

## Alternative formats

We've made our Plan in PDF and Word Document Accessible Version, available at [www.pwc.com.au](http://www.pwc.com.au)



# Reimagining Ability:

PwC Australia Access and Inclusion Plan 2024–2026







## Acknowledgement of Country

PwC Australia (PwC) acknowledges and pays our respects to Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia, whose ancestral lands and waters we work and live on throughout this country.

Our offices are located on unceded lands on Kurna Country in Tarndanya (Adelaide), Turrbal and Jagera Country in Meanjin (Brisbane), Larrakia Country in Garramilla (Darwin), Ngunnawal and Ngambri Country in Canberra, Wurundjeri Country in Naarm (Melbourne), Awabakal Country in Mulubinba (Newcastle), Whadjuk Noongar Country in Boorloo (Perth), Gadigal Country (Sydney) and Dharug Country (Parramatta).

We honour the wisdom of, and pay respect to, Elders past and present, and acknowledge the cultural authority of Aboriginal and Torres Strait Islander Nations. PwC acknowledges the unique and important contributions of Aboriginal and Torres Strait Islander peoples that enrich our lives.

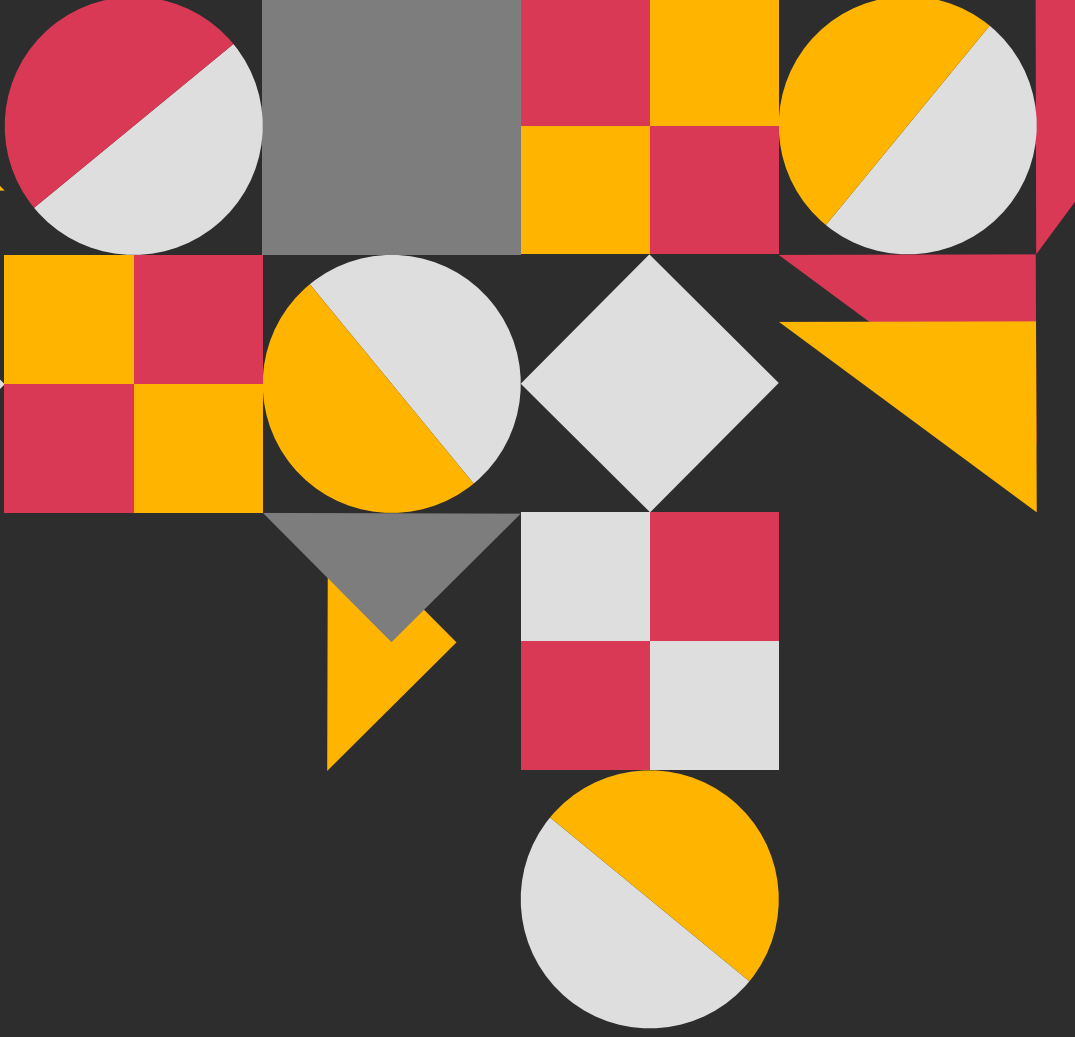
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## United Nations Convention on the Rights of Persons with Disabilities

The purpose of the United Nations Convention on the Rights of Persons with Disabilities (CRPD) (1) is to promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities, and to promote respect for their inherent dignity. PwC will continue to demonstrate and embed leading practice in engaging people with disability and be guided by the purposes and principles of the Declaration.

At PwC we are proud to be a member of the IncludeAbility Employer Network, which is a part of the Australian Human Rights Commission.





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# A message from our CEO

Our people are at the centre of everything we do, and we want to ensure all of our people are able to reach their full potential. We know that providing an environment where everyone feels they belong is essential to creating teams that are productive, motivated and engaged.

