

# *Our sustainability performance data and commitments*

*Annual Report 2017*

# Our sustainability strategy

## Corporate Sustainability performance 2017

### The last five years<sup>1</sup>

Our sustainability strategy is central to delivering our purpose - to build trust in society and solve important problems. Our 2013 to 2017 strategy has focused on four key focus areas: responsible business, workplace and diversity, community involvement, and environmental stewardship.

We prioritised these areas from our materiality matrix, shown below, which we developed in consultation with our key stakeholders. The matrix is aligned with our [business model](#) and principal risks, and has also shaped our approach to sustainability reporting.

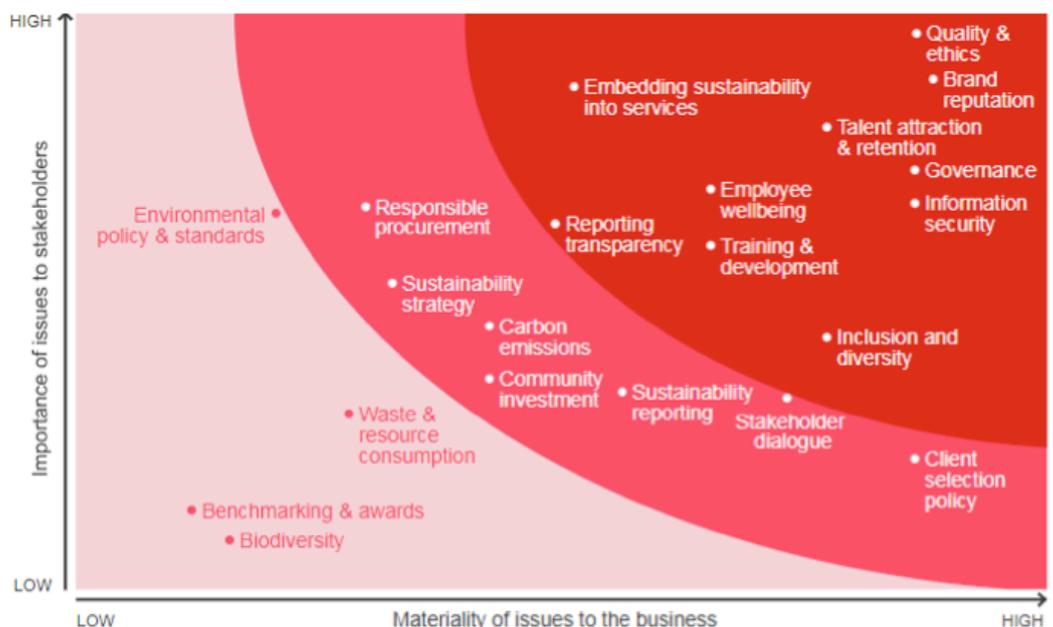
Over the years, we've developed, assured and reported key performance indicators for each of the four focus areas, as set out in the following pages<sup>2</sup>. And, to help us keep track of our progress, we also set a series of challenging targets for each area, which we have reported against each year.

This year, we're reporting on our performance against our five-year strategy. We're delighted with what we've achieved, particularly against our targets to decouple our environmental impacts from our business growth, and the impacts of our community programmes.

This document provides a consolidated view of our performance against the sustainability metrics that underpin our 2013-17 strategy, together with an update on the 'commitments' we made to implement certain programme level initiatives.

We report on our performance more fully in our [2017 digital Annual Report](#).

### Our 2013-2017 materiality matrix



1. This scorecard summary is designed to be read in conjunction with both our digital Annual Report and our Corporate Sustainability website. For more information about our purpose, business model, stakeholders, materiality matrix, and governance, please visit the strategy section of our Corporate Sustainability [www.pwc.co.uk/who-we-are/corporate-sustainability.html](http://www.pwc.co.uk/who-we-are/corporate-sustainability.html)
2. This year, we've also added new metrics for social mobility as we've brought our school leavers' recruitment programme and community school volunteering programme together for greater impact.

