grow personally and professionally. We view inclusive leadership as a nonnegotiable human capability and a core aspect of trusted leadership and have made an extensive upskilling commitment in this area.

Leadership commitment and sponsorship

PwC's Global Inclusion & Diversity (I&D) Council, chaired and facilitated by our Global Chairman, Bob Moritz, has championed this strategic upskilling initiative from the point of concept. Council member Dion Shango, (CEO, PwC Africa Central and Southern Africa) is the primary leadership sponsor. Inclusive Mindset was also PwC's first global knowledge badge centered on human skills sending a critical signal to our leaders and people that I&D is a business imperative.



To build trust and deliver sustained outcomes, diverse talent with different skills and perspectives who can think, act and lead inclusively are a vital ingredient. One thing is clear, to deliver The New Equation, we need enhanced levels of diverse talent and inclusive leaders who can inspire, innovate, develop and lead this talent and our diverse client base in a shifting world. This is why I am so passionate and proud to leadership sponsor Inclusive Mindset.

Dion Shango

Africa Central and Southern Africa CEO,
PwC South Africa

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The Inclusive Mindset learning journey

Through a variety of learning content, scenario-based exercises, personal reflection and interactive discussions, this curriculum will help our people gain insights that expand their mindsets and techniques that empower them to be more inclusive leaders, no matter the position they hold.

Knowledge badge requirements: Approximately 10 hours of learning and practice which unlocks a final assessment. The graphic below charts the learning journey our learners experience.

Learner journey



1

Widen your lens:

Beginning your journey.

As you begin your Inclusive Mindset journey you will learn about the business case for inclusion, why diversity matters and listen to stories from your PwC colleagues who will help you widen your lens and gain new perspectives.

2

Awareness: Insight to shift your mindset

Build understanding of the essential inclusion and diversity constructs that will help you to shift your mindset.

Learn

- Unconscious bias
- Intersectionality
- Societal systemic advantage
- Micro-inequities

Practise

- Decisions I make simulation

Apply and Reflect

- Activate your Knowledge group activity

3

Empathy: Techniques to encourage belonging

Explore the key human skills which are essential to practicing more inclusive behaviours

Learn

- Emotional intelligence
- Humility and curiosity
- Intentional networking
- Micro-inclusion

Practise

- Analyse the diversity of your network
- Coaching diverse teams simulation

Apply and Reflect

- Activate your Knowledge group activity

4

Action: Behaviours to enhance your leadership

Explore ways to improve your leadership skills

Learn

- Engage in our purpose
- Allyship
- Bravery

Practise

- Allyship micro-elearn

Apply and Reflect

- Activate your Knowledge group activity

Final assessment

5

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Inclusive Mindset Impact

While we are still early in our journey, the impact of Inclusive Mindset is already being felt.

Over 70,000 learners from 129 countries have already engaged in this learning and Inclusive Mindset is garnering word of mouth and social media buzz within our PwC community. Furthermore, it has been achieving exceptional formal feedback and while we can't point to a direct causal link, during the first year of Inclusive Mindset roll-out we have seen our key I&D people score indicators significantly increase.

We are committed to significantly scaling member firm adoption and learner engagement with Inclusive Mindset. We have also embarked on the next stage of this upskilling journey with the development of an Inclusive Culture skill badge.

Find out more about the PwC's Inclusion First strategy at [pwc.com/inclusion](https://www.pwc.com/inclusion).

Inclusive Mindset in numbers

73,194

Number of engaged learners

252,142

Number of hours engaged in learning*

11

Available in eleven languages

129

Number of countries with engaged learners

92%

Participants who agree this learning will strengthen the culture of inclusion and belonging at PwC

92%

Participants who agree this learning enhanced their ability to practice more inclusive behaviours in their day-to-day interactions

80%

People who agree the leaders they work with actively build a diverse and inclusive work environment (+6 points)**

Inclusive Mindset data points all relate to period up to 28 February 2023

*Learning hours calculated based on Inclusive Mindset completions only (22,922)

**Data source: PwC Global People Survey 2022



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