

**University of Toronto**

**Faculty of Applied Science and Engineering**

APS1049 - Management Consulting for Engineers

Team 1: Executive Summary - Diversity in Workplace



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## **Executive summary**

Diversity in the workplace has been gaining an increasing amount of attention worldwide due to its potential positive impacts expected to have on business. PwC Canada requested a student team from the University of Toronto to assess how does diversity can provide consulting firms and more specifically the operating teams an edge and to better serve the impacted clients. This project took the form of a detailed research study that consists of three major phases: survey analysis, topic study, and tactical strategy development.

Based on client meetings and credible publications, the team identified the five most significant benefits of diversity and inclusion 1)increase innovation and creativity, 2) enable faster problem solving and better decision making, 3)improve employee performance, 4)improve company reputation, 5)increase business revenue and profits as the objective of this project.

The team identified that diversity has 13 different dimensions which are equally important and each has a unique impact on workplace diversity. In order to narrow down the broad topic, a survey was conducted among the network of the team. From the survey results, the top three dimensions of diversity that young people valued the most became the focused topic of the project: 1)**Profession Work Experience**, 2)**Education Background**, and 3)**Personality**.

In the Finding and Analysis Section, literature reviews were conducted on the three diversity dimensions: professional work experience diversity has a positive impact on the company's innovation, which will result in the company's profit increase; education background has a positive influence on the overall team performance, though it has a negative impact on solving relationship conflict; personality diversity can strengthen groups and is positively related to team performance. Further analysis was also performed by benchmarking the current diversity programs at PwC Canada against its three competitors including Bain & Company, Boston Consulting Group, and Deloitte. A detailed investigation concerning the competitors' recruitment methods, affinity groups, past research on diversity, and other specialized features was conducted while the diversity-oriented measures were analyzed for further strategies generation.

Finally, tactical diversity and inclusion strategies recommended to PwC Canada are given in the Recommendations section and categorized into short-term, mid-term, and long-term strategies. Short-term strategies are suitable in the current situation and can be implemented within three months, including internet job posting suggestions, internal interviewer training guides, and implementing surveys. Mid-term strategies are initiatives that could take from 3 months to 2 years depending on the leading team and procedures. This category consists of establishing quantitative measures and diversity audits, organizing inclusion events and celebrating diversity. Long-term strategies can take 2-3 years to implement due to its requirement of a long planning period and complexity. This includes implementing diversity training modulus, building both online communication channels and offline bridging channels.