# Raising our sights to 2022

## Stakeholder priorities

We've delivered a lot between 2013 and 2017, but our business and the context we operate in have changed considerably in that period, too. So, this year we took stock of the sustainability issues that are front of mind for our stakeholders, creating a new materiality [matrix](#) as an input to more ambitious 'Responsible Business' strategy, for 2018-2022 (see below).

From 2018 we intend to align our reporting so that it supports the delivery of our new framework and to share our progress towards these new goals, in the same way that we have thus far.

## The next five years

Our new Responsible Business framework focuses on eight key ways we feel we can make a positive impact for our business and society, delivering on our purpose.

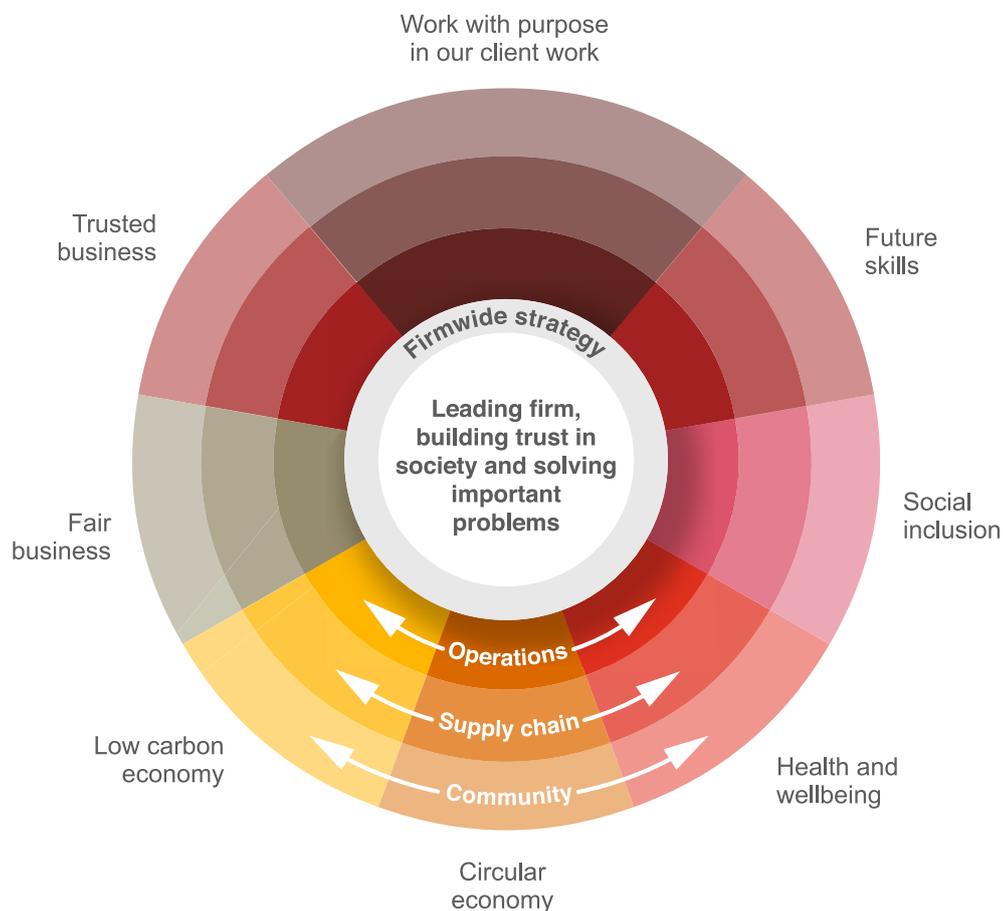
Over the coming five years, from 2018 to 2022, we intend to drive these outcomes through our client work, our core operations, our supply chain and our community engagement.

And, since these focus areas align to the [Sustainable Development Goals](#) that are the most relevant for our business, they should also help to tackle the important problems that governments around the world have prioritised.

You can find out more about the framework in our [2017 digital Annual Report](#).

You can find out more about our sustainability programme, governance, policies and performance on our [Corporate Sustainability website](#).

# Our new Responsible Business framework



# Independent assurance report

## Independent Limited Assurance Report to the members of PricewaterhouseCoopers LLP

We have been engaged by PricewaterhouseCoopers LLP (hereafter 'PwC') to provide independent limited assurance on PwC's 2017 corporate sustainability data.

