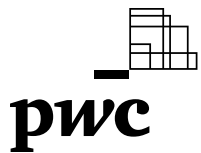


Leading with trust, transparency and purpose

FY21 PwC Purpose Report





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A letter to our stakeholders

“We have evolved into a community of solvers coming together in unexpected ways. We are bringing the strength of our people, capabilities and technology together to support our clients in building trust and delivering sustained outcomes for their businesses.”

Tim Ryan

US Chair and Senior Partner, PwC

Our purpose—to build trust in society and solve important problems—is our North Star. It was our purpose, underpinned by our values, that got us through this incredibly challenging past year.¹ A global pandemic, economic turmoil, racial injustice, social and political unrest—all of which had a profound impact on our people, our communities, our stakeholders and the world at large. Given the events of the year, we had the opportunity to let up, but instead, we doubled down. This was no time to shy away from our values. And in fact—leaning into our purpose with intentionality and an unwavering commitment—enabled us to make headway on 14 of our 18 indicators used to measure diversity and inclusion progress. It also helped guide our decisions, the ways we work and how we evolve. Embracing our purpose starts with our people—our community of solvers. Listening to them. Learning from them. Meeting them where they are, supporting them, fostering their career growth and working to build on our culture of belonging—both within and outside of our organization.

During this tumultuous year, we dug deeper into our purpose and values to guide the firm’s transformative shift into **The New Equation**—our new global strategy that outlines our innovative approach in how we will unite our community of solvers in unexpected ways—bringing the best of people and tech to help our clients continue to build trust and deliver sustained outcomes. This landmark strategy speaks to the two most fundamental needs organizations are grappling with today. First, the urgency to successfully respond to and change in the face of the major shifts shaping the world: technological disruption, risks of climate change, fractured geopolitics, social tension and continuing effects of COVID-19. Second, the need to continue to build trust at a time when it is both more fragile and more complicated to earn. The two are interdependent and our strategy defines our vision for serving our stakeholders in a world that is irrevocably changed.

In this report, we look forward to sharing where we are in our commitment to diversity, how we act with ethics and integrity while honoring our responsibility to the communities in which we live and operate and how we are bringing together our better selves with the greatest aspects of technology to turn today’s ideas into tomorrow’s solutions. While there is no finish line, we recognize our most critical work lies ahead of us as we continue to bring equity, trust and purpose into every aspect of our business.

US Leadership Team



Building on a culture of belonging

This past year, the ongoing global pandemic, divisive election and civil unrest dramatically changed the way we live and work. From the violence and hate in our society to the immense mental and emotional strain of COVID-19, the fabric of our communities and workplaces transformed. There is no denying the toll this year took on so many of our people. It was unlike anything we had ever experienced or could have prepared for. Yet, together, we navigated unprecedented challenges, which required care, understanding, empathy and trust, but also innovative and bold solutions focused on action.

As the year began to unfold and every day seemed to bring yet another new challenge, we recognized the opportunity and responsibility that we had to our people, our clients and our communities. When the tides are against you — and everyone is impacted — it can be incredibly difficult to drive change. But, instead of pulling back on our commitments, our community of solvers united and together we took a bold step forward to challenge the status quo, to hold ourselves accountable and to make progress on achieving our aspirations.

We acknowledge that the overall Diversity, Equity and Inclusion (DEI) progress we have made in the last year does not measure up to where we want to be.



And that’s hard because we have long understood the value of a diverse workforce and deliberate inclusion efforts. Rather than allowing the challenges of this year to shift our focus or priorities, we remained steadfast—unwavering—in our vision and intentions. We are doubling down on our commitment to continue to build trust, with a sharpened focus on supporting underrepresented communities, while advancing meaningful progress within our own firm.

Fostering a culture of belonging is vital to making this a reality. Every step of the way, we embrace the shift from awareness to empathy and the importance of actively demonstrating the behaviors of inclusive leadership that cultivate a greater sense of trust among our people and with our clients. As part of this, we took a natural step forward by formally evolving from Diversity & Inclusion to Diversity, Equity and Inclusion (DEI). This evolution to DEI elevates our long history of working toward more equitable workplaces and communities—from our commitment to pay equity to CEO Action for Racial Equity, which mobilizes the business community to address societal systemic racism through public policy. We believe it is trust and transparency that propel our work toward a more diverse, equitable and inclusive firm.

Executing our DEI strategy

Advancing our strategy is as nuanced as the career journey itself. We continue to evolve from a series of programs to targeted interventions at key moments in our people’s career trajectory to increase the diversity of our firm. Our strategy, driven by a continued commitment from leadership, is summarized here:



Talent attraction

Changing the trajectory of representation in the firm requires concerted change at entry-and experienced-level recruiting, rethinking both where and how we source talent.



Two-year experience

The first 24 months for our diverse employees are predictive of their success and contingent on equity in experience and establishing a sense of belonging.



Pathway to partnership

Fostering a diverse and inclusive partnership requires deliberate cultivation of our pipeline and intentionality in progression.

Our role to influence

We have a responsibility to help drive change outside our firm, including through who we do business with, how we use our voice externally and the ways we make an impact in society.

Our indicators at a glance

Releasing our first-ever **D&I Transparency Report** in August 2020 served as an opportunity for honest self-reflection. We looked critically at our journey, work, progress and transparency. We asked our people to share where we got it right and how we could do better. Through this reflection, we came to understand that even greater transparency around additional indicators was desired. From creating a more robust integrated report to sharing our data on voluntary turnover and the intersectionality of our workforce, we are peeling back the layers—discovering more about our people and the humanity of our firm.

We have committed to disclosing indicators relevant to our business, rather than limiting data to only show representation of our total workforce and leadership. This year, we’ve added additional indicators capturing our extended leadership team, voluntary turnover, our People Engagement Index, average hours of training and pay equity. Our indicators hold us accountable for accelerating progress against our DEI strategy and goals and we will continue to be transparent with our results.

18 indicators

		US Board of Partners and Principals ²
US Leadership Team ² / Extended Leadership Team	US employee workforce ²	People with disabilities ²
LGBTQ+ ²	Veterans ²	Interns ²
Start interns ² (early employee identification program)	New joiners ²	New partners ²
Partners and principals ²	GEPs of Fortune 500 accounts ² ; LCPs of Significant Client Relationships	Promotions ²
Suppliers ²	Average hours of training	Relative voluntary turnover
Pay equity	People Engagement Index	

Our DEI strategy and actions start at the top

This year, we saw racially/ethnically diverse communities disproportionately impacted by COVID-19, a rise in hate crimes, antisemitism, continued disenfranchisement of the Black community, a divisive election and a divided nation. This surge of hate, violence and divisiveness weighed heavily on us. As we leaned in and held candid and complex conversations across the firm, we developed an even greater understanding of the hurt, anger and exhaustion that the lack of empathy, threat of violence and oppression takes on our people. As a firm of solvers, it is in our nature to be bold, courageous and relentlessly focused on systemic change in society to positively impact our people today and generations to come.

We channeled our emotions and put our leading minds to work—not only to stand against racism, but to condemn all hate and violence and use our responsibility, privilege and position to be a part of the solution. We committed to taking further action to help dismantle racism and injustice in our society. Driven by an unwavering commitment from leadership, we created a DEI Staff Advisory Council. We received 1,000 self-nominations and selected individuals from a mix of levels, backgrounds and interests so the leadership team could benefit from diverse thinking. Throughout the year, the Council members sharpened our thinking as we made decisions that advanced our DEI focus in areas related to training, recruiting and accountability; they tested DEI learning simulations and provided input on our two-year experience for Black and Latinx campus new joiners; and shared insights on our self-

identification campaign and technology platform. Overall, this Council has helped to further accelerate our DEI strategy. We committed to sharing our DEI data annually and launched a two-year fellowship, CEO Action for Racial Equity, bringing together leaders from within our firm and outside of our firm, to advance racial equity through public policy. We knew we could not go this alone—sustainable, meaningful change will take all of us to do our part.



Within our firm, a central part of our DEI commitment is our desire for our leadership to better represent the diversity of our organization, as well as the diversity in the communities where we live and work.

Diverse representation enables us to create a workforce where our people see a variety of cultures, backgrounds, experiences and ways of thinking. This empowers our people to feel comfortable being themselves and allows us to bring our best selves to every opportunity and challenge. Starting with our Board and our leadership teams, we know that creating diverse and inclusive teams can, in turn, help to influence and inspire a culture of belonging from within and ultimately drive greater representation at the highest levels.



As a firm of solvers, it is in our nature to be bold, courageous and relentlessly focused on systemic change in society to positively impact our people today and generations to come.



US Board of Partners and Principals

Our US Board of Partners and Principals approves the philosophy, policies and strategic direction of PwC. And that philosophy helps shape our culture of inclusivity. That’s why it’s so crucial that our Board represents a broad range of diverse perspectives.

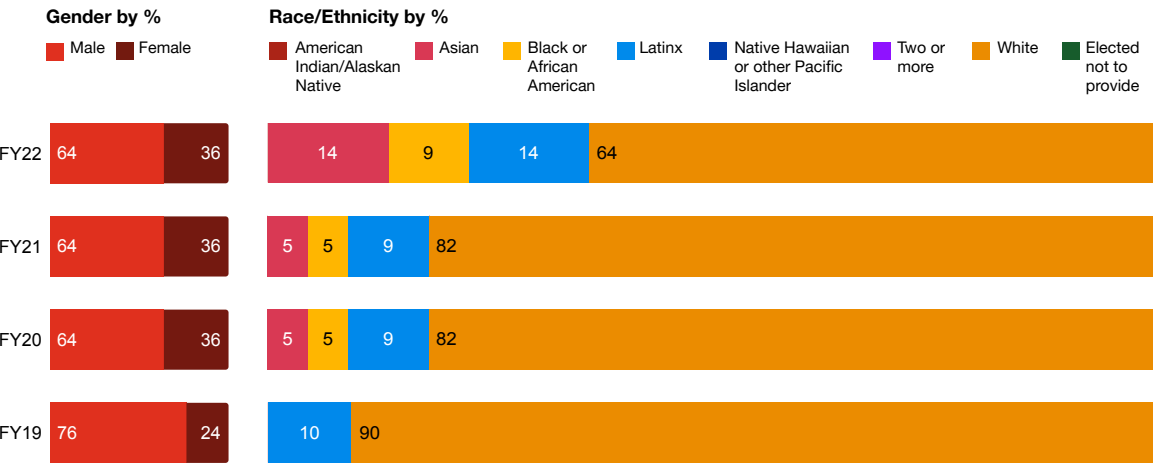
As of July 2021, our current Board of 22 leaders is the most diverse it has ever been in PwC history—with racially/ethnically diverse representation increasing from 18% in FY21 to 36% and female representation holding steady at 36%. Our Board is unique in that it is comprised of both internal partners and principals as well as external directors. The internal leaders

are not appointed to their role—rather, they’re nominated, voted on and elected by our 3,680³ partners at the firm. The makeup of our Board signals that our partners value diversity and know that diverse perspectives in leadership will help to create a more innovative and inclusive future.

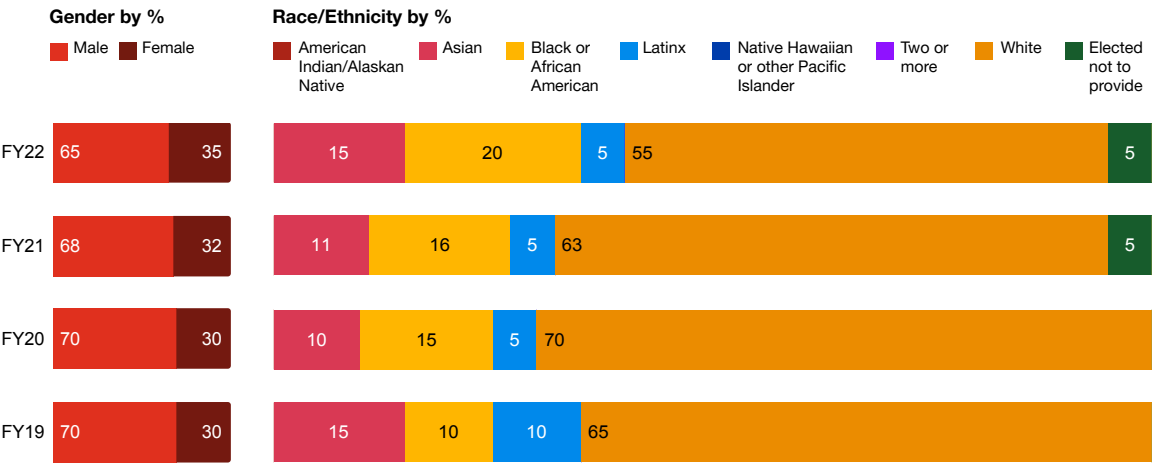
Leadership Team and Extended Leadership Team

Currently, we have the most diverse US Leadership Team (USLT) in our history with 35% female and 40% racially/ethnically diverse members. While we are energized by our progress, there is more work to be done and we will continue to build a diverse leadership team.

US Board of Partners and Principals - FY22 Population: 22⁴



US Leadership Team - FY22 population: 20⁴



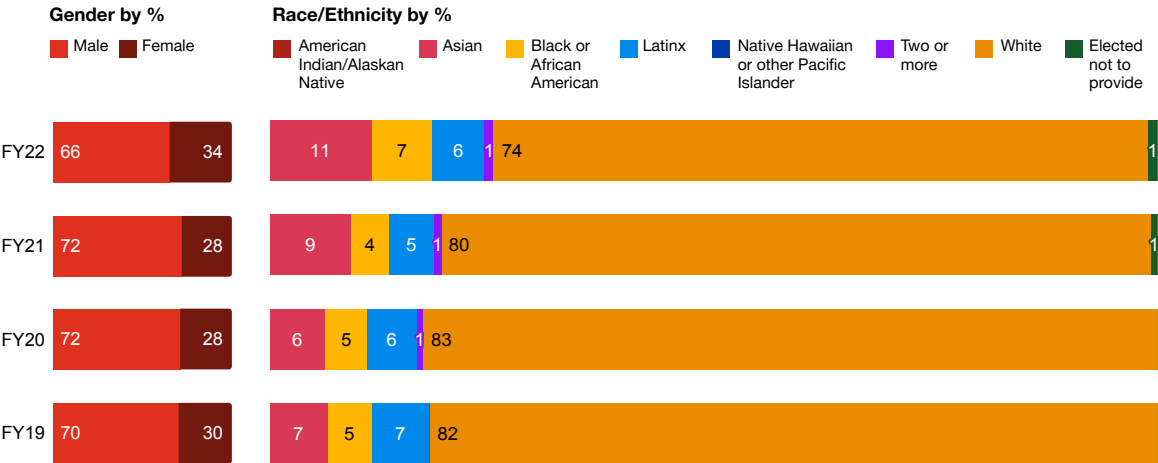
Another area where we are making strides is on our Extended Leadership Team (ELT). Our ELT represents a cross section of PwC leaders who are responsible for running the business and executing our strategy—and who collectively have the ability to influence the direction of the firm by leading and inspiring our partners. This includes top professionals from our business segments and Products & Technology team, as well as key areas such as quality, risk and the markets. Furthermore, the ELT also serves as a feedback channel to the entire USLT.

In FY21, our ELT was reimagined and streamlined from 100 members (plus the USLT) to approximately 87 change agents. ELT members spend time in the market with the partners and teams, helping them connect dots to bring the best of our people and tech in each client situation, while serving as role models who inspire partners to adopt our strategy.

Between FY21 and FY22, female representation among our ELT increased from 28% to 34% and racially/ethnically diverse leaders increased from 19% to 25%. To accelerate this momentum at the leadership level, we will continue to further develop our succession planning efforts to engage our diverse partners earlier.



US Extended Leadership Team - FY22 Population: 87⁴

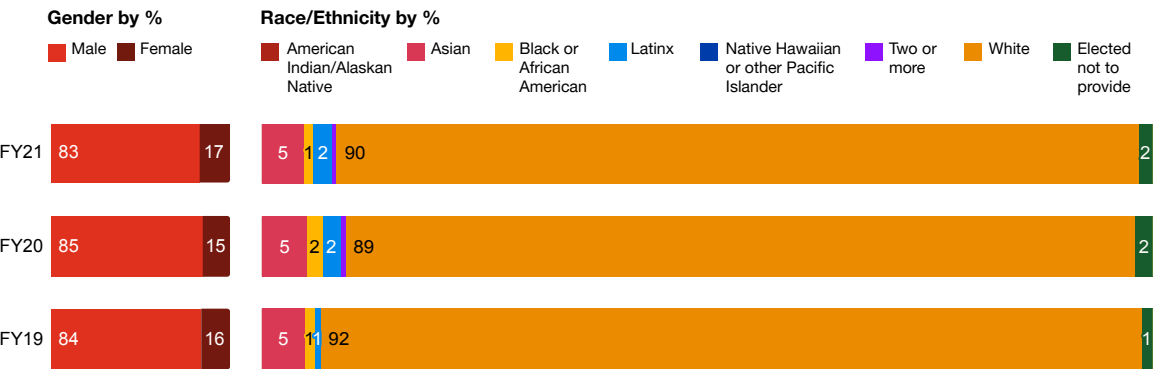


Global Engagement Partners/Lead Client Partners

Our Global Engagement Partners (GEPs) lead our biggest, most important accounts at the firm, which is why diverse representation among them is critical in driving equity and building on inclusivity. With our new global strategy, we’ve changed their name to Lead Client Partner (LCP) and we’ve expanded the portfolio of accounts for which they are responsible. This has allowed us to create even more impactful opportunities for our firm leaders. LCPs for Significant Client Relationships are responsible for building trust with our clients and delivering on our shared values for our most visible, global and complex accounts.

While diverse representation for GEPs serving our Fortune 500 clients was our focus last year, we pivoted this year to increasing diverse LCPs’ representation for our Significant Client Relationships, as well.

