Trust and transparency in disruptive times

Important global trends are shaping our world, impacting our business and the world economy. They also are shaping how we live our lives and how our cities and communities work. At the same time, trust is at a premium.

What we’re doing

By leveraging our greatest asset – the skills, knowledge, and talents of our people – we deliver innovative solutions for the issues and opportunities most important to our clients and collaborators, including:

Stimulating innovation to drive growth

Although innovation is at the top of everyone’s agendas, innovating effectively and at scale can prove challenging.

The transformative power of technology

Organizations need a comprehensive business and technology strategy that moves at the speed of the digital age and embraces disruption.

Unlocking data potential

Enormous amounts of data are at organizations’ fingertips. We help clients discover the value of their data and create trust in it.

Strengthening trust and transparency

For PwC, building trust in society and solving important problems is at the heart of who we are.

Developing talented people

Cultivating employees with a skillset that is truly adapted to the 21st century is a crucial driver of success.

Delivering on our ambitious goals

We have made commitments in five key areas. We met some early and are on track to deliver on the others.

3.9M

students and educators reached through our Earn Your Future® (EYF®) financial literacy pledge

48%

increase in the value of our pro bono engagements since FY14
Stimulating innovation to drive growth

What skill is most in demand in a world of constant change? Innovation: to stay ahead of disruption—or to be the disruptor; to fuel entrepreneurship; to design global-scale responses to widespread challenges; to take advantage of the opportunities arising from the explosion of technology and data. Although innovation is at the top of nearly every organization’s agenda, many don’t innovate effectively and at scale. Some make only safe bets, running the risk of being outpaced by their competitors. Others find it difficult to manage change, so ideas that challenge convention never come to fruition—or arrive too late.

The people of PwC have the skills to help leaders create paths toward innovation management, playing to their core values and strategic goals, spotting threats, and uncovering opportunities. With the right type of innovation, business leaders can cultivate mindsets that embolden foundational change, enabling them to build their businesses and advance disruptive technologies that can transform industries and improve lives. For example, the firm developed a platform called DeNovo to help financial services clients see where financial technology innovation is impacting their business. DeNovo cuts through the noise to explain which startups, technologies, trends, and new market entrants are relevant to a business and why.

93% of executives indicate that organic growth through innovation will drive the greater proportion of their revenue growth.¹

61% of US CEOs believe new market entrants will disrupt their industries during the next few years.²

The MIND Research Institute is one of the innovative, pioneering education programs we’re proud to collaborate with through the PwC Charitable Foundation.

Visit the website
Small businesses are the lifeblood of the American economy, and it doesn’t get any smaller than a typical startup. Against trying odds and big-time risks, a fresh generation of entrepreneurs, with a diversity of culture, experiences, and ideas, is proving that they have what it takes to innovate their way through a challenging economy. A new documentary, funded in part by the PwC Charitable Foundation, focuses on the trials, tribulations – and, sometimes, failures – of six young entrepreneurs who are looking for innovative solutions to address business and social challenges.

See the trailer for Generation Startup

Today’s world-class cities are the primary drivers of global social and economic growth, making it more important than ever to understand how they operate and what makes the great ones run smoothly. According to a wide range of data, the most successful 21st century cities share a suite of common characteristics: innovation and intellectual capital, technology readiness, sound transportation and infrastructure, healthcare, safety and security, and environmental sustainability. But most of all, the heart of a strong city revolves around its people and the city’s ability to balance social, environmental, and financial needs and opportunities. For seven consecutive years, PwC has produced our annual Cities of Opportunity report to communicate lessons learned from cities that are innovating for the future.

Find out more about Cities of Opportunity

Innovation leaders who follow a guided path see 2 to 3 times higher growth outlooks.
Turning sprawl into economic success

Denver International Airport is the largest airport in North America, bigger, even, than the city of San Francisco. At 53 square miles, the airport has the opportunity to double its runways and facilities to serve 100 million passengers a year. It also owns 9,000 acres not needed for aviation purposes that can be developed for commercial use – making it one of the most compelling real estate opportunities in the world. This effort, referred to as DEN Real Estate, can generate non-aviation revenue, reduce airline operating costs, increase regional economic benefits, and attract new passengers, all of which should result in more flights to more cities.

The Airport turned to PwC to develop a plan for a new kind of “city” built on and around the airport property – one that would provide a hub for commercial and urban development and position the greater Denver area as an incubator for technology and innovation.

The goals for this new “aerotropolis” are scaled not in years but in decades. Airport administrators and city officials were looking for a long-term strategy that could be built up over the next 20 to 30 years, depending on the needs of the local economy. With a new commuter rail system already in place, downtown dwellers will be able to access the corridor of opportunities between the city center and the airport without adding traffic burdens.

At a time when urbanization continues to rise, local Denver officials recognized a pressing need for the public and private sectors to come together and plan for investments in connected, and more sustainable, infrastructure. In other words, they aspire to build a viable new community where people want to live and work as a destination unto itself – in a rather unexpected place.