### Our conclusion

On the basis of our procedures nothing has come to our attention that causes us to conclude that the corporate sustainability data in the 2017 Annual Report has not been prepared in all material respects in line with the Reporting Criteria.

This conclusion is to be read in the context of what we say below.

### Selected information

The sustainability data included within the scope of our assurance report appears in the 'Data and downloads' section of PwC's online Annual Report for the financial year ended 30 June 2017, and on PwC UK's corporate sustainability website<sup>1</sup>.

It includes:

- all baseline and 2017 performance data for all metrics
- data relating to let area and full time equivalent employees for 2017 used in performance related ratios
- UK and Channel Islands

The scope of our work does not extend to any other information, although assurance was also gained in 2012-2016 inclusive, for the relevant data presented in those years. Details can be found within the assurance statements published in the Corporate Sustainability Annual Updates/ Annual Reports for those years<sup>2</sup>.

### Professional standards applied and level of assurance

We conducted a limited assurance review in accordance with International Standard on Assurance Engagements 3000 – "Assurance Engagements other than Audits and Reviews of Historical Financial Information" ('ISAE 3000'); and, in respect of the greenhouse gas emissions information, in accordance with International Standard on Assurance Engagements 3410 – "Assurance engagements on greenhouse gas statements" ('ISAE 3410'), issued by the International Auditing and Assurance Standards Board. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement. It does not include detailed testing of source data nor the operating effectiveness of processes and internal controls.

## Our independence and quality control

We have complied with the Institute of Chartered Accountants in England and Wales ('ICAEW') Code of Ethics, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. We apply International Standard on Quality Control (UK&I) 1 and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our work was conducted by an independent and multi-disciplinary team with experience in sustainability reporting and assurance.

### Understanding reporting and measurement methodologies

The Selected Information needs to be read and understood together with PwC's Reporting Criteria<sup>3</sup>. The absence of a significant body of established practice on which to draw, and hence to evaluate and measure non-financial information, allows for different, but acceptable, measurement techniques and can affect comparability between entities and over time. The Reporting Criteria used for the reporting of the Selected Information are for the 2017 reporting year.

### Work done

We are required to plan and perform our work in order to consider the risk of material misstatement of the Selected Information. In doing so, our procedures consisted primarily of:

- Reviewing PwC's material issues and reporting boundaries
- Making enquiries of relevant members of management at PwC
- Evaluating the design of the systems of internal control for capturing and reporting the source data
- Performing sample tests on a selection of the data prepared by PwC: this included 7 sites, selected on the basis of their inherent risk and materiality to PwC
- Analytically reviewing the data included within the scope of our report: this included limited substantive testing of the Selected Information at corporate head office to check that data had been appropriately measured, recorded, collated and reported
- Assessing the disclosure and presentation of the Selected Information for the intended stakeholders

In addition, we review all the information relating to sustainability in the Annual Report to assess whether there are any apparent material misrepresentations, misstatements or inconsistencies with the data we have reviewed.

### PwC's responsibilities

The Executive Board – on behalf of the members – are responsible for:

- designing, implementing and maintaining internal controls over information relevant to the preparation of the Selected Information that is free from material misstatement, whether due to fraud or error
- establishing objective Reporting Criteria for preparing the Selected Information
- measuring and reporting the Selected Information based on the Reporting Criteria
- the content of the 2017 Annual Report

### Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the Selected Information is free from material misstatement, whether due to fraud or error
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained
- reporting our conclusion to the members of PwC

This report has been prepared to assist PwC in reporting its corporate sustainability performance. We permit this report to be disclosed in the 2017 online Annual Report and on PwC UK's corporate sustainability website<sup>4</sup>, to enable the members to show they have addressed their governance responsibilities by obtaining a sustainability assurance report. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than PwC and PwC's members as a body, for our work, for this report, or for the opinions we have formed.



#### Richard Baker

For and on behalf of  
Crowe Clark Whitehill LLP  
Chartered Accountants, London

18 September 2017

1. [pwc.co.uk/corporateresponsibility](http://pwc.co.uk/corporateresponsibility).