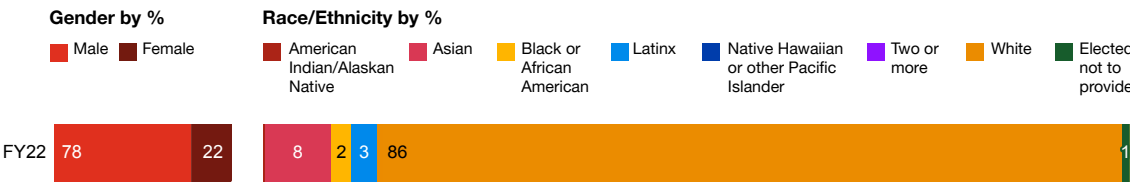
GEPs of Fortune 500 Accounts - FY21 Population: 379⁵



Bryan McLaughlin
Consulting Solutions Partner and Lead Client Partner

As the Lead Client Partner for a large global tech company, Bryan McLaughlin brings his passion for tech and deals to our partnerships with clients. “I think I have the best job in the firm. I’m passionate about delivering superior client experiences—every day, I wake up thinking about my client. I go to bed thinking about my client and what we can do to help them with their goals and journey. I have been able to build a team to share that commitment with me and I have a group of team members that are completely devoted to helping our client solve their biggest problems and achieve their goals.”

LCPs of Significant Client Relationships - FY22 Population: 698⁵

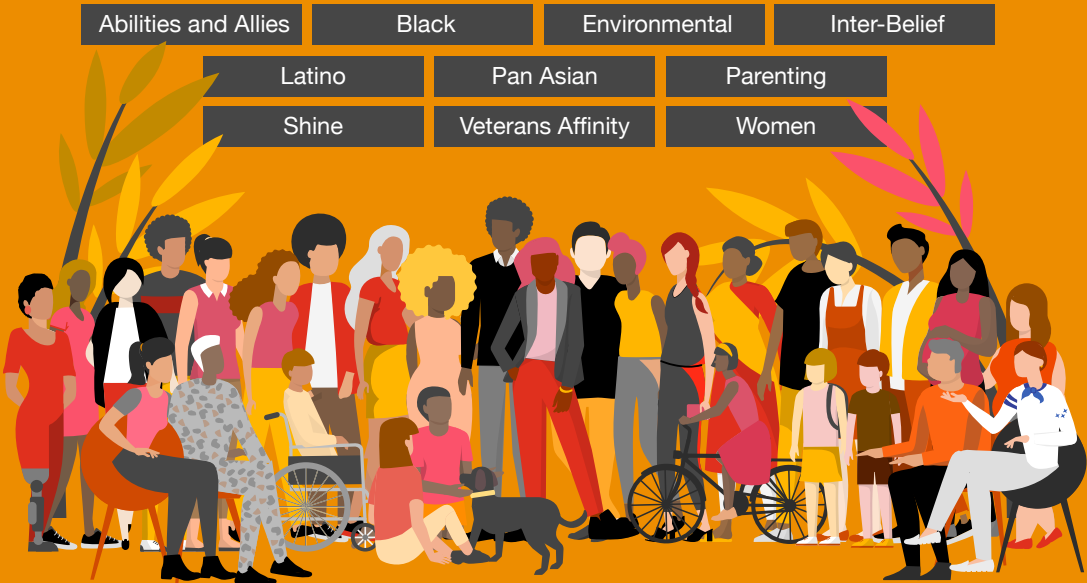


Representation matters

The complex and intertwined societal challenges we faced this year affected everyone—at home, at work and in their communities—but they did not affect everyone equally. We believe it is vital that all of our people feel seen and heard. Representation in the workforce creates equity and encourages us to learn about those who we may not understand, or who are different from us. As diversity comes in many forms—including gender, ethnicity, religion, sexual orientation, veteran status and those with disabilities—ultimately, our DEI efforts must be as multi-dimensional as our people.

Our 10 Inclusion Networks are dynamic communities of PwC professionals based on shared backgrounds, experiences or interests. With 15,000 employees participating in our Inclusion Networks, they are a great way to celebrate diverse representation and help to deepen our DEI efforts. Based on feedback and input from our people, our newest addition is our Inter-belief Network, which includes Christian, Hindu, Jewish and Muslim subchapters and offers a new way to connect, learn and make an impact. Each of these networks inspire and support a culture of belonging where our people, at all levels and at all tenures, feel comfortable being who they are, sharing resources and building invaluable connections along the way.

Our Inclusion Networks are open to all, including members of an affinity group, allies, learners and supporters. In our Allyship Toolkit, we define an ally as someone willing to use their power and privilege to advocate for and support people in less advantaged positions. Our approach to allyship recognizes the importance of engaging the majority to foster inclusion and solidarity. The white majority at our firm have an important role to play in advancing allyship at the firm and sustaining a culture of belonging. We work to confront difficult and uncomfortable issues, while lifting up authentic stories and transformational experiences that reflect empathy, humility, empowerment and other influential and sustained behaviors of effective allies and inclusive leaders.



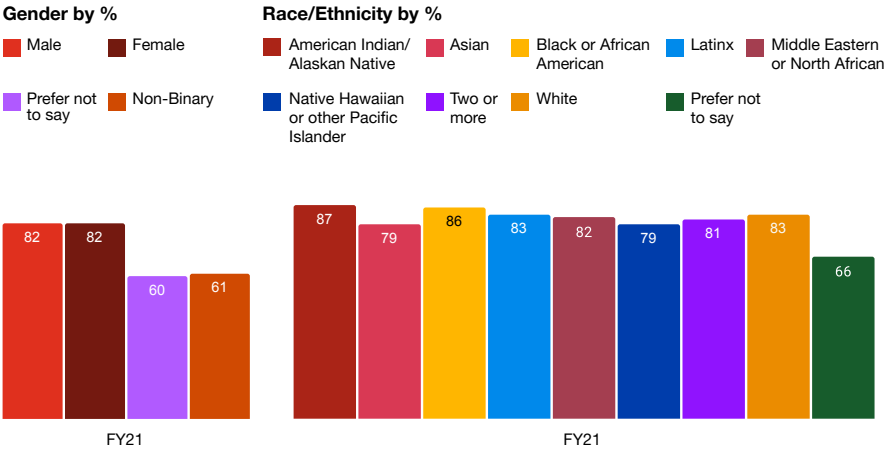
One of the most meaningful ways to continue to advance DEI is by listening. When we asked our people for feedback on how to build upon last year’s D&I Transparency Report, we heard resounding feedback on the need to spotlight intersectionality. Acknowledging intersectionality, while fostering a culture of belonging, allows us to recognize and celebrate the ways in which identities intersect. This deeper level of understanding helps to support equity, break down barriers and enables us to understand and better support the varying needs of our people.

Our people are the heart of our organization, which is why it is vital for us to measure and disclose our 18 indicators, as well as track against the aspirations that we feel confident we can achieve in the years to come. As we view our data through an intersectional lens, it reminds us of the vibrant diversity of our people—and the humanity behind each number. Each data point is a person or group of people, with no singular lived experience defining them. Our indicators set the stage, informing our strategic approach to accelerate increased representation of diverse groups at PwC.

Our People Engagement Index (PEI) is an indicator pulled from our Global People Survey, where we asked a series of questions designed to help us better discern where employees need help in their careers, whether the work they're doing aligns with their personal values and their sense of belonging and pride in the firm.

With insights gleaned, we can uncover patterns in how our people are engaged and the sentiment around their day-to-day experiences. If a particular group is grappling with challenges, this enables us to better understand and address their needs to help set them up for success.

People Engagement Index - FY21 Population: 28,352⁶



A photograph of a person with long dreadlocks and sunglasses driving a car. Their right hand is out the window, and they are smiling. The background shows a road and greenery. The image is partially obscured by a blurred foreground object on the left.

My Story, Your Story

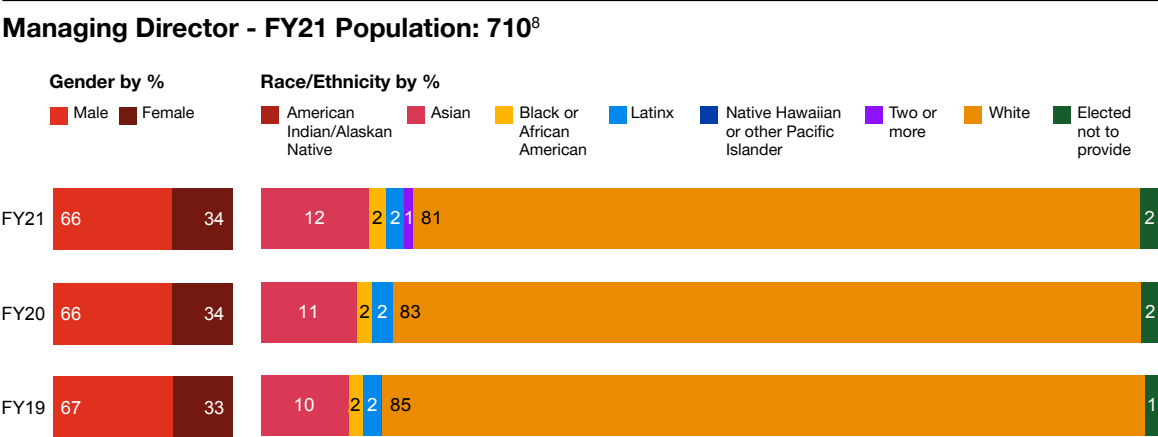
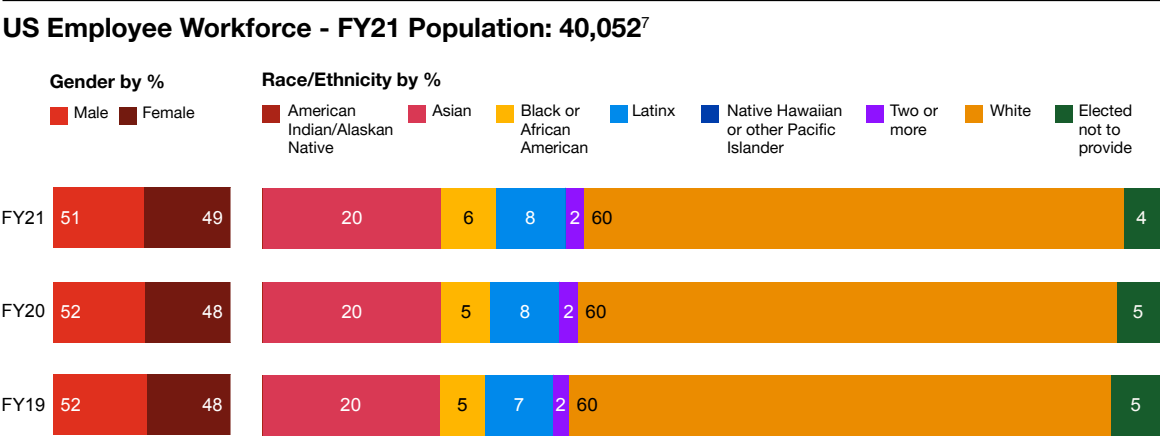
Through our digital platform, My Story, Your Story, our people can explore and express aspects of their identity, what makes them unique—and how the layers of who they are intersect at work. By crafting a profile that's much more than name and title, we can inspire deeper connections, grow relationships and communities and be better allies. Our Abilities and Allies Inclusion Network leveraged the data from My Story, Your Story to foster relationships and offer support to caregivers—those with children who are disabled and those with aging parents. Members of the network are excited and grateful for the opportunity to connect with others who have their same shared experience.

Last year, we set forth our aspirational goals—the long-term outcomes of our efforts. This year, we want to be more concrete with short-term goals to better hold ourselves accountable as we measure and track our year-over-year changes and our progress toward our long-term goals.

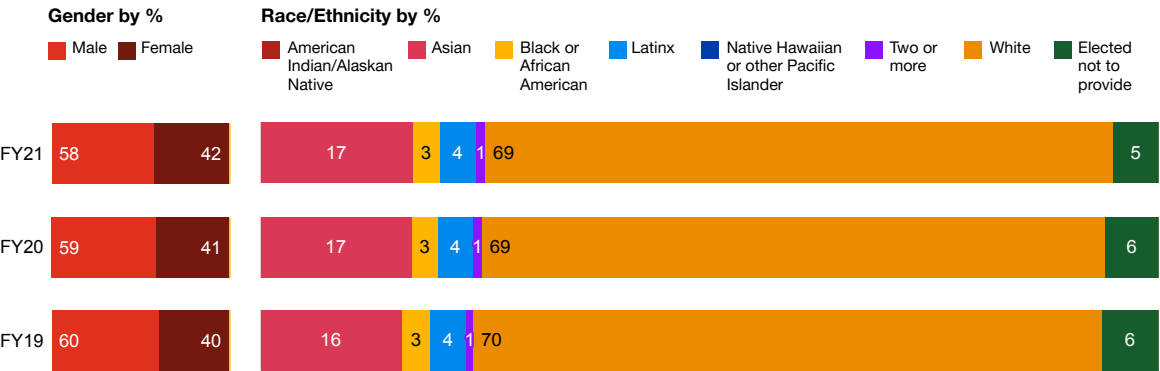
As shared in FY20, the post-secondary enrollment demographic will continue to shift, based on The National Center for Education Statistics. Therefore, we set an aspiration to see 35% Black and Latinx representation among our experienced hires, entry-level hires and interns. This is

significantly higher than our current composition, which is 20% for entry-level, 17% for experienced hires and 25% for interns. **By FY26, we hope to achieve a 50% increase in our Black and Latinx workforce.**⁹

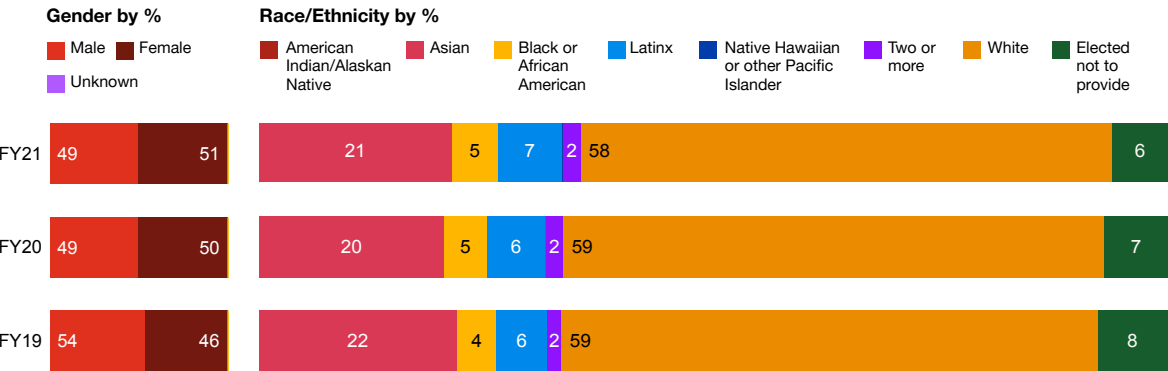
Our representation indicators tell an important and evolving story of our progress and potential. We acknowledge the rate of change in our FY21 progress is slow, yet remain focused on driving sustainable change. We are looking to accelerate our progress in the next year by continuing to support our people at key strategic interventions through their career journey.



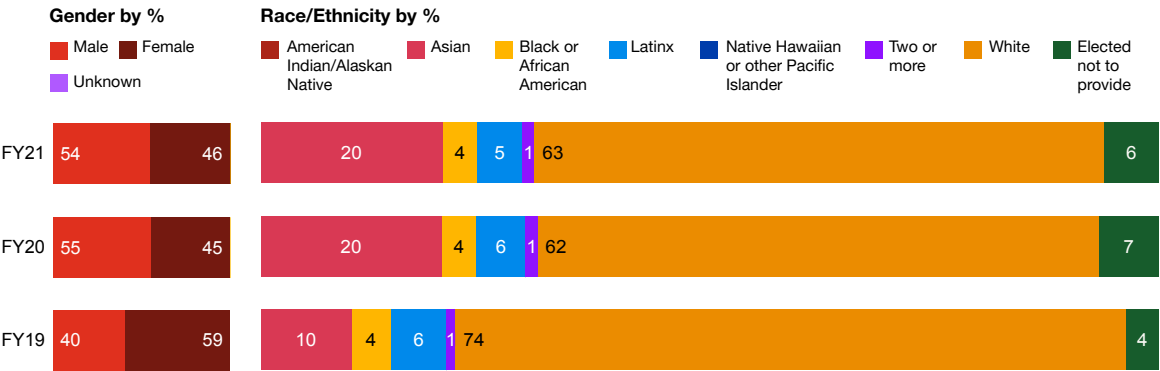
Director - FY21 Population: 5,692⁸



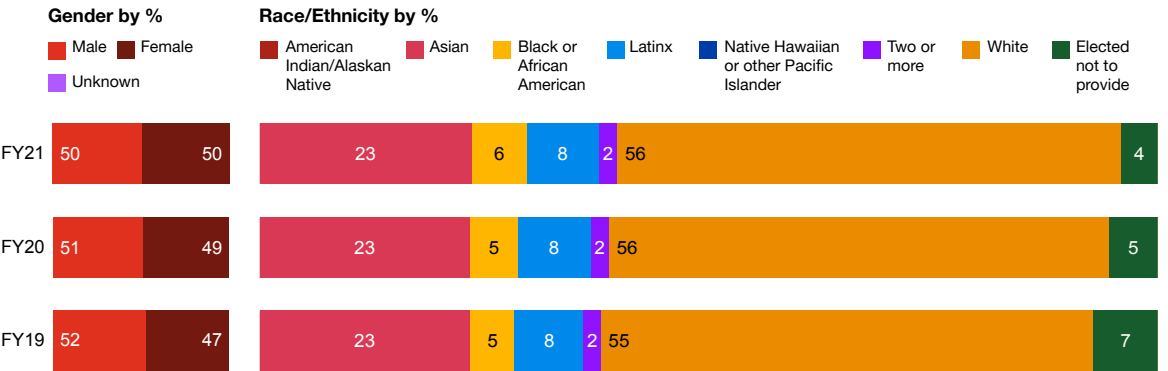
Manager - FY21 Population: 7,339⁸



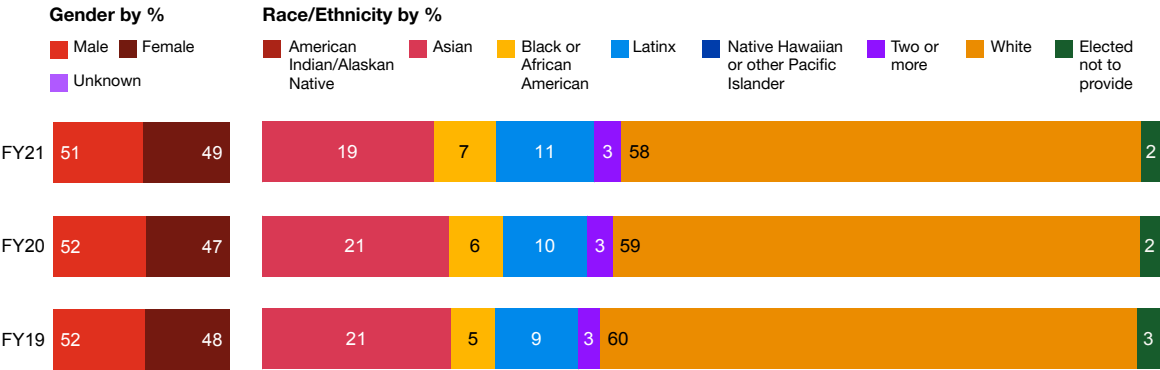
Senior Manager - FY21 Population: 4,877⁸



