

# Corporate responsibility at PwC

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## Reporting on CR

Our purpose, to **build trust** in society and **solve important problems**, articulates what is – and always has been – our reason for being in business. And with trust at an all-time low across industries, governments, and key institutions, it is critical that our purpose provides the foundation for our behaviors, values, and competencies in order to demonstrate a **distinctive culture** for our people and our clients.

## Corporate responsibility at PwC

Our corporate responsibility strategy centers on the societal themes of youth education, social inclusion, and the environment, and our goal is to deliver positive social impact, with measurable and long-lasting results in these areas. Reporting on our corporate responsibility efforts annually is essential to demonstrating transparency and building and maintaining trust with our stakeholders. This report aims to provide insight into our corporate responsibility perspective, progress, and performance.



Building trust >



Adapting to a changing world >



The strength of our people >

## GRI reporting

For our FY15 report, we followed the Global Reporting Initiative (GRI) G4 Guidelines at the core level, including the preparation of a [materiality analysis](#), for the development of report content and indicator selection, and the [GRI index](#). However, because of a small number of omissions, we do not claim to be reporting “in accordance” with G4. More information on the GRI Guidelines is available on the [Global Reporting Initiative’s website](#).



### **Performance data >**

Check out progress toward our commitments and explore our data.



### **Materiality >**

More on how we determine what’s material for disclosure in the report.



### **Carbon methodology >**

Learn how we define, measure, and manage our carbon footprint.

## Report boundaries

This report covers PwC operations in the US. It does not cover non-US-based operations that may be conducted by PwC subsidiaries, PwC US operations outside of the US, or other members of the PwC network. The information and performance data disclosed in this report are for fiscal year 2015 (FY15), with some additional narrative around calendar year 2015 initiatives, where appropriate. Our fiscal year runs from July 1 through June 30. During FY15, PwC completed a number of acquisitions, none of which were considered material to this report. Prior year data has not been adjusted to reflect the impact of entities acquired in FY15. Excluded from this report are preparations undertaken in FY15 for certain acquisitions completed in FY16. The boundaries of the material aspects that drive our reporting are presented in the [GRI index](#). The boundary of our greenhouse gas footprint analysis is reported along with emissions data in the [Performance data](#).

References in this report to “our firm” refer to the US operations of PwC and references to “partners” include partners and principals.

## Building trust

Society's expectations of business are changing at a time when the impact of business megatrends – from **climate change** to **rapid technological innovation** – are being felt across the world. While the failure of businesses to meet those expectations can erode **public trust** over time and increase skepticism in the marketplace, businesses can play a part in helping drive greater **transparency** and solve important problems to strengthen that trust. So how can companies balance bottom-line goals with the need for **responsible business practices**?

### 55%

of CEOs worldwide were concerned about a lack of trust in business in a 2016 survey, up from 53% the previous year.

Source: [PwC 19th Annual Global CEO Survey](#) and [18th Annual Global CEO Survey](#)

### 76%

of CEOs worldwide agree that business success in the 21st century will be redefined by more than financial profit.

Source: [PwC 19th Annual Global CEO Survey](#)

### 57%

of people said that they trust businesses to do what is right in 2015, down from 59% the previous year.

Source: [2015 Edelman Trust Barometer](#)

### 21%

of Americans have a strong degree of trust in big businesses – a modest improvement from 19% in 2010.

Source: [2015 Gallup Poll](#)

Trust and transparency are critical elements in building and sustaining relationships – whether with a client, a colleague, or an organization. At PwC, they are central to our purpose and the impact we have in fostering confidence in the capital markets and communities where we live and work.

Being a responsible business starts from within by having a purpose that articulates the deep-seated need we are fulfilling in the marketplace and providing a guide for our behaviors and actions. Equally important is an infrastructure for sound governance, independence, ethics and compliance, knowing that our organization as a whole is only as strong as our individual partners and staff.

This responsibility extends to the quality of our [work with clients](#) across sectors, our engagement with regulators, and our collaborations within our local and global communities – where we can create scalable, positive change across a variety of issues. We also engage in candid dialogue with our stakeholders, including public policymakers, suppliers, and community organizations, so that we can exchange a diverse array of experiences.

No matter the challenge at hand, our work begins – and ends – with building greater trust.

## Demonstrating integrity

We implement robust governance, ethics, and accountability measures to help maintain integrity throughout our internal operations and our client service work. This not only protects our clients, our people, and our firm, but also contributes to enhanced quality. At its core, maintaining the highest standards in ethics, compliance, and governance is foundational to driving responsible business practices.

→ Learn how we're demonstrating integrity to strengthen trust and accountability in our operations

## Stakeholder engagement

In order to drive lasting, meaningful value, we first need a deep understanding of what our stakeholders perceive to be the most significant problems facing the world today and how they expect our business to address them.

→ More on how we engage stakeholders to enhance our approach to issues of concern

## Thought leadership

The world is changing rapidly, and we believe we have an opportunity to share our insights about those changes and their implications for business and society with a wide audience of interested stakeholders. Through our daily delivery of thought leadership, we provide insights born out of our engagement work and research – insights that open up new avenues of understanding and action, helping clients and readers pursue new opportunities.



### Insights on demand

Download PwC's free 365 app™ on [iTunes](#) or [Google Play](#), which delivers a real-time feed of PwC's insights and research on a variety of issues straight to your mobile device. And if you find these insights valuable, just tap from the articles to share them directly from the app to your networks.

📄 Read more about our insights on megatrends and the opportunities they're creating for business

## Public policy

In an effort to anticipate potential risks to our ability to deliver services and meet our responsibilities as a firm, we engage key decision-makers at all levels of government. We share our perspectives – based on direct experience and observations of the marketplace – to help enhance understanding and increase public/private sector collaboration needed to address societal challenges. We also engage directly with a broad range of stakeholders beyond policymakers who influence the direction of policy and public opinion. Our public policy efforts are aligned with the firm’s business strategy and with our purpose-driven culture in a manner that creates distinctiveness for our brand while adding value to society.



### Working to increase diversity in Congress

Recognizing the critical importance that diversity of gender, race, and perspective can play in improving the performance of teams and corporate boards, we put our experience to work to help increase the number of women serving in the US Congress. With direct input from current policymakers and candidates – women and men from both sides of the political aisle – we developed a political engagement strategy that attempts to address several challenges that have a greater impact on women who seek elective office. We made adjustments to our political giving strategy, began talking more publicly about our concern and our commitment to closing this gap, and collaborated with several non-governmental organizations (NGOs) working on distinct aspects of this problem in an effort to improve the pipeline and begin to move the needle. By using our experience around diversity and talent differently, we are addressing an important challenge in government.



### Expanding our commitment to reducing carbon emissions

We became the first professional services firm to join the [White House’s American Business Act on Climate Pledge](#). PwC made its first carbon emissions reduction commitment in 2007, and as a part of our pledge extended our carbon reduction goal to 45% by FY20.

➔ [Read about our commitment to reduce the impact of our business travel, commuting, and office building energy use](#)



### Joining forces to support veterans

As part of the White House’s [Joining Forces initiative](#), PwC has committed to hiring more veterans, has dedicated 10,000 hours through PwC’s *Veterans Network* to drive initiatives supporting veterans and their families, and has hired a veterans’ advocacy and recruiting leader to help attract, hire and retain veterans, and veteran spouses. In addition, the firm is committed to providing business and financial literacy training for veterans to enhance their professional skills and overall marketability, while sharing leading practices with other companies to make recruitment of veterans a more active and reliable source of business talent.

[More on our commitments around diversity and inclusion](#)

Building trust &gt;

## Demonstrating integrity



PwC is an organization made up of people of **integrity** and distinction. We believe that high standards of ethics and compliance are critical to the success of our business. They **protect** our clients, our people, and our firm, and enable us to deliver the highest **quality** service in everything we do. We are committed to providing high-quality professional services, conducting our business ethically and always trying to do the right thing. Our reputation, which is fundamental to the continued success of our business, is the cumulative product of the conduct, dedication, and caliber of our people. As custodians of that reputation, we conduct ourselves with integrity and quality at all times. We make every effort to comply with both the letter and the spirit of all applicable laws, regulations, professional standards, and internal firm policies. Robust ethics and compliance policies and programs help our people **strengthen trust and accountability** with our clients, our communities, and within our own operations.



### 100%

*of our partners and staff complete mandatory independence, ethics, and compliance training when joining the firm and annually thereafter.*



**Ethics and compliance**

At PwC, our ethics and compliance program links ethics and key compliance areas such as independence, privacy and client confidentiality, anti-corruption, anti-money laundering, anti-trust/anti-competition, insider trading, anti-discrimination, anti-harassment, non-retaliation, affirmative action, equal employment, professional licensing, and avoiding conflicts of interest. The principal goals of the PwC US Ethics & Compliance Office are to advance and foster integrity-based decision-making and conduct, reinforce personal responsibility and promote compliance with external laws and regulations, as well as internal policies and procedures.

Our global *Code of Conduct: Doing the right thing – the PwC way* provides a set of standards that describe the behavior expected of PwC partners, principals and staff. In the US, we also adhere to *Our Standards*, the US Supplement to the global *Code of Conduct*.

All of our partners and staff complete mandatory independence, ethics, and compliance training when joining the firm and annually thereafter. Likewise, they attest to the global *Code of Conduct* and *Our Standards* as new joiners and annually. In addition, everyone at PwC is required to complete an Annual Compliance Confirmation, re-confirming knowledge and acceptance of key requirements and policies, including individual responsibilities outlined in our global *Code of Conduct* and supplemental guidance. They are also expected to adhere to both the letter and spirit of our professional codes.

 [Global Code of Conduct](#)

 [Our focus on audit quality](#)

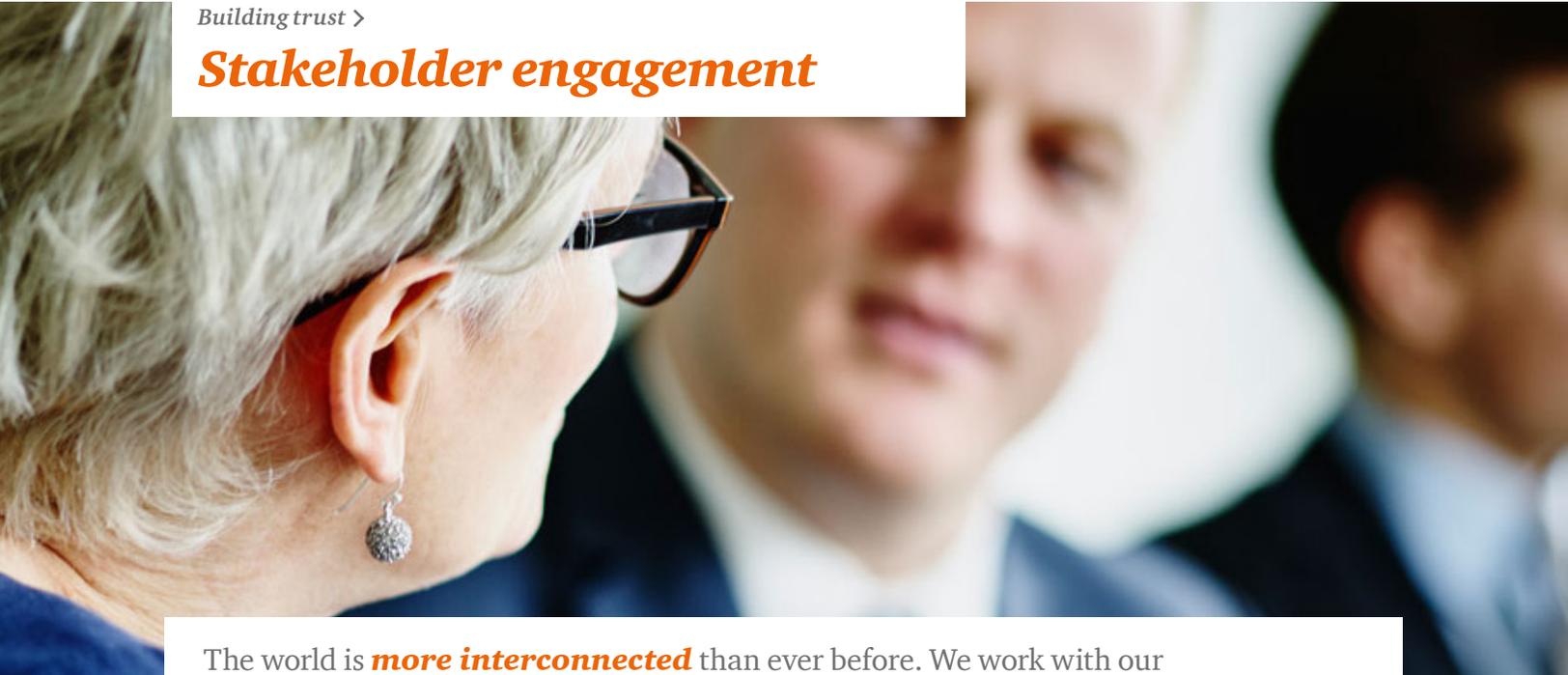


**Maintaining independence and governance**

Independence is fundamental to our ability to serve our clients and the public interest. It gives our clients, regulators, and the public confidence that we act with integrity and objectivity. We provide our partners and staff with robust systems and tools to manage their independence responsibilities, including a dedicated team of full-time independence specialists.

Governance is an important part of building a firm that drives responsible behaviors and builds and maintains trust. For more on our governance structure, refer to our latest transparency and audit quality reports.