The PwC Australia Access and Inclusion Plan 2024-2026 charts our course over the next few years to create a thriving, fair and diverse community of individuals who challenge ourselves to be more inclusive every day.

As part of the Plan we are piloting new initiatives to help us reimagine ability at work, as well as what may be possible in society. We have been guided by people with lived experience of disability throughout the development of this plan, and will continue to seek feedback as we implement it and measure our progress.

Our Plan also focuses on reducing barriers to employment for people with disability, and creating an inclusive and disability-confident workplace where all our people feel they belong and can have meaningful careers.

I'm proud of what we have achieved with our previous plan - including a refresh of our onboarding process to include inclusive design principles and embedded accessibility, and the creation of our neurodiversity employee network - and am excited for the opportunities this new plan presents and we look forward to executing on our commitments.

We acknowledge the incredible passion of our people across PwC who volunteer their time and expertise as part of our Ability@PwC employee network. As a result of their commitment, we are breaking down the stigmas around disability in the workplace and raising awareness for what is possible when opportunities are equitable.



**Kevin Burrowes**  
(he/him)

**Chief Executive Officer,  
PwC Australia**



# Plan

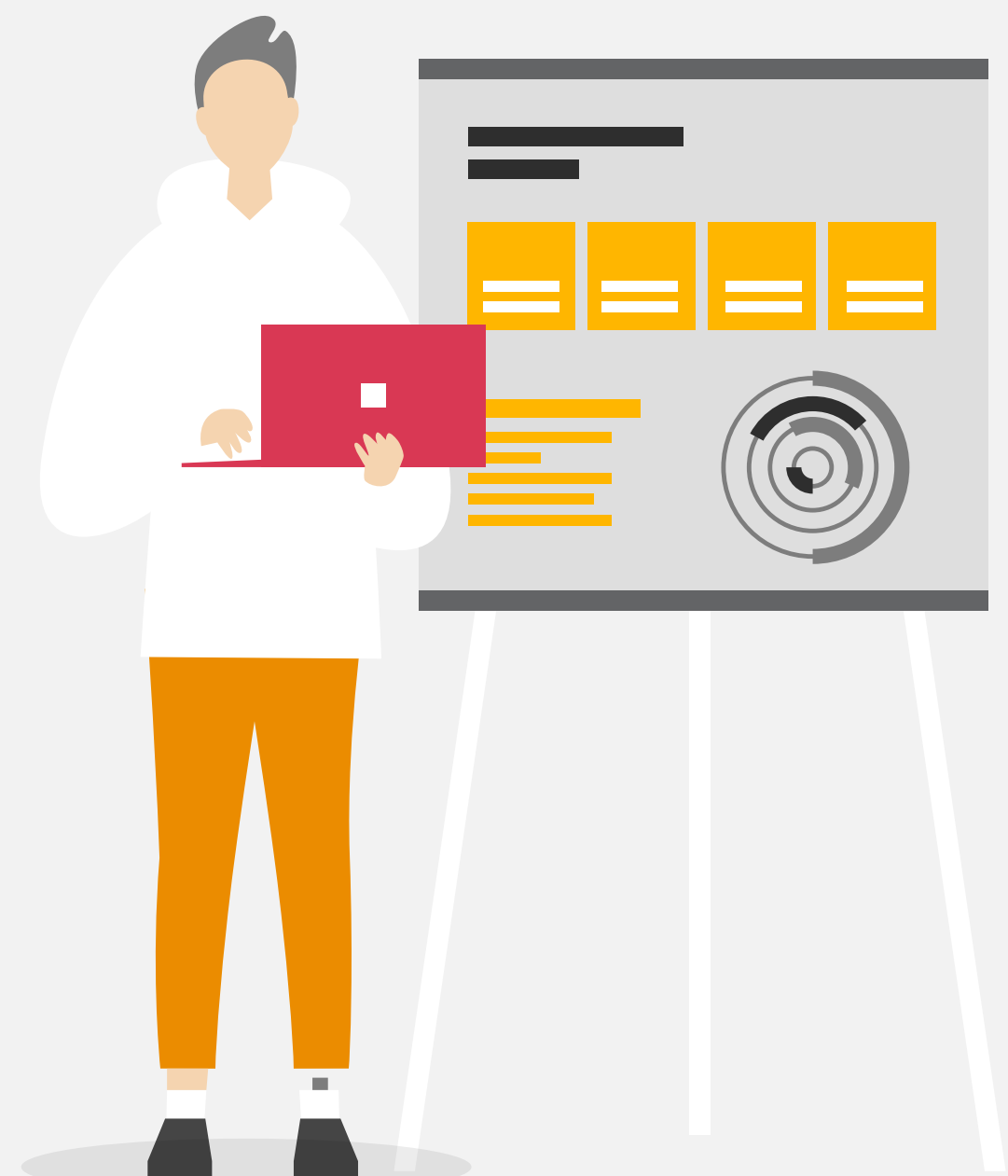
# overview

## What is our Plan?

At PwC, we are committed to removing barriers and transforming the experience of people with disability to ensure they thrive. We strive to create a culture of safety that will empower people with disability to be open about their needs without fear of bias, and receive the support and adjustments they may require to be their best self while at work.