2. [pwc.co.uk/who-we-are/corporate-sustainability/downloads.html](http://pwc.co.uk/who-we-are/corporate-sustainability/downloads.html).

3. [www.pwc.co.uk/who-we-are/corporate-sustainability/assurance.html](http://www.pwc.co.uk/who-we-are/corporate-sustainability/assurance.html).

4. The maintenance and integrity of PwC's website is the responsibility of the members. The work carried out by us does not involve consideration of these matters and, accordingly, we accept no responsibility for any changes that may have occurred to the reported Selected Information or Reporting Criteria when presented on PwC's website.

# Sustainability scorecard

## Quality and ethics

	Units	Ongoing target	2017	2016	Base	Base year
<b>Quality</b>						
Client advocacy <sup>1</sup>	Score out of 10	-	8.52	8.54	8.49	2009
Net promoter score <sup>2</sup>	Percentage	-	52%	52%	47%	2009
<b>Ethics</b>						
Ethical culture <sup>3</sup>	Percentage	80%	74%	75%	73%	2013
Dismissals for misconduct <sup>4</sup>	Number	-	19	12	14	2011
<b>Independence</b>						
Breaches of external auditor independence regulations <sup>5</sup>	Percentage	0.00%	0.44%	0.55%	0.24%	2012
<b>Information security<sup>6</sup></b>						
ISO 27001: major non-conformities	Number	0	0	0	0	2011
ISO 27001: minor non-conformities	Number	-	0	0	10	2011

1. Based on direct client feedback to the question: "Based on your overall experience of PwC, how likely is it that you would recommend PwC to a peer or colleague looking for similar services?" Measured out of 10, with 10 being the highest score.
2. Uses the same survey question as 'client advocacy', taking the number of promoters (giving a score of 9 or 10) minus the number of detractors (giving a score of 0 to 6), expressed as a percentage.
3. Results are derived from the firmwide staff Youmatter survey question: "At PwC, I feel comfortable discussing or reporting ethical issues and concerns without fear of negative consequences". Percentage of PwC staff who 'agree' or 'strongly agree'.
4. Data covers all permanent UK staff. Excludes dismissals for failed exams and missed performance standards.
5. Breaches of the auditor personal independence regulations reported to the regulator, as a percentage of FTE.
6. A major nonconformity is a situation that raises significant doubt about the ability of the firm's information security management system to achieve its intended policy and objectives. A minor nonconformity is a single identified lapse which would not in itself raise significant doubt as to the capability of the firm's information security management system to achieve its intended policy and objectives. Audit performed by BSI assessors.

All data excludes the Middle East. For full details about our metrics, see our [Reporting Criteria](#)

## Workplace and diversity

	Units	2017 target	2017	2016	Base	Base year
<b>Talent attraction and retention</b>						
People engagement score <sup>1</sup>	Percentage	80%	72%	78%	78%	2007
Graduate retention (after three years)	Percentage	85%	79%	79%	82%	2010
High potential retention	Percentage	95%	87%	89%	89%	2012
Voluntary turnover	Percentage	12-15%	15%	13%	14%	2008
<b>Employee sustainability expectations</b>						
Social responsibility <sup>2</sup>	Percentage	80%	71%	83%	81%	2010
Environmental responsibility <sup>3</sup>	Percentage	80%	66%	78%	71%	2010
<b>Inclusion and diversity</b>						
New hire diversity: gender - women	Percentage	50%	45%	43%	41%	2009
New hire diversity: ethnicity - BME <sup>4</sup>	Percentage	30%	29%	28%	21%	2009
Partner admissions: women <sup>5</sup>	Percentage	>30%	26%	22%	16%	2007
Partner admissions: BME <sup>4,5</sup>	Percentage	-	10%	4%	9%	2008
Senior management diversity: gender - women <sup>6</sup>	Percentage	30%	20%	20%	17%	2011
Senior management diversity: ethnicity - BME <sup>4,6</sup>	Percentage	-	8%	5%	3%	2011
<b>Employee wellbeing</b>						
Absence through sickness	Percentage	<3.5%	3.4%	3.2%	3.3%	2009
Work-life balance <sup>7</sup>	Percentage	75%	69%	65%	67%	2008
<b>Learning and development</b>						
Spend on learning and development	£ per FTE	-	1,367	1,416	913	2010