 [Transparency Report](#)

A background image showing a group of people in a meeting. In the foreground, the back of a woman's head with short grey hair and glasses is visible. In the background, a man in a suit is looking towards the left.

Building trust >

## Stakeholder engagement

The world is **more interconnected** than ever before. We work with our **stakeholders** to **improve continually** both our approaches and our contributions to issues that affect the firm, our clients, and our communities.

### Our stakeholders

We have identified a group of primary stakeholders with whom we interact regularly to understand their evolving areas of concern and focus, as well as their views on the effectiveness of PwC's approach to issues of concern.

- + **Investment community**
- + **US firm clients**
- + **Regulators, standard setters, professional bodies, and trade associations**
- + **US Congress, and federal, state, and local governments**
- + **Partners and staff, current and prospective**
- + **Retired partners**
- + **Alumni**
- + **Suppliers**
- + **Communities**

## Investment community

### Select engagement methods

- PwC's [Investor Resource Institute](#) enables us to share with, listen to, and learn from members of the investment community of all types and sizes, including asset managers, pension funds, mutual funds, buy-side analysts, sell-side analysts, credit rating agencies, hedge funds, and others. Our mission is to add value by sharing PwC's insights and educational materials.
- Host investor/analyst meetings, focusing on industry-specific financial reporting issues, emerging trends, and standards.
- Host conferences for investors, aimed at providing a forum to exchange perspectives on a wide variety of topics of interest to the investment community.
- Host inaugural cross-industry investor/analyst meeting to update participants on broad-based emerging accounting standards, provide insights from our annual [CEO survey](#), and enhance participants' understanding of emerging regulatory issues.
- Conduct investor surveys to learn more about the corporate reporting and governance topics that are top-of-mind from an investor standpoint.
- Engage in dialogue with many organizations and individuals representing investors and analysts, including the Council of Institutional Investors (CII), Corporate Reporting Users' Forum (CRUF), and Chartered Financial Analyst (CFA) Institute, among others.

### Value and outcomes achieved

- Shared our insights with the investment community on some of the most complex and pressing issues of the day, including cybersecurity, macroeconomic [megatrends](#), corporate governance, disclosure reform, high-frequency trading, and dark pools.
- Gained an understanding of participants' perceptions about financial reporting, explored emerging trends, regulations, and standards, and discussed other matters of interest.
- Published investor-specific thought leadership to highlight insights and issues of concern to the investment community.
- Used insights from the investment community to inform our points of view on emerging standards and a range of issues impacting financial reporting.
- Utilized our relationships with the investment community to enhance their participation in the accounting standard-setting process and other groups dedicated to enhancing investor confidence and public trust in the global capital markets.

## US firm clients

### Select engagement methods

- Interact frequently with our clients throughout our engagements.
- Conduct surveys and other outreach regarding PwC's delivery of service.
- Participate in regular meetings with audit committees during the course of our audit work.
- Host periodic audit committee forums and roundtable discussions to engage in active dialogue around issues relevant to the group.
- Continue a voluntary pilot program to discuss potential engagement-specific metrics with certain audit committees in order to obtain feedback on the overall usefulness of this information in fulfilling their audit oversight responsibilities.
- Issue [Our focus on audit quality annually](#), where we provide stakeholders with a transparent look at the foundation of quality in our assurance practice, including the actions we have taken, and will continue to take, to sustain and build upon audit quality.

### Value and outcomes achieved

- Engaged in valuable two-way dialogues during the course of our audit work with our clients and audit committees, where we shared our independent perspective on auditing, accounting, financial reporting, and regulatory developments.
- Provided relevant insights to clients on how they can improve operations, controls, and other aspects of their business.
- Developed thought leadership to inform audit committees and companies of matters important to their role, including [corporate governance](#).
- Enhanced our client service delivery based on feedback received.
- Informed our views as articulated in our response letter to the Public Company Accounting Oversight Board's (PCAOB) recent concept release on audit quality indicators.

## Regulators, standard setters, professional bodies, and trade associations

### Select engagement methods

- Participate and engage in dialogue with regulators, standard setters, and trade associations, such as the US Securities and Exchange Commission (SEC), Public Company Accounting Oversight Board (PCAOB), Financial Accounting Standards Board (FASB), Emerging Issues Task Force (EITF), US Chamber of Commerce, Council of Institutional Investors (CII), and Business Roundtable (BRT), through meetings, seminars, and advisory groups.
- Respond to feedback from regulators regarding our firm and the profession.
- Contribute to various professional organizations, such as the American Institute of Certified Public Accountants (AICPA) and the Center for Audit Quality (CAQ), through leadership and membership roles in committees and subcommittees.

### Value and outcomes achieved

- Obtained insights that help the firm to continuously improve audit quality.
- Provided perspective on the various views and positions taken by these professional bodies with the objective of helping to improve financial reporting and audit quality.

## US Congress, and federal, state, and local governments

### Select engagement methods

- Engage in regular dialogue with US Congress, as well as with government officials at the federal, state, and local levels, both to understand key challenges and to provide our informed perspectives based on what we see in the marketplace.
- Engage in dialogue and outreach with US Congress, and state and local governments through meetings, political events, and professional activities.
- Respond to legislative proposals and congressional inquiries regarding the profession and our firm.
- Participate in trade associations, such as the American Institute of Certified Public Accountants (AICPA) and professional organizations, such as the Center for Audit Quality (CAQ), to share intelligence and PwC's views on issues of interest to the firm and the profession.
- Encourage and support diversity through political strategy and policy outreach.

- Review and develop thought leadership to inform firm partners and staff in the areas of legislation, regulations, and politics.

### Value and outcomes achieved

- Provided information and firm perspectives on areas of concern and focus by US Congress and federal, state, and local governments.
- Enhanced stakeholders' understanding of the firm's views on a variety of legislative and regulatory proposals.
- Gained insights that help the firm stay abreast of political and legislative risks and opportunities.
- Provided the firm's perspective on various legislative and regulatory proposals.
- Increased overall awareness and understanding of the firm and the profession in US Congress, and federal, state, and local governments.

## Partners and staff, current and prospective

### Select engagement methods

- Issue leadership communications on our firm's values and other messages, which actively solicit feedback.
- Conduct our annual Global People Survey, which provides an opportunity for our staff to share their perspectives on the firm's performance in various practice areas.
- Encourage and support diversity by engaging partners and staff through involvement in inclusion groups and external organizations, such as National Association of Black Accountants (NABA), Association of Latino Professionals in Finance and Accounting (ALPFA), and Ascend.
- Interact with students and faculty on campus and through various development programs.
- Promote an active dialogue during the interview process for both campus and experienced hires.

### Value and outcomes achieved

- Retained a high-performing employee population consistently focused on the values and goals of the firm, in particular with respect to quality in the performance of all professional services we provide.
- Improved scores on our Global People Survey.
- Improved attraction and retention, including diverse partners and staff.
- Enhanced understanding by leadership of our staff's views.
- Increased overall awareness of PwC on campus and acceptance rates of top candidates.

## Retired partners

### Select engagement methods

- Engage in dialogue with a representative group of retired partners through the Retired Partner Committee.
- Deliver periodic communications from our senior partner to our retired partner community.
- Provide access to information and updates through a dedicated Retired Partner Portal.
- Promote connectivity between active partners and retired partners in local markets.

### Value and outcomes achieved

- Received formal and informal input from retired partners on matters affecting them as a constituency.
- Leveraged retired partners' experience and skill sets on matters such as recruiting, business development, client relationship matters, and corporate responsibility activities.
- Informed retired partners of firmwide matters.

## Alumni

### Select engagement methods

- Deliver targeted communications to subscribed alumni on a monthly basis.
- Conduct engaging discussions with alumni around issues relevant to the group, and obtain feedback on the alumni program.
- Connect with alumni through the PwC US Alumni and Strategy& LinkedIn groups.
- Provide continuing professional education (CPE) webcasts at no cost.
- Host periodic alumni networking events and industry roundtable discussions across the US.
- Deliver distinct Strategy& alumni program to strategy consulting network.

### Value and outcomes achieved

- Provided firm updates and relevant news to alumni regularly.
- Enhanced PwC's understanding of alumni views and expertise on a variety of topics.
- Engaged alumni on social media, while giving them an opportunity to expand their network.
- Helped alumni maintain professional credentials free of charge.

- Increased networking and knowledge exchange opportunities for alumni among one another, and with current PwC employees and partners.
- Offered tailored networking and educational opportunities to former Strategy& consultants.

## Suppliers

### Select engagement methods

- Engage with diverse suppliers at key conferences and events sponsored by organizations, such as the National Minority Supplier Development Council (NMSDC), Women's Business Enterprise National Council (WBENC), National Gay & Lesbian Chamber of Commerce (NGLCC), and US Business Leadership Network (USBLN).
- Conduct our annual supplier sustainability survey to better understand our suppliers' corporate responsibility performance and priorities.

### Value and outcomes achieved

- Built relationships with diverse owned business enterprises and increased the number of businesses we do business with.
- Assessed compliance with PwC's vendor code of conduct and the United Nations Global Compact principles.

## Communities

### Select engagement methods

- Volunteer in our local communities through firm-sponsored programs, such as Earn Your Future<sup>®</sup> (EYF).
- Deliver pro bono services to select non-profit organizations.
- Engage with key organizations aligned with our areas of focus of youth education, diversity and inclusion, and climate change.
- Encourage partners and staff to participate on non-profit boards.

### Value and outcomes achieved

- Established stronger relationships with key non-profit organizations, schools, and community leaders.
- Helped strengthen the mission of non-profit organizations.
- Engaged millions of students and educators through EYF efforts.
- Increased engagement of our partners and staff in volunteer, charitable, and other corporate responsibility activities.

## Responsible sourcing and procurement

Building sustainable and responsible supply chains is one important way that businesses can have a tangible impact on some of the biggest challenges facing the world today. We recognize the influence we can have on suppliers and our supply chain to promote responsible and sustainable practices. As we monitor our supply chain, we engage our suppliers regularly to understand their corporate responsibility priorities and we seek out companies whose goals and values align with our own.

[Third Party Labor Code of Conduct](#)

[Supplier Code of Conduct](#)



### Supplier diversity

We support organizations and programs that certify, train, and develop diverse suppliers because we know that our diversity efforts have a positive economic impact on the communities where we do business. Our procurement spend with diverse suppliers<sup>1</sup> has increased from 9% in 2011 to more than 14% in 2015.

[Here's how we're creating an inclusive and high-performing workplace culture](#)

<sup>1</sup> Business enterprises that are qualified and certified minority-owned (MBE); women-owned (WBE); disability-owned (DBE); veteran-owned (VBE); service-disabled veteran-owned; and/or lesbian/gay/bisexual/transgender-owned (LGBTBE).

## Collaborations

Our collaborations – with a range of organizations – also provide us with a valuable source of feedback, as well as the ability to reach more people, more effectively. We work with organizations on a variety of issues, including education, water conservation, and market-driven sustainability solutions.



[Sustainability Accounting Standards Board >](#)



[United Nations Global Compact >](#)



[World Resources Institute >](#)



[World Business Council for Sustainable Development >](#)

## Adapting to a changing world

The world today is becoming rapidly more complex – both for companies and society as a whole. We are collectively facing major challenges, like **rapid urbanization**, **climate change** and **resource scarcity**, and **shifting demographics**. But we believe every challenge presents an opportunity – and a chance to play a greater role in addressing these megatrends.

### 2.5bn

people will be added to the world's urban population by 2050.

Source: [UN World Urbanization Prospects, 2014](#)

### 50%

more energy, 40% more water, and 35% more food will be required to sustain a global population of 8.3 billion by 2030.

Source: [2014 PwC Megatrends Report](#)

### 21%

of the world's population will be over the age of 60 by 2050, more than double the level in 2000.

Source: [2014 PwC Megatrends Report](#)

### 50bn

“connected” devices are projected to be in use across the globe by 2020.

Source: [2014 PwC Megatrends Report](#)

We have an opportunity to use our skills and experiences to address some of society's most challenging issues while working to uphold quality and trust in the marketplace and for society. This shifting landscape of local and global challenges remains top of mind as we work with clients to help them adapt to and anticipate what lies ahead.

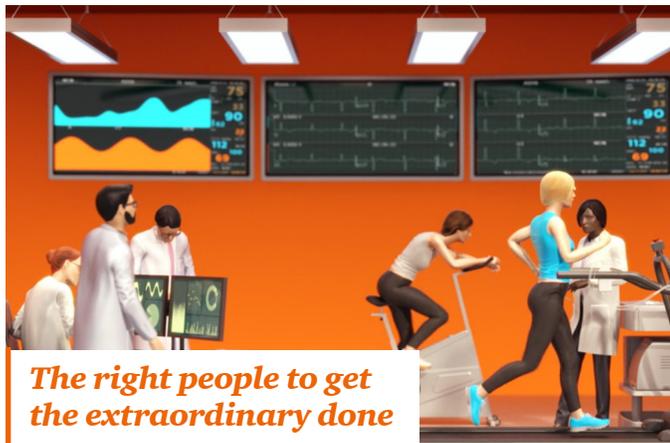
We also recognize our responsibility to operate and conduct ourselves in a way that positively impacts our clients, colleagues, and the communities around us. We are constantly working to find ways to adapt to changing conditions and address new challenges, whether it's giving our partners and staff greater access to information and technology, choosing the right suppliers, or further reducing our environmental footprint.

 [Read more about our insights on megatrends and the opportunities they're creating for business](#)

## Delivering lasting impact for society

As one of the largest professional services firms, we work with thousands of organizations, from businesses across all industries and sectors to non-profit organizations, from academic institutions to municipal or government entities. With each engagement, we deliver quality, transparency, and integrity to the marketplace. Our responsibility begins by bringing an informed and analytical focus to help our clients solve their specific challenges, anticipate the problems they might encounter tomorrow, and build the foundation for confident decision-making.