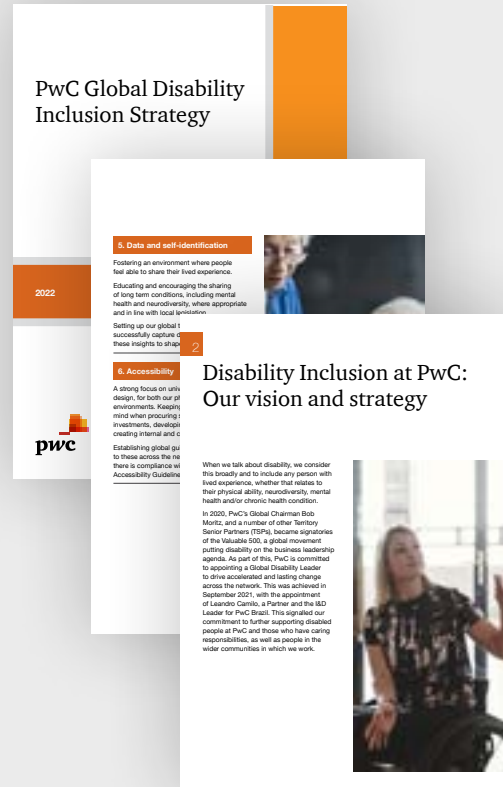
In 2015, we were the first professional services firm to lodge an Access & Inclusion Plan with the Australian Human Rights Commission, with our second plan launched in 2018. Since then, we have made significant efforts to improve disability employment and inclusion, and continue to measure our progress against the targets set.

Our Access and Inclusion Plan 2024-2026, informed by members of our Ability@PwC employee network with lived experience of disability, builds on these foundations. It comprises five overarching commitments, which are broken down into the steps we plan to take to address some of the systemic barriers to inclusion, and help enable our people with disability to reach their full potential.





# The PwC global approach to disability inclusion



Across the PwC global network, we foster and support an environment where people with disability are fully included, feel empowered to be themselves, and have the support, technology and adjustments they need to thrive. Through the PwC global Disability Inclusion Strategy, we're actively driving action every day to improve the lives of people with disability and those who care for them.

While we are making progress, we know there's still a significant amount of work for us to do. We accept we haven't solved all of the problems in relation to digital accessibility, but are moving the needle in the right direction and making foundational changes across our network while always striving to listen, learn and improve in every way we can.

As the PwC global network continues our journey towards enhanced accessibility and inclusion, I'm very excited about the opportunities ahead. Together, we're cultivating a more inclusive workplace for everyone with a disability, enhancing the sense of belonging and fostering collaborations between people with different experiences and trajectories. That's the future we're working to create.

The PwC global Disability Inclusion Strategy is aimed at elevating disability and driving action to improve the lives of people with disability and those that care for them. It has six areas of focus:

- 1 Leadership commitment
- 2 Talent and representation
- 3 Culture of awareness
- 4 Adjustments and support
- 5 Data and self-identification
- 6 Accessibility.

We'll know we are successful when we are intuitively considering disability and accessibility in every business and people decision we make, from product and service development through to realising an environment that supports people with disabilities in reaching their full potential.

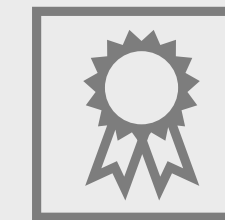


**Leandro Camilo**  
(he/him)  
Global Disability Leader,  
PwC Brazil

# Our values

Our values define who we are, what we stand for and how we behave.

While we come from different backgrounds and cultures, our values are what we have in common. They describe the expectations our clients should have of us, guide how we work with each other and hold us accountable to do our best. They govern our actions and enable our success.



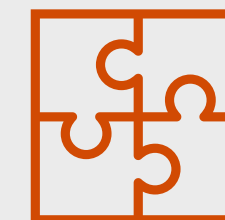
Act with integrity



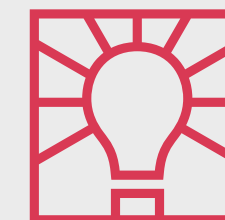
Make a difference



Care



Work together



Reimagine the possible



# Our culture of belonging

We know that in order for our people to thrive and grow, they need to feel seen, heard and valued. They need to feel connected to their team and our firm, and that they are making an impact. **At PwC, we call this Belonging.**

When belonging happens we feel welcome, included and part of a community. It opens us up to new opportunities to grow through enabling us to be productive, motivated and engaged. Our behaviours and actions consistently create a space where everyone can thrive and reach their full potential.

Our Belonging Strategy is about embedding diversity and inclusion (D&I) into everything we do. Belonging happens with deliberate decisions. It needs to be active, not passive.

Our Belonging Strategy focuses on three areas: behaviours and role models, diverse talent and leadership responsibility.