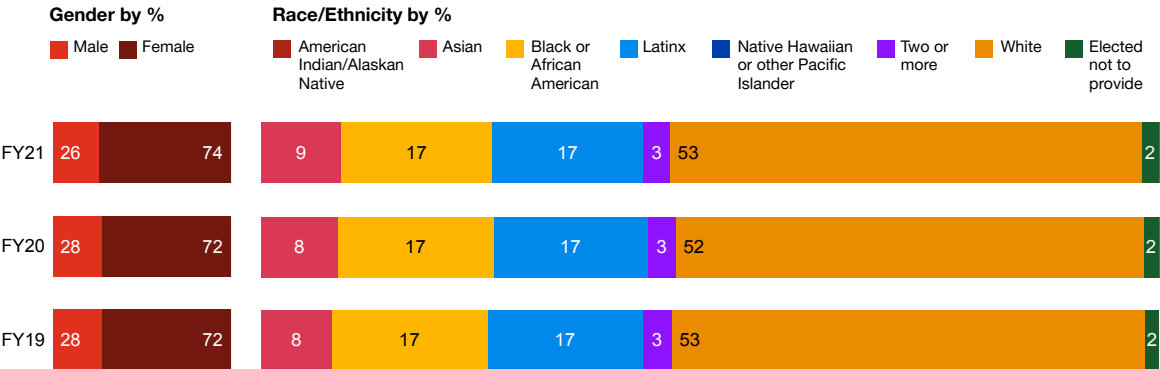
Senior Associate - FY21 Population: 9,683⁸



Associate - FY21 Population: 9,990⁸



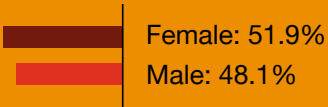
Administrative - FY21 Population: 1,761⁸



The intersectionality of our firm provides us with a view into which identities intersect and the richness of our workforce.⁷

0.1%

American Indian/Alaskan Native



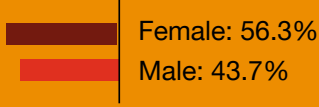
19.7%

Asian



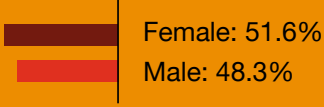
5.8%

Black or African American



8.1%

Latinx



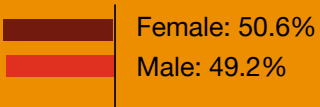
0.1%

Native Hawaiian/Pacific Islander



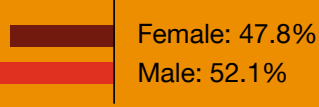
2.1%

Two or more races



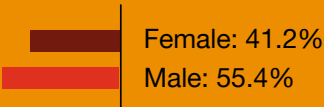
59.9%

White



4.1%

Elected not to provide

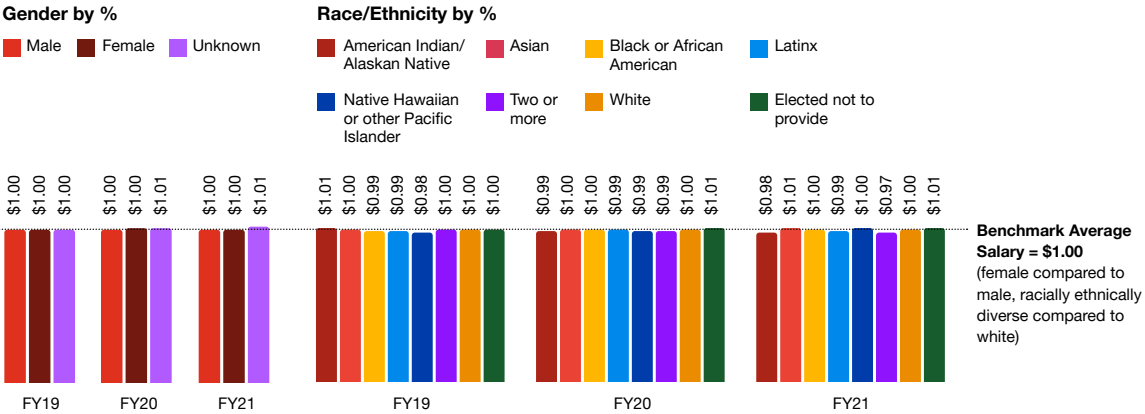


Our commitment to pay equity

Pay equity is a demonstration of how we look inwards to confirm our own practices reflect our values. Last year, we were proud to announce that we were at pay equity across our US firm and we are committed to maintaining that standard of equitable pay. To maintain pay equity, we regularly review a number of factors when looking at compensation (base and bonuses)—including gender, race, geographic location, level, performance, time in grade, specialty skill and degree—among other factors. Over the past several years, we have developed systems to maintain pay equity, including new pay equity technology tools—bringing the best of people and technology together—to help us analyze data in real-time.

We continue to conduct twice yearly reviews to assess any pay variances, including any that may have been caused by a new joiner or transfer. These assessments help to make certain that our people are being paid fairly, adequately and with equity. Through these reviews, we are able to make pay adjustments, whenever necessary, in order to maintain equitable compensation.

Pay Equity Ratio - Remuneration



Talent attraction

Fostering, communicating and promoting a culture of belonging is central to how we attract and retain talent—including diverse talent. To improve representation at the firm, we're recruiting talent in new ways and continually enhancing our cultural dexterity to get well-qualified, diverse candidates in the door. Our desire for more diverse representation within the firm also motivates us to bridge the societal gaps between those who have access to opportunity and those who do not—from the earliest stages of the career journey to our experienced hires.

Internships are a critical step in shaping a successful and rewarding career and shifting the makeup of our workforce. As more than 90% of our interns receive full-time offers, internships are a valuable channel for identifying candidates and immersing them in our firm's culture and values.

For internships and entry-level roles, we have increased our recruiting at historically Black colleges and universities (HBCUs) and are now recruiting at more than 35 schools, up from seven schools in 2017. To further foster relationships with HBCU faculty and staff, we continue to host an annual HBCU Faculty Forum where we work together to build future leaders through student readiness. In FY21, we hosted our third annual forum, where more than 100 faculty and staff from over 30 HBCUs were in attendance, sharing leading practices and ideas on how schools can better prepare their students for the workforce. We continue to use the knowledge gained during the forum to develop programs that support the success of entry-level employees.



Joshua Dandridge

Associate, Consulting Solutions

“Throughout college, I always found myself volunteering with different organizations and once I came to the firm, I put a lot of that on hold, while studying for my CPA exam and adjusting to a new career. I've realized that giving back is something that makes me ‘whole.’ Having said that, it's a real motivator in the midst of our client work that the firm gave everyone 40 hours to use in our community.”



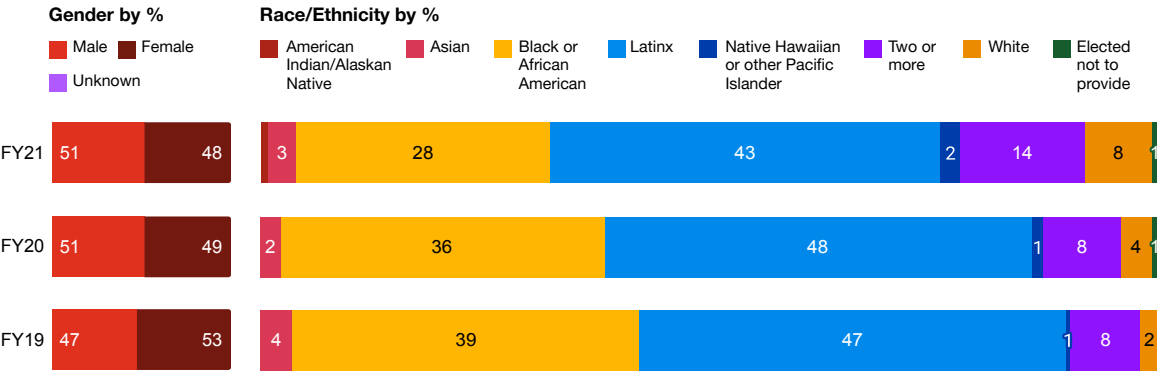
To raise awareness of any potential unconscious bias and help students gain confidence in interviewing, we kicked off a series of virtual mock interviews with HBCU students. From undergraduate to PhD level, students and our employees were paired in sessions facilitated by HBCU 20x20. Part of the training and preparation included our blindspots training, designed to challenge potential unconscious biases and broaden our perspectives. Our people received a refresher on the importance of our actions in fostering an inclusive work environment. Students walked away with a greater sense of what to expect in an interview and how to interview in a virtual environment. In addition, these students gained new relationships with our leaders and were invited to apply for opportunities, such as our summer diversity internship experience, the Start intern program.

Start is uniquely designed for high-performing college sophomores/rising juniors who self-identify as members of traditionally underrepresented groups in the professional services industry (Black, Latinx, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander), protected veterans and/or individuals with disabilities.

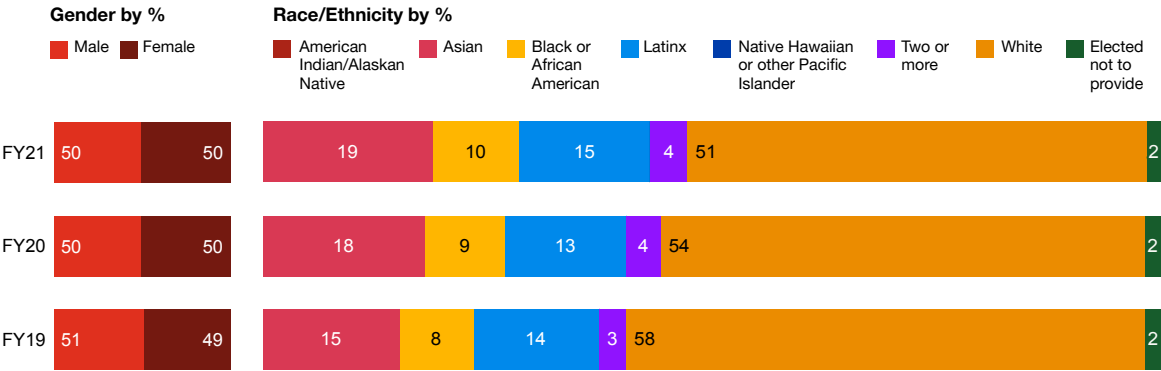
This year’s internship program grew nearly 50% and featured 998 interns across 55 locations. Our Advance internship experience enables rising juniors, seniors and master's students to develop digital skills and business acumen through experiential training and client experiences. From FY20 to FY21, we added 131 Black and Latinx Advance interns, increasing the racially/ethnically diverse intern composition from 44% to 48%, while females remained consistent at 50%.

To continue driving societal systemic change, in April 2021, we announced our extension of Access Your Potential by committing an additional \$125M to support a more equitable future for 25,000 Black and Latinx college students to prepare for and begin an in-demand career. Access Your Potential will provide students with access to high-demand digital and career readiness training and upskilling, mentorship and additional pathways to their future careers. We aspire to hire 10,000 Black and Latinx students into roles at the firm by 2026.

Start Interns - FY21 Population: 998⁸



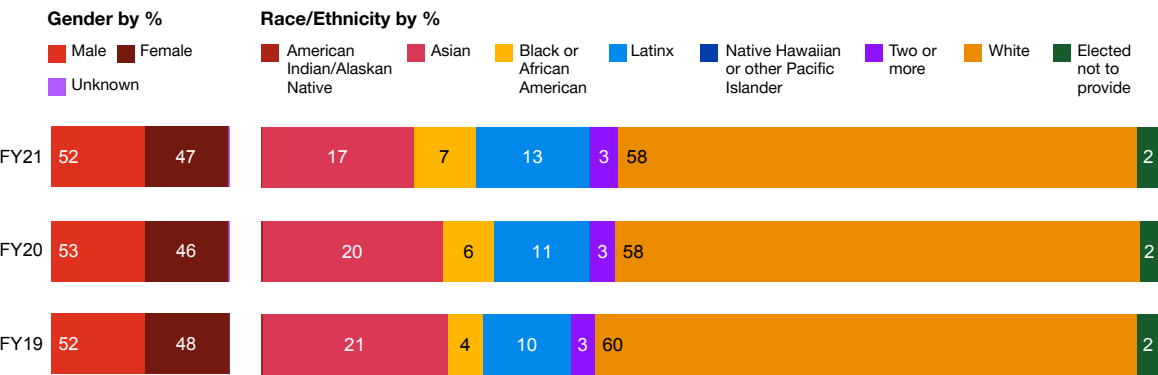
Advance Interns - FY21 Population: 4,196⁸



Entry-level hires

While internships are a critical component of our strategy, we look holistically at the talent journey—from obtaining internships through equipping students with the skills needed to help them succeed in the workforce. As we look at entry-level indicators from FY20 to FY21, female entry-level hires increased from 46% to 47%, Black entry-level hires increased from 6% to 7% and Latinx entry-level hires increased from 11% to 13%. While we have made progress, we will continue to accelerate our efforts to help drive continued change.

Entry-level Hires - FY21 Population: 4,545⁸



As we continue to grow our sources of promising entry-level talent, we are also focused on creating opportunities for continuous learning so we can adapt to the evolving needs of and societal obstacles faced by potential candidates. Our While You Work program does exactly that for Black and Latinx students. In line with our commitment to increase diverse representation in the profession, as well as our focus on learning and development, we are exploring how to break down societal barriers and entry into the accounting profession.

While You Work is an opportunity for rising Black and Latinx college seniors or graduates of an accredited college or university to earn their master’s degree and the final 30 credit hours to meet the 150 credit hour requirement for a CPA license, while working at PwC. In collaboration with Northeastern University’s D’Amore-McKim School of Business, we are piloting a new online Master of Science in Management program with a focus on accounting analytics. Forty students have kicked off their journey to blend classroom learning with real-world projects, earning course credits, while working with our teams in PwC Private.

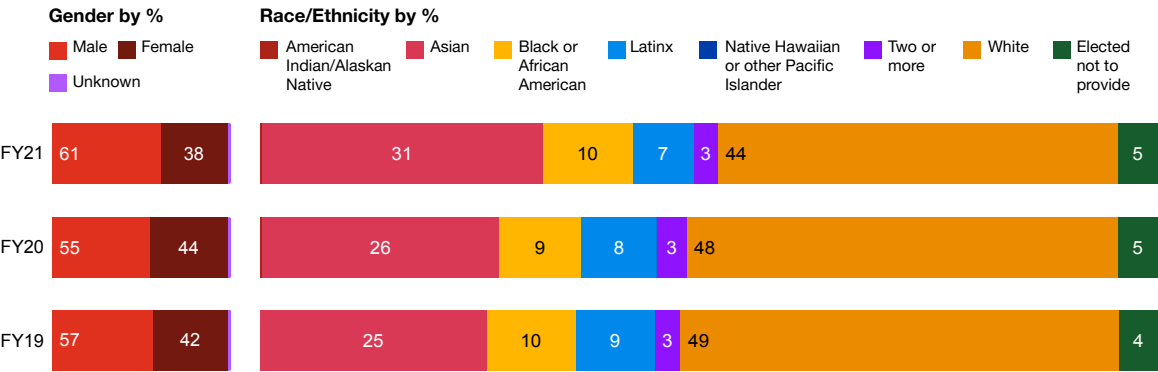
“We pay their tuition, so they come out of it with zero additional debt. Participants earn credit, gain work experience and get competitive compensation the entire time, while earning their master’s.”

Leah Houde
Chief Learning Officer

Experienced hires

Our Black experienced hires increased from 9% to 10% in FY21. While we have made some progress year-over-year, we did see a decrease in our experienced hires for women (44% to 38%) and our Latinx experienced hires (8% to 7%) from FY20 to FY21. We want to course correct. When we’re equipped with the information to influence our recruitment and retention efforts, we’re motivated and able to drive progress.

Experienced Hires - FY21 Population: 2,471⁸



From interns to entry-level and experienced hires, identifying well-qualified, diverse candidates is critical. This is an area where we’ve seen significant growth over the years and we want to continue that growth.

Equally important as bringing in new talent is retaining our people. The COVID-19 pandemic exacerbated the disparities in where and how people work, creating major shifts in workplaces and industries across the country. We heard increased demand for more transparency on turnover at the firm and moving forward, one of the new indicators we’ve committed to sharing is attrition rate by gender and racial/ethnic diversity.

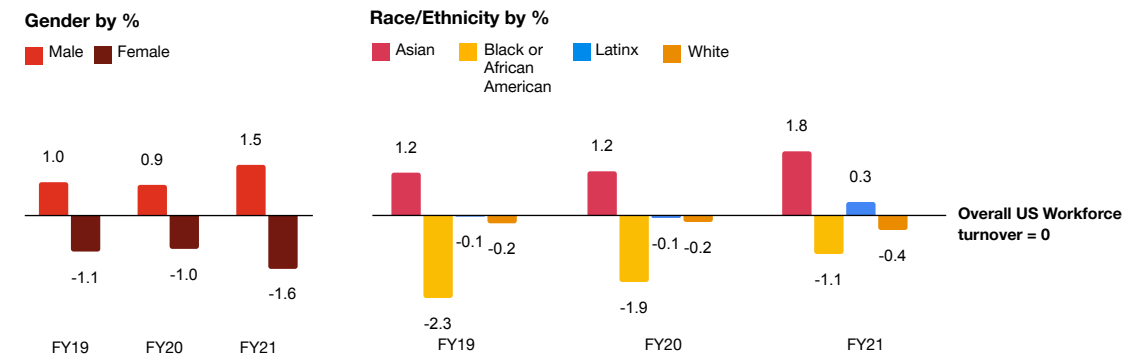
Relative to the firmwide workforce, Black turnover in FY21 was lower than the average and Latinx turnover was only slightly above the firmwide average. This demonstrates that the efforts we have been making to retain our people and to set them up for success are showing some positive results. We will continue to provide all of our people the flexibility, development and resources to thrive at our firm.

As we continually enhance initiatives for identifying talent, we recognize that enhancing diversity within our entire organization starts from the outside-in, with recruiting.