[Read more about the industry-focused services we provide for public and private clients](#)



### The right people to get the extraordinary done

Some opportunities feel like impossible challenges. They're so big and complicated that they require insights from lots of different fields. But when you have the right team working with you, truly extraordinary things can happen. See how we worked with our clients to help a leading research hospital harness big data to fight cancer and to assist a domestic airline to fly internationally, and how we rethought the entire audit process for an evolving global apparel brand.

[Find out more about these extraordinary stories](#)



### Building value through pro bono

Providing services on a pro bono basis is an important way for us to help a variety of mission-driven clients scale their operations, expand their reach, and serve the broader communities around us. Pro bono is far more than just volunteering; it's strategically deploying our people's skills and competencies so they can create value for non-profit organizations. For the past three years, we exceeded our \$10 million annual commitment of delivering pro bono services, providing a total of \$27.8 million in FY15 and \$62.1 million over the last three years.



## \$62.1M

worth of pro bono services have been delivered over the last three years.

## Investing in youth education and financial literacy

What began as a bold commitment to support youth education has evolved into a long-term strategy aimed at shifting the financial education landscape for future generations. PwC's *Earn Your Future*® (EYF) leverages our best assets – the talent and time of our partners and staff, as well as our firm's financial resources – to develop the financial skills of young people and their educators. In 2015, we expanded EYF to \$190 million to support new research, increase training for teachers, and invest in organizations that are revolutionizing the field of financial education.



**Earn Your Future®**

In the first years of our commitment, we developed a financial literacy curriculum and empowered our people with the time, resources, and opportunities to volunteer in our nation's classrooms and teach financial skills to students. We realized that in order to scale our efforts, we must also empower teachers, develop thought leadership, support research, and advocate for financial education, therein leveraging a comprehensive model with scalable and sustainable impact. From building an open-access online curriculum that draws students in through real-life, interactive scenarios, to researching technology use in the classroom, to answering the call of the President's Advisory Council on Financial Capability – we are, in many ways, changing the game. One certainty is that our five-year commitment won't end in 2017.

→ Here's how we're leveraging our talent, time, and resources to develop the financial capability of our communities



**\$190M**

*Our five-year commitment to youth education and financial literacy.*

## PwC Charitable Foundation

The PwC Charitable Foundation, a separate 501(c)(3) public charity, supports the people of PwC in times of need and works to address societal issues that impact them, their families, and their communities. By leveraging its knowledge, interests, goodwill, and entrepreneurial spirit, the Foundation also invests in scalable solutions to society's biggest challenges in education and humanitarianism. The Foundation has made \$47.2 million in cumulative grants and investments since 2001, putting the Foundation well on track to meet its \$50 million goal by 2017.

📄 More on how we're supporting our own people in times of need and investing in solutions to society's greatest challenges



**About the Foundation**

The PwC Charitable Foundation is focused on making investments that can have a profound effect on underserved populations. In the US, we drive educational change by investing in innovative programs and collaborating with organizations and transformational entrepreneurs developing them. We respond with urgency and sensitivity in times of disaster and build more resilient communities through innovative ventures that advance preparedness and social inclusion. And finally, with programs like the *People Who Care Fund* and *Dollars for Doers*, we support the people of PwC in times of unexpected financial hardship and help fund the charities where they volunteer.



**\$47.2M**

*in grants and investments have been made by the PwC Charitable Foundation since 2001.*

## Tackling our carbon footprint

The ability to adapt to a changing climate and to minimize impacts to the environment is crucial for businesses now and in the future. At PwC, we are working to reduce our carbon footprint and to integrate a more sustainable, environmentally conscious approach to business operations.



This year, we expanded our commitment to the environment by setting a new carbon reduction goal of 45% by FY20, after surpassing our earlier goal of 30% by FY16. We also were the first professional services firm to join the [White House's American Business Act on Climate Pledge](#).

→ Read about our commitment to reduce the impact of our business travel, commuting, and office building energy use

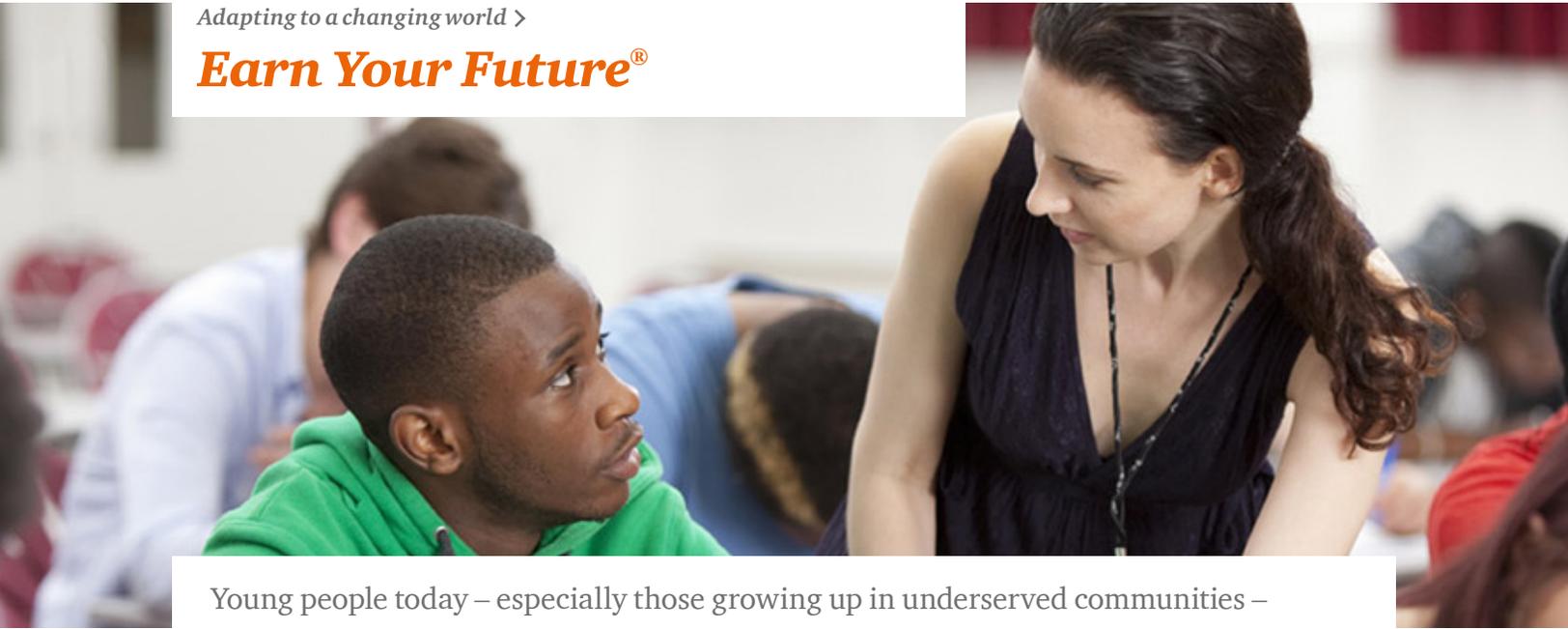


**45%**

*carbon reduction goal  
has been set for FY20.*

Adapting to a changing world >

## Earn Your Future®



Young people today – especially those growing up in underserved communities – lack the basic **financial skills** needed to **succeed** in life. Half of today’s teens are financially illiterate and more than three-quarters of teachers who teach financial literacy indicate a need for more **appropriate curriculum resources**. This is a growing problem, but one where we believe the financial community can make a **measurable difference** by sharing knowledge and resources with administrators, teachers, parents, and students alike.

**80%**

of teachers do not feel competent to teach personal finance topics.

Source: *National Endowment for Financial Education*

**24%**

of millennials demonstrated only basic financial knowledge when tested on financial concepts.

Source: *Millennials & Financial Literacy – The Struggle with Personal Finance*

**54%+**

of millennials expressed concern about their ability to repay student loan debt.

Source: *Millennials & Financial Literacy – The Struggle with Personal Finance*

*Earn Your Future*® (EYF) began with a vision: leveraging our best assets – our people’s talent and time, as well as our financial resources – to develop the financial skills of young people in our communities. Our tools not only help students develop financial acumen but also challenge them to prepare for the jobs of tomorrow that don’t exist today, the skills needed for those jobs, and the social issues to be solved through their talents.

We set out to reach more than 2.5 million students and educators with an initial commitment of \$160 million, including 1 million service hours. Since FY13, our partners and staff have given over 800,000 service hours, reached 3.5 million students and educators, and made an investment of over \$80 million. In FY15, we raised the stakes to \$190 million.

➔ Progress toward our \$190M EYF commitment



**PwC's financial literacy curriculum**

Our financial literacy curriculum – a key component of PwC's EYF commitment – provides students and educators with free and easy access to financial education. The PwC Charitable Foundation recently invested in a new EYF Digital Lab – a dynamic, open-source, interactive digital financial education curriculum – which will create broader scale and access to find and reach students, parents and guardians, and teachers everywhere. The Digital Lab will launch in April 2016.

[Access our curriculum](#)



**Educating the educators**

Teachers are the key to improving financial capability. Through annual seminars with Knowledge@Wharton High School, PwC sponsors educators and administrators as part of a three-day experience to deepen knowledge and teaching skills about financial capability and business so that they, in turn, can boost the skills of their students.

[Learn more about Knowledge@Wharton, an intensive, three-day learning experience to help educators deepen their understanding of financial literacy](#)



**1,000+**

*educators have attended our PwC Knowledge@Wharton High School Seminars for High School Educators.*



**Teaching financial education and entrepreneurship in Belize**

Through Project Belize, not only have we helped to inspire and educate the next generation in Belize, we have also been able to use the experience to inform our approach to improving financial capability in the US. Each year, we return to schools in Belize and are reminded of the impact we can have when we invest in a community for the long term. Since 2008, PwC has taught 8,500 students with the help of more than 1,800 PwC active partners, retired partners, staff, and interns.

[Hear from PwC partners and staff about the Project Belize program and their experience teaching financial literacy to youth in Belize City](#)



**8,500**

*students taught since 2008 with the help of more than 1,800 PwC active partners, retired partners, staff, and interns.*



**Innovating for students**

We look for ways to make learning exciting, with an emphasis on helping youth develop their financial capability, which leads to responsible decision-making and successful life skills. Highlighted here are some of the innovative solutions PwC and the PwC Charitable Foundation (the “Foundation”) have developed:



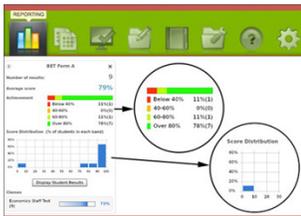
**Earn Your Future® Digital Lab >**

The EYF Digital Lab gives students, teachers, and families access to innovative self-paced student modules featuring custom videos, animations, and interactive activities.



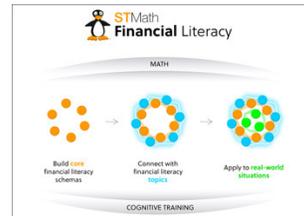
**TIME for Kids – Your \$ magazine >**

The Foundation’s investment in TIME for Kids enabled them to create a new magazine: *Your \$*, which brings financial education to fourth, fifth, and sixth graders across the country.



**PwC CEE Online Assessment Center >**

PwC collaborated with the Council for Economic Education (CEE) to sponsor this platform where teachers can administer financial curricula assessments and gain real-time performance data.



**Gamification with MIND Research Institute >**

Through a grant from the PwC Charitable Foundation, MIND Research Institute provides educators and students access to state-of-the-art modules that help students connect math and financial concepts.



**PwCJA Build Your Future™ Mobile App >**

The app, created jointly by Junior Achievement USA and PwC, allows users to explore potential future income and evaluate the cost of post-secondary education to help them make informed decisions.



**Classroom rewards with DonorsChoose.org >**

Through a collaboration with DonorsChoose.org, nearly 1,000 teachers earned grants from the PwC Charitable Foundation by teaching PwC’s financial literacy modules. Each grant helped to bring much needed projects and resources to their classrooms.



**Sharing what we have learned**

Leveraging technology in education, college planning, and investments in education are just a few of the areas where PwC offers a point of view, while demonstrating responsible leadership, on issues related to education.



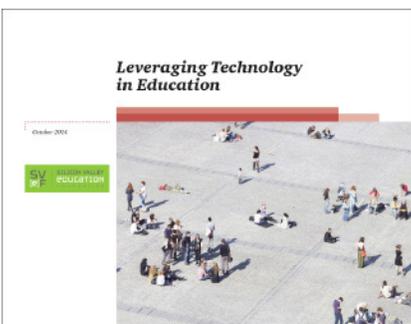
**Millennials & Financial Literacy – The Struggle with Personal Finance >**

Millennials are better educated than their predecessors, more ethnically diverse, and more economically active. Yet they confront greater economic difficulties than those who came before them. This report analyzes the financial characteristics of more than 5,500 millennials and examines the factors that threaten their economic aspirations and security.



**PwC/Junior Achievement Millennials and College Planning >**

The rising cost of college is spurring many young adults to re-evaluate their post-secondary education options. See what millennials are saying about it.



**Leveraging Technology in Education >**

A roadmap to leveraging technology in the classroom with the goal of enhancing student achievement, empowering teachers, and enriching the overall learning experience.