## Behaviours and role models

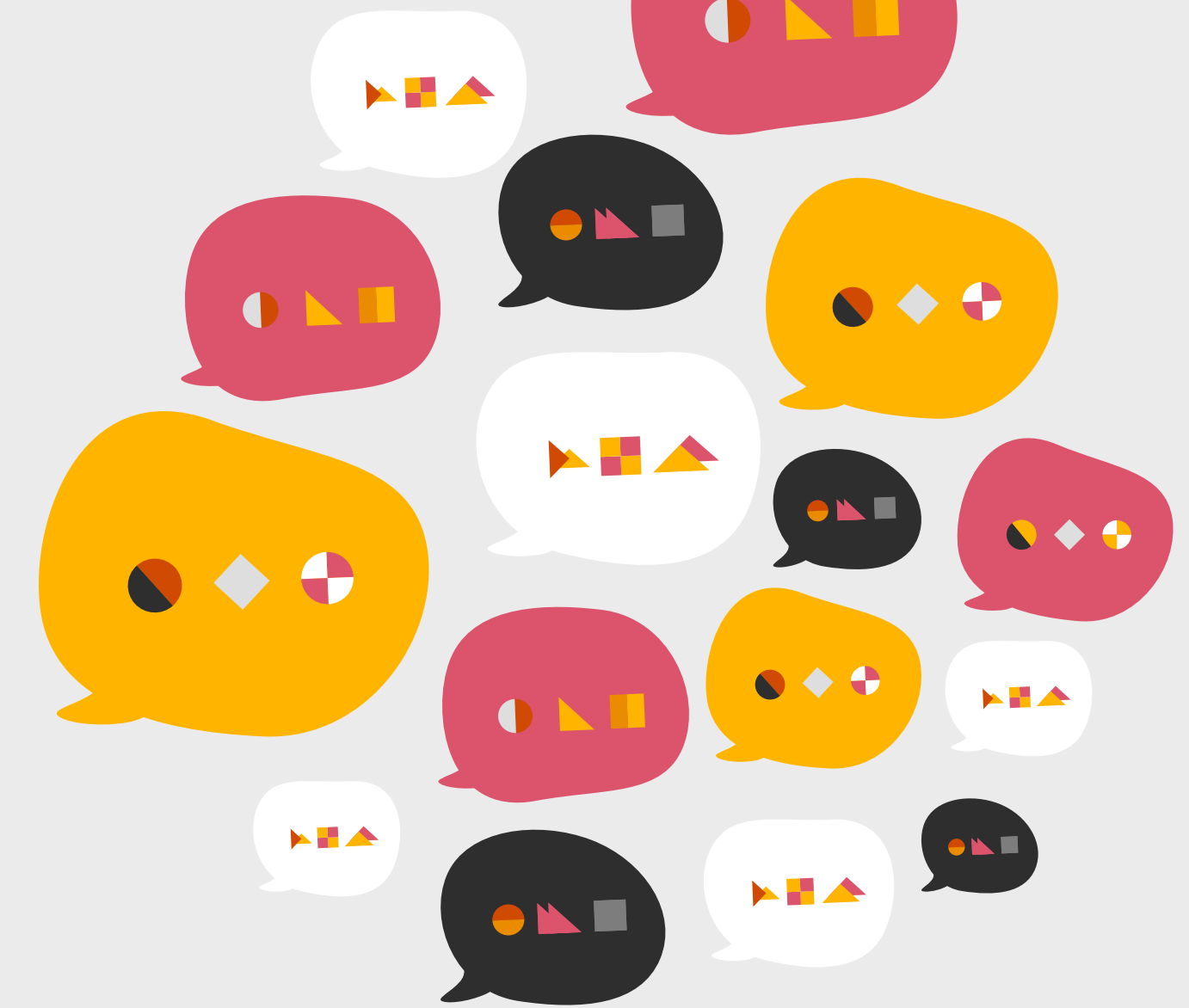
Through investment in inclusive leadership and cultural intelligence capability, we will ensure D&I is part of PwC's DNA and reduce the harm associated with poor culture, harassment and discrimination.

## Diverse talent

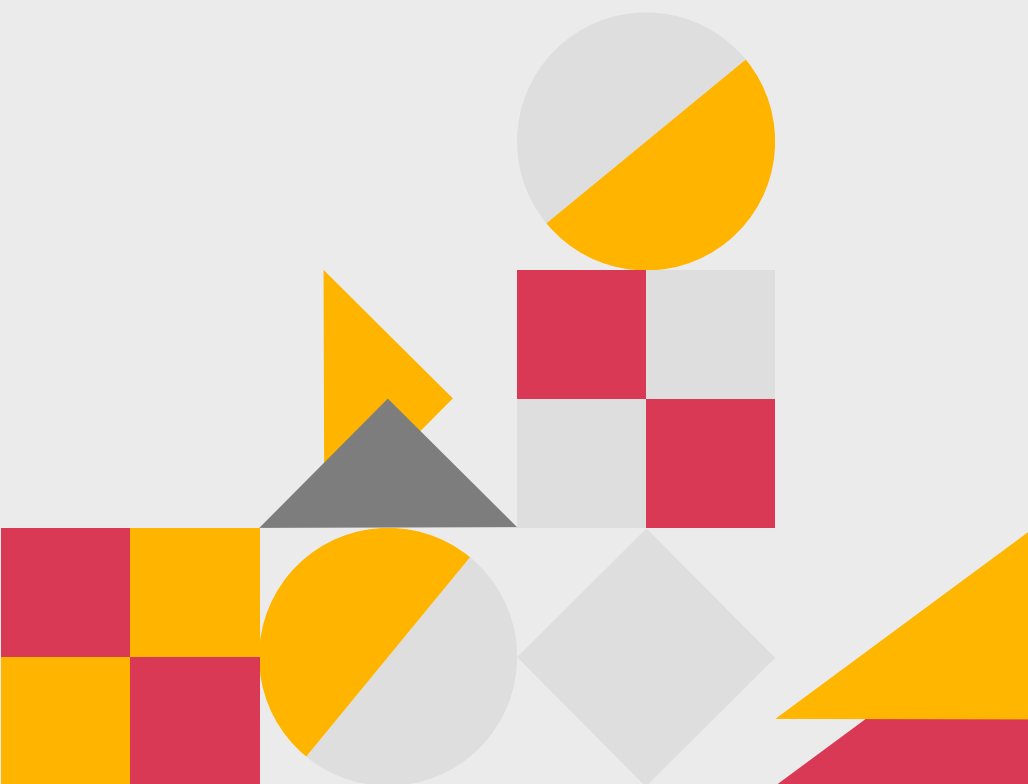
Recruit and retain diverse talent who reflect our clients and communities, so we can better solve complex problems and understand client needs.