Creating a roadmap for Los Angeles

As one of the world’s preeminent economic and cultural hubs, Los Angeles sought to continue its success by defining a vision for its future that ensured clean air, improved mobility, and a sustainable water supply for its residents. While the city had already been making efforts on a number of fronts, a single, unifying plan was needed to combine the resources and attention of all city stakeholders. In response, the mayor and his chief sustainability officer enlisted PwC’s help to craft an innovative plan equally focused on three areas – environment, economy, and equality – detailing near-term targets for 2017, long-term targets, and strategic/priority initiatives that included enhancing food networks, transportation systems, and resilience and moved beyond more traditional city systems planning.

PwC worked on every step of the process, from topic selection to analysis, goal-setting to buy-in, drafting to launch. In the first year of implementation of the plan – known as the “pLAn” – Los Angeles reduced its water use by 19% and became the first major US city to raise the minimum wage to $15 an hour.4

1. PwC 2013 Breakthrough Innovation and Growth Survey
2. PwC 18th Annual Global CEO Survey
3. PwC Global Innovation Survey
4. PwC 2016 Global Annual Review
The transformative power of technology

Driverless cars navigating city streets. Drones delivering packages directly to customer doorsteps. Genetically engineered immune cells saving the lives of cancer patients. New industries built on emerging technologies seem to be born virtually overnight, and the transformative opportunities offered by digital technology are limited only by the human imagination. It doesn’t matter if an organization has a commercial or a social mission—or if it’s in a sector typically associated with cutting edge innovation; in today’s economy, every organization must, at some level, be a technology company.

As the pace of innovation continues to increase, the impact of digital technology on business is front and center for us at PwC. Leaders are hard-pressed to make sense of the technologies that have the ability to either disrupt or empower their industries. To stay relevant, companies need a comprehensive business and technology strategy that moves at the speed of the digital age and embraces disruption of traditional models.

In our most recent CEO survey, chief executives picked technology as the number one trend that will transform their businesses over the next five years. To help our clients make the most of these opportunities, PwC analyzed more than 150 technologies and picked eight that truly stand out as transformational, from 3D printing to computer-generated simulations that allow realistic viewer interactions. Forward-looking companies will turn these technologies into a strategic advantage. Focusing on them isn’t just a “nice-to-have” but a “must” for future survival. Through our strategic alliance with GE Digital, for example, we help organizations harness the power of the “Industrial Internet,” which brings together intelligent machines, advanced analytics, and people. Whether engaging at the strategic or operational level, PwC helps organizations create Industrial Internet solutions – based on the intersection of business, technology, and experience – to help drive better business outcomes. At the same time, we’re making sure PwC stays ahead of the curve by using technology in everything we do at our firm.

By 2020, the world will have more than 50 billion connected devices, or more than 6 per person.¹

61% of global executives and 78% of US executives are concerned about the speed of technological change in their industries.²

80% of CEOs say that mobile technologies and data analytics are key strands of their strategy.³ Future employees will need to be prepared to respond.
In many economies, individuals are “unbanked” – meaning that they have no bank account and no ability to participate in formal financial services. This curtails their entrepreneurial options while limiting the capacity of their communities for economic growth. Digital financial services (DFS) have emerged as a powerful tool for improving the lives of the poor by providing them with access to payments, savings, credit, and other financial services electronically, often by cell phone. PwC worked with a $25 billion philanthropic foundation to assist in the development of DFS strategies that can boost financial stability and help some of the world’s poorest people weather economic shocks more effectively. Extensive research by PwC led to what we call the **DFS Playbook**, a comprehensive collection of information that could help accelerate more widespread adoption of DFS.

Three out of four companies detected a cyber breach in 2014. These days, it’s no longer a question of *if* a company will face a cyber attack – but *when*. In response, PwC developed a solution to help companies learn the tricks of attackers and fight back. **Game of Threats™** is an interactive, role-playing game that tests a company’s decision-making skills in a cyber crisis. One team tries to steal a company’s data; the other works to build defenses with only seconds to respond – just like in a real-world cyber attack. The game, and the post-game analysis provided by PwC, allows participants to gain critical insights into cybersecurity trends, defensive strategies, and business impacts of a breach so they can prepare for what seems to be an inevitable assault. On a similar theme, PwC recently provided cybersecurity expertise on a pro bono basis to a leading nonprofit that works with social entrepreneurs, helping it reduce the risk of disruptions and improving the organization’s global communication capabilities.

What happens when you digitize financial curricula for students? You open up a whole new world of teaching resources. The **Earn Your Future® (EYF®)** Digital Lab, which offers a free suite of online, interactive resources for grades 3–12, enables teachers to use data analytics to better understand each student’s level of mastery – and pivot their lessons in real time to address educational gaps. Made possible by an investment from the PwC Charitable Foundation, the EYF Digital Lab uses custom videos, animations, and interactive activities to build real-world financial literacy skills in areas such as budgeting and managing money.

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1. PwC 2014 Megatrends Report
2. PwC 18th Annual Global CEO Survey
3. PwC 18th Annual Global CEO Survey
5. PwC 2014 US State of Cybercrime
Unlocking data potential

When a surplus of food or medicine occurs in one area and a shortage in another, it’s likely a problem of infrastructure or logistics. At its core, though, it’s a challenge involving information and data; by understanding where and when the shortages and surpluses occur, it becomes possible to design new and effective solutions.