**Planning for Impact: Measuring Business Investments in Education >**

Building an impact analysis framework is critical for better understanding and documentation of an organization’s education investments. PwC, in conjunction with A World at School and the Global Business Coalition for Education, reports on how to build a framework to capture the intended impact.

Adapting to a changing world >

## Tackling our carbon footprint

Climate change is one of the most urgent issues facing the world today. Across the globe, people are already feeling the effects of a **rapidly warming climate** and more **extreme weather patterns**, while a scarcity of **natural resources** is expected to intensify in the coming decades. A proactive and coordinated response to these issues by both the public and the private sector is essential to **securing a sustainable future**.

### 40%

increase in carbon dioxide concentrations in the atmosphere has occurred since pre-industrial times.

Source: [United Nations IPCC Climate Change Report 2013](#)

### 10

warmest years on record have all occurred since 2000.

Source: [NASA/GIS](#)



Greenhouse gas emissions grew more quickly between 2000-2010 than in any of the previous three decades.

Source: [United Nations IPCC Climate Change Report 2014](#)

Reducing carbon emissions is one way businesses like PwC are taking responsibility for their climate impacts. Due to the nature of our core business, our carbon reduction efforts focus on reducing business travel, commuting, and office building energy use. In FY14, we surpassed our goal of a 30% reduction in carbon emissions from our FY07 baseline (in carbon dioxide equivalents) ahead of schedule. In FY15, we cut emissions by 9,133 tCO<sub>2</sub>e, bringing our reduction since FY07 to 34%. In FY15, we pledged, as part of the [White House American Business Act on Climate](#), to reduce our emissions by an additional 15% (a total of 45%) by FY20, even as we continue to increase our headcount and the operations needed to support our growing firm.

- Progress toward our 45% carbon reduction goal
- Explore data around our environmental impact
- Carbon methodology



**Taking LEED to the next level**

Energy use within office buildings is a major source of carbon emissions, and one that is often difficult to affect. Because of this challenge, PwC is working to create systemic change by linking PwC’s long-term office leases with energy efficiencies through improved lighting technology and ENERGY STAR® equipment and appliances. By the end of 2016, we expect nearly two-thirds of PwC’s office space to be Leadership in Energy and Environmental Design (LEED) certified. Moving forward, more of our PwC offices will either move into a LEED-certified office or renovate existing spaces with LEED-certified interiors upon lease renewal, which we expect will help to further reduce our total energy use across the organization in the coming years.



**Working with The Nature Conservancy**

This year, we began working with The Nature Conservancy and invested \$100,000 to offset our carbon through forest conservation projects in Virginia and Belize, which is the site of some of our Earn Your Future® work. With The Nature Conservancy, we found a conservation leader that could accurately measure and quantify the environmental impact of its forestry work in areas needing wide-scale protection and preservation.



**Being flexible about where we work**

In addition to the travel that our partners and staff do as part of their engagements, they take time to travel to and from the office. During FY15, we conducted a survey of our partners and staff and found they commuted to PwC offices, on average, 2.6 days a week, compared to 2.9 in 2013 and 4.5 in 2009. Not only are we commuting less, we’ve also shifted away from driving and are taking public transportation, biking, or walking more frequently. As a firm, we continue to support flexibility and deploy technologies that aid in reducing travel for our people.



**Stepping up to the challenge**

Our Green Teams provide another vehicle for our partners and staff to volunteer and contribute to the communities around them. PwC’s annual Green Challenge encouraged our staff to come up with ideas that could be scaled across the organization. One of the winning teams from New York designed a sustainable agriculture and healthy eating curriculum for schools, inspired by their volunteer experience with a local non-profit, Harlem Grown.

➔ **Learn more about our efforts to create a collective sense of responsibility for giving back to our communities**



**100%**

*of our electricity usage is matched by investments in renewable energy, including the purchase of renewable energy certificates (RECs).*

## Carbon methodology

We have been measuring and managing our **carbon footprint** since 2007. Our carbon measurement and analysis follows the WRI<sup>1</sup>/WBCSD<sup>2</sup> Greenhouse Gas (GHG) Protocol and measures our emissions across a range of activities, including our **office operations**, and **employee travel** and **commuting**, which collectively constitute 84% of our footprint in FY15.

### Our commitment to reducing our carbon footprint

Based on our work in 2007, we set a carbon reduction goal (in carbon dioxide equivalents) and developed programs to cut our emissions 20% by FY12, compared to the FY07 baseline. In FY11, we reached our reduction goal ahead of schedule, and committed to reducing our carbon footprint an additional 10% by FY16. In FY15, we reached this 30% reduction goal and have extended it an additional 15%, to a target to reduce absolute emissions 45% by FY20.

The challenge ahead is to manage our absolute carbon emissions as the firm increases the overall numbers of partners and staff to meet the needs of our clients. To stay on track in terms of our 45% reduction goal, we are continuing to build on our environmental strategy with a variety of approaches, including exploring ways to manage our air travel, being flexible in where we work, improving the efficiency of our offices, and leveraging the enthusiasm of our Green Teams – internal volunteer teams who champion our efforts to make our workplace more sustainable.

→ [Find out how we are tackling our carbon footprint](#)

### Our carbon footprint measurement methodology

Our GHG footprint is calculated using a detailed and documented methodology. We use the following standards in calculating emissions, as relevant:

- GHG Protocol
- US Environmental Protection Agency (EPA) standards
- US Energy Information Administration's (EIA's) Commercial Buildings Energy Consumption Survey (CBECS)
- Environmental Paper Network Paper Calculator
- UK Department for Environment, Food and Rural Affairs (Defra) and UK Department of Energy and Climate Change (DECC) standards

These standards include assumptions about the composition of GHGs in various kinds of emissions. While the vast majority of our GHG emissions are CO<sub>2</sub>, our calculation also includes other GHGs, for example, CH<sub>4</sub> and N<sub>2</sub>O from car and bus exhaust fumes. We report in carbon dioxide equivalent (CO<sub>2</sub>e), which accounts for these other GHGs.

The baseline year for our GHG footprint is FY07 (July 1, 2006–June 30, 2007). Our emissions calculation is based on operational control within the US. Our GHG footprint calculation includes the WRI/WBCSD Scopes 1, 2, and 3 as described below. Our GHG intensity ratio calculation includes Scopes 1, 2, and 3. The denominator is full-time equivalent (FTE) employees, a measure of the number of people we employ. As a professional services firm, our emissions are driven by the activities of our employees in the delivery of their professional duties, so this is the most relevant factor by which to normalize our emissions.

### Scope 1

We have very limited direct (Scope 1) emissions, which are primarily related to the use of diesel fuel for backup generators and the consumption of natural gas and fuel oil in our workspaces. Where we do not have actual activity data, we use EIA's 2003 CBECs to estimate our natural gas and fuel oil consumption.<sup>3</sup>

### Scope 2

Our Scope 2 emissions are the result of the use of purchased electricity and heat in our workspaces. We currently include all US-based operations. We lease nearly all our workspaces and are working to determine the best mix of submetering solutions and lease provisions we can employ to generate data more useful to our efficiency efforts. In the interim, where we do not have actual activity data, we use EIA's 2003 CBECs to estimate our indirect electricity and heat consumption.<sup>3</sup>

The emission factors for our workspace emissions are sourced from the following: US EPA's Emissions & Generation Resource Integrated Database (eGRID) with respect to purchased electricity and US EPA's Emission Factors for Greenhouse Gas Inventories (April 2014) with respect to other fuels.<sup>3</sup>

As part of our strategy to reduce GHG emissions, we invest in renewable energy and carbon offset projects. In FY15, we purchased renewable energy certificates (RECs) to match our total electricity usage with the equivalent number of RECs in megawatt hours (MWh).<sup>4</sup> The RECs, from wind energy projects across the country, are certified by Green-e Energy. In addition, we invested in forest conservation projects in Virginia and Belize, which lowered our overall GHG emissions by 20,000 metric tons carbon dioxide equivalent (tCO<sub>2</sub>e).

### Scope 3

Our estimate encompasses the following:

*Air travel:* Carbon emissions from fuel consumption related to commercial airline flights, including domestic travel and international travel to move PwC US employees point-to-point. Total carbon emissions for each flight are calculated based on the aircraft type, fuel burn rates, and total flight mileage. The flight's total carbon emissions are then divided between passengers and cargo and allocated to each seat using the seating configuration of the flight. First and business class seats are allocated a higher proportion of the emissions to reflect the increased seat size.

*Employee commuting from personal cars and mass transit:* Fuel consumption used by PwC US employees traveling from home to our offices, based on responses to a voluntary survey of PwC employees. In FY15, we collected refreshed data from 21% of our partners and staff.

*Reimbursed miles:* Carbon emissions from fuel consumed by PwC US employees traveling for business purposes using personal cars.

*Paper in workspace:* Carbon emissions from energy consumed in manufacturing, distribution, use, and disposal of paper used in PwC US offices and data centers.

*Other:* Carbon emissions of PwC US employees associated with categories that are tied to the number of FTE employees. This category includes the following activity types:

- Auto travel: Rental cars
- Hotels: Transient
- Hotels: Group
- Meetings: Hotels
- Auto travel: Black/Town cars
- Meetings: Alternate venues
- Meetings: Transportation
- Paper: Printed materials
- Mass transit: Buses
- Mass transit: Taxes
- Mass transit: Trains

In FY11, we reviewed the first four years of results and concluded that the items we calculate in “Other” had a cumulative impact of less than 10% of our footprint. We therefore decided not to calculate an actual footprint for these items every year, but rather estimate them based on past actual measurements. Instead, every four years, we recalculate a footprint for these items, at which point we will determine whether there has been a change in their relative impacts and therefore a need to weight or refocus our strategy. This approach allows us to direct our efforts to the most significant drivers of our footprint.

## Assurance

As a firm that provides assurance, tax, and consulting services, we recognize the pivotal role that auditing can play not only in ensuring the reliability and credibility of data, but also in the learning and continual improvement that is the result of audit processes. For these reasons, we partner with our US Sustainable Business Solutions practice to review our carbon footprinting methodology and results. This process allows us an opportunity to learn from the leading practices our client service teams are applying with our clients.

[→ Explore data around our environmental impact](#)

<sup>1</sup> WRI: World Resources Institute.

<sup>2</sup> WBCSD: World Business Council for Sustainable Development.

<sup>3</sup> While our overall emissions calculation methodology has remained consistent, to improve accuracy, specific factors used in calculating our workspace energy consumption were changed and emissions were recalculated. As a result, the baseline year emissions were also adjusted.

<sup>4</sup> Avoided emissions through the purchase of RECs have been adjusted for FY14 from 75,521 tCO<sub>2</sub>e to 52,957 tCO<sub>2</sub>e. Consistent with our strategy to match our total electricity usage with the equivalent number of RECs, only 108,250 MWh of our 159,000 MWh RECs purchased for FY14 have been applied to reduce emissions. The baseline year emissions were not affected, given we only began purchasing RECs in FY12.

## The strength of our people

Millennials – a generation born between 1980 and 2000 – represent the largest workforce in the United States, and they're on the hunt for more than just a job. In today's marketplace, how does a business find the **right people** with the **right skills** for the **right jobs**, especially when a growing workforce of millennials is searching for meaningful work?

### 79%

of CEOs in the US are concerned about the availability of key skills to fuel their growing companies.

Source: [PwC 19th Annual Global CEO Survey](#)

### 94%

of millennials acknowledge the importance of working for a company that has a defined purpose.

Source: [YouthSpeak 2015 Survey: Millennial Insight Report](#)

### 34%

of US workers are millennials (today's largest labor force).

Source: [Pew Research Center](#)

By the end of 2016, 80% of our people will be millennials. Survey after survey shows that employees are looking for purpose and meaning in their jobs and a certain type of workplace culture – from more flexible working arrangements to opportunities for global experiences, and from individualized coaching and development to volunteerism opportunities that enable them to give back to their local communities.

## Defining our purpose

Our purpose at PwC is to build trust in society and solve important problems. But we can't live our purpose without the support and understanding of our people. We want our people to connect how their daily work and relationships contribute to solving issues not only for their clients but also for society and the communities in which we live and work. By understanding how their individual role drives the broader impact we have as a firm, our people can have a greater sense of fulfillment in their work.



### Empowered by purpose

In January 2015, we hosted an event to engage partners and staff in exploring purpose for themselves – both professionally and personally – while also gaining a better understanding of what purpose means to the firm. “P3: People, Purpose, Possibilities” brought together nearly 450 PwC colleagues across all lines of service and nearly two dozen non-PwC visionaries who inspired the audience by sharing how they were doing well by doing good.

 [More on our P3: People, Purpose, Possibilities event](#)

## Building a career

A large part of the workforce today doesn't expect to live out their careers with just one or two employers as older generations did before them. For example, a recent survey found that more than half of millennials have held three or more jobs already and 20% said they plan to leave their current positions after one or two years<sup>1</sup>. This suggests that skilled young talent will be harder to retain, so it's imperative to create a workplace where they can thrive. Here at PwC, we help staff chart their own career paths, designing them in a way that complements both an individual's professional and personal life, while also providing them the flexibility they need and opportunities for global mobility.

 [Find out how a career at PwC helps our people grow their own way](#)



### Lightening the debt load

Each year, our firm welcomes thousands of new hires from college campuses who bring with them a wealth of knowledge, energy, and passion for client services. They also bring with them a considerable load of student debt – \$35,000 on average for college graduates, or nearly twice as much as those who graduated 20 years ago (after adjusting for inflation). Starting in July 2016, PwC will offer \$1,200 a year, for up to six years, to help staff in the first few years of their career pay down those hefty college loans sooner. Through this new Student Loan Paydown benefit, which has the potential to help reduce student loan principal and interest by as much as \$10,000, PwC is helping to address a major societal issue that is important for our staff and helping them start their careers on the right foot.