## Leadership responsibility

Intentionally embed inclusion into our systems, policies and practices to ensure D&I is a strategic priority for the firm and its leaders.



Our Belonging strategy is complemented by the work that our Inclusion@PwC employee-led network volunteers do to foster belonging at a grassroots level. One of those networks is our **Ability@PwC** network. This network is for people in the firm with disability, carers of people with disability, and people interested in building a more accessible and inclusive workplace to go to for advice, information and support.



# Ability@PwC employee network

Ability@PwC is our national employee network made up of people with disability (including invisible disability and temporary disability), carers of people with disability and allies.

The network seeks to raise awareness, reduce stigma, build confidence, and create an understanding in the firm that disability, in itself, is not a barrier. Rather, it is a lack of accessibility that places limits on people. Our intent is to create an inclusive environment and mindset for all of our people. The network has a voice when key matters impacting people with disability are considered at the firm and provides a safe space for people with disability to connect, learn and grow. In 2023, we expanded our network by launching a sub-group focused on the neurodiverse community.

We acknowledge that some of our people may not be comfortable sharing their disability information yet, and we hope that by implementing this plan, we foster an environment where people feel fully supported and safe to voluntarily share this information.

To support our people, the network runs events throughout the year aligned to disability days of significance as selected by our network members, including International Day of People with Disabilities and Neurodiversity Awareness Week.



“I’m so proud of the work that the Ability@ Network continues to achieve, from raising awareness, organising meaningful engagements and investing in our people, to supporting and building trust in order to allow everyone to bring the best of themselves to PwC.”



**Jon Chadwick**  
(he/him)

**Ability@PwC Partner Sponsor,  
PwC Australia**





# Our focus on disability

At PwC, we have been working towards a leading approach on disability employment in Australia, creating a workplace and culture which enables all our people with disability, and carers of people with disability, to reach their full potential.

We strive to create a culture of safety that will empower people with disability to be open about their needs without fear of bias, and receive the support and adjustments they may require to be their best self at work.

**7%** as of June 2023  
of our people have shared that they experience disability.



**6%** in 2020

**3%** in 2018

**2%** in 2016

We are proud that

**73%\***



of our people with disability feel they belong in our firm.

There's still work to do, as only

**49%\***

of PwC people with disability feel comfortable to share. With this plan, we maintain our commitment to accessibility and inclusion.

\* Source: May 2023 Annual People Engagement Survey



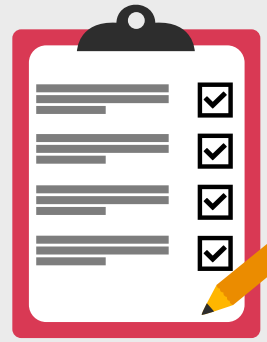
23% stated mental health or behavioural disorder as their main condition.

16% have a bachelor's degree or higher education.

In addition, 2.65 million people were carers, of which 72% were women.

† Source: Australian Bureau of Statistics (2018), Disability, Ageing and Carers, Australia: Summary of Findings, ABS Website, accessed 30 August 2023.