The alarming impact of COVID-19 on women in the workforce compelled PwC to take early action to demonstrate that we were there for our people. As studies showed that the pandemic placed a great burden on working mothers, single/solo parents and caregivers, we strived to support the varied and evolving needs of our professionals. And, voluntary turnover among females was lower than it was for males.

US Workforce Relative Voluntary Turnover¹⁰



Flexibility and well-being are central to how we build our teams and advance our culture of belonging. We have programs that are designed to respond to the unique circumstances of our people, including Full Circle, a voluntary arrangement designed for our high-performing professionals who are taking time away from the firm to devote themselves to full-time caregiving. This arrangement can be up to five years and allows participants to stay connected with their colleagues and provides a dedicated coach to check in with them while they are gone, allowing them to be a part of our community—and to still be able to take advantage of firm resources—while they are focusing on caregiving.



Karen Maven
Senior Manager,
Business Services

Karen was told her daughter, Grace, would never see, hear, or walk after she was diagnosed with cerebral palsy during a traumatic birth in which both of them nearly lost their lives. While Grace has overcome the odds, Karen has always known her daughter could need her at a moment's notice. That time came when

Karen received the call that Grace was approved to move into a seven-day residential program with a new care team, but would need to move in the next week more than an hour away. "I didn't know what to do. I was traveling for work, so I called my director. After I explained, she calmly said 'Let's just take work off of your worry pile. Grace has to come first. We will figure it out—we will take care of you because when you come back, we want you to come back whole.' A weight was lifted. I was given the gift of time and allyship—Grace had her support team and at that moment I knew I had mine."



Arianna Washington
Associate, Trust Solutions

“Thrive has given me another support system at the firm,” says Trust Solutions Associate, Arianna Washington. “I have even more people outside of my team that look like me, understand my struggles and can relate to my experience. It’s a safe space and to have others who have a vested interest in me and can give me outside advice makes a difference.”

Two-year experience

The first 24 months at the firm are typically predictive of success and for us, they serve as a reflection of how we are delivering on our commitment to DEI and advancing our culture of belonging.

To set new and recent hires up for success from day one, we launched Thrive, an innovative two-year experience for Black and Latinx entry-level new joiners that helps lay the foundation for a successful career through culture workshops, networking, connectivity and leadership engagement. Now part of our overall onboarding experience, we welcomed 819 new associates and experienced associates through Thrive in FY21.

Thrive participants expand their understanding of the attributes needed to distinguish oneself as a high-performing contributor on their respective teams; increase the strength of relationships with team members, leaders, clients and stakeholders across cultural differences; and explore how background, experiences or culture can potentially impact them as professionals. Unlike onboarding programs that bring cohorts together for short spans of time, Thrive engages participants over two years and along the way, white leaders also play a role in supporting the program’s success by being active allies. Overall, 125 team leaders mentor and provide developmental support to participants. Of the 500+ participants beginning in November 2020, more than 80% improved their utilization throughout their first six months of participation in the program.

While Thrive supports Black and Latinx new hires, our programs work to confirm that all new joiners have an equitable experience and a sense of belonging from day one and throughout their career journey. To help us to fulfill our purpose, drive our strategy and live our PwC values and behaviors in the first two years and beyond, all PwC employees are grounded by The **PwC Professional**—our global leadership development framework that provides a single set of expectations across our sectors, roles and territories. In FY21, the PwC Professional framework was enhanced to emphasize the importance of inclusive leadership, digital skills and well-being as staff progress and develop at each level. The framework assesses skills and competencies, which are expressed as observable behaviors across five dimensions: Relationships, Business acumen, Technical and digital, Global and inclusive and Whole leadership.



Art Zavala
Director, Business Services

Our enhanced transgender health benefits were developed with feedback and input from our people, including Art Zavala and his daughter Ariel Monroe Zavala. Art was key in providing personal insight into expanding our transgender-related health care coverage for PwC family members. “My daughter Ariel is 23 and began her transition at age 14. The increase to the lifetime limit and the expanded services will allow Ariel to continue her transition with much less stress and burden, which means the world to me as her dad.”



Omar Iglesias

Senior Associate, Consulting Solutions

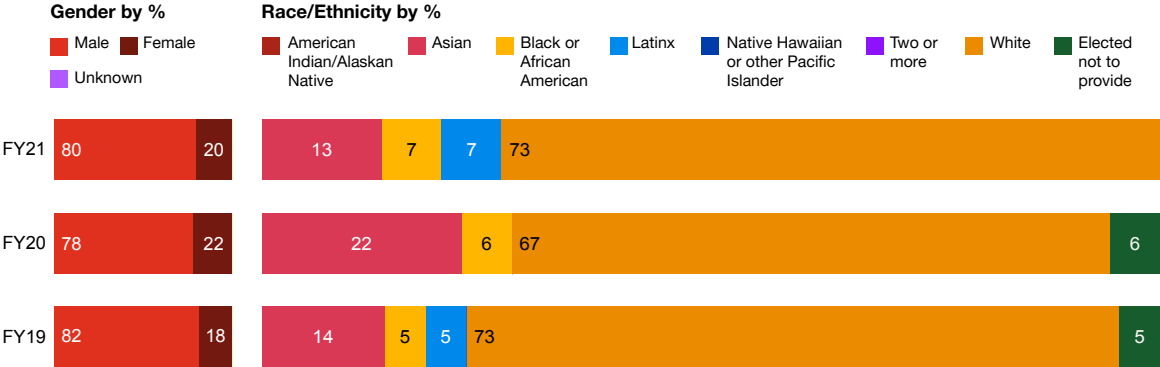
Omar has been a fan of G.I. Joe since he was young and it influenced his decision to enlist in the Navy. After serving for 10 years, he knew he wanted to work for an employer that supported veterans and offered a veterans employee network. That's why when a fellow veteran and PwC employee mentioned the firm's Veterans Affinity Network (VAN), it drew him in. "When I first joined PwC, I sought out individuals with similar background experiences to me through the Veterans Affinity Network. Many of the people I met helped me understand what tools I could use to be successful as I transitioned into the corporate world. It was the reason I became the VAN Mentorship Lead in the New York market." The role allows Omar to organize veterans based in PwC's New York office to mentor veteran new joiners on personal and professional development.

Each of our people is aligned to a Development Team composed of a Relationship Leader, Coach and Talent Consultant. Relationship Leaders play a primary role in the professional growth of our people by providing mentoring and career support by continuing to review and discuss staff progression against the five dimensions of the PwC Professional framework and progression through the firm.

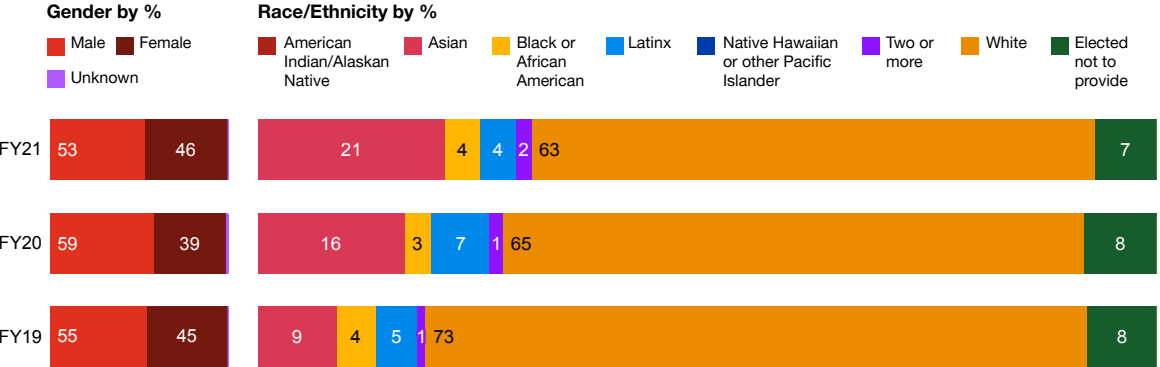
Since FY19, we saw incremental increases each year in promotions among women (47% to 49%) and racially/ethnically diverse groups (34% to 36%). But we want to see more substantial progress.

We want to focus more on the programs and initiatives that can further create more opportunities for growth. We want to continue to enable all of our people to have equitable opportunities to learn, grow and succeed.

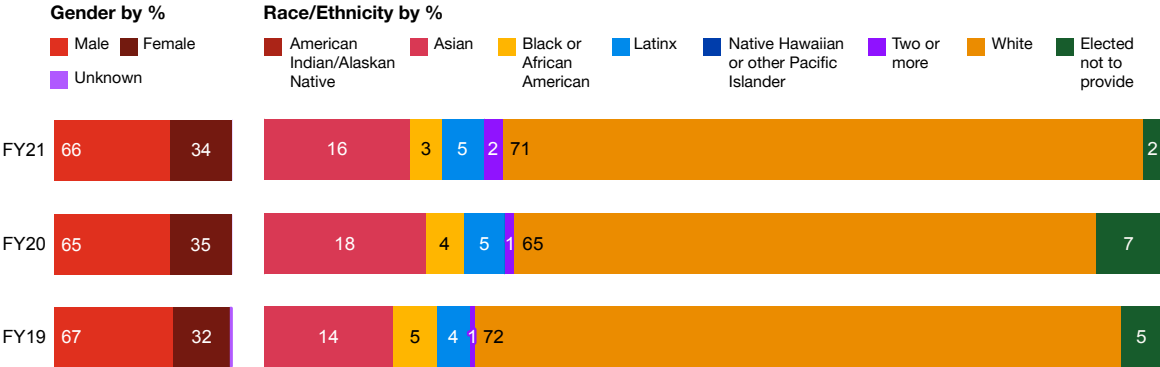
Promoted from Managing Director - FY21 Population: 15⁸



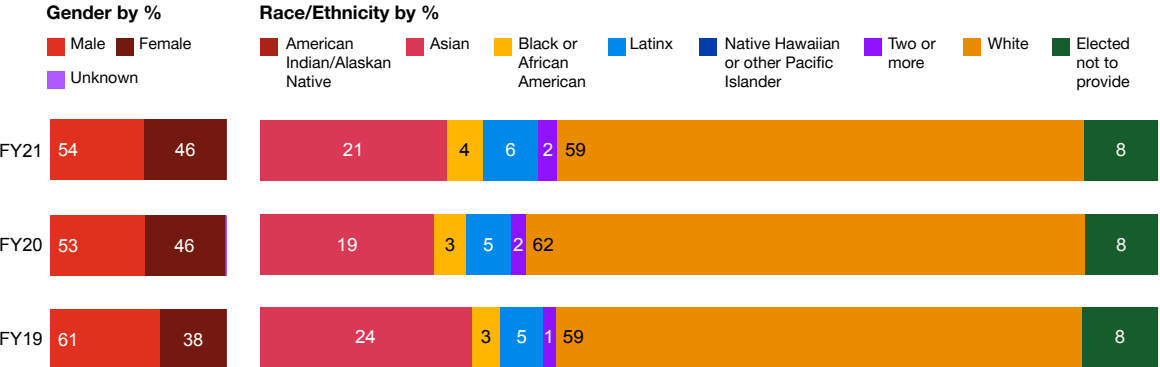
Promoted from Senior Manager - FY21 Population: 731⁸



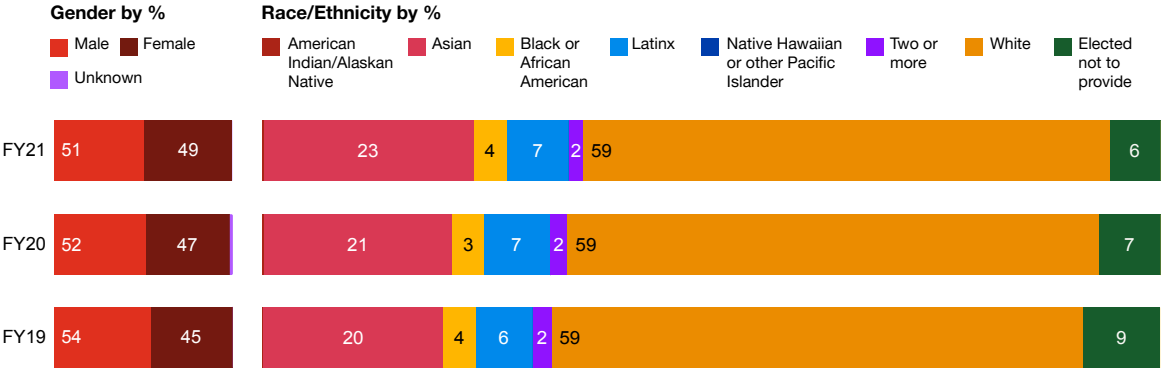
Promoted from Director - FY21 Population: 294⁸



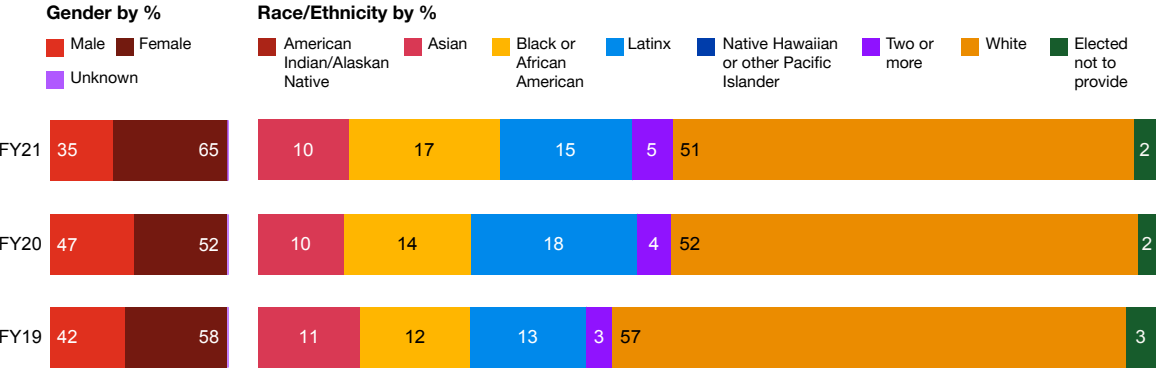
Promoted from Manager - FY21 Population: 1,766⁸



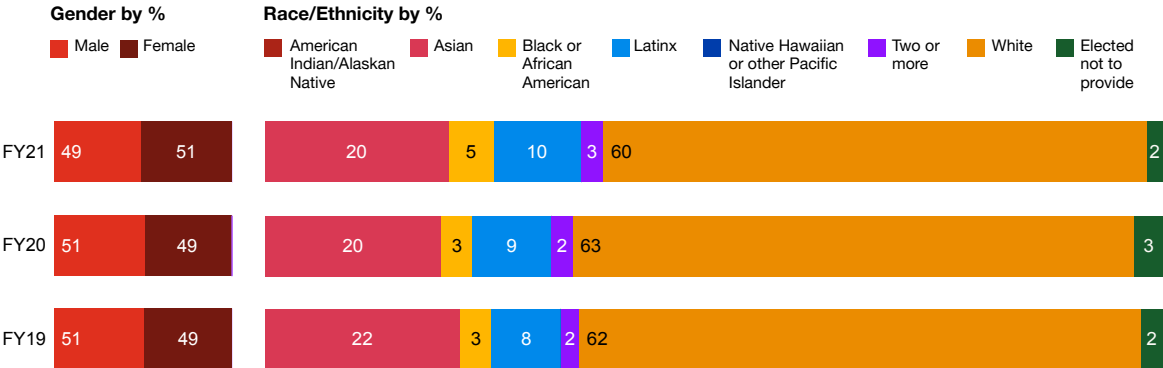
Promoted from Senior Associate - FY21 Population: 2,595⁸



Promoted from Administrative - FY21 Population: 288⁸



Promoted from Associate - FY21 Population: 3,202⁸



Self-identification

When our people have the space to authentically share who they are as they have defined themselves, it makes our culture of belonging stronger. With the voluntary submission of self-identification data, we gain a more dynamic understanding of our employee workforce across our many forms of diversity and lived experiences instead of painting a picture of our firm in broad strokes. This data helps us truly understand the makeup of our people.

With feedback and input from our people, beginning July 1, 2021 our medical plan lifetime maximum for certain transgender-related healthcare procedures increased from \$25,000 to \$75,000 for our people and their loved ones. Transitioning is a multi-step process for trans individuals that requires a lot, both financially and emotionally. Our goal is to aid our employees every step of the way—helping our people to live happier, more fulfilling lives.

Workforce diversity¹¹

	FY19	FY20	FY21
Total partners and employees	43,566	45,234	43,561
Veterans	1.3%	1.5%	1.7%
Disabilities/Accommodation	2.6%	2.6%	4.0%
LGBTQ+	2.0%	2.2%	2.5%
Straight or heterosexual	52.8%	56.0%	58.2%
Prefer not to share	2.3%	2.4%	2.7%



Rob Rusch
Director, Trust Solutions
Rob has Spinal Muscular Atrophy and uses a wheelchair. He has been candid about his lived experiences and how they have shaped how he approaches his work, while being an ally to the community. Specifically, he is an advocate for how managers can foster leadership development for team members with a disability. Through his role

as a Trust Solutions Director and starting a chapter of the Abilities and Allies Inclusion Network in his hometown of Charlotte, he has cultivated intentional support through candid conversations, created focused opportunities for leadership development for those with disabilities and helped address inaccurate social perceptions about team members with disabilities. "There can be misconceptions about a disability hindering someone's ability to make strategic decisions in the workplace or simply fulfill daily work tasks. There's nothing more powerful than hearing an alternative viewpoint in order to learn about the experiences and challenges someone else faces. Empowering people with different abilities to share their experiences opens dialogue, fosters empathy and highlights talents and unique traits and accentuates shared experiences."



In the midst of countless headlines about the pandemic's disproportionate impact on women's employment, we experienced a slight uptick in our female workforce representation. Further, we saw an increase from 2.6% to 4% of our people identifying as having a disability, which includes mental health. As the ongoing pandemic put an extraordinary strain on our people, this enabled us to further understand how best to support their evolving needs. We also saw a slight increase in representation across LGBTQ+ individuals and veterans, but overall, we want to see more progress.

We suspect this data underrepresents the actual numbers of our people as only 64% of our people opted to self-identify. The lack of progress here tells us we need to double down and be more focused with encouraging our people to self-identify.

As we build upon our inclusive culture, we recognize the importance of creating trust to encourage participation in our voluntary self-identification campaigns. Representation matters and this data provides a glimpse into the lived experiences of our people so that we can provide more resources to support them.