## \$35,000

*is the average debt for college graduates.*

 [Find out more about our Student Loan Paydown program](#)

<sup>1</sup>Source: Millennial Outlook Survey, RecruitFi 2015

## Diversity and inclusion

At PwC, we've been focused on race and the many other dimensions of diversity for some time because we believe individual differences and backgrounds enrich our perspectives and contribute to the strength of the firm. We aim to attract, develop, and advance the most talented individuals, regardless of race, gender, sexuality, physical or cognitive ability, or other dimensions of diversity, while building cultural dexterity for all. We're proud of our progress, from reaching diverse students as they are making career decisions to requiring firm leaders to have experience championing diversity.

[Read about our approach to creating a diverse and inclusive high-performing workplace culture](#)



It's neither easy nor comfortable to talk about race in the workplace and in society, but we believe it's critical. That's why our Chairman sat down in FY15 with Mellody Hobson, president of Ariel Investments, for a public conversation on the importance of speaking openly about race. The dialogue between Hobson and Bob Moritz, which was broadcast online, was designed to lead to more conversations about diversity and inclusion, both at the firm and beyond.

[Listen in as Bob Moritz and Mellody Hobson discuss why we should speak more openly about race](#)



Through our longstanding relationship with the United Nations' [HeForShe](#) initiative, we are activating the power of our network to support global gender equity. HeForShe's mission is to engage men as agents of change for global gender equality. All of us have a role in supporting gender equity in the workplace, and we all benefit from working better together. The more men and women play an active role in each other's success, the more we can all realize our full potential. We are asking our partners and staff to join leaders in business, government, and education to make a lasting difference.

[Find out more about how to join the HeForShe movement](#)

## Our collective impact

PwC is an organization fueled by the talent of more than 46,000 partners and staff who foster a culture of responsibility both in their work and for their communities. Our people give generously, whether through the delivery of their skills to organizations in need of their time or through financial contributions to causes that are personally meaningful to them, or to their colleagues. And when we come together as one firm to contribute to our communities, our collective impact is extraordinary.

→ [Learn more about our efforts to create a collective sense of responsibility for giving back to our communities](#)



We seek to employ individuals who demonstrate a responsibility to create positive impacts both through their work and in society more broadly. As such, we measure the engagement of our partners and staff, defined as participation in more than one activity in areas such as local Green Teams, pro bono work, volunteer activities, giving to in-need organizations, and involvement in our affinity networks, among others. Nearly all of our employees participate in at least one corporate responsibility activity and, in FY15, we reached 43% employee engagement in corporate responsibility across the firm.



**27,237**

*of our partners and staff gave 388,673 service hours through volunteering and pro bono work.*

## Awards

Our commitments to corporate responsibility, diversity, flexibility, and leadership development consistently earn us external awards and recognition.



PwC was recognized as one of the 50 most community-minded companies in the nation for 2014 through the Civic 50, a Points of Light initiative in partnership with Bloomberg LP.



PwC was honored to receive the 2014 Committee Encouraging Corporate Philanthropy's (CECP) President's Excellence Award in recognition of our commitment to our communities and the impact we're making through corporate responsibility.



PwC ranked #3 on DiversityInc's 2015 list of the Top 50 companies for diversity.



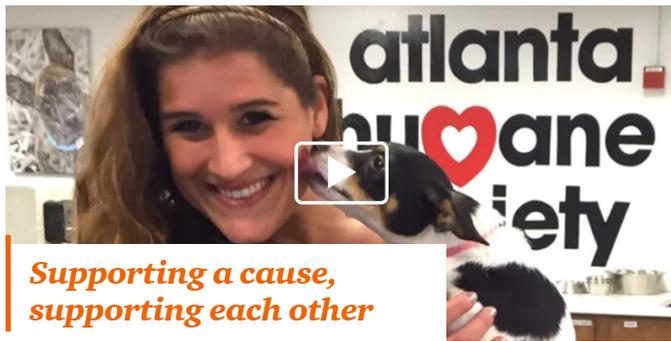
PwC ranked #31 on GI Job's Top 100 military employers list.

→ [More on the recognition we've received for our commitment to corporate responsibility](#)

The strength of our people > **Our collective impact**



We aim to create a **culture** of people who share a collective **sense of responsibility** to give back to the communities around them.



**Supporting a cause, supporting each other**

Our annual giving campaign demonstrates how individual efforts can add up to a powerful collective impact. PwC's mobile giving site allows our partners and staff to give anytime, anywhere, to organizations that are meaningful to them. And a new crowdfunding feature enables partners and staff to set up their own fundraising pages so they can tap into support networks both inside and outside of the firm for causes they are passionate about. Using this new feature, our people raised funds for autism research, to empower LGBTQ youth and to break the cycle of generational poverty, just to name a few, and the PwC Charitable Foundation awarded ten of the eligible crowdfunding campaigns with \$10,000 for their organizations to help further their missions.

We also encouraged partners and staff to snap a selfie for causes they support and share what they care about most with their co-workers and friends.

[Find out more about the causes our people support](#)



**Coming together in a time of need**

When a devastating earthquake struck Nepal in the spring of 2015, the people of PwC were quick to respond. Within 24 hours, donations had reached \$32,000. Within two weeks, our partners and staff had contributed more than \$86,000 for a country desperately in need of aid. In addition, a four-year \$450,000 grant from the [PwC Charitable Foundation](#) enabled Team Rubicon's "Ready Reserve" team to respond even faster to the events in Nepal.

[Learn more about the PwC Charitable Foundation and its mission](#)



**23,335**

partners and staff made financial contributions of \$30 million to non-profit organizations in calendar 2014.



**Earn Your Future®**

We have made a significant five-year commitment – \$190 million, including 1 million service hours – to youth education and financial literacy that can only be accomplished with the support of our partners and staff. Since FY13, when *Earn Your Future®* began, we delivered over 800,000 service hours and reached 3.5 million students and educators because our people have invested their time and skills in support of our commitment. From teaching business entrepreneurship classes to middle school students from low-income backgrounds in Portland, Oregon, to helping a non-profit in New York focused on breaking the cycle of generational poverty, to helping high school students in Philadelphia realize their dream of going to college, our partners and staff have joined us in this journey to help shape a future generation.

→ Here's how we're leveraging our talent, time and resources to develop the financial capability of our communities



**Dollars for Doers**

We know that our people care deeply about a variety of causes affecting their friends, families and communities. *Dollars for Doers*, a PwC Charitable Foundation program, supports them in their mission to make a difference by providing grants directly to registered 501(c)(3) non-profit organizations where PwC partners and staff volunteer their time. The program also matches money raised for formal athletic fundraising events. For Megan, a PwC director living with common variable immune disease, *Dollars for Doers* has boosted her efforts to raise awareness and funds for research and advocacy. This is just one of the ways we're committed to supporting our people and the causes most important to them.

📄 More on how the Foundation is supporting PwC's people in times of need and investing in solutions to society's greatest challenges



**Supporting veterans at PwC and in our communities**

We understand the challenges that current and former military personnel and their families face and believe we have a responsibility to be a part of their support system. That’s why PwC pledged to be a part of the White House’s Joining Forces initiative, and the PwC Charitable Foundation, through its involvement in the Philanthropy Joining Forces Impact Pledge, has committed \$5 million over five years through a series of grants to transformative organizations that help US veterans and their children overcome the barriers they face – such as lack of access to affordable education and training, and transition support for entering the civilian workforce for the first time or returning to it after active service. Helping veterans is about building a community of people who can provide support – for example, through Carry the Load, a relay from West Point, New York, to Dallas, Texas, that focuses on raising awareness to the real meaning of Memorial day, support for organizations that focus on health, wellness, and transitional assistance for veterans, and mentorship via our firm’s Veterans Affinity Network (VAN). By aiding veterans as they prepare to enter the civilian workforce, the people of PwC are helping former military members build trust and demonstrate to future employers that they can get the job done.

[Read about our approach to creating a diverse and inclusive high-performing workplace culture](#)



**Swoosh! Nothing but net**

PwC and the Brooklyn Nets, Cleveland Cavaliers, Dallas Mavericks, and New York Knicks NBA teams committed to planting one tree for every three-pointer made during all regular season games. In the 2014–15 season, we collectively planted more than 4,500 trees and logged nearly 5,000 volunteer hours.

[Read about our commitment to reduce the impact of our business travel, commuting, and office building energy use](#)



**4,500**

*Number of trees planted during the 2014–15 season*

# Performance data

**Corporate responsibility** is a key element of our overall strategy and core to who we are as an organization. We set **goals** to innovate, build and deliver **solutions** to key societal challenges that are important to the clients we serve, the people we employ, and the communities in which we live and operate. Here, you'll find data to illustrate our progress toward our public **commitments**, as well as detail on our materiality analysis.

## Our commitments

**Earn Your Future®** →

🔄 ON TRACK

**\$190M**

five-year commitment, which includes delivering 1 million youth education service hours, reaching 2.5 million students and educators and contributing \$90 million.

**Pro bono** →

✅ ACHIEVED

**\$10M**

in pro bono services committed in FY15 through fee-waived engagements, loaned staff, or board seat participation.

**Carbon reduction** →

🔄 ON TRACK

**45%**

reduction of our carbon emissions by FY20, compared to an FY07 baseline.

**Engagement in CR** →

🔄 ON TRACK

**100%**

engagement in corporate responsibility activities each fiscal year.

**PwC Charitable Foundation** →

🔄 ON TRACK

**\$50M**

cumulative grants to be delivered by FY16.

## Data



**Pro bono** →

Take a look at the value and hours of pro bono services we've delivered.



**Communities** →

Explore the impact of our collective contributions to our communities.



**Environment** →

Explore data around our environmental impact.



**People** →

Learn more about the make-up and diversity of our workforce.



**Materiality analysis** →

More on how we determine what's material for disclosure in the report.

# Progress to our goals

As part of our corporate responsibility strategy, we hold ourselves accountable to the goals we set by measuring and monitoring progress throughout the year. Here, you'll see our results across all of our public commitments, as well as how we're trending toward our longer term goals.

## Earn Your Future®



**\$190M**

**ON TRACK**

five-year commitment, which includes delivering 1 million youth education service hours, reaching 2.5 million students and educators and contributing \$90 million.

Goal: Deliver 1 million youth education hours



Goal: Reach 2.5 million students and educators



Goal: Contribute \$90 million to youth education



- Find out more about *Earn Your Future®*
- Explore the impact of our collective contributions to our communities

## Pro bono



**\$10M**

**ACHIEVED**

in pro bono services committed in FY15 through fee-waived engagements, loaned staff, or board seat participation.

Pro bono hours delivered



- Find out more about how we are delivering lasting impact for society
- Take a look at the value and hours of pro bono services we've delivered

## Carbon reduction

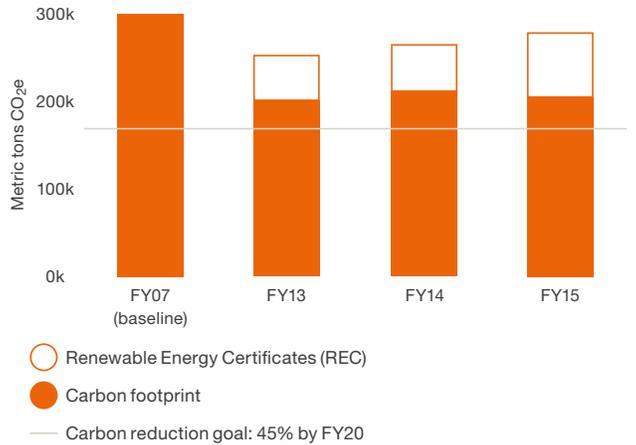


**45%**

**ON TRACK**

reduction of our carbon emissions by FY20, compared to an FY07 baseline.

Carbon emission trends



- Find out more about how we are tackling our carbon footprint
- Explore data around our environmental impact
- About our carbon methodology

# Progress to our goals continued

## Engagement in corporate responsibility



**100%**

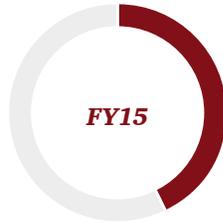
engagement in corporate responsibility activities each fiscal year.

ON TRACK

### Level of participation in corporate responsibility activities



● Participation in at least one activity: **96%**



● Participation in more than one activity: **43%**

- [→ Find out more about the strength of our people](#)
- [→ Learn more about the make-up and diversity of our workforce](#)

## PwC Charitable Foundation

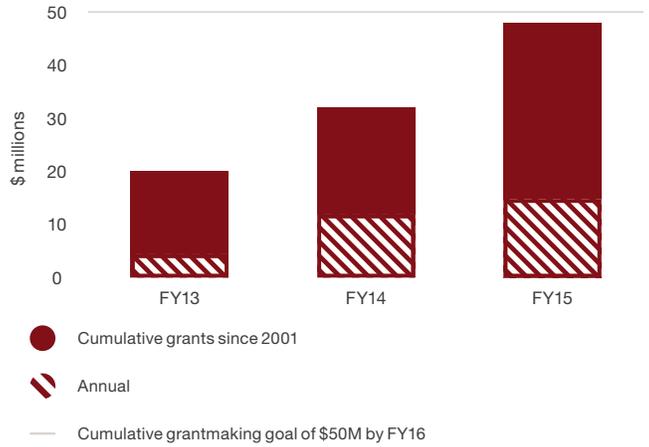


**\$50M**

cumulative grants to be delivered by FY16.