Enormous amounts of data are now at the fingertips of all organizations, enabling executives to know more about their customers and clients, and their markets. But most business leaders tap into just a fraction of the data available to them, missing out on key insights that could inform strategic decision making. Leaders who master the potential of data and analytics to unlock opportunities see significant impacts on their organization’s performance – a key edge that PwC views as critical in today’s data driven business world.

With expertise in both data analytics and innovation, PwC helps clients discover the value of their data and create trust in it. By applying advanced algorithms and visualization techniques, we push clients to insights and actions that can improve their decision making and empower their people with the insights to embed data and analytics into the fabric of their business. Through these efforts, we help our clients solve some of the biggest business challenges of our day.
The vast amount of data being generated, whether medical, environmental, or educational, also offers the promise of insight into how to solve major societal challenges. At times, these challenges may not appear to connect directly to business. But through a responsible business lens, we leverage our firm’s resources to contribute to solutions while developing tools, strategies, and deeper understanding that is valuable to our clients’ businesses and to our own.

Professionals from PwC’s Advisory practice recently donated their time to examine the journey millions of visitors take through the largest science museum in the Western Hemisphere. Chicago’s Museum of Science and Industry will use our assessment to improve customer analytics and enhance technical capabilities. The goal: meaningful enhancements to the visitor experience.

See our virtual reality videos >

Estimates show that 23% of all digital data generated each year would be useful if tagged and analyzed. However, only 3% is tagged and 0.5% is analyzed.¹

1. PwC 18th Annual Global CEO Survey
2. Museum of Science and Industry
Strengthening trust and transparency

In an ever more complex and interconnected world, organisations of all kinds must establish and maintain trust, taking a proactive, holistic approach to transparency. Openness can help to serve as an antidote to the overload of information, misinformation, and scandals that continue to erode the public’s faith in institutions – but only if greater transparency points to reliable information.

For PwC, building trust in society and solving important problems is at the heart of who we are. We see trust as something that must constantly be earned – a journey, rather than a destination, that requires non-stop attention and a focus on the greater good. We help organisations across a range of sectors improve the internal controls, reporting mechanisms, and communication strategies that provide a solid foundation for transparency. Long recognized for our skills in handling information and assets properly, organizations, such as charitable funds established for victims of crimes and natural and other disasters, have turned to PwC for assistance. We hold ourselves to the same high standards, implementing robust governance, ethics, and accountability measures to help maintain integrity throughout our entire organization.

55% of CEOs surveyed by PwC in 2016 were concerned about the lack of trust in business today – compared with 37% three years earlier.¹

24% of consumers said their trust in companies’ ability to protect their personal data had declined over the past 12 months.²

46% of companies surveyed are investing in new security needs related to evolving business models.³
A popular search engine and web portal announces a data security breach, potentially impacting 500 million accounts. A prominent bank reveals that a cyberattack may have accessed information from 76 million customers. Hackers disrupt Internet service across America’s Eastern seaboard, bringing down dozens of websites. These examples barely scratch the surface in a time when cybersecurity ranks among the biggest concerns facing companies and governments.

Our firm has a history of helping to develop strategies for securing assets, and rules and guidelines for standard-setting entities. Now we’re adding another to the mix: the National Cybersecurity Center (NCC). PwC’s growing cybersecurity practice was asked to help the NCC come to fruition as the nation’s first center to provide real-time cyber support, education, and training to small- and medium-sized businesses, governments, and nonprofits, which typically don’t have the budgets to hire private cybersecurity firms.

PwC is helping get the NCC off the ground – through a pro bono engagement – so the organization can set cybersecurity standards and information-sharing protocols. This, in turn, will make it easier to distribute cybersecurity response information from one organization to another – and, ultimately, stop the attackers in their tracks.

We are living in a world where trust in the security, safety, and quality of food is being challenged. In a publicly available paper, PwC examined how the food industry can step up to the challenge created by the demand for greater traceability, transparency, and reduced food risks, while leveraging resulting opportunities to compete on quality and build consumer trust.

Read more about food traceability ›
In today's world, businesses and their employees must evolve the way they work, both internally and externally. Cultivating employees with a technology skillset that is truly adapted to the 21st century is a crucial driver of success. We view the future of human capital as transformational rather than transactional; in other words, the skills we develop in the workplace also have a place in the wider world, helping to solve important societal issues. PwC's Human Capital teams enable organizations to expand their talent strategies so they can keep pace with their business needs and fill the skills gaps that we see across all types of industries.

Whether we are advising clients on human resource transformation, delivering more innovative and interactive tools for employee learning and engagement, or developing models of diversity and inclusion to attract and retain talent and continue to foster an inclusive culture, PwC helps our clients find ways to align their human resource strategy with their overall business strategy so they can be more successful.

Of course, as a firm whose “product” is our people, talent innovation must start at home, which is why we have prioritized employee engagement and leadership development in our own organization. We also recognize that having a purpose is key to success for both businesses and employees in today’s interconnected world.

Half of today's teens are financially illiterate.¹

46% of teens do not know how to create a budget, and nearly 50% of teens are unsure of how to use a credit card effectively.²
The statistics are more than alarming – our nation’s teenagers and young adults do not have the financial acumen needed for 21st century success. At PwC, we knew we had the skills and the talents to take a leadership position and do something that would make a difference for individuals, their communities, and the economy as a whole. Our *Earn Your Future (EYF)* commitment has leveraged our best assets – the talent and time of our partners and staff – to develop the financial skills of teenagers and young adults and their educators. The five-year commitment empowered our people with the time, resources, and opportunities to volunteer in our nation’s classrooms and teach financial skills. By early October 2016, our partners and staff had volunteered nearly 1 million service hours to *EYF* – just shy of our 2020 commitment – and the firm had contributed $97.5 million.