- Results are derived from an index of questions in the firmwide staff Youmatter survey, which relate to working at PwC. Score represents percentage of staff who 'agree' or 'strongly agree'.
- Results are derived from the firmwide staff Youmatter survey. Question changed in 2017 from: "I am satisfied with the actions PwC is taking to be socially responsible" to "PwC drives societal change through its community initiatives". Score represents percentage of staff who 'agree' or 'strongly agree'.
- Results are derived from the firmwide staff Youmatter survey. Question changed in 2017 from: "I am satisfied that PwC is responding appropriately to address the impact of our business activities on the environment" to "PwC drives societal change through its environmental initiatives". Score represents percentage of staff who 'agree' or 'strongly agree'.
- BME: Black and minority ethnic. Data is based on voluntary disclosure.
- Figure includes internal partner admissions and direct partner hires.
- 'Senior management' refers to the top leadership roles within the business.
- Results are derived from the Youmatter question 'The people I work for are considerate of my life outside of work'. Score represents percentage of PwC staff who 'agree' or 'strongly agree'.

All data excludes the Middle East. For full details about our metrics, see our [Reporting Criteria](#)

## Community involvement

	Units	Ongoing target	2017	2016	Base	Base year
<b>Financial contribution</b>						
Community contribution (cash, time and in-kind) <sup>1,2,3</sup>	£ million	-	8.9	7.8	4.3	2007
<b>Employee involvement</b>						
Time spent volunteering	Working hours	>50,000	85,400	71,729	37,400	2007
Skills-based volunteering	Percentage of hours	>50%	48%	54%	58%	2011
Volunteering during working hours	No. of occasions	-	8,686	7,957	2,900	2007
Volunteering during working hours	No. of people	-	6,679	6,102	4,226	2011
Payroll giving participation <sup>4</sup>	Percentage of staff	-	14.9%	5.3%	3.5%	2011
<b>Beneficiaries</b>						
Beneficiaries: direct <sup>5</sup>	No. of people	-	19,500	16,000	19,559	2012

1. Measured according to London Benchmarking Group (LBG) principles, including calculating 'in-kind' contributions on an engagement basis.
2. These figures exclude a significant amount of work undertaken for charities and social enterprises which does not meet LBG recording criteria.
3. Our methodology for in-kind contributions has been updated to take full account of costs. Prior year also restated.
4. Scope increased to include 'Pennies from Pay' scheme. Prior year also restated.
5. Beneficiary numbers have been rounded down to provide a prudent representation of activity.

All data excludes the Middle East. For full details about our metrics, see our [Reporting Criteria](#)

## Social inclusion

	Units	2017	2016	Base	Base year
<b>Recruitment and retention</b>					
New hires: Free School Meals <sup>1</sup>	Percentage	7%	6%	6%	2015
<b>Inclusive society</b>					
Workplace experiences provided <sup>2</sup>	Number	84	37	28	2015
Young people supported with workplace skills development <sup>3</sup>	Number	8,370	5,300	5,300	2016
Social enterprises supported <sup>4</sup>	Number	294	258	83	2012
<b>Inclusive supply chain</b>					
Payments to social enterprises <sup>5</sup>	£ million	1.5	1.2	1.2	2016
<b>Advocacy</b>					
Perception of PwC championing social mobility <sup>6</sup>	percentage	66%	-	66%	2017

1. Proportion of people hired during the year who have self-reported that they received Free School Meals at secondary school - 2015 & 2016 figures relate to Student Recruitment only.
2. People under 18 who have undertaken formal work experience, attended a state school, and: were in receipt of free school meals; or whose parents did not go to university; or whose family received Income Support.
3. Secondary school and Sixth Form college students. Beneficiary numbers have been rounded down to provide a prudent representation of activity.
4. Members of PwC Social Entrepreneurs club only.
5. Primarily procurement spend with suppliers deemed as meeting social enterprise criteria by Social Enterprise UK (SEUK). Figure also includes a small amount through other channels.
6. Results are derived from the firmwide staff Youmatter survey question: "PwC is championing social mobility through its recruitment, development and community activities." Score represents percentage of PwC staff who 'agree' or 'strongly agree'.