ON TRACK

### Grants

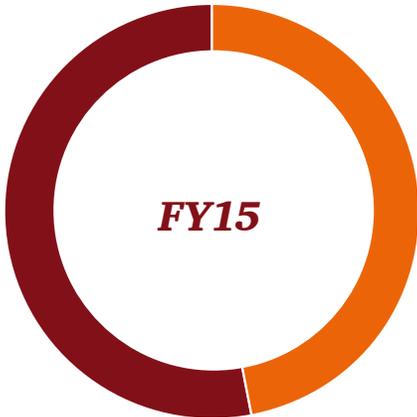


- [📄 Learn more about the PwC Charitable Foundation and its mission](#)

# Pro bono data

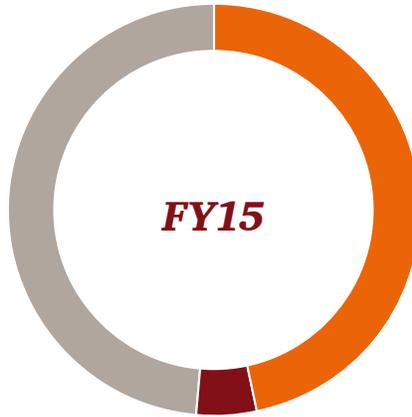
Pro bono goes beyond lending a helping hand. It's about creating value through the sharing of our professional skills. In FY15, we more than doubled our goal of delivering \$10 million in pro bono services through fee-waived work, loaned staff, and board seat participation.

## Pro bono by cause



- Youth education: **36,990 hours**
- Non-youth education: **56,257 hours**

## Pro bono by type



- Fee-waived: **43,618 hours**
- Loaned staff: **4,559 hours**
- Board seat participation: **45,070 hours**

## Grants

	Unit	FY13	FY14	FY15
Value of pro bono services delivered	\$ millions	14.0	20.3	<b>27.8</b>

## Pro bono hours delivered

	Unit	FY13	FY14	FY15
By cause:				
Youth education pro bono	Hours	6,662	22,615	<b>36,990</b>
Non-youth education pro bono	Hours	49,033	46,394	<b>56,257</b>
By type:				
Fee-waived pro bono	Hours	39,074	34,751	<b>43,618</b>
Loaned staff pro bono	Hours	3,116	2,401	<b>4,559</b>
Board seat participation	Hours	13,505	31,857	<b>45,070</b>
<b>Total</b>	<b>Hours</b>	<b>55,695</b>	<b>69,009</b>	<b>93,247</b>

## More data



### Communities →

Explore the impact of our collective contributions to our communities.



### Environment →

Explore data around our environmental impact.



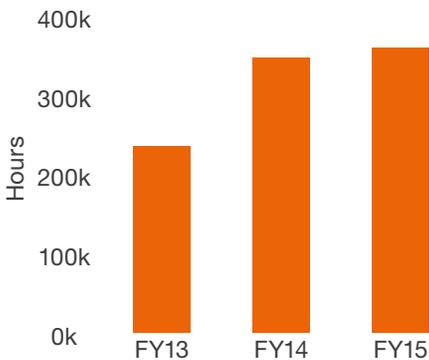
### People →

Learn more about the make-up and diversity of our workforce.

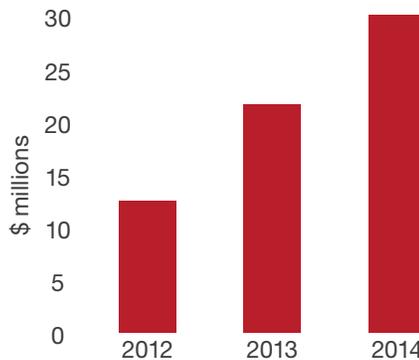
## Communities data

Our partners and staff give generously to their communities and to causes that they care about. The data below captures the time and dollars invested, including *Earn Your Future*<sup>®</sup>, our \$190 million commitment to youth education and financial literacy.

### Volunteer hours



### Charitable contributions by our people



#### Earn Your Future<sup>®</sup> youth education service hours

	Unit	FY13	FY14	FY15
Volunteer hours by fiscal year	Hours	142,752	253,366	240,431
Board seat participation hours by fiscal year	Hours	5,197	14,756	21,540
Fee-waived and loaned staff pro bono hours by fiscal year	Hours	1,465	7,859	15,450
Service hours by fiscal year	Hours	149,414	275,981	277,421
Cumulative service hours FY13–FY15	Hours	149,414	425,395	702,816

#### Earn Your Future<sup>®</sup> youth education financial contributions

	Unit	FY13	FY14	FY15
Financial contributions by fiscal year	\$ millions	16.3	23.1	30.2
Cumulative financial contributions FY13–FY15	\$ millions	16.3	39.4	69.6

#### Earn Your Future<sup>®</sup> students and educators reached

	Unit	FY13	FY14	FY15
Students and educators reached by fiscal year	People	518,000	651,000	290,000
Cumulative students and educators reached FY13–FY15	People	518,000	1,169,000	1,459,000

#### All volunteer hours

	Unit	FY13	FY14	FY15
Hours volunteered by our partners and staff (including board seat participation)	Hours	236,720	349,133	360,427

#### Charitable contributions – firm

	Unit	FY13	FY14	FY15
Charitable contributions made by the firm	\$ millions	38.7	39.1	42.5

#### Charitable contributions – our people<sup>1</sup>

	Unit	FY13	FY14	FY15
Charitable contributions made by our partners and staff	\$ millions	12.4	21.6	30.0
Partner and staff participation in charitable giving <sup>1</sup>	%	33%	51%	57%
Partner participation in charitable giving <sup>1</sup>	%	61%	79%	80%

→ Find more about *Earn Your Future*<sup>®</sup>

<sup>1</sup> Calendar year

## More data



### Pro bono →

Take a look at the value and hours of pro bono services we've delivered.



### Environment →

Explore data around our environmental impact.



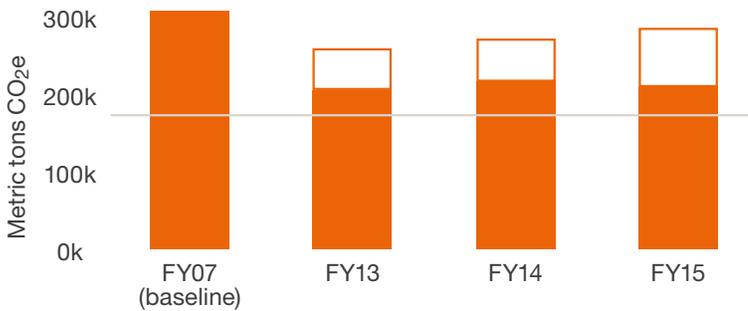
### People →

Learn more about the make-up and diversity of our workforce.

# Environment data

Reducing carbon emissions is one way businesses like PwC are taking responsibility for their climate impacts. We have surpassed our FY16 carbon reduction goal of 30% and have recently set a more ambitious goal of 45% by FY20. The data below represents our progress in reducing carbon emissions.

## Carbon emission trends



○ Renewable Energy Certificates (REC)    ● Carbon footprint    — Carbon reduction goal: 45% by FY20

## Absolute greenhouse gas (GHG) emissions reduction

	Unit	FY13	FY14	FY15
Cumulative GHG emissions reduction (compared to FY07 baseline) – Absolute	%	35%	31%	<b>34%</b>
Cumulative GHG emissions reduction (compared to FY07 baseline) – By full-time employee	%	47%	46%	<b>55%</b>

## Absolute GHG emissions excluding Renewable Energy Certificates (RECs)/offsets

	Unit	FY13	FY14	FY15
Commuting	metric tons CO <sub>2</sub> e <sup>1</sup>	36,527	39,606	<b>37,974</b>
Workspace <sup>2</sup>	metric tons CO <sub>2</sub> e	63,326	62,887	<b>65,385</b>
Air travel	metric tons CO <sub>2</sub> e	111,657	120,088	<b>129,110</b>
Other	metric tons CO <sub>2</sub> e	42,127	42,491	<b>45,413</b>
<b>Total</b>	<b>metric tons CO<sub>2</sub>e</b>	<b>253,637</b>	<b>265,072</b>	<b>277,882</b>

## Absolute GHG emissions including RECs/offsets

	Unit	FY13	FY14	FY15
RECs/offsets purchased	metric tons CO <sub>2</sub> e	52,763	52,957	<b>74,900</b>
Absolute GHG emissions including RECs/offsets per FTE <sup>3</sup>	metric tons CO <sub>2</sub> e/FTE	5.3	5.3	<b>4.5</b>
<b>Total emissions after RECs/offsets</b>	<b>metric tons CO<sub>2</sub>e</b>	<b>200,874</b>	<b>212,115</b>	<b>202,982</b>

## Composition of GHG emissions excluding RECs/offsets

	Unit	FY13	FY14	FY15
Commuting	%	14%	15%	<b>14%</b>
Workspace	%	25%	24%	<b>24%</b>
Air travel	%	44%	45%	<b>46%</b>
Other	%	17%	16%	<b>16%</b>

➔ Find out more about how we are tackling our carbon footprint

➔ About our carbon methodology

<sup>1</sup> Metric tons of carbon dioxide equivalent.

<sup>2</sup> While our overall emissions calculation methodology has remained consistent, to improve accuracy, specific factors used in calculating our workspace energy consumption were changed and emissions were recalculated. As a result, the baseline year emissions were also adjusted.

<sup>3</sup> Full-time employee.

## More data



**Pro bono** ➔

Take a look at the value and hours of pro bono services we've delivered.



**Communities** ➔

Explore the impact of our collective contributions to our communities.



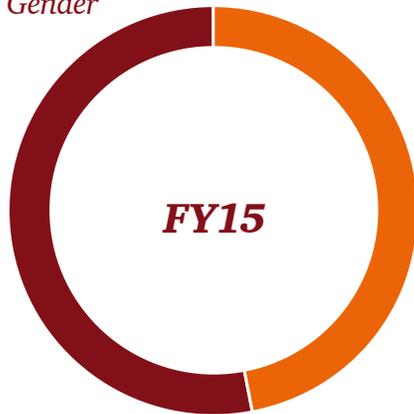
**People** ➔

Learn more about the make-up and diversity of our workforce.

## People data

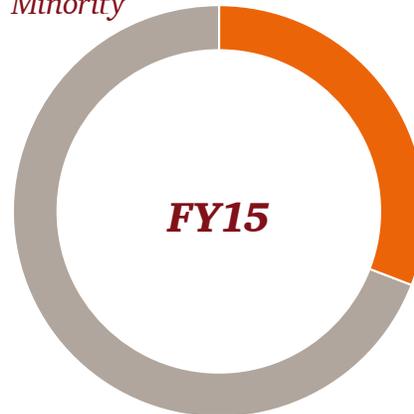
As a professional services firm, our partners and staff are our greatest asset. The data below reports on the make-up and diversity of our people, including their level of engagement in corporate responsibility activities<sup>1</sup>.

### Workforce Gender



Female: 47%  
Male: 53%

### Workforce Minority



Minority: 33%

### Engagement in corporate responsibility activities

	Unit	FY13	FY14	FY15
Participation in at least one corporate responsibility activity	%	71%	88%	96%
Participation in more than one corporate responsibility activity	%	NR	39%	43%

### Partners and principals

	Unit	FY13 <sup>2</sup>	FY14 <sup>2</sup>	FY15
Male	%	82%	81%	81%
Female	%	18%	19%	19%
Minority	%	9%	10%	11%
Full time	%	99%	99%	99%
Part time	%	1%	1%	1%
<b>Total</b>	<b>People</b>	<b>2,649</b>	<b>2,744</b>	<b>2,862</b>

### Staff and interns

	Unit	FY13 <sup>2</sup>	FY14 <sup>2</sup>	FY15
Male	%	53%	53%	53%
Female	%	47%	47%	47%
Minority	%	31%	32%	33%
Full time	%	98%	98%	98%
Part time	%	2%	2%	2%
Promotions	%	13%	14%	14%
<b>Total</b>	<b>People</b>	<b>36,331</b>	<b>38,327</b>	<b>43,061</b>

## More data



### Pro bono →

Take a look at the value and hours of pro bono services we've delivered.



### Communities →

Explore the impact of our collective contributions to our communities.



### Environment →

Explore data around our environmental impact.



**New and experienced hires**

	Unit	FY13 <sup>2</sup>	FY14 <sup>2</sup>	FY15
Male	%	55%	56%	<b>56%</b>
Female	%	45%	44%	<b>44%</b>
Minority	%	33%	35%	<b>36%</b>
<b>Total</b>	<b>People</b>	<b>13,015</b>	<b>14,338</b>	<b>18,182</b>

**Board of partners**

	Unit	FY13	FY14	FY15
Male	%	88%	79%	<b>78%</b>
Female	%	12%	21%	<b>22%</b>
Minority	%	6%	0%	<b>0%</b>

**Learning and development**

	Unit	FY13	FY14	FY15
Number of Continuing Professional Education (CPE) credits	millions	2.5	2.9	<b>3.2</b>
Hours of learning provided	millions	2.2	2.4	<b>2.9</b>
Virtual sessions held	sessions	384,368	378,278	<b>491,300</b>

→ Find out more about the strength of our people

<sup>1</sup> Data represented here are as of 6/30/2015 and do not necessarily reflect information reported in other firm filings.

<sup>2</sup> To improve accuracy, headcount numbers have been recalculated for prior years. This adjustment did not result in a material change.

**More data**



**Pro bono** →

Take a look at the value and hours of pro bono services we've delivered.



**Communities** →

Explore the impact of our collective contributions to our communities.