**Earn Your Future®**

More than three-quarters of educators who teach financial literacy indicate a need for more appropriate curriculum resources.  

Top 100
Military Friendly Employers since 2011 (G.I. Jobs)

**Empowering women**

PwC saw an opportunity to help UN Women in its mission to economically empower women globally. With our design and technology expertise, a PwC team, including some of our brightest interns, helped launch a redesigned and rebranded website, empowerwomen.org. What started as a pro bono effort quickly grew into a trusted relationship as we help the UN Women’s Economic Empowerment initiative expand into a bigger global movement that is equipping women and girls with the online tools they need to promote learning, collaboration, and innovation.

**Our commitment to veterans**

We established our Veterans Affinity Network to help harness the talents and capabilities of our people who have served in the US military. We support the recruitment and retention of individuals who answered the call to serve our country. In 2015, we appointed our first veterans’ advocacy and recruiting leader, who is helping us implement an enhanced model for attracting, hiring, and retaining veterans and veteran spouses.

The PwC Charitable Foundation also aims to help veterans when they leave active service and find themselves facing a range of barriers, from lack of access to affordable education to challenges in preparing themselves for civilian jobs. Overall, the Foundation has committed $5 million by 2019 to support veterans and their families.

1. PwC 2015 Corporate Responsibility report
2. PwC 2015 *Earn Your Future* Fact sheet
3. PwC 2016 Bridging the Financial Literacy Gap: Empowering teachers to support the next generation

Learn more about the Foundation’s commitments >
We set goals to innovate, build, and deliver solutions to societal challenges that are important to the clients we serve, the people we employ, and the communities in which we live and operate. Reporting on our performance, progress, and commitments is essential to demonstrating transparency, and building and maintaining trust with our stakeholders.

We’re creating value through sharing our people’s skills...

We’re helping to support students, educators, and schools, impacting all corners of the US...

Our performance data

Explore our progress on our five key commitments.

**Strategically leveraging our expertise**

PwC people have delivered nearly $100 million in fee-waived services since 2012.

**Developing financial skills**

We’ve reached 3.9 million students and educators with tools, volunteer time, and support.

**Deploying our greatest asset**

In FY16, 89% of our employees participated in at least one corporate responsibility activity.

**Investing in underserved populations**

The PwC Charitable Foundation achieved $56.3M in cumulative grantmaking to create breakthrough solutions.

**Mitigating our climate impacts**

We’ve cut our GHG emissions by nearly a third since FY07 and continue to make our workplaces more sustainable.
Providing services on a pro bono basis allows us to help mission-driven clients grow their operations, expand their reach, and serve our communities. Pro bono is far more than volunteering; it’s strategically deploying our people’s skills and the firm’s commercial competencies to create value for nonprofits and non-governmental organizations.

Achieved

$30.1M

in pro bono services delivered in FY16 through fee-waived engagements, loaned staff, or board seat participation

For four consecutive years, we have exceeded our $10 million annual commitment of delivering pro bono services, providing $30.1 million in fee-waived services in FY16 and $96 million in total since 2012.

Our pro bono efforts have become more strategic as we directed our people’s talents and energies to particular areas of social impact, especially education-related programs and humanitarian initiatives.

Learn more about how we’re creating value through sharing our people’s skills.
Through these virtual reality videos, you can experience some of the work our people are doing around the world.

**Equal talents, unequal opportunities**

We are deploying our people where they can best add value – from mobilizing Advisory professionals in Ghana to address healthcare education challenges, to leading the strategy through execution of redesigned digital tools to support a global women's empowerment campaign.

**Sharing skills, developing talent**

Our PwC Analytics team donated their time and skills to help the largest science museum in the Western Hemisphere better fulfill its mission and engage and inspire visitors.
**Pro bono value**

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value of pro bono services delivered</td>
<td>20.3</td>
<td>27.8</td>
<td>30.1</td>
</tr>
</tbody>
</table>

**Pro bono hours delivered**

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>By cause:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Youth education pro bono</td>
<td>22,615</td>
<td>36,990</td>
<td>29,439</td>
</tr>
<tr>
<td>Non-youth education pro bono</td>
<td>46,394</td>
<td>56,257</td>
<td>74,080</td>
</tr>
<tr>
<td>By type:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fee-waived pro bono</td>
<td>34,751</td>
<td>43,618</td>
<td>56,577</td>
</tr>
<tr>
<td>Loaned staff pro bono</td>
<td>2,401</td>
<td>4,559</td>
<td>448</td>
</tr>
<tr>
<td>Board seat participation</td>
<td>31,857</td>
<td>45,070</td>
<td>46,494</td>
</tr>
<tr>
<td>Total</td>
<td>69,009</td>
<td>93,247</td>
<td>103,519</td>
</tr>
</tbody>
</table>

1. Museum of Science and Industry
**Earn Your Future**

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. By early October, we surpassed our EYF commitments – nine months ahead of our June 2017 target. As we move toward the conclusion of our five-year pledge, we continue to push even further to see what our firm can achieve.