All data excludes the Middle East. For full details about our metrics, see our [Reporting Criteria](#)

## Environment

	Units	2017 target	Progress	2017	2016	2007 base	
<b>Carbon emissions<sup>1</sup></b>							
Scope 1	Renewables (biodiesel)	tonnes CO <sub>2</sub> e	-	100%	22	9	0
	Non-renewables (Gas, oil) <sup>2</sup>	tonnes CO <sub>2</sub> e	-	-65%	1,904	2,165	5,386
	Fugitive emissions <sup>2</sup>	tonnes CO <sub>2</sub> e	-	7%	232	165	217
<b>Scope 1 subtotal</b>		<b>tonnes CO<sub>2</sub>e</b>	<b>-</b>	<b>-61%</b>	<b>2,158</b>	<b>2,339</b>	<b>5,603</b>
Scope 2	Electricity <sup>3</sup>	tonnes CO <sub>2</sub> e	-	-81%	4,899	8,364	25,546
	<b>Scope 2 subtotal</b>		<b>tonnes CO<sub>2</sub>e</b>	<b>-</b>	<b>-81%</b>	<b>4,899</b>	<b>8,364</b>
Scope 3	Business travel <sup>4</sup>	tonnes CO <sub>2</sub> e	0%	-4%	66,783	67,622	69,425
	Purchased goods <sup>5</sup>	tonnes CO <sub>2</sub> e	-	-44%	4,190	3,871	7,518
	Waste generated in operations <sup>5</sup>	tonnes CO <sub>2</sub> e	-	-45%	178	88	322
	Fuel and energy-related activities	tonnes CO <sub>2</sub> e	-	-48%	3,583	3,777	6,828
<b>Scope 3 subtotal</b>		<b>tonnes CO<sub>2</sub>e</b>	<b>-</b>	<b>-11%</b>	<b>74,733</b>	<b>75,358</b>	<b>84,093</b>
<b>Total emissions (Scope 1, 2 and 3)</b>		<b>tonnes CO<sub>2</sub>e</b>	<b>-25%</b>	<b>-29%</b>	<b>81,790</b>	<b>86,061</b>	<b>115,242</b>
<b>Total emissions intensity (Scope 1, 2 and 3)</b>		<b>tonnes CO<sub>2</sub>e/ £m revenue</b>	<b>-</b>	<b>-45%</b>	<b>31</b>	<b>33</b>	<b>55</b>

1. Calculated using Defra conversion factors (May 2016)

2. Includes estimated data using office floor area.

3. Electricity emissions under the GHG protocol 'Market Based' approach. Emissions per 'Location Based' approach for 2017: 10,988 tonnes CO<sub>2</sub>e

4. Includes direct and Well To Tank (WTT) emissions associated with Air, Rail and Road travel.

5. Excludes some data relating to archive paper and IT equipment for offices in the Channel Islands.

All data excludes the Middle East. For full details about our metrics, see our [Reporting Criteria](#)

## Environment

		Units	2017 target	Progress	2017	2016	2007 base
<b>Consumption</b>							
Business travel	Air	Million km	-	31%	185	173	141
	Road <sup>1</sup>	Million km	-	-48%	21	26	41
	Rail	Million km	-	-13%	45	49	52
	Online meetings <sup>2</sup>	Meetings hosted per FTE	10	4,950%	7.07	7.20	0.14
<b>Energy</b>							
Energy	Energy	Million kWh	-50%	-50%	41	45	82
	Proportion from renewable sources <sup>3</sup>	Percentage	-	-	50%	39%	0%
	Proportion renewable and generated by PwC	Percentage	-	-	9%	9%	0%
<b>Resource consumption</b>							
Resource consumption	Paper procured	Tonnes	-50%	-64%	301	334	844
	Water supply <sup>4</sup>	m <sup>3</sup> (k)	-50%	-40%	124	132	206
<b>Material disposal<sup>4,5</sup></b>							
Material disposal <sup>4,5</sup>	Recycling and reuse	Tonnes	-	-15%	2,104	1,634	2,484
	Incineration to energy	Tonnes	-	-76%	333	479	1,408
	Landfill	Tonnes	-100%	-100%	0	0	587
	<b>Total</b>	<b>Tonnes</b>	<b>-50%</b>	<b>-46%</b>	<b>2,437</b>	<b>2,113</b>	<b>4,477</b>
<b>Recycling performance</b>							
Recycling performance	Recycling as a percentage of total waste	Percentage	-	-	86%	77%	55%