Pathway to partnership

Increasing the diversification of our partner pipeline is complex. As we work to shift the makeup of our partnership, we are focused on deliberate cultivation of our leadership pipeline and intentionality in progressing promising talent into roles with increasing levels of responsibility. Becoming a partner is a major career milestone, an opportunity that all of our most promising, up-and-coming leaders who want to shape the future of this firm should have a shot at.

To augment the pipeline, we launched Enrich, a multi-dimensional experience designed to do just that—enrich the potential and leadership skills of high-potential female and racially/ethnically diverse senior managers and directors toward potentially becoming part of our Partner Candidate Leadership Development Experience (PCLDE).

The initiative spans transformative leadership focused on self-exploration and understanding common career setbacks to group coaching focused on candid feedback discussions and leadership skills and extends to a business development apprenticeship for directors. Through Enrich, we have also focused on increasing allyship actions from sponsors and understanding nuances related to gender and culture/ethnicity.

Over the past three years, FY19-FY21, we have added 68 female partners. Between FY20 and FY21, we saw an increase in direct admissions of female and racially/ethnically diverse partners by five percentage points and three percentage points respectively. Direct admission partners are professionals recruited externally and admitted directly into the partnership. However, among new internal partner admission—those currently at the firm and in the partner pipeline—female partners remained static and racially/ethnically diverse partners decreased by two percentage points. With this data, we realize the critical importance of our commitments and initiatives that enhance the pathway to partnership—from our two-year experience to promotions and investing in our culture of belonging.

To increase representation at the leadership level, it is important that we provide the support and opportunities for our managers and senior managers to advance their careers. One way we are accomplishing this is through Advance Your Development (AYD). AYD is open to all experienced managers and above with a special focus on our female and racially/ethnically diverse population. These opportunities help us to engage, motivate and retain diverse talent, while driving innovation and leadership in our field.





We are proud that

70%+

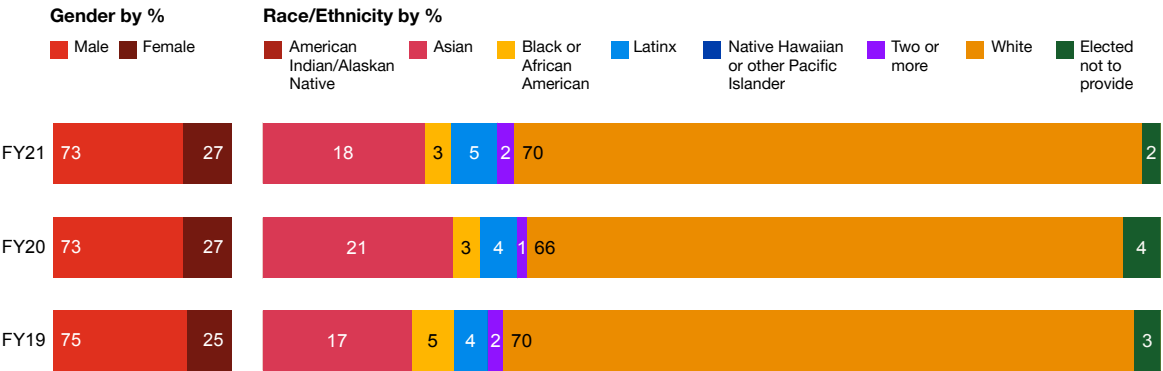
of Enrich participants maintained or improved their high year-end performance result year-over-year, including 50% of participants considered as having the highest impact tier among their peer groups.



In FY20, we set an aspiration to see our overall partnership at 50% women and racially/ethnically diverse partners. **This year, we’ve decoupled this aspiration to better complement the diversity we want to see in our partnership and we now aspire to a partnership makeup of 50% women and 35% racially/ethnically diverse.** Based on our progress, we acknowledge the importance of being even more focused on changing the makeup of our partnership in the short-term. **By FY26, we hope to increase our female pipeline of potential partners by 50% and racially/ethnically diverse pipeline of potential partners by 50%.¹²**

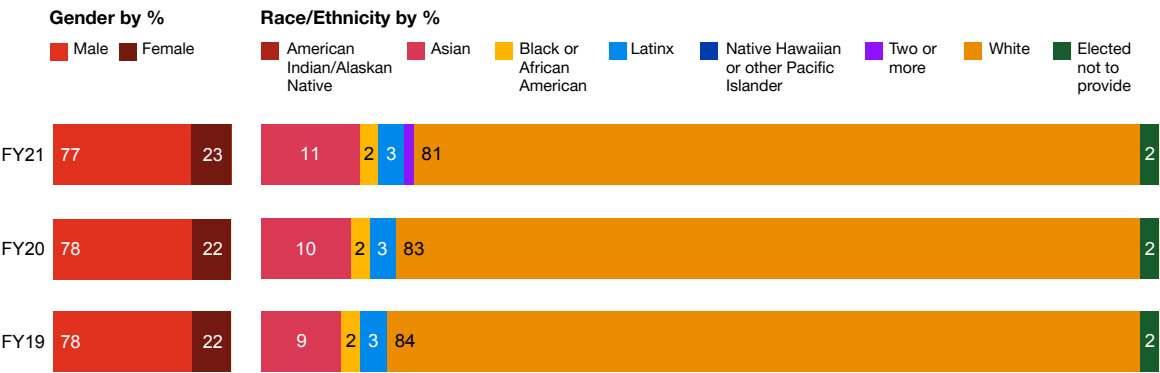
We are taking a partner-led approach to map and grow responsibility, rewards and accountability across the business. myMetrics is a platform that provides a range of data and actionable insights to partners to better lead our business

New Direct Admit Partners & Internal Admissions to Partner FY21 - Population: 258⁵



and our workforce. To continue enhancing our efforts to support parity in experience and opportunities for all of our people, we added increased transparency to myMetrics, allowing partners to see gender, race and ethnicity composition of the teams they oversee and relevant related insights. Partners can assess in real-time which groups and individuals may need additional support around performance metrics, including utilization and performance differentiators. This data provides partners with the insights and accountability to help them make sure each team member has a rewarding experience and has the opportunity for long-term success at the firm.

Partners and Principals - FY21 Population: 3,509¹³



As we assess our partnership data, the numbers aren't only about the diversity we see today, but also must reflect the pipeline we're creating to build more diverse partner classes in the years ahead.

Our role to influence

We are continually exploring how we can use leading practices and transparency not only to advance DEI within our firm, but also to be a changemaker outside of our firm. We embrace the responsibility to help make change happen in our communities and across the business sector by focusing on public policy to address societal issues, including racial injustice. We have given our people the opportunity to help drive change inside our firm and across the nation and set a new standard in our industry for progress, accountability and transparency that allows us to continue to be bold and unwavering in our commitment to work toward dismantling societal systematic racism.

In a year where many faced immense mental and emotional tolls, our people rose to the challenge by putting their own resources, time and skills to aid organizations fighting for social justice.

More than 5,000 partners and employees helped contribute more than \$3M focused on racial justice through a crowdfunder program that included matching gifts on employee donations and grants to qualifying organizations.

From pro bono projects to nonprofit board seat service, the insights we bring every day to our client work are being used to help nonprofit organizations address injustice at scale.

CEO Action for Diversity & Inclusion

We also leverage the connections and learnings we gain through **CEO Action for Diversity & Inclusion™**, a coalition we co-founded, which shares our commitment to advancing DEI in the workplace, to also help drive change outside our firm.

Throughout the pandemic, the coalition has continued to serve as a go-to resource for DEI leaders at 2,000 of the world's leading companies and universities, growing more than 40% in size in a single year, while helping to navigate unprecedented changes in how we work, take care of our people and address social injustices. The coalition engaged in more than 1,000 conversations with Chief Executive Officers (CEOs), Chief Human Resources Officers (CHROs), Chief Diversity Officers (CDOs) and other key stakeholders as organizations looked for ways to speak out against injustice and societal systemic racism. To raise awareness of such difficult topics through open conversations, the 'Day of Understanding' engaged more than 1.5 million people outside of PwC in candid and complex conversations.



CEO Action for Racial Equity

To deepen our engagement with CEO Action for Diversity & Inclusion signatory organizations, we united business leaders to share a commitment to advancing racial equity through public policy at the federal, state and local levels. **CEO Action for Racial Equity** is a fellowship that drives policy change across eight issues that disproportionately impact Black Americans. With 30 fellows from PwC committed to this effort, we united business leaders from more than 100 companies to address societal systemic racism and social injustice. Over the past year, we have worked to mobilize responses to timely policies that are aligned with our mission. We connected with decision-makers in the policy landscape and among participating companies to advance legislation that will help bridge the digital divide. We also wrote letters to Congress declaring meaningful, bipartisan police reform, advocated for a permanent expansion of Supplemental Nutrition Assistance Program (SNAP) benefits and more. Policy change does not happen overnight and there is much work to be done in our efforts to build a more just and equitable world, but with every action we take, we more deeply embrace our purpose as a firm and respond to the most pressing needs faced by our people and communities.



Avery Joshua
Senior Manager, CEO
Action for Racial Equity
(CEOARE) Fellow

In June 2020, Tim Ryan announced six commitments for how PwC is standing up against societal systemic racism, including a fellowship to advance racial equity through public policy. Avery Joshua is one of the 30 PwC employees who rose to the challenge and joined CEO Action

for Racial Equity. “I was certain that working to promote the causes of the poor and oppressed was one of the most important things I could do with my time, skills and experiences.” Nearly a year later, the Fellowship is a first-of-its-kind model that brings our people to the frontlines of addressing complex societal issues and allows them to connect with other business leaders along the way. “We brought nearly 200 people together from different organizations, created processes and culture, developed new relationships, navigated emotionally charged conversations about race, managed conflicts and figured out how a business coalition could effectively advocate for policies that lead to racial equity. But even with the challenges we've faced, I'm continually encouraged by the responses to our work from people across the firm, from other advocacy organizations and even from lawmakers. I'm so honored to be a CEO Action for Racial Equity Fellow. Creating equitable policy is hard but it's an effort worth our time.”

Supplier diversity

Just as important as how we do our business is those with whom we do business. We believe it's our ethical responsibility to consider diversity in our procurement decisions, across the portfolio. Our supplier spend is primarily focused on professional services, as opposed to operations support. In FY21, we increased our spend with diverse suppliers to 31% of reportable spend, a nine percentage point increase from the year prior.

We took steps internally to increase our investment in the growth and development of diverse businesses, including investing in 12 diverse suppliers by providing support to our clients and engagement teams. In addition, we paired our leaders with diverse businesses for a 12-month program focused on the supplier's objectives, as part of our mentoring and education program. By increasing our spend with diverse businesses and investing in their development, we can help drive the broader economic development of our society.

Building sustainable and responsible supply chains is one important way that we 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. All of our supplier contracts include compliance with the [PwC Global Third Party Code of Conduct](#), which applies to both suppliers and labor. In addition, our global network of firms has adopted a [global human rights statement](#) to which all member firms adhere.

Increasing our spend with diverse suppliers

24% in FY19

22% in FY20

31% in FY21





We hope to have

40%

of our reportable spend with diverse suppliers by FY26. Through this goal, we aspire to increase diverse spending, further diversify the supplier program and increase our investment in the growth and development of diverse businesses. This is a key differentiator within the professional services industry and large tech companies.



Our journey as a responsible business

Over the past year, our people, our clients and our communities worked tirelessly to navigate a complex future for how we work, live and give back. Confronted by new challenges and higher stakes, our firm did the same. We worked to not only maintain, but enhance, our commitments as a responsible business leader. Along the way, we quickly learned that this is easier said than done, especially while operating under the heightened pressure of economic uncertainty and a rapidly changing world. Still, we kept our sights set on accelerating progress and taking action and recognized that trust is the differentiator that will make it possible.

Trust is how we will deliver sustained business outcomes and uphold our purpose every step of the way. In an ongoing pandemic environment, this holds true for every organization. According to our recent report, [The Complexity of Trust: PwC's Trust in US Business Survey](#), we saw that over the past year, the companies that were most successful in building trust with consumers were the ones that lived their purpose and backed their words with action, all during a global pandemic. Across regions and industries, organizations will need to continue to build trust with an expanding set of stakeholders on a variety of topics, including diversity, customer data protections, environmental and social issues and more.



In today's world, trust is a rare commodity. Not everyone feels that society and the systems that underpin it are working for them. We know that if all of us—governments, businesses and institutions—cannot find a way to rebuild and deepen trust, we will not be able to tackle the difficult questions and growing challenges before us.

We embrace the responsibility to help make change happen within the business community. We launched **Tomorrow Takes Trust**, a landmark three-year, \$300 million commitment to embed trust-based principles into the core of today's and tomorrow's businesses. Within that commitment includes the PwC Trust Leadership Institute, which will equip more than 10,000 business leaders with the skills they need to build trust around tomorrow's challenges and realities.

Our commitments to being a responsible business include both our actions inside as well as outside of our walls, particularly in underserved communities that are disproportionately impacted by systemic societal issues. The COVID-19 pandemic has provided a challenge and a vital opportunity for us to live our values, be empathetic and inclusive leaders and as a firm, be flexible and supportive of the evolving needs of our people. In a time of disruption that has tested people and systems around the world, our COVID-19 response has been grounded in our purpose and values and we have embraced the opportunity to demonstrate our commitment to operating responsibly in real and sustainable ways.

Our efforts to build trust and make a meaningful difference extend from our people to our communities, which is why we encourage our people to take on issues that are important to them.

Operating responsibly during a pandemic

Our top priority is always the health and safety of our people. Throughout the pandemic, our goal as a firm has been to be a pillar of stability in an otherwise chaotic world.

What we accomplished as a firm went beyond how we showed up as a business. It's about how we showed up for each other.

The firm focused on supporting the evolving needs of our people through financial support and enhanced benefits.

We gave mid-year raises, expanded the bonus pool and distributed a special "thank you" bonus to recognize our people's incredible efforts during extraordinary times. We empowered our people to protect time on their calendars to focus on work, run an errand, or tend to an emergency. We implemented "no video Fridays" to help combat video conferencing fatigue and "Fridays your way" to allow our people to focus on what they need to—dedicated time to take vacation, volunteer or work without interruption.

While our existing benefits and culture of flexibility helped to prepare for times of uncertainty, it was critical that we remained sharply focused on meeting the evolving needs of our people, including enhanced mental health resources, expanded childcare support, group well-being sessions and extended paid leave options. And to recognize the importance of disconnecting, we began offering a vacation bonus of \$250 when employees take a full week (40 consecutive hours) off, up to \$1,000 or four times throughout the year.

Part of our commitment to our people includes facilitating volunteering and giving opportunities so that they can use their time, experience and financial contributions to influence real change in local communities. We strive to make it easy and accessible for them to engage in ways that are the most rewarding and fulfilling, including expanding virtual volunteering during the pandemic and offering tech-enabled giving tools.

Pro bono services for sustained impact

Through our skills-based volunteering program, our people harness their skills, experience and passions to help nonprofits solve complex organizational challenges. By addressing these challenges, we help increase nonprofits' capacity and impact and advance social justice within the communities where we operate. These activities led by our people have included problem-solving workshops, service as board directors, mentoring, digital and career skills teaching and more.

In FY21, we scaled **Skills for Society** to offer skills-based volunteering to more nonprofits by providing 40 hours of utilization time to each of our people for time spent participating. While overall participation in traditional, in-person volunteering decreased understandably, due to the pandemic, we experienced a significant increase of more than 20% in pro bono service hours and saw a 30% increase in time focused on social justice. During a challenging year, we re-energized our people through Skills for Society where nearly 2/3 of participants experienced fulfillment, 80% felt

it allowed them to express more of their authentic self, 95% felt it allowed them to make an impact in a personally meaningful way and more than half felt the knowledge and skills learned could be applied to their job.



Association of Latino Professionals for America (ALPFA) pro bono service



The ALPFA is the first national Latinx professional association in the US, with 95,000+ members. Its mission is to empower and develop Latinx leaders in every sector of the global economy. For our people, including partners like Elizabeth (Liz) Diep, ALPFA has been a valuable resource

in their career journey. “ALPFA played a pivotal role in my success at the firm as it provided me with a network of individuals that served as mentors and sponsors throughout my career,” she says. Our pro bono engagement with ALPFA was our opportunity to give back to an organization that has supported so many of our Latinx employees. Through the engagement, we helped improve the member and partner experience while identifying opportunities to enhance internal data management capabilities.

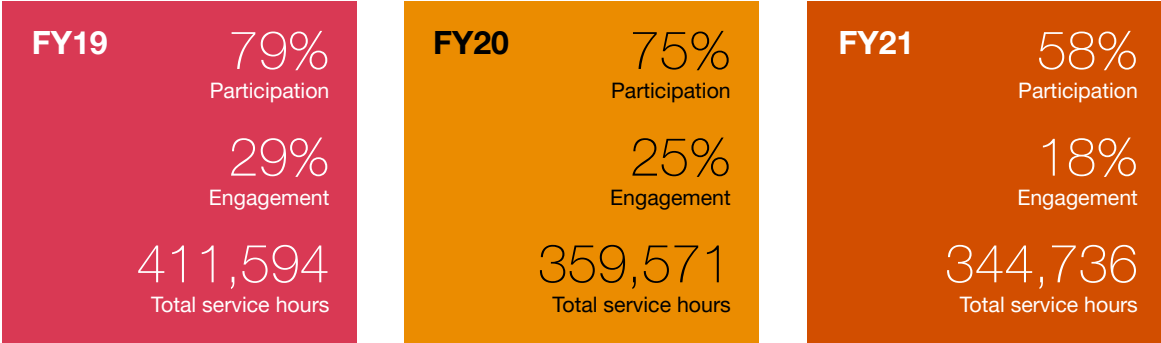
During the COVID-19 pandemic, we made the decision to switch to fully virtual volunteering to help overcome dropping in-person volunteer rates and allow more people to participate. Specifically, we saw higher involvement from the legacy Advisory practice (an increase of 26%), which had historically been a more challenging employee population to engage, due to scheduling and location limitations of in-person volunteering. In total, our people spent 344,736 hours working with more than 4,000 nonprofit organizations, more than half of which was pro bono.

Through board service, PwC volunteers are helping to address some of the most pressing issues facing our nation. We saw a 28% increase in hours spent on board service in FY21 with more than 3,000 of our people serving on nonprofit boards to help address the additional needs of nonprofit organizations to pivot in response to the challenging operating environment of the pandemic. Additionally, 1,500 of our people participated in board placement info sessions across 22 offices, empowering more of our people to pursue this path to contribute, which their peers have reported to be highly fulfilling.