In 2012, we launched an ambitious five-year, $160 million commitment, and later increased it to $190 million, to reach 2.5 million students and educators by developing and teaching a financial literacy curriculum, delivering our skills pro bono, creating professional development opportunities for teachers, and investing in collaborative solutions for underserved communities.

**Achieved**

- **$97.5M** in financial contributions
- **961,284** service hours
- **3.9M** students and educators reached – 1.4M more than our original target

The analysis found that the PwC curriculum increased basic financial knowledge of students, equipped more students with the knowledge to make the right financial decisions, boosted student confidence in their financial literacy, and expanded student interest in learning more.

While we’re pleased that we reached our targets ahead of schedule, we’re especially proud that our work is having an impact. PwC engaged the University of Notre Dame to analyze EYF’s performance, using data from 172,000 student assessments that were administered over a two-year period at more than 550 US schools.

Learn more about how we’re helping to support students, educators, and schools, impacting all corners of the US.
Earn Your Future® youth education service hours

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteer hours by fiscal year</td>
<td>253,366</td>
<td>240,431</td>
<td>222,648</td>
</tr>
<tr>
<td>Board seat participation hours by fiscal year</td>
<td>14,756</td>
<td>21,540</td>
<td>28,542</td>
</tr>
<tr>
<td>Fee-waived and loaned staff pro bono hours by fiscal year</td>
<td>7,859</td>
<td>15,450</td>
<td>7,279</td>
</tr>
<tr>
<td>Total service hours by fiscal year</td>
<td>275,981</td>
<td>277,421</td>
<td>258,469</td>
</tr>
<tr>
<td>Cumulative service hours reached since FY13</td>
<td>425,395</td>
<td>702,815</td>
<td>961,284</td>
</tr>
</tbody>
</table>

Earn Your Future youth education financial contributions

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial contributions by fiscal year</td>
<td>23.1</td>
<td>30.2</td>
<td>27.9</td>
</tr>
<tr>
<td>Cumulative financial contributions FY14–FY16</td>
<td>39.4</td>
<td>69.6</td>
<td>97.5</td>
</tr>
</tbody>
</table>

Earn Your Future students and educators reached

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students and educators reached by fiscal year</td>
<td>651,000</td>
<td>290,000</td>
<td>2,409,000</td>
</tr>
<tr>
<td>Cumulative students and educators reached since FY13</td>
<td>1,169,000</td>
<td>1,459,000</td>
<td>3,868,000</td>
</tr>
</tbody>
</table>

1. The data shown here represent the totals as of June 30, 2016, when our fiscal year ended. By October 2016, we exceeded 1 million service hours, achieving all three of our Earn Your Future goals early.
As a professional services firm, our partners and staff are our greatest asset. Our goal is to engage 100% of our people in corporate responsibility activities each fiscal year in areas such as pro bono, board seats, volunteer activities, local Green Teams, charitable giving, and involvement in our affinity networks, among others.

In FY16, 89% of our employees participated in at least one corporate responsibility activity, and we reached 41% engagement, which we define as involvement in two or more activities.

The data below reports on the makeup and diversity of our people, including their level of engagement in corporate responsibility activities.
### Volunteer hours

<table>
<thead>
<tr>
<th>Year</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY16</td>
<td>359,157</td>
</tr>
<tr>
<td>FY15</td>
<td>300,427</td>
</tr>
<tr>
<td>FY14</td>
<td>349,133</td>
</tr>
</tbody>
</table>

### Charitable contributions – our people

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount $ millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>CY15</td>
<td>33.1</td>
</tr>
<tr>
<td>CY14</td>
<td>30.0</td>
</tr>
<tr>
<td>CY13</td>
<td>21.6</td>
</tr>
</tbody>
</table>

### Charitable contributions – firm

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount $ millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY16</td>
<td>48.1</td>
</tr>
<tr>
<td>FY15</td>
<td>42.5</td>
</tr>
<tr>
<td>FY14</td>
<td>39.1</td>
</tr>
</tbody>
</table>

### Workforce – gender

- FY16:
  - Male: 55%
  - Female: 45%

### Workforce – minority

- FY16:
  - Minority: 32%
### All volunteer hours

<table>
<thead>
<tr>
<th>Hours volunteered by our partners and staff (including board seat participation)</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>349,133</td>
<td>360,427</td>
<td>359,157</td>
</tr>
</tbody>
</table>

### Engagement in corporate responsibility activities

<table>
<thead>
<tr>
<th>Participation in at least one corporate responsibility activity</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY14</td>
<td>FY15</td>
</tr>
<tr>
<td></td>
<td>88</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Participation in more than one corporate responsibility activity</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY14</td>
<td>FY15</td>
</tr>
<tr>
<td></td>
<td>39</td>
</tr>
</tbody>
</table>