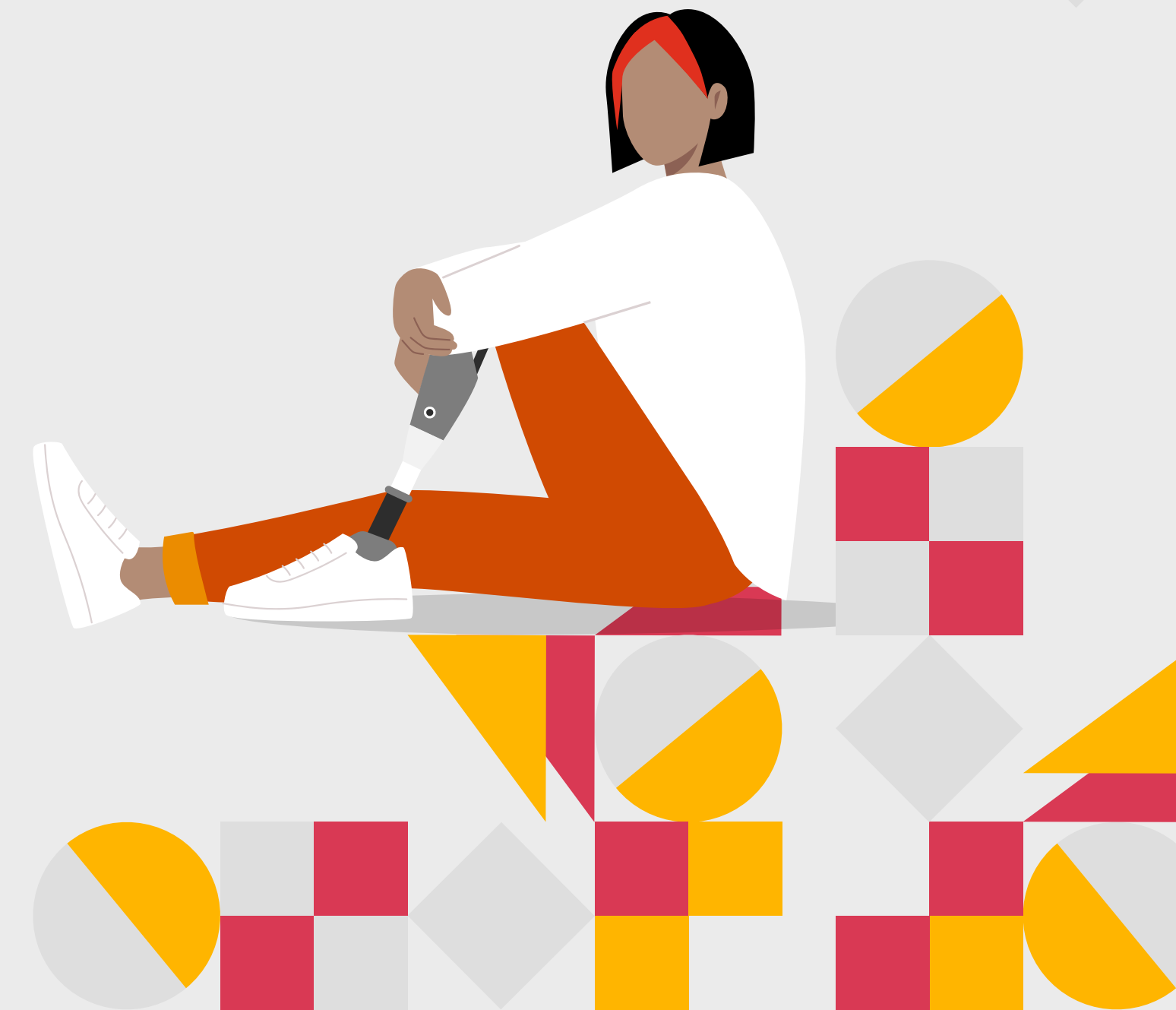




# What we have achieved since our last plan

## Here are some of our achievements since 2020

- ✓ PwC global Disability Inclusion Strategy
- ✓ 10 emerging leaders with disability completed a Disability Leadership Program
- ✓ Mental health awareness through our community of Green Light to Talk (GLTT) advocates
- ✓ “Turning Mental Health Inside Out” training to increase mental health literacy
- ✓ New neurodiversity subgroup as part of our Ability@PwC employee network
- ✓ Neurodiversity Celebration Week events
- ✓ International Day of People with Disability events
- ✓ New onboarding tool with inclusive design principles and embedded accessibility
- ✓ 86,777 hours of social impact time dedicated to inclusion activities
- ✓ 666 people held community and not-for-profit board roles across pillars of diversity and inclusion (D&I)
- ✓ STEPtember participation to promote health and wellbeing and awareness for cerebral palsy
- ✓ Member of Australian Human Rights Commission IncludeAbility employer network







# How we developed our plan

We know that people with disability, as well as their families and carers, are best placed to share their experience and perspectives about accessibility and inclusion. We have strived to place these experiences and perspectives at the heart of our plan.

To develop our commitments and activities we have:

- Undertaken an extensive consultation process across PwC including listening sessions, roadshows and a national survey.
- Integrated feedback from the 5,500 respondents to our annual Global Mojo employee engagement survey.
- Engaged with our Ability@PwC network and firmwide Lived Experience Panel.
- Consulted with other PwC territories, namely Brazil, UK, US and Poland.
- Introduced an accountable leader to each activity to ensure oversight and successful delivery.

We acknowledge and thank our people who shared their experiences and contributed to the development of this plan. We acknowledge the perspectives provided by the Disability Leadership Institute, Get Skilled Access, Diversity Council Australia, LGBTIQ+ Health Australia and IncludeAbility (Australian Human Rights Commission) who we consulted with in developing our plan. We will continue to seek feedback from people with lived experience as we measure our progress against our plan annually.





# Our commitments at a glance

01

We are inclusive people and partners who understand, enable, promote and support the inclusion of people with disability and carers of people with disability.

02

We provide a safe and supportive environment where people feel comfortable to share their disability or adjustment requirements and seek the support they need.

03

We provide accessible physical and digital environments.

04

We ensure our policies, processes and ways of working enable our people with disability to thrive.

05

We reduce barriers to entry for people with disability and carers of people with disability.



## Our commitments in detail

**01** We are inclusive people and partners who understand, enable, promote and support the inclusion of people with disability and carers of people with disability.

**1.1** We will increase our people's disability confidence through disability-specific training.

**Global Alignment**  
Leadership commitment  
**Accountability**  
Chief People Officer  
**Implementation Timeframe**  
2025

**1.2** Our leaders will provide mentoring opportunities for our people with disability to support their career development.

**Global Alignment**  
Leadership commitment  
**Accountability**  
Chief People Officer  
**Implementation Timeframe**  
2024

**1.3** We will provide our people with the capacity and support to actively contribute to the inclusion of people with disability through social impact initiatives, and facilitate connection with peak bodies.

**Global Alignment**  
Culture of awareness  
**Accountability**  
Chief People Officer  
**Implementation Timeframe**  
2025

**1.4** We will develop a buddy support program for our people with similar lived experience of disability who are willing to support their peers.

**Global Alignment**  
Culture of awareness  
**Accountability**  
Chief People Officer  
**Implementation Timeframe**  
2024

**02** We provide a safe and supportive environment where people feel comfortable to share their disability or adjustment requirements and seek the support they need.