Pro bono value and hours delivered

		FY19	FY20	FY21	
	Value delivered	\$49.2M	\$47.5M	\$47.4M	
	By cause	Youth education	63,238	62,967	87,855
		Non-youth education	101,930	93,668	104,313
	By type	Fee-waived hours	74,760	60,125	46,085
		Board seat participation	65,372	62,138	79,508
		Skills for Society	25,036	34,372	66,575
		Total hours	165,168	156,635	192,168

Employee engagement





Our contributions

Even in the face of economic uncertainty, we held true to our commitments and together, our firm and our people continued to support the communities in which we work, live and thrive. We have both the privilege and responsibility to take action and do our part in supporting others. As our nation battled COVID-19 in the midst of social and racial unrest, the firm donated more than ever before—a 26% increase from FY20.

We created matching programs to help amplify our people’s giving and allocate resources to put our money where our heart is and drive greater impact. Our people rose to the occasion and gave generously in response to pressing needs from the COVID-19 pandemic, to social justice and nonprofit organizations, as well as to underserved communities, donating over \$33M to more than 13,000 organizations. Across the firm, crowdfunding campaigns more than doubled in FY21 with 1,400 campaigns created and approximately 8,000 of our people engaging these campaigns to enable their colleagues in addressing critical societal issues.



Charitable contributions

		FY19	FY20	FY21
 Our firm		\$65.9M	\$67.4M	\$85.3M
		\$34.2M	\$34.1M	\$33.4M
 Our people	Staff and partner participation	69.5%	71.2%	58.0%
	Partner participation	86.0%	85.0%	81.0%

The PwC Charitable Foundation, Inc.

The PwC Charitable Foundation, Inc. has long been a leader supporting the people of PwC in times of need and investing in emerging and scalable solutions to help meet society's greatest challenges in education and humanitarianism. The inequalities in our world have never been more clear. In response, the Foundation focuses resources on targeted solutions to reimagining and overcoming longstanding problems, including equitable access to education and building more resilient communities in the face of disasters. To date, the Foundation has invested more than \$140M to address these urgent issues.

In FY21¹⁴, the Foundation made commitments totaling over \$15M to support COVID-19 relief, disaster recovery, the people of PwC, social justice reform and continued efforts to drive equity at scale. The Foundation investment strategy and grant decision-making considers the diverse perspectives, needs and demographics of grantees—from beneficiaries to boards of directors. A key program of the Foundation, Reimagine Grants, engages PwC leaders and helps underserved communities gain access to technology skills and resources. During the pandemic, Reimagine Grants expanded its focus areas to also address critical COVID-19 related humanitarian, education and job skills training needs. Our People Who Care Fund brings to life how we show up for our workforce—helping in the face of an unexpected financial hardship.

[Read more about the Foundation and its impact >](#)



Adnan Khan
Associate,
Trust Solutions

When Hurricane Laura hit Houston, it destroyed Trust Solutions Associate Adnan Khan's home and displaced his family. Two months later, Adnan, his wife and two young children were just starting to get life back on track when the flood-producing rains of Hurricane Delta began to fall. The PwC Foundation's People

Who Care Fund connected with Adnan immediately to provide support.

"For the second time in seven weeks, my home was damaged and my family was displaced. I once again found myself commuting over an hour each way just to buy necessities and basic groceries to feed my kids. After living like this for so long, it was all starting to add up—both in dollars and wear and tear on my family. We were overwhelmed. The help gave us some peace of mind and allowed us to focus more of our energy on rebuilding."

Environmental sustainability

We have a long history of reducing our environmental impact, dating back to 2007 when we first began measuring our carbon footprint. Since then, we have become more sophisticated in our approach, namely the climate impact of our greenhouse gas (GHG) emissions, waste generated in our offices and engaging our people in environmental initiatives. We weigh our actions against potential harm to the environment, reduce that impact as much as practical and make investments to offset emissions for those parts of our impact that we can't yet reduce further. This is why we're committed to a worldwide, science-based target to achieve net-zero greenhouse gas emissions by 2030.

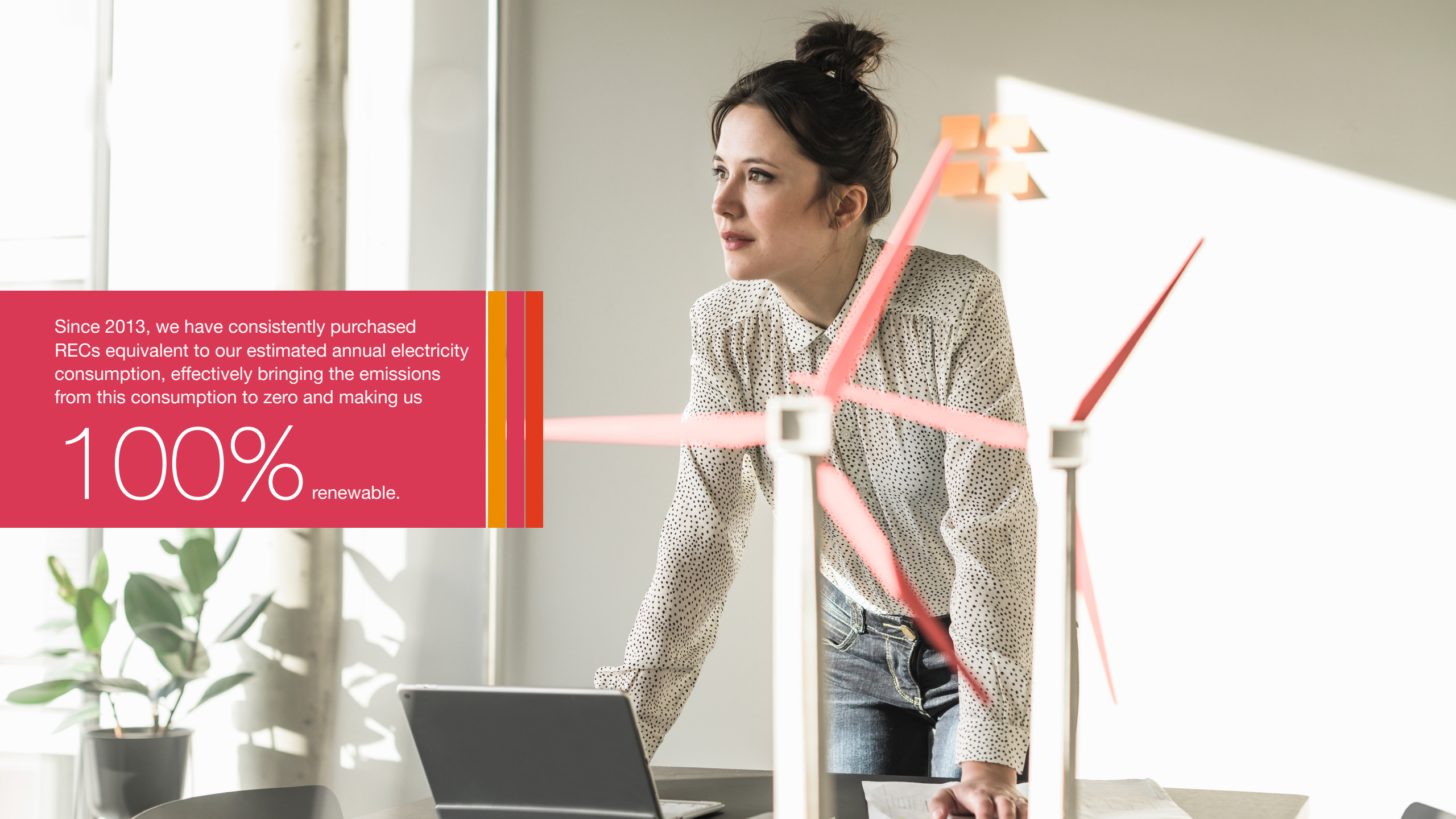
Historically, we have managed our climate impact in three ways: reducing air travel and office energy use to the extent practical, purchasing renewable energy certificates (RECs) for the electricity we did not reduce and purchasing high-quality carbon offsets for estimated emissions related to our energy use and air travel, resulting in carbon neutrality since FY20.

We have reduced GHG emissions from our energy consumption by almost a third since 2015 through more effective use of our real estate and increased energy efficiency in our offices, approximately 60% of which are LEED interior certified. This is especially impressive given that our business has grown tremendously in terms of headcount and revenue over this same period. The pandemic has accelerated steady increases in our

use of virtual collaboration tools as an alternative to air travel, while also increasing the shift towards a predominantly virtual learning and development model for our people, which we expect to continue into the future.

Despite our commitment to reduction efforts, residual GHG emissions remain. In response, in 2015 we began purchasing high-quality carbon offsets, primarily derived from forestry projects in North and South America as well as globally-sourced renewables projects. One such project involves reforestation in seven states along the Mississippi River Valley, planting more than 42M trees to date.

In 2020, PwC US joined the PwC network in a commitment to achieve net zero GHG emissions by 2030. This commitment—independently validated by the Science Based Targets initiative (SBTi) in July 2021—includes a science-based target to reduce absolute emissions by 50% against a 2019 baseline, which is aligned to a 1.5 degree global temperature rise scenario. We aspire to achieve this goal through balancing the onsite and virtual delivery of our services, as air travel has historically contributed the bulk of our emissions, continued enhancements in our use of office space, energy efficiency improvements in our offices, the continued use of 100% renewable electricity and the transition toward carbon removal offsets to match our residual emissions. We will also work with our clients and suppliers to help reduce emissions up and down our value chain and support efforts to decarbonize the economy.



Since 2013, we have consistently purchased
RECs equivalent to our estimated annual electricity
consumption, effectively bringing the emissions
from this consumption to zero and making us

100% renewable.

Environment

		FY19	FY20	FY21
GHG emissions (tCO2e)	GHG emissions (Gross)	353,188	248,682	35,967
	GHG emissions (Net)	7,854	0	0
	Scope 1 - Direct Emissions	5,445	5,322	5,183
	Scope 2 - Indirect Emissions	40,998	32,060	27,372
	Scope 3 - Air Travel	306,745	211,300	3,412
Composition of GHG emissions	Scope 1 - Direct Emissions	1.54%	2.14%	14.41%
	Scope 2 - Indirect Emissions	11.61%	12.89%	76.10%
	Scope 3 - Air Travel	86.85%	84.97%	9.49%

For details on how we calculate emissions and for our process, please refer to our [Carbon Methodology](#).

Even though our offices have been largely closed for the last 18 months, our office services and real estate teams are working to uphold momentum gained before the pandemic. When appropriate, we will continue with the implementation of the centralized waste and recycling program. This program simplifies waste and recycling collection across our largest offices allowing us to increase material recovery from our waste streams and divert more waste overall from landfills. In addition, we use sustainable material selection for all real estate projects, utilizing materials and methods to continually reduce our environmental impact with a focus on avoiding landfill waste through the selection of reusable, recyclable and recycled materials.

With regards to laptops and a significant portion of monitors that have reached the end of their lifecycle, PwC works with a specialist service provider certified in the reuse, refurbishment, or recycling of those items.

While it’s true that we’re a business, it’s also true that we’re in the business of contributing to society and helping others thrive. We’re committed. And we take action. This is what responsible business means to us.

We are human-led + tech-powered

The events of the past year and a half have upended the modern workplace and frayed boundaries between personal and professional lives. Against the backdrop of a global pandemic and environmental, social and racial unrest, companies had to figure out how to keep their businesses running and care for their people.

These challenges caused profound apprehension. And while fear of the unknown can often result in stagnation, for our community of solvers, it created new opportunities and built trust.

Forward-thinking companies embraced the power of technology to redefine their workplace and accelerate digital transformation. Technology played a larger role than ever before. Overnight, it was the engine for making virtual and hybrid work possible. Amidst so much change, technology emerged as a constant, providing solutions for productivity, collaboration and employee connectivity. And what we saw inside our organization through these unprecedented times was an incredible resiliency from our people to adapt, change and shift to new ways of working.

Technology can only do so much on its own. The challenges brought forth by the pandemic as well as societal unrest brought into focus what we have



long known to be an invaluable combination: the collaboration between human and machine. Bringing the best of people and technology together is how we create new opportunities, new solutions and how we can continue to deepen trust.

Our clients

Our technologies are designed to solve clients' biggest challenges, creating efficiencies, saving money and unlocking capacity. We don't build products first, then figure out their use later. We create technologies with a purpose and to deliver sustained outcomes. In today's rapidly shifting landscape, our clients must deliver to stakeholders while continuously adapting to the current realities. We're bringing together the best of people and tech to help our clients build trust and deliver sustained outcomes. We are leveraging the cloud to reimagine clients' marketing and sales approaches, automating finance functions to move more quickly and efficiently, delivering quality tech-enabled audits that reveal deeper insights and creating agile, digitally-enabled tax functions.

We're always looking for ways we can use the power of humans and technology to both help ourselves and our clients remain agile amidst uncertainty. At the onset of the pandemic, many of our clients whose businesses depend on in-person and/or on-site interactions were scrambling to figure out a way to continue operating while keeping their people safe. Enter: **Check-In**, a PwC product, is a privacy-first contact tracing hardware ecosystem designed with trust in mind. Check-In was deployed as a daily health screener for employees and to support automated proximity-based contact tracing efforts.



One of our large industrial service clients had a few safety measures in place for their employees before vaccinations became widely available, but they did not have the data needed to validate business decisions, until they rolled out Check-In. "When we first heard about Check-In, we felt it [was the right tool to] add to our existing COVID-19 contact tracing process. Today, our 1000+ users consider tracing just another piece of their professional lives. [With this app] we are able to limit specific location shutdowns after reported cases with both confidence and proof. Check-In's automatic contact tracing technology has provided the incremental detail in at least half a dozen cases where interviews did not fully cover the potentially exposed individuals on our team. Though it took us around six weeks to get the first five percent adopted, it took us only two additional weeks to go from 5% to 95% adoption."



Alexandra Garcia
Manager, Products
and Technology

For Products & Technology Manager, Alexandra Garcia, she began this journey with no tech background as one of our Start interns. By the time she became an associate, she met several people at the firm who worked in automation and technology and later applied to be a part of our two-year Digital Accelerator program. She

was inspired to create a tangible web-based platform to help teams perform automation opportunity assessments for their business cases. What started as a pet project with funding from Partners grew to a tool used today by some of our biggest clients and several firms in our network, including Germany and the United Kingdom. Since then, she officially transferred into the Products & Tech organization to support ProEdge and has gotten involved with Women in Tech. “These opportunities gave me a glimpse into technology and product development that helped me learn new skills when I realized I wanted to pivot my career and influence the technology our people and clients were using to deliver better business outcomes.”

Similar to Check-In, our **Bias Analyzer**, a PwC tech-enabled service, solves another important and timely business challenge—how to uncover and reduce hidden biases in a company’s AI models. Today, only 32% of companies are taking steps to address fairness when developing and deploying AI systems. Programmed risks around AI bias are one of the proactive solutions we’ve designed technology to help identify before an event even takes place. Bias Analyzer allows employers to proactively find and reduce the number of hidden biases within AI models and provide recommendations for corrective action.

For example, if a healthcare organization is looking to identify the most vulnerable patients prone to negative symptoms, Bias Analyzer can be used to confirm the data training in their systems is sound. The tool can understand if the algorithms in the organization’s data systems are treating groups equally and can spotlight where more diverse data could be used. If discrepancies are found, the results can be used to retrain the program to be more accurate and decrease any system-produced errors in the future.

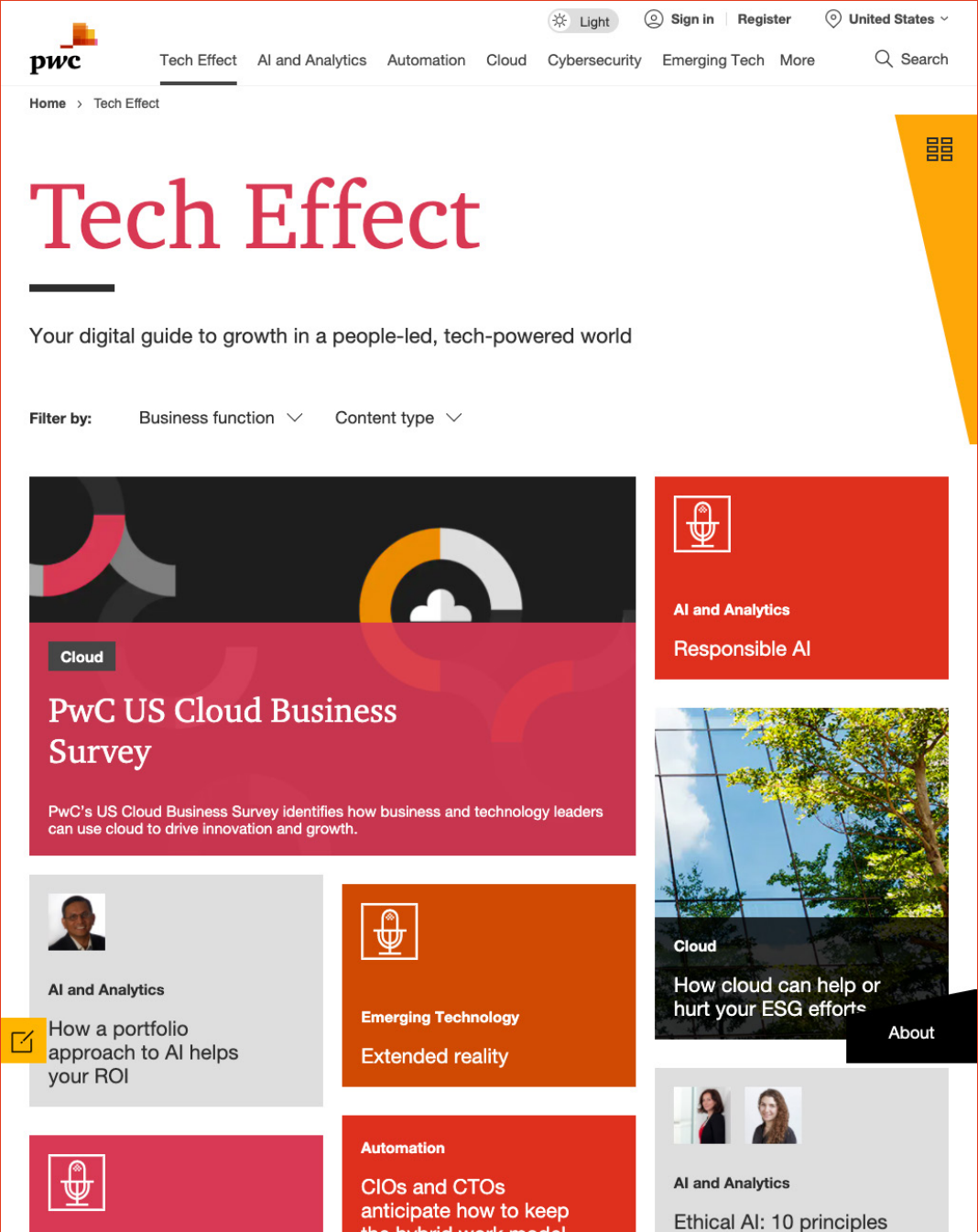
Over the past year, we also saw the capital markets shift dramatically with many large institutional investors and companies acknowledging the critical importance of environmental, social and governance (ESG) factors and integrating it into their investment and company strategies.