### Partners and principals

<table>
<thead>
<tr>
<th>Male</th>
<th>Female</th>
<th>Minority</th>
<th>Full time</th>
<th>Part time</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY14</td>
<td>FY15</td>
<td>FY16</td>
<td>FY14</td>
<td>FY15</td>
</tr>
<tr>
<td>81</td>
<td>81</td>
<td>81</td>
<td>10</td>
<td>11</td>
</tr>
<tr>
<td>19</td>
<td>19</td>
<td>19</td>
<td>99</td>
<td>99</td>
</tr>
<tr>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2,744</td>
<td>2,862</td>
</tr>
</tbody>
</table>

### Staff and interns

<table>
<thead>
<tr>
<th>Male</th>
<th>Female</th>
<th>Minority</th>
<th>Full time</th>
<th>Part time</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY14</td>
<td>FY15</td>
<td>FY16</td>
<td>FY14</td>
<td>FY15</td>
</tr>
<tr>
<td>53</td>
<td>53</td>
<td>53</td>
<td>32</td>
<td>33</td>
</tr>
<tr>
<td>47</td>
<td>47</td>
<td>47</td>
<td>98</td>
<td>98</td>
</tr>
<tr>
<td>2</td>
<td>2</td>
<td>2</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>38,327</td>
<td>43,061</td>
<td>46,727</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### New and experienced hires

<table>
<thead>
<tr>
<th>Male</th>
<th>Female</th>
<th>Minority</th>
<th>Total (people)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY14</td>
<td>FY15</td>
<td>FY16</td>
<td>FY14</td>
</tr>
<tr>
<td>56</td>
<td>56</td>
<td>55</td>
<td>14,388</td>
</tr>
</tbody>
</table>

### Board of partners

<table>
<thead>
<tr>
<th>Male</th>
<th>Female</th>
<th>Minority</th>
<th>Total (people)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY14</td>
<td>FY15</td>
<td>FY16</td>
<td>FY14</td>
</tr>
<tr>
<td>79</td>
<td>78</td>
<td>78</td>
<td>21</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
Learning and development

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Continuing Professional Education (CPE) credits (millions)</td>
<td>2.9</td>
<td>3.2</td>
<td>3.3</td>
</tr>
<tr>
<td>Hours of learning provided (millions)</td>
<td>2.4</td>
<td>2.9</td>
<td>3.0</td>
</tr>
<tr>
<td>Virtual sessions held</td>
<td>378,278</td>
<td>491,300</td>
<td>530,503</td>
</tr>
</tbody>
</table>

Charitable contributions – our people

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charitable contributions made by our partners and staff ($ millions)</td>
<td>21.6</td>
<td>30.0</td>
<td>33.1</td>
</tr>
<tr>
<td>Partner and staff participation in charitable giving (%)</td>
<td>51</td>
<td>57</td>
<td>60</td>
</tr>
<tr>
<td>Partner participation in charitable giving (%)</td>
<td>79</td>
<td>80</td>
<td>78</td>
</tr>
</tbody>
</table>

Charitable contributions – firm

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charitable contributions made by the firm</td>
<td>39.1</td>
<td>42.5</td>
<td>49.1</td>
</tr>
</tbody>
</table>

1. Partners includes both partners and principals.
2. Calendar year.
3. Calendar year.
Carbon reduction

PwC takes a strategic approach to reducing carbon emissions and mitigating our climate impacts. We focus on areas of our environmental footprint that are relevant to the way in which we conduct business and that are most material: business travel, office energy use, and commuting, which collectively constitute 83% of our FY16 footprint.

We have been measuring and managing our carbon footprint since 2007. Our carbon measurement and analysis follows the World Resources Institute/World Business Council for Sustainable Development Greenhouse Gas Protocol and measures our emissions across a range of activities.

On track

32% reduction of absolute GHG emissions, compared to FY07 baseline. Our goal is a 45% reduction of our carbon emissions by FY20.

We have set an absolute carbon reduction goal (in carbon dioxide equivalents) and developed programs to cut our emissions 45% by FY20, compared to the FY07 baseline. In FY16 we achieved a 32% reduction in our carbon emissions.

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 to meet 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.
**Absolute greenhouse gas (GHG) emissions reduction**

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>GHG emissions reduction (compared to FY07 baseline) – Absolute</td>
<td>31</td>
<td>34</td>
<td>32</td>
</tr>
<tr>
<td>GHG emissions reduction (compared to FY07 baseline) – By full-time employee</td>
<td>46</td>
<td>55</td>
<td>58</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commuting</td>
<td>39,606</td>
<td>37,974</td>
<td>41,833</td>
</tr>
<tr>
<td>Workspace²</td>
<td>62,887</td>
<td>65,385</td>
<td>53,821</td>
</tr>
<tr>
<td>Air travel</td>
<td>120,088</td>
<td>129,110</td>
<td>143,207</td>
</tr>
<tr>
<td>Other</td>
<td>42,491</td>
<td>45,413</td>
<td>47,582</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>265,072</td>
<td>277,882</td>
<td>286,443</td>
</tr>
</tbody>
</table>

**Absolute GHG emissions including RECs/offsets**

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>RECs/offsets purchased (metric tons CO₂e)</td>
<td>52,957</td>
<td>74,900</td>
<td>76,664</td>
</tr>
<tr>
<td>Absolute GHG emissions including RECs/offsets per FTE³ (metric tons CO₂e/FTE)</td>
<td>5.3</td>
<td>4.5</td>
<td>4.2</td>
</tr>
<tr>
<td><strong>Total emissions after RECs/offsets (metric tons CO₂e)</strong></td>
<td>212,115</td>
<td>202,982</td>
<td>209,779</td>
</tr>
</tbody>
</table>