1. Mileage data for company cars, private cars, and taxis. Excludes hire car and bus data.

2. 2010 data shown as earliest year available.

3. Biofuels, and electricity purchased from an eligible renewable electricity tariff as per the GHG Protocol Scope 2 standard (Table 6.3, p48): [ghgprotocol.org/files/ghgp/Scope%202%20Guidance\\_Final.pdf](http://ghgprotocol.org/files/ghgp/Scope%202%20Guidance_Final.pdf)

4. Includes estimated data using FTE.

5. Excludes some data for offices in the Channel Islands.

All data excludes the Middle East. For full details about our metrics, see our [Reporting Criteria](#)

## Supply Chain<sup>1</sup>

	Units	Ongoing target	2017 target	2017	2016	Base	Base year
<b>Supplier engagement</b>							
Key suppliers assessed by PwC sustainability survey	Percentage	-	80%	81%	86%	25%	2013
Key suppliers reporting to CDP <sup>2</sup>	Percentage	-	80%	86%	72%	54%	2014
Key suppliers reporting greenhouse gas reduction targets <sup>2</sup>	Percentage	-	75%	52%	50%	39%	2014
Key suppliers reporting emissions reduction to the CDP <sup>2</sup>	Percentage	-	-	49%	43%	36%	2014
<b>Commercial integration</b>							
Key suppliers with sustainability in commercial arrangements <sup>3</sup>	Percentage	-	80%	62%	50%	32%	2013
<b>Responsible procurement</b>							
PwC average supplier payments days <sup>4</sup>	No. of days	<30	-	29	26	29	2013
Key suppliers with a Human Rights policy <sup>5</sup>	Percentage	-	80%	66%	65%	14%	2013

1. 'Key suppliers' refers to top 100 or so contracted suppliers, prioritised each year by spend and relevance

2. Based on responses to 2016 CDP supply chain survey

3. Based on inclusion of relevant sustainability criteria in 'request for proposals' (RFP) documents or contracts.

4. Calculated as the average number of days taken by the UK-based entities in the PricewaterhouseCoopers LLP Group to pay supplier invoices (excluding those from PwC network firms), from recording of invoice at our accounts payable processing centre

5. Includes suppliers which have either a Human Rights policy or Modern Slavery statement. Based on responses to our supplier sustainability survey.

All data excludes the Middle East. For full details about our metrics, see our [Reporting Criteria](#)

## Commitments

To ensure we have a robust programme, and to address areas which we feel need extra focus, we have published commitments to implement new initiatives for different aspects of our sustainability strategy each year. The progress we've made against each of these initiatives in 2017 is indicated using the symbols shown here.

### Symbols to indicate progress against our commitments

Symbol	Meaning
--------	---------

	Not started
---	-------------

	In progress
---	-------------

	Complete
---	----------

### Responsible business

Date set	End date	Commitment	Progress	Comment
2015	2016	Work towards Prompt Payment Code (PPC) standards.		Now focusing on The Reporting on Payment Practices Practices and Performance Regulations 2017. We'll be reporting in line with this from January 2018.

### Quality and ethics

Date set	End date	Commitment	Progress	Comment
2015	2016	Develop awareness of the updated PwC Global Code of Conduct (the "Code") which is to be re-launched during FY16.		Revised Global Code of Conduct launched in 2017, together with a new online decision making framework, and online training as part of our annual training and confirmations process.
2016	2017	Establish a One Firm team to apply a sharper and more consistent assessment of risks associated with the use of technology in our services.		Established Digital & Technology team, reporting to an Executive Board member, which is focused on technology innovation.