Today, it's recognized that ESG issues can be material to a company's core strategy and the ability to create and protect long-term value. **ESG Pulse** is another PwC product within our tech-enabled strategy that helps clients quickly benchmark where they can improve ESG efforts, reporting and disclosures and, more importantly, develop tangible and practical plans aligned with their business's purpose.

Finally, our newly launched digital resource, **Tech Effect**, provides leaders with practical insights to better use technology to improve business outcomes.

This one-stop technology resource on pwc.com hosts in-depth features, executive briefings, timely podcasts and interviews with leading thinkers and doers.

In the future, Tech Effect will expand to feature peer-to-peer forums, learning opportunities and more.



A woman and a man are working on a drone in a laboratory setting. The woman, on the left, is pointing at the drone's controls while the man, on the right, looks on. They are both wearing lanyards. The background shows shelves with various equipment and a desk with a computer monitor and keyboard. A desk lamp is visible on the left.

We have invested

\$3B

since 2017 as part of our “New world. New skills.”
robust digital transformation commitment.

Our firm

With increasing wealth disparity and changing demographics throughout society, technology has the opportunity to bridge divides. As a result, we are committed to our own robust digital transformation and since 2017, have invested \$3 billion as part of our “**New world. New skills.**” commitment, including tools, technologies and talent to disrupt our business and deliver greater value to our clients and our communities.

This program created an opportunity to upskill our global workforce and bridge the digital divide—a complex problem requiring business leaders, governments and educators to work together to make the world a more resilient, capable and inclusive place. This combined business- and citizen-led approach enabled our people to rethink how technology can transform the way we deliver value and help our clients and communities.

Our own digital transformation has made us more efficient. We have simplified or eliminated over 50 firmwide processes and increased the data visualization capabilities we bring to clients. Through these citizen-built tools, we’re unlocking capacity for our people, fueling room for innovation and streamlining engagement for our clients.

Digital Lab is a technology-sharing community that helps our people find, build and share digital assets to enhance efficiency and audit quality. More than 82% of our staff were active in Digital Lab at some point during FY21, leveraging the more than 7,500 digital assets available to them and their digital core skills and training. That is how our people are scaling innovation and integrating digital technology into the DNA of our client service, like no other firm.



Angie Max Senior Manager, Products and Technology

With support from firm leadership, Angie leads the team providing targeted on-the-job training and accessibility services for product teams and business owners. This makes sure that accessibility and inclusive design principles are integrated into the product lifecycle, rather than an afterthought and measured

by industry standards for accessibility. As a result, our people feel empowered and responsible for building exceptional tech experiences that are accessible to and inclusive of all. She is also a member of Women in Tech, moderating panels for other women technologists and growing the chapters of the group. “My lived experience is not only as a woman in technology but also as a person of color and second generation Korean-American in this field. These dimensions of my identity have influenced my work and focus on building inclusive products at PwC, supporting areas pertaining to accessibility and representation.”



Courtney Kerr
Manager, Products
and Technology

Courtney's work utilizing Workbench, an application that makes the analysis of third-party data and client insights seamless, has been one of the highlights of her role. Outside of the technology, another facet of the Workbench team she appreciates is not only its commitment to diversity, but the execution of that commitment.

The Workbench team is a group of diverse individuals: in thought, ethnicity, geo-location, gender expression and expertise. The diverse thoughts and life experiences of the team make it easier for it to be self-organizing. The Workbench team does not wait for management to assign work. They create their own timelines, schedules and projects out of a sense of shared responsibility and project ownership. In addition, she has joined Women in Tech. "A part of being a woman in technology revolves around breaking down barriers and expanding the community. I'm an advocate of diverse teams because it has always led to the most productivity and the highest morale in my personal experience. The more we can continue to understand the importance of diversity, especially in technology and work together, the more the walls will come down."



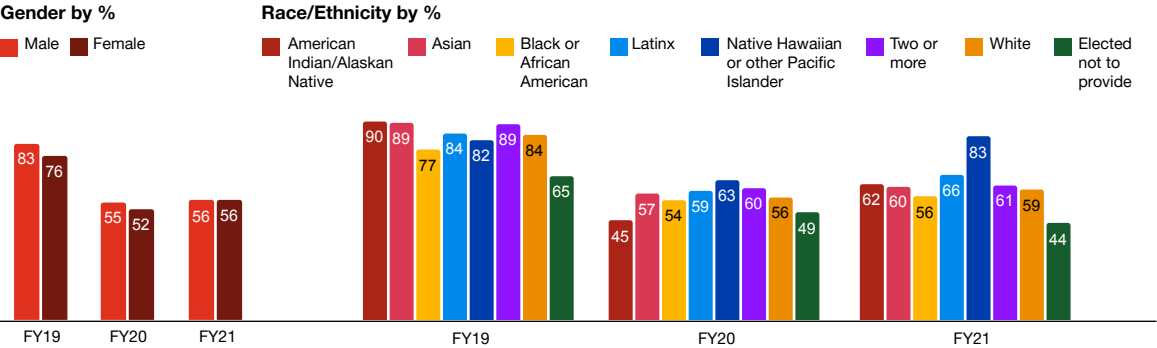
We're also taking action to get more women, Black and Latinx candidates into tech—through active recruitment, career planning, mentoring, leadership opportunities, inclusive networking and retention strategies. Our focus is on continuing to cultivate an environment where people of all backgrounds have equal growth opportunities to become and lead the next generation of technologists. Our **Women in Tech** group is advancing this effort each and every day, as they create impact with clients, redefine industries and provide a lasting impression in our communities. Through their commitment to championing tech equity in our firm and empowering our women professionally and personally, we've been recognized as a 2021 Top Companies Leader for Women Technologists with AnitaB.org.

Taking what we've learned about creating more value for our firm, we create products and tech-enabled solutions for our clients and communities—but in a way unique to PwC: with heart. The key to our success is the high standard of our people and the development of their knowledge, skills, confidence and experience is fundamental. A key part of The New Equation centers around creating a simpler and more nimble organization with higher market impact, all while adopting new flexible ways of working and strengthening our culture. Our new learning and development program launching in the spring of 2022 will provide an industry-leading experience, including simplified, personalized and prioritized learning paths across areas of technical, compliance, digital, leadership and business acumen—all to make it easier and faster for all of our people to have access to the learning they want—and need—to stay relevant.

This experience will coordinate and integrate all learning and development requirements, provide credit for day-to-day work, unlock incentives as well as additional learning opportunities and offer skills and knowledge that foster career growth. We’re investing in this program to give all of our people the most current skills they need to deliver on the business opportunities of today and tomorrow, including technology, trust and inclusion.

Another way we are investing in our people’s development and upskilling is through a multifaceted commitment and investment in training. Training hours are an important indicator, as they hold us accountable for providing equity in learning and development opportunities for all of our people.

Average hours of training



In addition to the time we expect our people to proactively carve out throughout the year for learning, we selected specific days, “Infinite Learning Days”, within each quarter to give our people dedicated and agreed-upon time to invest in their own learning—whether it’s focusing on technical accounting and auditing, digital upskilling and/or professional development. Infinite Learning Days are a key element of our strategy that were implemented in FY20 and continued in FY21.

Global Cyber Academy

The demand for skilled cybersecurity workers currently far outpaces the workers available. In order to build diverse teams, you need skilled workers. And it’s our responsibility to develop the most sought after talent in the world and to make sure our people are well equipped with the skills they need for the future. That’s why we’re making an investment in our people now to build future cybersecurity leaders. PwC’s Global Cyber Academy is an opportunity for everyone within the PwC network worldwide, no matter what territory they sit in, to be skilled in the exact same way. This universal best-in-class training provides lifelong skills that our people can take with them throughout their careers—wherever their journey takes them—so this investment not only helps our firm and our people, but the cybersecurity industry at large.



Beatriz Xavier
Manager, Consulting Solutions

Beatriz was born in Brazil and experienced first-hand the challenges of getting ready for the job market after she made the decision to start her career in the US. Because of that, she became a pro bono tutor to students tackling university admissions and is now a mentor to Latinx students looking to start their careers in the PwC Access Your Potential Program. “As a member of the Latinx community, I am excited to contribute to Access Your Potential. In this competitive job market, it can be critical to understand how to bring your passions and culture together with your skill set to stand out and make a difference. I’m most looking forward to fostering the discussion and helping mentor students as they join the working world.”

Our communities

We believe our responsibilities extend beyond our people, our firm and our clients. One of the greatest concerns facing our communities is the growing gap between those with access to opportunity and those without. We’re working to close the digital divide by empowering our people to bring their skills, passion and technical expertise to the wider world.

Through **Access Your Potential**, our aim continues to be focused on closing the opportunity, education and skills gap in underserved communities. Two years ahead of schedule, we exceeded our initial impact goal—reaching 12.5 million students, training 119K educators and mentoring 18K students.

Our goal is to help enable students from all backgrounds to have an equal opportunity to succeed, changing students’ trajectories and uplifting their communities—and we’re harnessing technology to make that possible. The latest Access Your Potential curriculum will be enabled by **ProEdge**, a PwC product, to help students determine the skills they need to be competitive and generate engaging, yet challenging, customized learning plans.

ProEdge is our cloud-based end-to-end platform that enables our clients to digitally upskill their people. Through data-enabled and personalized learning pathways, ProEdge provides industry-leading content to build a digitally savvy forward-thinking workforce.

Access shouldn’t be a privilege, it should be a right. We’re committed to building a more diverse, tech-skilled workforce and aspire to shape a future where Black and Latinx talent have more equitable access to careers and economic advancement.



Closing statement

Our new landmark strategy, The New Equation, is helping us be a more efficient, impactful firm, allowing us to leverage our community of solvers, combining the best of people and technology to further deliver on our purpose: to build trust in society and solve important problems. From our investments in tools, technology and upskilling, to our systems, programs and processes which drive diversity, equity and inclusion, to our pro bono work and charitable donations, to our support for social justice organizations and our environmental sustainability efforts—we are committed to driving lasting change that benefits everyone.

The events of this past year were so profound, reverberating both within and outside of our organization. In the face of seismic challenges, we did not let up. We doubled down on our purpose, leaned into our new strategy and brought our community of solvers even closer together. And our unwavering determination helped us gain momentum on 14 out of 18 key DEI indicators we track to measure our progress. While there is no finish line to our diversity journey, our goal is to continue to make progress and be a leader in digital transformation, purpose and inclusion and building trust. We have a responsibility to ourselves and all of our stakeholders to continue leading—with transparency, humility and empathy—and together, we can drive sustainable outcomes for years to come.





GRI standards

In its public reporting, PwC references a number of disclosures from the GRI Sustainability Reporting Standards as of 2018. These disclosures are listed in our GRI Content Index. More information on the current GRI Guidelines is available on the **GRI website**.

Download our GRI Content Index >

United Nations' Sustainable Development Goals

We feel strongly that business has a critical role to play to achieve the United Nations' Sustainable Development Goals (SDGs), which frame broad societal objectives for the world's most pressing social, environmental and economic challenges. PwC is helping clients navigate within the context of the goals while advocating for wide business engagement. As PwC US, we are mainly focused on the following SDGs:



To determine which topics are most material to our stakeholders and the firm, we identified key stakeholders at each stage of PwC's value chain and identified issues of concern to those stakeholders. We also considered the issues on which the firm has made the greatest impact. With that information, we developed an initial list of material topics and reviewed it for completeness. We then validated our assumptions through targeted engagement and research and by 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 topic-specific standards.

Download our Materiality Analysis and Stakeholder Engagement Report >



Appendix

Our data is based on how each of our people identify.

This report covers PwC US's operations in the US. The workforce data is based on our PwC US headcount data. The headcount methodology excludes employees in our Mexico region and Acceleration Centers located outside the US.

The headcount methodology excludes employees on long-term disability and individuals who are employed part time or who are contractors. As a result of these exclusions, the data may differ from that used in other PwC reports and communications prepared for purposes where data includes some or all or of those excluded employees or is prepared on a basis of the number of full-time equivalent positions.

The diversity, equity and inclusion indicators were selected from an analysis of measures included in relevant reporting frameworks and standards published by the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB) and World Economic Forum's International Business Council.



We engage our Internal Audit and Assurance teams to review our reporting processes and controls as it relates to the Diversity & Inclusion KPIs. Our societal and environmental indicators were reviewed and verified by a third party in accordance with the attestation standards established by the American Institute of Certified Public Accountants (AICPA) in AT-C Section 105, Concepts Common to All Attestation Engagements and AT-C Section 210, Review Engagements.

Metrics	Description	Management criteria / Description of calculation methodology	Alignment with external standards (GRI, SASB, IBC – WEF)
US Board of Partners and Principals	Gender and ethnicity makeup of the US board	<p>The makeup of the US Board of Partner and Principals on 7/1 of the current fiscal year (i.e. 7.1.20 for FY21). The population of each gender or ethnicity from 7/1 is divided by that total population to calculate percentages. List of members can be found here.</p> <p>*Note: While the data in this report does not include staff from Mexico, we do include Partners from PwC Mexico who are part of the board in this data given they play a pivotal role in bringing a critical worldview to the groups work.</p>	GRI 405-1 SASB SV-PS-330a.1
US Leadership Team	Gender and ethnicity makeup of USLT	<p>The makeup of the PwC US Leadership Team on 7/1 of the current fiscal year (i.e. 7.1.20 for FY21). The population of each gender or ethnicity from 7/1 is divided by that total population to calculate percentages. List of members can be found here.**</p> <p>*Note: While the data in this report does not include staff from Mexico, we have included the PwC Mexico Senior Partner in the US Leader team numbers as the person in that role plays a pivotal role in bringing a critical worldview to the group's work.</p> <p>**The makeup of the FY21 PwC US Leadership Team includes one member that was added to the team on 7.9.20.</p>	GRI 405-1 SASB SV-PS-330a.1
US Extended Leadership Team	Gender and ethnicity makeup of the ELT	The makeup of the PwC US Extended Leadership Team on 7/1 of the current fiscal year (i.e. 7.1.20 for FY21). The population of each gender or ethnicity from 7/1 is divided by that total population to calculate percentages.	GRI 405-1 SASB SV-PS-330a.1
GEPs of Fortune 500 Accounts	Gender and ethnicity makeup of the GEPS for Fortune 500 accounts	Data is sourced from our system of record and compared to the F500 list from the year in question. Note: Some partners serve as GEP for more than one account. In this instance, they are listed once.	GRI 405-1 SASB SV-PS-330a.1

Metrics	Description	Management criteria / Description of calculation methodology	Alignment with external standards (GRI, SASB, IBC – WEF)
LCPs of Significant Client Relationships	Gender and ethnicity makeup of the LCPs for Significant Client Relationships	LCPs are the incoming LCP in the fiscal year following the year in which the Significant Client Relationship accounts were identified (ex: accounts identified in FY21 would have LCPs starting in FY22). Significant Client Relationship accounts are those having reached or having potential for significant opportunities and/or revenue during the upcoming year.	GRI 405-1 SASB SV-PS-330a.1
People Engagement Score	% favorable respondents to the PEI survey questions	Percentage of employees per employee category, gender and other indicators of diversity (e.g. ethnicity) who responded favorably to the PEI survey questions within the global people survey.	SASB SV-PS-330a.3
Employee Workforce	Gender and ethnicity makeup of all staff levels	The makeup of the workforce on 6/30 of the fiscal year. The population of each gender or ethnicity from 6/30 is divided by that total population to calculate percentages. Data sourced from within Human Capital systems of record.	GRI 405-1 SASB SV-PS-330a.1
Pay Equity Ratio	Ratio of the Salary & Bonus for priority areas of equality	Ratio of the total salary & bonus for each employee category by significant locations of operation for priority areas of equality: women to men, minor to major ethnic groups, and other relevant equality areas.	IBC WEF Pillar 3 - People: Dignity and Equality GRI 405-2
Start Interns (Early Identification Program)	Gender and ethnicity makeup of Start interns	The number of Start interns who have projected start dates through 6/30 of the year being reported. The population of each gender and/ or race / ethnicity is divided by that total population to calculate percentages. Metric was previously reported on a calendar year basis; historical metrics are restated in this report using a fiscal year basis. Data is sourced from our Talent Acquisition systems of record.	GRI 405-1
Interns	Gender and ethnicity makeup of Interns	The number of interns who have projected start dates through 6/30 of the year being reported. The population of each gender and/ or race / ethnicity is divided by that total population to calculate percentages. Metric was previously reported on a calendar year basis; historical metrics are restated in this report using a fiscal year basis. Data is sourced from our Talent Acquisition systems of record. *Advance Interns includes returning Start interns (formerly referred to as "Start Masters" now called Advance Start) **Summer 2020 Interns started in July rather than June as a result of the Pandemic. They are being reported as starting during the original start date in June.	GRI 401-1, GRI 405-1