**Composition of GHG emissions excluding RECs/offsets**

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commuting</td>
<td>15</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>Workspace</td>
<td>24</td>
<td>24</td>
<td>19</td>
</tr>
<tr>
<td>Air travel</td>
<td>45</td>
<td>46</td>
<td>50</td>
</tr>
<tr>
<td>Other</td>
<td>16</td>
<td>16</td>
<td>17</td>
</tr>
</tbody>
</table>

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1. Metric tons of carbon dioxide equivalent.
2. 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.
3. Full-time employee.
We drive change by investing in innovative educational programs and collaborating with the organizations and transformational entrepreneurs developing them.

PwC Charitable Foundation

We respond with urgency and sensitivity in times of disaster and build more resilient communities through ventures that advance preparedness and social inclusion. And, 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.

The PwC Charitable Foundation is focused on making investments that can have a profound effect on underserved populations. We drive educational change by investing in innovative programs and collaborating with the organizations and transformational entrepreneurs developing them.

Learn more about the PwC Charitable Foundation

Achieved $56.3M in cumulative grantmaking and investments through FY2016 – exceeding the $50M cumulative commitment we had made for the end of that fiscal year.

PwC Charitable Foundation annual report progress
Reporting on our corporate responsibility efforts is essential to demonstrating transparency and building and maintaining trust.

This FY16 report takes a different approach to sharing our actions and impacts as a responsible business. To demonstrate how our purpose is embedded throughout PwC, this year’s report highlights the alignment between our firm’s strategy and how we leverage our people’s skills and interests to address societal challenges.

Here, you’ll find detail about this report and our approach, including information on our materiality analysis, stakeholder engagement, and carbon methodology.

We also have a performance hub that provides data on our progress toward those commitments.

The information and performance data disclosed in this report are for fiscal year 2016 (FY16), with some additional narrative around calendar year 2015 and 2016 initiatives, where appropriate. Fiscal year 2016 ran from July 1, 2015, through June 30, 2016. The boundaries of the material aspects that drive our reporting are presented in the materiality section. The boundary of our greenhouse gas footprint analysis is reported in the carbon methodology along with emissions data in the Performance hub.

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

For our FY16 report, we followed the Global Reporting Initiative (GRI) G4 Guidelines at the core level. However, because of a small number of partial responses, 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.

Download our GRI Index >

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.

Download a PDF of our FY16 Summary Report >
Our commitments to responsible business leadership, diversity, flexibility, and leadership development consistently earn us external awards and recognition. Here are a few highlights:

For eight consecutive years, Consulting magazine has listed PwC as one of the Best Firms to Work For; ranked #9 in 2016.

#1 on Vault.com Accounting Top 50; #1 in Overall Prestige on Vault.com.

Named one of Fortune’s “100 Best Companies to Work For” in 2005–2016.
- Ranked #12 on Fortune’s 2016 list of “50 Best Workplaces for Flexibility”
- Ranked #27 on Fortune’s 2016 list of “50 Best Workplaces for Diversity”
- Ranked #1 on Fortune’s 2016 list of “50 Best Workplaces for Parents”

Received a 100% rating on the Human Rights Campaign Foundation’s Corporate Equality Index every year since 2006.


Ranked #5 in DiversityInc’s 2016 Top 50 Companies for Diversity – one of the highest honors for corporate diversity in the US. The firm was also recognized in three of DiversityInc’s specialty lists:
- #3 – Global Diversity
- #4 – Recruiting
- #5 – Mentoring

Ranked among the “Top 10 Companies for Working Mothers” by Working Mother magazine, 2004–2016. PwC has also been recognized as one of the Top Companies for Multicultural Women every year since 2005.

Received a score of 100 (on a scale of zero to 100) from the US Business Leadership Network’s (USBLN) Disability Equality Index (DEI) for the second consecutive year, 2015–2016.

PwC was recognized as one of the 50 most community-minded companies in the nation for 2016 through The Civic 50, a Points of Light initiative.
Message from our chairman

For several years now, we at PwC have been talking to our clients about the trends that are shaping our world. These global trends not only impact business and the world economy, but they also are shaping how we live our lives and how our cities and communities work.

Tim Ryan
PwC US Chairman and Senior Partner

We’re innovating across our services to help our clients adjust to the challenges of change and find growth in the white space.”

At the same time, trust is at a premium. There are trust gaps between business and customers, between citizens and governments. This matters because as we respond to rapid change, our ability to work together and address challenges begins with trust.

At PwC, we live our purpose in taking on these trends and making a difference.

Sometimes this means working to help our clients respond to the challenges of a fast-changing world. We’re helping organizations defend against cyber attacks, thinking through how the food industry can meet the challenges of building trust in our food supply, and enabling cities to create roadmaps for healthy and sustainable futures for their residents and economies. Through our core services – Advisory, Assurance, and Tax – we’re helping clients navigate regulatory complexity, strengthen trust and transparency, and run their businesses more effectively.

Sometimes this means contributing our time to make our society stronger, from providing young people the opportunity to build the financial literacy and leadership skills they need to navigate the world, to helping veterans make successful career transitions, to working with the United Nations to build an online platform to reach and empower women around the world.