**Environment** →

Explore data around our environmental impact.

## Materiality analysis

Reporting on what is material to a company is the foundation for building a Global Reporting Initiative (GRI) report. As such, the contents of this report have been shaped by our **materiality analysis**, which satisfies the GRI principles for defining report content, sustainability context, materiality, completeness, and stakeholder inclusiveness. To determine which topics are material to stakeholders and the firm, we defined PwC's **value chain**, identified **key stakeholders** at each stage of that value chain, and identified issues of concern to those stakeholders. With that information, we developed an initial list of **material topics** and reviewed it for completeness, validating our assumptions through targeted engagement and research and applying the various “tests” provided by GRI. Finally, we assessed the significance of the issues to determine which topics passed the **materiality threshold** and mapped those topics to the GRI aspects.

→ Find out more about our latest CR report and access our GRI Index

+ **Business performance**

+ **Communities**

+ **Developing people and diversity**

+ **Environmental stewardship**

+ **Ethics, compliance, and independence**

+ **Hiring people**

+ **Information protection: Privacy and client confidentiality**

## Business performance

Creating economic value for our partners, staff, and other stakeholders.

### Relevant GRI G4 aspect(s)

- Economic performance

### Boundary

The primary impact of business performance occurs within PwC. However, indirectly, stakeholders outside the organization, including PwC's clients, suppliers, regulators, and communities where we live and work, can also be impacted.

### Key stakeholders

- Partners and staff, current and prospective
- Regulators, standard setters, and professional bodies
- US firm clients
- Suppliers
- Communities and NGOs
- Retired partners

## Communities

Engaging our people to create meaningful, long-term value for our local communities and society more broadly.

### Relevant GRI G4 aspect(s)

- Local communities

### Boundary

The impact of this topic is largely felt outside our organization in the communities in which we live and work. We focus our impact on the workforce of tomorrow through our [Earn Your Future®](#) commitment. Meaningful community engagement also positively impacts our organization because it strengthens our employees' commitment to our firm.

### Key stakeholders

- Communities and NGOs
- Partners and staff, current and prospective

## Developing people and diversity

Cultivating a diverse workforce with opportunities for professional and personal growth through learning and engagement.

### Relevant GRI G4 aspect(s)

- Employment
- Training and education
- Diversity and equal opportunity

### Boundary

The primary impact of developing our people occurs within PwC and helps to establish and maintain the firm's culture and the quality of its people. However, the knowledge, competence, and integrity of our workforce also have an impact outside the firm on our clients and on the investment community more broadly, as we develop people who are prepared for the challenges of an evolving marketplace.

### Key stakeholders

- Partners and staff, current and prospective
- Regulators, standard setters, and professional bodies
- Retired partners and alumni
- US firm clients
- Investment community

## Environmental stewardship

Understanding and managing our greenhouse gas (GHG) emissions as a way to help address the challenge of climate change.

### Relevant GRI G4 aspect(s)

- GHG emissions
- Transport

### Boundary

Some of our GHG emissions occur under our operational control and others indirectly through employee activities. Our primary areas of impact are air travel, commuting, and energy consumption in our offices. In each of these areas, we aim to reduce our impact while maintaining the level of service and quality for our clients. The boundary of our GHG emission footprint is discussed in [carbon methodology](#).

### Key stakeholders

- Partners and staff, current and prospective
- Suppliers
- Communities and NGOs

## Ethics, compliance, and independence

Setting a tone and providing the systems needed for consistent ethical behavior, independence, and compliance with all legal and firm requirements.

### Relevant GRI G4 aspect(s)

- Compliance
- Anti-corruption

### Boundary

Providing services in compliance with legal and firm requirements is essential to the success of our business and the integrity of our brand. It's also important to our employees, our clients, the investment community, and regulators, standard setters, and professional bodies.

### Key stakeholders

- Partners and staff, current and prospective
- US firm clients
- Investment community
- Regulators, standard setters, and professional bodies

## Hiring people

Maintaining a steady pool of incoming talent to build our workforce today and for the future.

### Relevant GRI G4 aspect(s)

- Market presence

### Boundary

The primary impact of hiring people occurs within PwC as we build our workforce, but our ability to attract high-caliber talent is relevant to the quality we deliver to our clients.

### Key stakeholders

- Partners and staff, current and prospective
- US firm clients
- Communities

## Information protection: Privacy and client confidentiality

Protecting and securing confidential information of our firm and our clients.

### Relevant GRI G4 aspect(s)

- Customer privacy

### Boundary

The impact of this topic occurs primarily outside our organization, where breaches in confidentiality can affect our clients. Such breaches also negatively affect the firm's brand and the confidence of the investment community.

### Key stakeholders

- Investment community
- US firm clients
- Current and prospective employees

# Global Reporting Initiative (GRI) G4 content index



This report contains Standard Disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines and is aligned with the GRI G4 Guidelines.

PwC did not seek external assurance for this report; however please see our statement for [carbon footprint data](#).

Key:



G4	General Standard Disclosures	Reported	Response/Page/Link
<b>Organizational Profile</b>			
G4-3	Name of reporting organization.	●	PricewaterhouseCoopers LLP (PwC), the US member firm of the PwC global network of firms.
G4-4	Primary brands, products, and/or services.	●	Our firm is organized around our three core lines of service for <a href="#">Advisory</a> , <a href="#">Assurance</a> , and <a href="#">Tax</a> .
G4-5	Location of organization's headquarters.	●	The headquarters of the US firm of PwC is located in New York City.
G4-6	Countries of operation.	●	PwC refers to the US member firm, and may sometimes refer to the PwC network. Each member firm is a separate legal entity. For the purpose of this report, the reporting organization is PwC US.
G4-7	Nature of ownership and legal form.	●	<a href="#">Transparency report</a>
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers and/or beneficiaries).	●	The US operations of PwC are organized into 20 strategic markets (list of <a href="#">US office locations</a> ), each of which is led by a market council, comprised of leaders from each of our core lines of service and a market managing partner (MMP).  Our people leverage their unique perspectives, skills, and backgrounds to deliver <a href="#">services</a> that meet the needs of the clients we serve – representing 29 specific <a href="#">industries</a> across the private, public, and non-profit sectors.
G4-9	Scale of reporting organization.	●	As reported in PwC's <a href="#">2015 Global Annual Review</a> , PwC US, the focus of this report, had revenues of \$12.2 billion in FY15, with over 46,000 partners and staff working from 80+ offices across the country.  <b>Note:</b> As a privately held company that is not required to publicly report financial data, we are omitting certain components of this indicator for reasons of confidentiality.
G4-10	Number of employees by employment contract and gender; number of permanent employees by employment type and gender; total workforce by employees, supervised workers and by gender; total workforce by region and gender.  Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed or contract workers.  Report any significant variations in employment numbers.	●	No significant variations in employment numbers exist. This report only covers information regarding our permanent workforce in the US. Workforce breakdown is available in the <a href="#">Performance hub – People data</a> .  <b>Note:</b> Total workforce by region is not applicable because this report is for the US only.
G4-11	Report the percentage of employees covered by collective bargaining agreements.	●	None of our employees belong to a union and therefore they are not covered by collective bargaining agreements.

G4	General Standard Disclosures	Reported	Response/Page/Link
G4-12	Describe the organization's supply chain.	●	<p>As a professional services firm, PwC does not source raw materials or manufacture products. Our supply chain consists of the goods and services we procure to operate our business. In FY15, we purchased major goods and services from approximately 6,500 direct suppliers. Refer to the "Responsible sourcing and procurement" section of our <a href="#">Stakeholder engagement</a> page for more about our supply chain and our efforts around supplier diversity.</p> <p>More broadly, our value chain revolves around our people – from recruiting on college campuses to developing people's careers throughout their tenure at PwC and beyond. To get a better glimpse of who we are and our value chain, watch this short <a href="#">video</a>.</p>
G4-13	Report any significant changes during the reporting period regarding the organization's size, structure, ownership or its supply chain.	●	There were no significant changes during the reporting period.
G4-14	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	●	The firm has a range of risk assessment and management processes across our range of services. In addition, we have analyzed our environmental impacts and taken precautionary action by reducing our greenhouse gas (GHG) emissions and other environmental impacts. See: <a href="#">Tackling our Carbon Footprint</a>
G4-15	List externally developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes or endorses.	●	PwC is a signatory to the United Nations Global Compact.
G4-16	<p>Memberships of associations (such as industry associations) and/or national or international advocacy organizations in which the organization:</p> <ul style="list-style-type: none"> <li>• Has positions in the governance bodies;</li> <li>• Participates in projects or committees;</li> <li>• Provides substantive funding beyond routine membership due; or</li> <li>• Views membership as strategic.</li> </ul>	●	<p>PwC is active in many organizations and associations, particularly those that focus on our core business offerings and our profession as a whole. Some of our significant and strategic memberships include the Center for Audit Quality (CAQ), the American Institute of Certified Public Accountants (AICPA), the Council of Institutional Investors (CII), The Conference Board, the International Federation of Accountants (IFAC), US Chamber of Commerce, and the Business Roundtable.</p> <p>In addition, we engage in strategic collaborations with organizations focused on important social and environmental issues affecting the marketplace. These collaborations include, among others, United Nations Global Compact, World Resources Institute, and World Business Council for Sustainable Development.</p> <p>Refer to our <a href="#">Stakeholder engagement</a> page for more on how we engage with these groups.</p>

### Identified Material Aspects and Boundaries

G4-17	List all entities included in the organization's consolidated financial statements and indicate whether any entity is not covered in the report.	●	<a href="#">About this report</a>
G4-18	Process for defining the report content and the Aspect Boundaries and how the organization has implemented the Reporting Principles for Defining Report Content.	●	<a href="#">Materiality analysis</a>
G4-19	List all the material aspects identified in the process for defining report content.	●	<a href="#">Materiality analysis</a>

G4	General Standard Disclosures	Reported	Response/Page/Link
G4-20	Report the boundaries for each material aspect within the organization. Indicate whether or not each aspect is material within the organization; if it is material for all entities within the organization; if there are any limitations regarding the aspect boundaries.	<span style="color: orange;">●</span>	<a href="#">Materiality analysis</a>
G4-21	Report the boundaries for each material aspect outside the organization. Identify the entities or groups for which the aspect is material as well as the geographical location. Describe any limitations regarding the aspect boundary outside the organization.	<span style="color: orange;">●</span>	<a href="#">Materiality analysis</a>
G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	<span style="color: orange;">●</span>	<p>While our overall emissions calculation methodology has remained consistent, to improve accuracy, specific factors used in calculating our workspace energy consumption were changed and emissions were recalculated. As a result, the baseline year emissions were also adjusted.</p> <p><a href="#">Carbon methodology</a></p> <p>Charitable contributions from our people (and the participation rate associated with it) are now being reported on a calendar year (instead of fiscal year) basis to better align with our people's personal giving cycle. This report reflects the change in reporting period for all years reported.</p> <p><a href="#">Communities data</a></p> <p>To improve accuracy, headcount numbers have been recalculated for prior years. This adjustment did not result in a material change.</p> <p><a href="#">People data</a></p> <p>There are no other restatements of data in this report.</p>
G4-23	Report significant changes from previous reporting periods in the scope and aspect boundaries.	<span style="color: orange;">●</span>	There have been no significant changes to the report scope or aspect boundaries.

### Stakeholder Engagement

G4-24	Stakeholder groups engaged by the organization.	<span style="color: orange;">●</span>	<a href="#">Stakeholder engagement</a>
G4-25	Basis for identification and selection of stakeholders with whom to engage.	<span style="color: orange;">●</span>	We have identified our primary stakeholders as those who have a significant interest in the actions and views of the firm, and whose actions and views are, in turn, of significant interest to us.
G4-26	Approaches and frequency of engagement by type and by stakeholder group, and indicate whether any of the engagement was undertaken specifically as part of the report preparation process.	<span style="color: orange;">●</span>	<p><a href="#">Stakeholder engagement</a></p> <p>To develop the materiality analysis, we engaged with a select group of senior leadership through a survey and incorporated their feedback into the results.</p> <p><a href="#">Materiality analysis</a></p>
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	<span style="color: orange;">●</span>	<p><a href="#">Stakeholder engagement</a></p> <p><a href="#">Materiality analysis</a></p>

### Report Profile

G4-28	Reporting period (fiscal or calendar year) for information provided.	<span style="color: orange;">●</span>	Fiscal year 2015; ended June 30, 2015.
G4-29	Date of most recent previous report (if any).	<span style="color: orange;">●</span>	<a href="#">FY14 CR Report Summary Update</a>

G4	General Standard Disclosures	Reported	Response/Page/Link
G4-30	Reporting cycle (such as annual, biennial).	●	We publish a comprehensive report aligned with the GRI Guidelines every other year and an update in the interim years. <a href="#">Reporting on CR</a>
G4-31	Provide the contact point for questions regarding the report or its contents.	●	Shannon Schuyler, Principal, Chief Purpose Officer and Corporate Responsibility Leader. Contact us <a href="#">here</a> .
G4-32	Indicate the 'in accordance' option the organization has chosen; the table identifying the location of the Standard Disclosures in this Report; and whether the report has been externally assured.	●	This report was produced in the spirit of the Global Report Initiative (GRI) G4 Guidelines at the Core level, as was the GRI Index table. An assurance column was not added because this report was not externally assured. <a href="#">Reporting on CR</a>
G4-33	Policy and current practice with regard to seeking external assurance for the report.	●	PwC did not seek external assurance for this report.