**2.1** We will update our processes and systems to better enable our people to share their disability and request or decline reasonable adjustments.

**Global Alignment**  
Data and self-identification  
**Accountability**  
Chief Operating Officer  
**Implementation Timeframe**  
2025

**2.2** We will review and refresh our reasonable adjustment process. An end-to-end process map will be made available to all our people, including privacy considerations.

**Global Alignment**  
Data and self-identification, Adjustments and support  
**Accountability**  
Chief People Officer  
**Implementation Timeframe**  
2024

**2.3** We will enable all our people to safely share their ways of working, including any reasonable adjustments, through the introduction of a workplace passport system.

**Global Alignment**  
Culture of awareness, Data and self-identification, Adjustments and support  
**Accountability**  
Chief People Officer  
**Implementation Timeframe**  
2024



## Success story 1: An informed Ability@PwC strategy

In July 2022, we held our first ever, full day 'PwC Ability Experience' in Melbourne, bringing together Ability@PwC members from all sites. Facilitated by Christina Ryan, CEO of the Disability Leadership Institute (DLI), the aim was to connect, build awareness, inspire and create momentum on how the firm and businesses can:

- Promote a safe space for people with disability to share
- Promote visible role models, and
- Increase employment opportunities for people with disability.

The former Disability Discrimination Commissioner at the Australian Human Rights Commission, Dr Ben Gauntlett, spoke at our event about the importance of disability inclusion, its impact on society, the economy, and supporting Australian workplaces.

There was a Q&A with panel members who experience disability and discussions about the challenges of employment for people with disability, including what organisations can do to be more inclusive. A key part of the day was an ideation session on setting the Ability@PwC strategy, which helped identify the focus pillars:

- Networks and leadership - making PwC a societal leader
- Disability support and policy - diverse teams are more successful
- Representation and visibility - how to recruit, retain and rise to leadership.

The experience made it possible for our people with disability to be included in decision making and contribute to the network's strategy. They also connected with passionate peers, discussed how to implement and role model behaviours within their teams, and how they can continue to grow the talent and representation of people with disability at PwC.



Image: A group photo of Ability@PwC people smiling and looking at the camera.





## 03 We provide accessible physical and digital environments.

**3.1** We will pilot an Accessibility Products Specialist role to support our people with digital accessibility products, technology and upskilling.

**Global Alignment**  
Accessibility  
**Accountability**  
Chief Operating Officer  
**Implementation Timeframe**  
2024

**3.4** We will continue compliance with the *Disability Discrimination Act 1992 (Cth)* (the DDA) in all of our office locations and look to improve our office accessibility beyond requirement by implementing changes according to the needs of our people and clients, such as having quiet working spaces.

**Global Alignment**  
Accessibility  
**Accountability**  
Chief People Officer  
**Implementation Timeframe**  
Ongoing

**3.2** We will continue to review our web content to ensure compliance with Web Content Accessibility Guidelines (WCAG) standards.

**Global Alignment**  
Accessibility  
**Accountability**  
Chief Operating Officer  
**Implementation Timeframe**  
2025

**3.5** We will provide accessibility guidance to our people covering communications and events, both in-person and virtual.

**Global Alignment**  
Accessibility  
**Accountability**  
Chief Operating Officer  
**Implementation Timeframe**  
2024

**3.3** We will continue to embed accessibility considerations into our tender and procurement processes in respect to services for our people such as travel and accommodation.

**Global Alignment**  
Accessibility  
**Accountability**  
Chief Operating Officer  
**Implementation Timeframe**  
2026

**3.6** We will commit to making all communications and events, both in-person and virtual, accessible and inclusive for our people and clients.

**Global Alignment**  
Accessibility  
**Accountability**  
Chief Operating Officer  
**Implementation Timeframe**  
2024

## Success story 2: Fostering a more accessible workplace

I have severe hearing loss on both sides and use hearing aids. Although technology is improving by the minute, I still rely on lip-reading and other people's kindness. My greatest challenges are noisy environments and when people speak fast or over each other in meetings.

Communication is vital for all aspects of life, and I constantly seek opportunities to enlighten others on the challenges of having an invisible disability so they can support me in conversations, meetings and social events. When the people around me are willing to accommodate my needs by talking at a slower pace, my anxiety and fear of missing out fall dramatically, and I feel I can contribute my best.

The Ability@PwC network is an excellent way to foster a more accessible workplace via initiatives and education. It provides opportunities and resources to people with disabilities who, due to their differences, might be marginalised, excluded or held back from reaching their potential and contributing to a better workplace.

Imagine what it means to be deaf. Imagine never hearing birds singing, music playing or cars passing before you cross the street. Imagine being unable to contribute at your workplace because you can't follow a chaotic meeting. Now imagine having a family member or a friend with deafness, feeling self-conscious because of their challenges. How would you help them?

I felt a sense of belonging and hope when I learned about the Ability@PwC network. Supporting individuals and helping them to feel connected and valued within our workplace enables us to manage other forms of social exclusion that people with visible or invisible disabilities experience every day. Social inclusion is essential to promote dignity, security and better opportunities that can lead to a better life.

Inclusion means more than 'being allowed to be here'. It means our needs are considered, and our contributions are valued.



**Nina Pisarro**  
(she/her)

Transformation,  
PwC Australia



## Success story 3: Building inclusive experiences for everyone

PwC hosted 'Building Inclusive Experiences for Everyone', a disability and inclusion presentation as part of UX Australia, a multi-day design conference held annually in August.