We’re also looking at ourselves and how we operate, from how we use technology to how we develop professionals who can lead at work, helping take on the important issues facing business and society. We’re innovating across our services to help our clients adjust to the challenges of change and to find growth in the white space.

As US chairman and senior partner, I am inspired by the work of my colleagues every day. I am proud of the role we play in solving problems for business and society and building trust at a time when trust is scarce.

We’ll continue to adapt our approach and thinking as our social and economic environments continue to change. I’m excited about the potential we have to do even more.

Tim Ryan
PwC US Chairman and Senior Partner
Our greenhouse gas (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$_2$, our calculation also includes other GHGs, for example, CH$_4$ and N$_2$O from car and bus exhaust fumes. We report in carbon dioxide equivalent (CO$_2$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 World Resources Institute/World Business Council for Sustainable Development (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 2012 CBECS to estimate our natural gas and fuel oil consumption.\(^1\)

**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 effective 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 2012 CBECS to estimate our indirect electricity and heat consumption.

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.
As part of our strategy to reduce GHG emissions, we invest in renewable energy and carbon offset projects. In FY16, we purchased renewable energy certificates (REC) to match our total electricity usage with the equivalent number of RECs in megawatt hours (MWh). 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 30,000 metric tons carbon dioxide equivalent (tCO₂e).

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 every other year. We collected and refreshed commuting data in FY15 from 21% of our partners and staff and then extrapolated that out to our FY16 headcount to calculate FY16 commuting emissions.

- 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
  - Auto travel: Black/Town cars
  - Hotels: Transient
  - Hotels: Group
  - Meetings: Hotels
  - Meetings: Alternate venues
  - Meetings: Transportation
  - Paper: Printed materials
  - Mass transit: Buses
  - Mass transit: Taxis
  - 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. Every four years (last done in FY15), we recalculate a footprint for these items based on new data when available, 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.

For our FY16 report, we followed the Global Reporting Initiative (GRI) G4 Guidelines at the core level. However, because of a small number of partial responses, 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.
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.

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 nonprofits
- 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 nonprofits
- 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 nonprofits

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
In order to drive lasting, meaningful value, we 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. We work with our stakeholders to continually improve both our approaches and our contributions to issues that affect the firm, our clients, and our communities.

Investment community

Through PwC’s Governance Insights Center, we are able to enhance the governance and financial reporting acumen of members of the investment community. Through our interactions with members of the investment community, we share with, listen to, and learn from a broad cross section of market participants, including asset managers, pension funds, mutual funds, buy-side analysts, sell-side analysts, credit rating agencies, hedge funds, stewardship professionals and others. Our mission is to add value by sharing PwC’s insights and educational materials.

Select engagement methods we employ include:

- Hosting investor/analyst meetings, focusing on industry-specific financial reporting issues, emerging trends and standards.
- Hosting a conference for investors and analysts to provide insights from our annual CEO survey and enhance participants’ understanding of emerging industry, economic, and regulatory issues.
- Conducting surveys among members of the investment community to learn more about the corporate reporting and governance topics that are top-of-mind from an investor standpoint.
- Engaging 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.

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
Value and outcomes achieved:

- We 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, revenue recognition, financial reporting, other emerging accounting standards, and disclosure reform.
- We gained an understanding of participants’ perceptions on financial reporting, and utilized their insights to help inform our points of view on a range of issues impacting financial reporting.
- We published investor-specific thought leadership to highlight insights and issues of concern to the investment community.
- We utilized our relationships with the investment community to enhance their participation in the accounting standard-setting process and with other groups dedicated to enhancing investor confidence and public trust in the global capital markets.
- We enhanced the investment community’s understanding of the role of the auditor.

US firm clients

Select engagement methods we employ include:

- Interacting frequently with our clients throughout our engagements.
- Conducting surveys and other outreach regarding PwC’s delivery of service.
- Participating in regular meetings with audit committees during the course of our audit work.
- Hosting periodic audit committee forums and roundtable discussions to engage in active dialogue around issues relevant to the client.
- Continuing a voluntary pilot program to discuss potential engagement-specific metrics to obtain feedback in fulfilling their audit oversight responsibilities.
- Issuing our focus on audit quality annually, to 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:

- We engaged in valuable 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.
- We provided relevant insights to clients on how they can improve operations, controls, and other aspects of their business.
- We developed thought leadership to inform audit committees and leaders of companies of matters important to their roles, including corporate governance.
- We enhanced our client service delivery using feedback received.
- We 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 we employ include:

- Engaging 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.
- Contributing 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:

- We obtained insights that help the firm continuously improve audit quality.
- We provided perspectives 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 we employ include:

- 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 we employ include:

- 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 we employ include:

- Engage in dialogue with a representative group of retired partners through our 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 we employ include:

- 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.

Suppliers

Select engagement methods we employ include:

- 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 we employ include:

- Skills-based volunteering in our local communities through firm-sponsored programs, such as Earn Your Future® (EYF®).
- Deliver pro bono services to select nonprofit 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 nonprofit boards.

Value and outcomes achieved:

- Established stronger relationships with key nonprofit organizations, schools, and community leaders.
- Helped strengthen the mission of nonprofit 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.