### Governance

G4-34	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	●	<a href="#">Transparency report</a> <a href="#">Focus on audit quality</a>
G4-38	Composition of the highest governance body and its committees.	◐	Refer to our <a href="#">Transparency report</a> or <a href="#">Focus on audit quality</a> to learn about our Board of Partners and Principals, including how they fit into the firm's governance structure, their roles and responsibilities, their composition and the current members.  Refer to the <a href="#">Performance Hub – People data</a> for a breakdown of their composition by gender and diversity.
G4-39	Indicate whether the Chair of the highest governance body is also an executive officer.	●	<a href="#">Transparency report</a> <a href="#">Focus on audit quality</a>
G4-40	Report nomination and selection process for highest governance body and its committees and criteria used for nominating and selecting highest governance body members.	●	<a href="#">Transparency report</a>
G4-41	Processes in place for the highest governance body to ensure conflicts of interest are avoided and managed.	●	The Board of Partners and Principals is comprised entirely of active partners and principals. Under the firm's global <i>Code of Conduct</i> and in order to avoid possible conflicts, partners and employees are generally restricted from accepting directorships, other similar executive appointments, or membership in a supervisory or advisory board in for-profit organizations. In addition, the firm has implemented a number of policies and risk management standards that address conflicts of interest, and ethics and compliance.

### Ethics and Integrity

G4-56	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	●	<a href="#">Demonstrating integrity</a>
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G4	General Standard Disclosures	Reported	Response/Page/Link
G4-57	Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.	<span style="color: orange;">●</span>	<p>When our partners and staff have a question or concern about policy or conduct, we have an Ethics HelpLine through which subject matter specialists provide policy guidance and also conduct internal investigations of all alleged policy violations. Our partners and staff may contact the Ethics HelpLine anonymously. All reported concerns are handled confidentially and consistent with the firm's prohibition against retaliation for reporting concerns in good faith. In addition to the Ethics HelpLine, the firm maintains a Compliance Resource Center which provides guidance and assistance on compliance matters, such as personal independence, CPA licensing and related issues.</p> <p><a href="#">Demonstrating integrity</a></p>

## Business performance

The specific standard disclosures are organized by PwC's material topics, and within topics, by GRI aspect.

Standard Disclosure	Description	Reported	Cross-reference/Direct answer/Notes
<b>Economic performance</b>			
DMA	Economic Performance	<span style="color: orange;">●</span>	<p><a href="#">Global Annual Review</a>  <a href="#">Transparency report</a>  <a href="#">Building Trust</a>  <a href="#">Adapting to a changing world</a>  <a href="#">Materiality analysis</a></p>
EC1	Direct economic value generated and distributed.	<span style="color: orange;">●</span>	<p><a href="#">Global Annual Review</a>  <a href="#">Transparency report</a></p> <p>Also see <a href="#">Performance hub</a> for details on corporate responsibility investments</p> <p><b>Note:</b> As a privately held company that is not required to publicly report financial data, we are omitting certain components of this indicator for reasons of confidentiality.</p>

## Hiring people

<b>Market presence</b>			
DMA	Market Presence	<span style="color: orange;">●</span>	<p>The Human Capital function at PwC is overseen by a member of the US Leadership Team (USLT) who is responsible for executing our people strategy through various human resource functions that are in place throughout the markets, verticals and lines of service of the US firm. Progress is documented periodically and evaluated each fiscal year.</p> <p>Each market includes a market human resource leader, whose job it is to attract, develop, and retain talent in their designated geographic market.</p> <p>For more, see: <a href="#">Strength of our people</a>, <a href="#">Careers at PwC</a>, <a href="#">Total rewards</a>; <a href="#">Materiality analysis</a></p>
EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	<span style="color: orange;">●</span>	<p>PwC does not employ a material number of people who are paid based on the minimum wage. All locations are in the US.</p>

Standard Disclosure	Description	Reported	Cross-reference/Direct answer/Notes
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## Developing people

### Employment

DMA	Employment	<span style="color: orange;">●</span>	(See DMA for Market presence above)
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region.	<span style="color: orange;">◐</span>	<p>Refer to <a href="#">Performance hub – People data</a> for the number of new employee hires by gender and diversity.</p> <p><b>Notes:</b></p> <ul style="list-style-type: none"> <li>- New hires by region is not applicable because this report is for the US only.</li> <li>- Turnover and age groups are not included for proprietary reasons.</li> </ul>
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operations.	<span style="color: orange;">●</span>	PwC employees are eligible to participate in the health and well-being benefits if the individual is classified by PwC as a US staff member scheduled to work at least 1,000 hours a year, with a minimum of 20 hours per week. Benefit details can be viewed <a href="#">here</a> .

### Training and education

DMA	Training and Education	<span style="color: orange;">●</span>	<p>Learning and development at PwC is overseen by a member of the US Leadership Team (USLT), who is responsible for executing our strategy through the markets, verticals, and lines of service of the US firm. Progress is documented and evaluated each fiscal year.</p> <p>Also see <a href="#">Career growth</a>, <a href="#">Materiality analysis</a></p>
G4-LA9	Average hours of training per year per employee by gender and by employee category.	<span style="color: orange;">◐</span>	Refer to the <a href="#">Performance hub – People data</a> for total training hours and CPE credits earned by our people.
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	<span style="color: orange;">◐</span>	<p>PwC provides the training, coaching, and experiences to help employees build relationships and take advantage of opportunities to shape their careers at PwC and beyond. We give our partners and staff the support they need to succeed at each level of their careers, and engage them as active participants in planning their own career paths. We have an online career site to help our people understand the wealth of career options and opportunities available to them.</p> <p>The support we provide our people does not end when they leave PwC. We stay connected through the PwC Alumni Network. We provide our alumni with technical training, networking events, and career services, as well as access to firm publications and other resources.</p> <p>See more on <a href="#">career growth</a> and <a href="#">alumni</a>.</p>
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category.	<span style="color: orange;">●</span>	All PwC employees engage in regular performance and career development discussions as part of PwC's Leadership Development Experience.

Standard Disclosure	Description	Reported	Cross-reference/Direct answer/Notes
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## Diversity and inclusion

Diversity and equal opportunity			
DMA	Diversity and Equal Opportunity	<span style="color: orange;">●</span>	<p>The Diversity team at PwC is overseen by a member of the US Leadership Team (USLT) and is responsible for executing the diversity strategy through the various human resource functions in place throughout the markets, verticals, and lines of service of the US firm. Progress is documented periodically and evaluated each fiscal year.</p> <p>Read more on <a href="#">diversity and inclusion</a></p>
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	<span style="color: orange;">◐</span>	<p><a href="#">Performance hub – People data</a></p> <p><b>Note:</b> PwC does not report a breakdown by age group for confidentiality reasons.</p>

## Environmental stewardship

Emissions			
DMA	Emissions	<span style="color: orange;">●</span>	<p>The biggest contributors to our GHG emissions are energy use, air travel, and commuting. Setting goals and tracking progress against our goals allows us to continually hone our strategy in order to achieve our reduction targets.</p> <p>Our energy footprint mainly comprises the electricity we use to run our offices. PwC’s commitment to reducing our GHG emissions includes purchasing renewable energy credits (RECs) to match 100% of our electricity usage.</p> <p>Beyond RECs, our energy reduction strategy has mainly focused on being more efficient with space – meaning less space per head count – and migrating to more office space in LEED-certified buildings.</p> <p>We also track emissions from air travel and commuting. Our employees are encouraged to be thoughtful about their travel needs and whether trips can be combined or avoided. Finding more efficient ways to commute to work are also encouraged, and PwC provides flexibility and support so employees can work from home when appropriate.</p> <p>See <a href="#">Tackling our carbon footprint</a>, <a href="#">Performance hub - Environment data</a>, <a href="#">Carbon methodology</a> and our <a href="#">Environmental statement</a> for more.</p>
EN15	Direct GHG emissions (Scope 1).	<span style="color: orange;">●</span>	<a href="#">Performance hub – Environment data</a>
EN16	Energy indirect GHG emissions (Scope 2).	<span style="color: orange;">●</span>	<a href="#">Performance hub – Environment data</a>
EN17	Other indirect GHG emissions (Scope 3).	<span style="color: orange;">●</span>	<a href="#">Performance hub – Environment data</a>
EN18	GHG emissions intensity.	<span style="color: orange;">●</span>	<a href="#">Performance hub – Environment data</a>
EN19	Reduction of GHG emissions.	<span style="color: orange;">●</span>	<p><a href="#">Tackling our carbon footprint</a></p> <p><a href="#">Performance hub – Environment data</a></p>

Standard Disclosure	Description	Reported	Cross-reference/Direct answer/Notes
<b>Transport</b>			
DMA	Transport	<span style="color: orange;">●</span>	See DMA on Emissions, above.
EN30	Significant environmental impacts of transporting products and other goods and materials used for the organization’s operations, and transporting members of the workforce.	<span style="color: orange;">●</span>	Our transportation environmental impacts are primarily related to employee travel and commuting by personal vehicle and various public carriers, including airplanes, trains, buses, subways, and taxis. Each of these modes has direct and indirect environmental impacts across its value chain, ranging from GHG and non-GHG emissions from the vehicle itself to manufacturing and production impacts of fuel and vehicle production to indirect impacts on land use. In addition, there are transportation impacts related to the goods we buy that are shipped to us (e.g. office supplies and technology). With the assistance of our Sustainable Business Solutions (SBS) team, we considered these impacts and concluded that GHG emissions are the most significant transportation-related impacts. The nature and magnitude of these impacts are estimated and reported through the GHG footprint analysis discussed in the <a href="#">Performance hub – Environment data</a> .

## Communities

<b>Local communities</b>			
DMA	Local Communities	<span style="color: orange;">●</span>	PwC has built a strong culture around community involvement. We interact with <a href="#">stakeholders</a> within our communities to gain a better understanding of the effectiveness of our programs and are working to measure the success of our <a href="#">Earn Your Future</a> commitment.
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	<span style="color: orange;">●</span>	100% of PwC US office locations have implemented local community engagement programs. We have done impact assessments, particularly in relation to our <a href="#">Earn Your Future</a> commitment, which aims to reach 2.5 million students and educators over five years. We continue to develop many of our community programs based on the local needs of the areas in which we operate.  Also see: <a href="#">Adapting to a changing world</a> , <a href="#">Earn Your Future</a> , <a href="#">Strength of our people</a> , <a href="#">Our collective impact</a> , <a href="#">Performance hub – Communities data</a> , <a href="#">Performance hub – Pro bono data</a> , and <a href="#">Materiality analysis</a>

Standard Disclosure	Description	Reported	Cross-reference/Direct answer/Notes
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## Ethics, compliance and anti-corruption

### Anti-Corruption

DMA	Anti-Corruption	●	<p>In support of our commitment to integrity, we are governed by PwC’s global <i>Code of Conduct</i> and <i>Our Standards</i>, the US companion to the global <i>Code of Conduct</i>. The Code is designed to guide us in upholding professional standards, mitigating corruption, and conducting our business responsibly and with integrity.</p> <p>As our firm transforms how it delivers services to its clients and internally, we see a growing number of alternative labor sources (or non-US firm employees) supplementing our teams. We created the US firm <i>Third Party Labor Code of Conduct</i> to help guide the work that these workers provide on behalf of the US firm. We believe that these workers have an obligation to know, understand, and comply with the guidelines to handle firm and client information with due care and conduct business within compliance with policies, regulations, and expectations that govern our work and professional conduct, as well as any contractually agreed upon arrangements.</p> <p>And we also have a <i>Supplier Code of Conduct</i> that outlines the expectations we have of our suppliers.</p> <p>Also see: <a href="#">Demonstrating integrity</a> and <a href="#">Materiality analysis</a></p>
SO4	Communications and training on anti-corruption policies and procedures.	●	<p>Ethics and compliance training is an essential and mandatory part of the PwC experience. All partners and staff are also required to complete comprehensive course work around independence, ethics, and compliance on an annual basis; and everyone is expected to adhere to both the letter and spirit of our professional codes.</p> <p>Our <i>Third Party Labor Code of Conduct</i> helps to govern and guide the work that these resources provide on behalf of the US firm. We believe that these resources have an obligation to know, understand, and comply with the guidelines to handle firm and client information with the utmost care and conduct business within compliance with policies, regulations, and expectations that govern our work and professional conduct, as well as any contractually agreed upon arrangements.</p> <p>Suppliers are also made aware of our expectations through our <i>Supplier Code of Conduct</i> and our <i>Third Party Labor Code of Conduct</i>.</p>

### Compliance

DMA	Compliance	●	<p><a href="#">Transparency report</a></p> <p>Also see: <a href="#">Demonstrating integrity</a> and <a href="#">Materiality analysis</a>.</p>
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	●	<p>There were no significant fines or sanctions in FY15 for non-compliance with laws and regulations.</p>

Standard Disclosure	Description	Reported	Cross-reference/Direct answer/Notes
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## Information protection: Privacy and client confidentiality

Customer Privacy			
DMA	Customer Privacy	●	<p>We take the protection and security of confidential information seriously. We are bound by the confidentiality requirements of the American Institute of Certified Public Accountants' (AICPA) code of conduct and PwC's own global <i>Code of Conduct</i>.</p> <p>During FY15, we launched an initiative to enhance our cybersecurity program. The enhancements are designed to strengthen our technology infrastructure and decrease our vulnerability to cyberattacks, and ultimately provide better protection of privileged and valuable client information.</p>
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	●	<p>When we experience security incidents, we follow the appropriate legal requirements and internal procedures for disclosing these matters to affected parties and remediate circumstances that may have led to these situations arising.</p> <p><b>Note:</b> PwC does not report specific details of complaints for confidentiality reasons.</p>

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