This event provided a platform for advocates and experts to share stories and insights that highlighted why we need inclusion, and how to build better products and services. Using inclusive design and lived experiences is key, as these have an important role in supporting people with disability or vulnerabilities.

Speakers shared ideas about design decisions across people, processes, technology and tools. They discussed how to consider different access needs because, "just because it isn't your reality doesn't mean it isn't reality for the people you are designing for".

There was a strong connection between how products designed for accessibility can also benefit the wider community and help to solve some of society's most important problems in an inclusive way. Participants walked away from this event thinking about what their journey, or their business, could do to be more accessible and inclusive.



Image: Panel photo of 5 people sharing their disability experience.



## 04 We ensure our policies, processes and ways of working enable our people with disability to thrive.

**4.1** We will adopt a strength-based approach to our performance review process and role design.

**Global Alignment**  
Talent and representation  
**Accountability**  
Chief People Officer  
**Implementation Timeframe**  
2025

**4.2** We will pilot a Disability Liaison Officer role to provide support for our people with disability through the employee lifecycle, onboarding, reasonable adjustment process performance reviews, career mobility and wellbeing check-ins.

**Global Alignment**  
Talent and representation,  
Adjustments and support  
**Accountability**  
Chief People Officer  
**Implementation Timeframe**  
2024

**4.3** We will invest in a Disability Leadership Program for our people with disability.

**Global Alignment**  
Talent and representation  
**Accountability**  
Chief People Officer  
**Implementation Timeframe**  
Ongoing

**4.4** We will ensure team leaders of people with disability undertake disability confidence training.

**Global Alignment**  
Talent and representation,  
Data and self identification  
**Accountability**  
Chief People Officer  
**Implementation Timeframe**  
2026

**4.5** We will review existing leave entitlements and eligibility to ensure our people with disability and carers of people with disability have access to paid leave and the support that they need.

**Global Alignment**  
Adjustments and support  
**Accountability**  
Chief People Officer  
**Implementation Timeframe**  
2026

## Success story 4: Disability Leadership Program

At PwC, one of our goals is empowering our people to become future leaders. We know that people with disability are underrepresented in employment across Australia and especially in leadership positions.

The Disability Leadership Program brought together a cohort of high potential leaders with disability from across PwC and there was an opportunity to discuss what role modelling of leaders who proudly share their disability at work might look like. The group participated in individual leadership coaching sessions, and group sessions based on the Disability Leadership Institute's (DLI) 'Foundations of Disability Leadership Program'.

The program provided people with the skills to tackle some common barriers and challenges to leadership, and upskill and empower themselves in the workplace. It also supported those who are on their way to becoming or who are currently senior role models in the firm, and will continue to help pave the way in their teams and our broader business. We want our people to feel like they are part of a broader community and that they are not alone, but rather part of a community supported and empowered to create positive change.



"You can't be what you can't see. The program helped me enormously through developing my leadership skills, and being a better role model for other people with disability at the firm and in the community. Because of the program, I am more committed to creating a more equitable workplace and a culture where all of us feel comfortable and proud to share our disability and normalise it as part of our everyday ways of working."



**Areeb Ovais**  
(he/him)

**Ability@PwC**  
**National Co-Lead,**  
**PwC Australia**

## Success story 5: Ability@PwC neurodiversity acknowledgement, acceptance and encouragement

PwC's Ability@PwC Neurodiversity Network means I have a community with me for every step of my career.

I've been neurodiverse all my life but unlike some people in this space, I wasn't aware of this fact until July 2021 when I was formally diagnosed with ADHD, in the same week I joined PwC.

Compared to others around me, I've always known I experienced certain differences and challenges. Getting a diagnosis allowed me to finally have a framework to contextualise my experiences, and to gain a depth of understanding about myself.

Until I met someone in the Ability@ Neurodiversity Network, I'd never shared that I was neurodiverse with anyone at PwC. I was still learning what this diagnosis meant for me, and I was also afraid about how it would be received in the workplace.

Once I learnt there were others around me with similar experiences and even a whole community, it helped my personal journey of accepting my abilities and gave me a sense of pride in them too.

For those of us with hidden disabilities, or those diagnosed later in life, acknowledging your differences and understanding them can be difficult.

The Ability@PwC Neurodiversity Network provides me with a space where I can share experiences, challenges and achievements. Together we acknowledge and accept our collective compassion for one another and celebrate triumphs. We also encourage others to put themselves forward, knowing that they have a community to support them.

Most importantly, I have other people who can relate to my timesheet struggle and trying to keep track of what I did all day! Let's be honest, without their reminders and helpful tips, it would be harder to get my timesheets in on schedule.



**Eliza Kelly**  
(she/her)

**Sustainability**  
**Assurance,**  
**PwC Australia**



## 05 We reduce barriers to entry for people with disability and carers of people with disability.

**5.1** We will continue to embed inclusion in our recruitment processes, prioritise equity and explore additional pathways for people with disability to join the firm.

**Global Alignment**  
Talent and representation  
**Accountability**  
Chief People Officer  
**Implementation Timeframe**  
Ongoing

**5.2** We will continue embedding inclusive practices in our onboarding process.

**Global Alignment**  
Talent and representation  
**Accountability**  
Chief People Officer  
**Implementation Timeframe**  
Ongoing





# Reimagining Ability:

PwC Australia Access and Inclusion Plan 2024-2026

## Feedback

We welcome feedback on our Plan via the **comments & suggestions** form on our website.