Metrics	Description	Management criteria / Description of calculation methodology	Alignment with external standards (GRI, SASB, IBC – WEF)
New Joiners (Entry-Level Hires)	Gender and ethnicity makeup of entry level hires	The number of entry level hires who have projected start dates through 6/30 of the year being reported. The population of each gender and/ or race / ethnicity is divided by that total population to calculate percentages. Metric was previously reported on a calendar year basis; historical metrics are restated in this report using a fiscal year basis. Data is sourced from our Talent Acquisition systems of record.	IBC WEF Pillar 4 - Prosperity: Employment and Wealth Generation GRI 401-1, GRI 405-1
New Joiners (Experienced Hires)	Gender and ethnicity makeup of experienced hires	The number of experienced hires who have projected start dates through 6/30 of the year being reported. The population of each gender and/ or race / ethnicity is divided by that total population to calculate percentages. Data is sourced from our Talent Acquisition systems of record.	IBC WEF Pillar 4 - Prosperity: Employment and Wealth Generation GRI 401-1, GRI 405-1
Voluntary Turnover	Variance in voluntary turnover to the firmwide average voluntary turnover rate	The absolute difference between the voluntary turnover rate for each gender or ethnicity group and the firmwide voluntary turnover rate for that fiscal year. Data sourced from within Human Capital systems of record.	IBC WEF Pillar 4 - Prosperity: Wealth creation and employment GRI 102-22 GRI 405-1a
Promotions	Gender and ethnicity makeup of all people promoted	All promotees (being promoted from current grade) by gender/ ethnicity over total population of promotees in that group. Data sourced from within Human Capital systems of record.	Diversity Inc Working Mothers Media
People with Disabilities	The makeup of the workforce that voluntarily identified as having a disability, or a history/ record of a disability	The makeup of the workforce on 6/30 of the fiscal year that identified a disability status or was granted a disability-related accommodation. This population from 6/30 is divided by the total population to calculate percentages. Data sourced from within Human Capital systems of record.	IBC WEF Pillar 3 - People: Dignity and Equality GRI 405-1 Disability Equality Index Great Place to Work Trust Index Survey
LGBTQ+	The makeup of the workforce who voluntarily identified as Gay/Lesbian/ Bi-sexual or other sexual orientation aside from heterosexual or straight	The makeup of the workforce on 6/30 of the fiscal year that identified as Gay/ Lesbian/Bi-sexual or other sexual orientation aside from heterosexual or straight. This population from 6/30 is divided by the total population to calculate percentages. Data sourced from within Human Capital systems of record.	IBC WEF Pillar 3 - People: Dignity and Equality GRI 405-1 Great Place to Work Trust Index Survey

Metrics	Description	Management criteria / Description of calculation methodology	Alignment with external standards (GRI, SASB, IBC – WEF)
Veterans	The makeup of the workforce who voluntarily identified a veteran status	The makeup of the workforce on 6/30 of the fiscal year that identified a veteran status. This population from 6/30 is divided by the total population to calculate percentages. Data sourced from within Human Capital systems of record.	GRI 405-1 Diversity Inc
New partners	Gender and ethnicity makeup of new partners	The population of each gender or ethnicity from that group is divided by the total number of that group to calculate percentages. Includes Direct Admits and Internal Admissions. Data sourced from within Human Capital systems of record.	GRI 405-1
Partners and principals	Gender and ethnicity makeup of partners and principals	The makeup of the current partner population on 6/30 of the fiscal year. The population of each gender or ethnicity from 6/30 is divided by that total population to calculate percentages. Metric was previously reported excluding US partners on outbound secondments; historical metrics are restated in this report including US partners on outbound secondments as they provide strategic direction and have voting shares in the US firm. Data sourced from within Human Capital systems of record.	GRI 405-1 SASB SV-PS-330a.1 Diversity Inc Working Mothers Media
Suppliers	PwC's spend with certified diverse suppliers including but not limited to, businesses whose owner(s) are from one or more of the following groups: minority, female, LGBT+, veterans, those with disabilities, and small businesses	PwC US spend for calendar year 2020 with certified diverse suppliers divided by total reportable spend to calculate percentages. Data collected from our Accounts Payable system and Tier 2 diverse spend reported by our non-diverse suppliers. Includes spend with diverse businesses that bring resources to support PwC. Reportable spend represents goods and services that PwC purchases directly. We exclude spend categories that meet three criteria: 1. Spend that does not involve/require procurement 2. Spend that consists of fees, tolls, certifications, dues and non negotiable items 3. Spend that is mandated by law e.g. taxes. *Note: Supplier Diversity is reported on a calendar year.	GRI 204 Diversity Inc
Pro Bono Hours	The number of hours contributed by PwC people to fee-waived, skills for society, or board service activities	Pro bono is defined as sharing our professional skills by serving nonprofit organizations and companies through fee-waived engagements, Skills for Society projects/ workshops, and board seat service. Pro bono services may include: providing assurance, advisory or tax services to a community organization free of charge; services that the organization would otherwise have had to pay for receiving. Data sourced from our time & expense system.	GRI 203 GRI 413 Business for Societal Impact (B4SI)

Metrics	Description	Management criteria / Description of calculation methodology	Alignment with external standards (GRI, SASB, IBC – WEF)
Pro Bono Value	Valuation of hours contributed by PwC people to fee-waived, Skills for Society, or board service activities	Pro bono value related to fee-waived engagements is calculated by multiplying the hours charged to the engagement code by the fee-waived engagement specific rate. Pro bono value related to board service & Skills for Society projects/workshops is calculated using the adjusted average scale rate for each Line of Service/Staff Level combination. Data sourced from our time & expense system.	IBC WEF Pillar 4 - Prosperity: Community and social vitality GRI 203 GRI 413 Business for Societal Impact (B4SI)
RBL Participation	Percentage of unique PwC people that participate in one of the firm's community activities	Includes PwC people that participated in the following community activities (defined above): general volunteering, skilled volunteering, pro bono services. To ensure a unique listing of participants, the data is reviewed for anyone who has participated in more than one activity to ensure that they are only included once. The unique listing of participants is divided by the total population as of 7/1 of the current fiscal year to calculate participation as a percentage. Data sourced from our time & expense system, board roles submitted through annual compliance confirmations, and Human Capital systems of record.	SASB SV-PS-330a.3 Business for Societal Impact (B4SI)
Skilled Volunteering	The number of hours contributed by PwC people in volunteering activities involving the use of their professional skills whether within or outside normal office hours	Skilled or skills-based volunteering involves the use of an individual's professional skills in an informal way that does not involve the delivery of a service for which the firm is liable. Skilled volunteering may be organized solely by the firm, or jointly by the firm and another organization. Data sourced our time & expense system and events registered on our volunteering platform.	GRI 203 GRI 413 Business for Societal Impact (B4SI)
General Volunteering	The number of hours contributed by PwC people in general volunteering activities whether within or outside normal office hours	General (or unskilled) volunteering refers to our people spending time doing practical/hands-on activities for the benefit of a community organization or cause. General volunteering may be organized solely by the firm, or jointly by the firm and another organization. Data sourced from our time & expense system and events registered on our volunteering platform.	GRI 203 GRI 413 Business for Societal Impact (B4SI)

Metrics	Description	Management criteria / Description of calculation methodology	Alignment with external standards (GRI, SASB, IBC – WEF)
RBL Participation	Percentage of unique PwC people that participate in one of the firm's community activities	Includes PwC people that participated in the following community activities (defined above): general volunteering, skilled volunteering, pro bono services. To ensure a unique listing of participants, the data is reviewed for anyone who has participated in more than one activity to ensure that they are only included once. The unique listing of participants is divided by the total population as of 7/1 of the current fiscal year to calculate participation as a percentage. Data sourced from our time & expense system, board roles submitted through annual compliance confirmations, and Human Capital systems of record.	SASB SV-PS-330a.3 Business for Societal Impact (B4SI)
RBL Engagement	Percentage of unique PwC people that participate in more than one of the firm's community activities	Includes PwC people that participated in more than one of the following community activities (defined above): general volunteering, skilled volunteering, pro bono services. To ensure a unique listing of participants, the data is reviewed for anyone who has participated in more than one activity to ensure that they are only included once. The unique listing of participants is divided by the total population as of 7/1 of the current fiscal year to calculate engagement as a percentage. Data sourced from our time & expense system, board roles submitted through annual compliance confirmations, and Human Capital systems of record.	SASB SV-PS-330a.3 Business for Societal Impact (B4SI)
Cash Donations	Value of all cash donations in US\$	A cash donation is the gross monetary amount (in US\$) paid by the firm in support of a community organization or project. This may include direct cash donations to community activities, amount contributed by the firm to match staff's fundraising or donations, and/or the contribution to the PwC Charitable Foundation from PwC US. A community organization is defined as a registered 501(c)(3) tax-exempt nonprofit organization under the United States Internal Revenue Code, or a school/college/university. Payments to non 501c3 organizations (membership organizations, chamber of commerce) are tracked in the PwC Giving site as operating expenses and evaluated as charitable vs. non-charitable for reporting purposes. Data sourced from the Accounts Payable system and our PwC Giving site.	IBC WEF Pillar 4 - Prosperity: Community and social vitality GRI 201-1 GRI 413 Business for Societal Impact (B4SI)

Metrics	Description	Management criteria / Description of calculation methodology	Alignment with external standards (GRI, SASB, IBC – WEF)
Employee Giving	Financial value (in US \$) of donations raised from third parties as a result of the firm's community activities or facilitated by the firm (e.g. via payroll giving)	Employee Giving captures all donations donated by PwC people including current and retired partners and staff, as input into the PwC Giving Site during the January 1 – December 31 calendar year, in keeping with the personal tax year. Employee giving may include offline donations, payroll donations (both recurring and one-time), credit card donations and redemption of giving credits. Data sourced from the PwC Giving site. Note: Employee Giving reflects the calendar year.	IBC WEF Pillar 4 - Prosperity: Community and social vitality GRI 201-1 Business for Societal Impact (B4SI)
Employee Giving - Staff & Partner Participation	The percentage of staff and partners who make a charitable donation during the calendar year	Employee Giving captures all donations pledged by PwC people including partners and staff, as input into the PwC Giving Site during the January 1 – December 31 calendar year, in keeping with the personal tax year. The number of staff and partners who make a charitable donation during the calendar year is divided by the total population as of 1/1 of the calendar year giving cycle to calculate the percentage. Data sourced from the PwC Giving site and from our Human Capital systems of record. Note: Employee Giving reflects the calendar year.	IBC WEF Pillar 4 - Prosperity: Community and social vitality GRI 201-1 Business for Societal Impact (B4SI)
Employee Giving - Partner Participation	The percentage of partners who make a charitable donation during the calendar year	Employee Giving captures all donations pledged by PwC partners, as input into the PwC Giving Site during the January 1 – December 31 calendar year, in keeping with the personal tax year. The number of staff and partners who make a charitable donation during the calendar year is divided by the total population as of 1/1 of the calendar year giving cycle to calculate the percentage. Data sourced from the PwC Giving site and from our Human Capital systems of record. Note: Employee Giving reflects the calendar year.	IBC WEF Pillar 4 - Prosperity: Community and social vitality GRI 201-1 Business for Societal Impact (B4SI)
Average Hours of Training	Average hours of training taken per FTE	Average hours of training per person that the organization's employees have undertaken during the reporting period, by gender and employee category (total number of hours of training provided to employees divided by the number of employees). Data sourced from our LMS system of record. Note: Average hours of training metric includes both our US and Acceleration Center staff.	IBC WEF Pillar 3 - People: Skills for the Future GRI 404-1 SASB HC 101-15

Metrics	Description	Management criteria / Description of calculation methodology	Alignment with external standards (GRI, SASB, IBC – WEF)
Workspace	Percentage of office space square footage certified through the LEED® green building program	Leadership in Energy and Environmental Design (LEED) is a point-based rating system developed by the U.S. Green Building Council that encourages sustainable building practices, and is the most widely used green building rating system in the world.	IBC WEF Pillar 2 - Planet: Climate Change GRI 103-2 GRI 302-4 GRI 305-5
Scope 1 - Natural Gas	Greenhouse gas (GHG) emissions from the combustion of natural gas during the assessment period	Direct GHG emissions occur from sources that are owned or controlled by the firm, for example, emissions from combustion in owned or controlled boilers, furnaces, vehicles, etc. Please refer to the FY21 Carbon Methodology for further details.	IBC WEF Pillar 2 - Planet: Climate Change GRI 302-1 GRI 305-1 GHG Protocol SASB 110a.1 TCFD Metrics & Targets (B)
Scope 1 - Fuel Oil	Greenhouse gas (GHG) emissions from the stationary combustion (i.e. non-transport) of fuels used for power generation or heating in PwC US buildings	Direct GHG emissions occur from sources that are owned or controlled by the firm, for example, emissions from combustion in owned or controlled boilers, furnaces, vehicles, etc. Please refer to the FY21 Carbon Methodology for further details.	IBC WEF Pillar 2 - Planet: Climate Change GRI 302-1 GRI 305-1 GHG Protocol SASB 110a.1 TCFD Metrics & Targets (B)
Scope 1 - Diesel	Greenhouse gas (GHG) emissions from stationary combustion (i.e. non-transport) diesel fuel used for power generation or heating in PwC US buildings	Direct GHG emissions occur from sources that are owned or controlled by the firm, for example, emissions from combustion in owned or controlled boilers, furnaces, vehicles, etc. Diesel is used to fuel back-up generators at PwC data centers and certain PwC US offices. Please refer to the FY21 Carbon Methodology for further details.	IBC WEF Pillar 2 - Planet: Climate Change GRI 302-1 GRI 305-1 GHG Protocol SASB 110a.1 TCFD Metrics & Targets (B)

Metrics	Description	Management criteria / Description of calculation methodology	Alignment with external standards (GRI, SASB, IBC – WEF)
Scope 2 - Purchased Heat	Greenhouse gas (GHG) emissions from total steam and hot water that is purchased from the local district utility company and that is consumed in PwC US buildings	Indirect GHG emissions occur from the generation of purchased or acquired heat consumed by the firm. Purchased Heat is defined as steam or hot water that is purchased or otherwise brought into the organizational boundary of the firm. Please refer to the FY21 Carbon Methodology for further details.	IBC WEF Pillar 2 - Planet: Climate Change GRI 302-1 GRI 305-2 GHG Protocol SASB 110a.1 TCFD Metrics & Targets (B)
Scope 2 - Purchased Electricity	Greenhouse gas (GHG) emissions from total electricity that is purchased from the local electricity grid and that is consumed in PwC US buildings	Indirect GHG emissions occur from the generation of purchased or acquired electricity consumed by the firm. Purchased electricity is defined as electricity that is purchased or otherwise brought into the organizational boundary of the firm. Please refer to the FY21 Carbon Methodology for further details.	IBC WEF Pillar 2 - Planet: Climate Change GRI 302-1 GRI 305-2 GHG Protocol SASB 110a.1 TCFD Metrics & Targets (B)
Scope 3 - Air Travel	Greenhouse gas (GHG) emissions from total distance traveled for business purposes by air transport	Scope 3 GHG emissions include all other indirect GHG emissions that are a consequence of the activities of the firm, but occur from sources not owned or controlled by the firm. Our scope reporting is limited to air travel in which GHGs are produced from the fuel consumption related to commercial airline flights, including domestic travel and international travel. Total carbon emissions for each flight are calculated based on the number of staff and partners traveling, mileage and cabin class. Please refer to the FY21 Carbon Methodology for further details.	IBC WEF Pillar 2 - Planet: Climate Change GRI 302-1 GRI 305-3 SASB 110a.1 GHG Protocol TCFD Metrics & Targets (B)

Metrics	Description	Management criteria / Description of calculation methodology	Alignment with external standards (GRI, SASB, IBC – WEF)
Renewable Energy	Portion of total electricity sourced from renewables (e.g. biomass, geothermal, solar, water and wind energy sources) either purchased or self generated	PwC purchased renewable energy certificates (RECs) to match the total electricity usage with the equivalent number of RECs in megawatt hours (MWh). The RECs, from wind energy projects from the US, are certified by Green-e Energy. Please refer to the FY21 Carbon Methodology for further details.	IBC WEF Pillar 2 - Planet: Climate Change GRI 103-2 GRI 302-4 GRI 305-5
Offsets	Purchased offset products in tons of CO2e abatement per year in the form of carbon credits	A carbon credit funds projects that reduce and remove GHG emissions from the atmosphere. One offset = one ton of CO2 equivalent not emitted or removed from the atmosphere as a result. PwC offset its emissions by purchasing high quality offsets from forestry projects in the US and the Brazilian Amazon. Please refer to the FY21 Carbon Methodology for further details.	IBC WEF Pillar 2 - Planet: Climate Change GRI 103-2 GRI 302-4 GRI 305-5

In order to make sure we are aligned with widespread definitions of race and ethnicity categories, we use the definitions used within their EEO-1 reporting guidelines.

Hispanic or Latinx

A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.

White (Not Hispanic or Latino)

A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

Black or African American (Not Hispanic or Latino)

A person having origins in any of the black racial groups of Africa.

Native Hawaiian or Pacific Islander (Not Hispanic or Latino)

A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

Asian (Not Hispanic or Latino)

A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand and Vietnam.

Native American or Alaska Native (Not Hispanic or Latino)

A person having origins in any of the original peoples of North and South America (including Central America) and who maintain tribal affiliation or community attachment.

Two or More Races (Not Hispanic or Latino)

All persons who identify with more than one of the above five races.

From <https://www.eeoc.gov/employers/eeo-1-survey/eeo-1-instruction-booklet>

Endnotes

- 1 PwC's fiscal year extends from July 1, 2020-June 30, 2021. The data and context in the report is from that time period, unless otherwise indicated.
- 2 Data point was previously disclosed in historical reports.
- 3 Partners eligible to participate in the US Board of Partners and Principals nomination process include all partners in both the US & Mexico, as the US Board oversees both territories.
- 4 Includes representation from Mexico. Some totals may not add up to 100%, as they are rounded to the nearest whole percent.
- 5 Excludes non-US partners and principals. Some totals may not add up to 100%, as they are rounded to the nearest whole percent. Data points without a label are <1%.
- 6 Our Global People Survey includes additional options for race / ethnicities for our employees to self-identify than our human capital system.
- 7 The US employee workforce excludes partners, principals and non-US employees. Some totals may not add up to 100%, as they are rounded to the nearest whole percent. Data points without a label are <1%.
- 8 Excludes non-US employees. Some totals may not add up to 100% as they are rounded to the nearest whole percent. Data points without a label are <1%.
- 9 Increases in our Black & Lantix workforce are measured from our FY20 baseline. Workforce includes both Start & Advance interns and excludes partners.
- 10 Racial/Ethnic groups that make up <3% of PwC's US employee workforce are not displayed.
- 11 36% of our partners and employees have not self-identified across any of the 3 reported indicators: veteran status, disability/accommodation status, sexual orientation.
- 12 Increases in our female and racially/ethnically diverse pipelines of potential partners are measured from our FY21 baseline.
- 13 Metric includes current US partners and US partners on outbound secondments as they provide strategic direction and have voting shares in the US firm. Some totals may not add up to 100%, as they are rounded to the nearest whole percent. Data points without a label are <1%.
- 14 The PwC Charitable Foundation, Inc.'s fiscal year extends from October 1, 2020-September 30, 2021.

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