## Workplace and diversity

Date set	End date	Commitment	Progress	Comment
2013	Ongoing	Continue to change behaviours to become a more open-minded, inclusive and diverse organisation.		Unconscious bias training embedded in curriculum for 'PwC Professional' leadership development framework.  Inclusive leadership programme being implemented in Lines of Service.
2013	Ongoing	Integrate resilience materials into core training.		Content on resilience integrated into all levels of the professional skills curriculum.
2016	2017	Extend 'Back to Business' return to work programme firm-wide, for all women who have been out of the work place for more than 2 years.		'Back to Business' programme now one of our key recruitment programmes to target under-represented talent.
2016	2017	Implement 'flexible hiring' policy to encourage conversations about flexible working during the recruitment process, through the Hire Me My Way initiative.		Policy implemented. Promoting the Hire Me My Way initiative through our careers website.
2016	2017	Strengthen BME talent pipeline, with focus on retention and progression.		Implemented updated pipeline management approach for female and BME staff to ensure each individual receives development and opportunities they need to progress. Monitored quarterly.
2016	2017	Extend mental wellbeing programme, embedding resilience training into core PwC curriculum, strengthening support by appointing mental health leader and advocates, and working to destigmatise the condition.		Appointed mental health leader. Increased the number of mental health 'advocates' who have also received mental health first aid training.  Promoted two 'Green Light to Talk' days across the firm to destigmatise mental health conditions.  Developed resilience modules for all levels of the professional skills curriculum, and launched mental health app with escalation routes for appropriate action.

## Community involvement

Date set	End date	Commitment	Progress	Comment
2013	Ongoing	Continue our journey towards quantifying the social and business impact of our community work.		Developed methodologies for measuring and reporting the impact of the four components of our 2013-2017 community programme.
2014	2017	Raise £3m for chosen PwC Foundation charities.		Exceeded the target, raising £3.2m. Launched new charity partnerships, as chosen by PwC staff.
2016	2017	Integrate our school leavers' recruitment programme and community school volunteering programme, for greater impact.		Both programmes brought together as part of our new Social Mobility programme, with consistent messaging for all the young people we work with.
2016	2017	Measure and report on the outcome and impacts since 2012 of our four core community programmes.		Measurement process completed. Results have been included in the "Our corporate impact" section of 2017 Annual Report.
2016	2017	Review and update our five-year Community Engagement strategy and targets.		Strategy review completed; community engagement is embedded in our new Responsible Business framework for 2018-2022.

## Environment

Date set	End date	Commitment	Progress	Comment
2013	Ongoing	Apply the technologies and lessons learned so far from energy and water reduction to other, regional offices in our estate.		2017 regional refurbishment programme included our Aberdeen, Leeds and Southampton offices.
2013	Ongoing	Look for opportunities with suppliers to further improve waste, recycling rates and recycled content of materials we purchase.		Specific 2017 initiatives included supplier uniform takeback scheme and recycling coffee grounds for biofuel.
2016	2017	Evaluate and establish closed loop solution for all office paper.		Implemented a certified closed loop solution for office printer/copier paper. This is manufactured using no virgin wood, and significantly less water and energy than other recycled office paper.
2016	2017	Introduce new environmental performance criteria in tender and contract process for key strategic suppliers who will run our office operations in 2017+.		Environmental criteria built into the procurement process for new contracts to run office operations from 2017.
2016	2017	Measure and report on five year environmental performance since 2012.		Measurement process completed. Results have been included in the "Our corporate impact" section of 2017 Annual Report.
2016	2017	Review and update our five year environmental stewardship strategy and targets for launch in 2017.		Strategy review completed; environmental outcomes are embedded in our new Responsible Business framework for 2018-2022.

## Supply chain

Date set	End date	Commitment	Progress	Comment
2016	2017	Strengthen policies on diversity and inclusion within suppliers working on our sites.		Incorporated specific diversity and inclusion topics into our supplier governance meetings and annual survey. Includes identifying actions suppliers are undertaking, and understanding levels of management accountability for progressing diversity and inclusion objectives.

