

# People – Recruitment and Resourcing

This forms part of our FY21 Transparency Report

Firmwide governance  
Independence and ethics

## People

- Training
- Culture
- **Recruitment and Resourcing**
- Talent, performance and reward

Audit quality

Our Audit methodology

Finances and other disclosures



# People

## Recruitment and Resourcing



### FY21

PwC UK aims to recruit, train, develop and retain the best and the brightest staff who share in the firm's strong sense of responsibility for delivering high-quality services.

To help us create a sustainable pipeline of talent we invest in a range of approaches to encourage talented students to join us at any stage of their academic life. These include:

Across the firm in FY21, we recruited:

**3,723**

FY20 4,517

New people, including:

**1,527**

FY20 1,534

Graduates (including flying starts) and School leavers

We invested in a range of approaches to recruit talented students at any stage of their academic life. In FY21, places offered included:

**124** Full time  
FY20 115

**282** Shorter placements  
FY20 388

**661**  
Students in our degree partnership with the ICAEW and the Universities of Newcastle, Nottingham and Reading

**334**  
Students in our Technology Degree partnership with the Universities of Queens Belfast, Birmingham and Leeds

**124**  
FY20 172  
School leavers, including Higher apprentices, into full time paid and professional roles

**406**  
FY20 317  
Paid intern and placement opportunities for students



As part of the PEAQ, we set ourselves a target of recruiting 500 additional experienced auditors by the end of 30 June 2021, alongside our existing graduate recruitment and training contract pathways. In the two years since launching the PEAQ we have recruited over 950 experienced auditors from across the UK and overseas. This meant that at the end of 30 June 2021 we had 570 more auditors in the firm than when we launched the PEAQ. All recruits for our full-time programmes are required to submit an application form and are subject to at least two interviews. Certain information such as qualifications and any previous

employment is verified. Graduate and student recruits also pass through an internal assessment centre before joining the firm. Our recruitment process is closely aligned to The PwC Professional framework, enabling us to select the best talent, based not only on their technical skills but also on their behaviours and ways of working.

We believe that investing in a broad range of skills, experiences and backgrounds puts us in a stronger position to understand and meet the needs of our clients.

**We recruited the following paid work experience to start summer of 2021:**

Women in Business

166

Black Talent in Business

46

New World New Skills

197

**And unpaid:**

Virtual Insight Week

1,996



We continued our investment in Inclusion and Diversity by expanding our Diversity in Business programmes with the launch of our new three-day paid Black Talent in Business programme. Designed to reach Black undergraduate students who are currently under-represented in our industry. This programme sits alongside our existing Women in Business programme.

To help encourage accessibility we've expanded our Flying Start Accounting Degree programmes, through a partnership with Queen Mary University of London, which is known for its fantastic work supporting social mobility. As well as the launch of our new New World New Skills programme where we recruited Year 12 students (Year 13 in NI and S5 in Scotland) to join our paid week-long work experience.

In response to covid we turned our Insight week programme fully virtual last year. This year to reach the 2,000 students we have again delivered the programme virtually, the aim of the week is to give Year 12 students (Year 13 in NI and S5 in Scotland) an insight into PwC and the chance to develop key employability skills.

### Assignment of engagement teams

Partners and staff are assigned to engagement teams, based on the individuals' experience, competencies and grade. Our internal resourcing function (split by teams that support each Line of Service) oversees the placement of staff into client assignments to maximise the best match of skills and experience required for the role, fair work whilst balancing against the capacity and demand requirements at that time. The assignment of staff is managed within each of the Business Units (BU), allowing the management of skills to be considered more accurately.

The nature of competence and skill required will differ between industry, size and/or nature of the clients and for certain types of work, specified levels of experience and specific additional training may be required to ensure that the individuals are competent to undertake the work (for example only certain individuals can lead or undertake certain types of work such as capital market transactions and due diligence work). Other factors such as independence, or security clearance requirements will also be considered.

In addition, some teams, such as Financial Services BUs in the Audit Line of Service (that service a specialised industry) will require a Financial Services specialism and accordingly, this will be considered when staffing teams.

For new joiners, a firmwide induction is provided to all staff followed by a Line of Service event. In addition, the Audit Line of Service has specific mandatory training for new hires before they can work on an assignment as well as certain other specific training requirements necessary to perform work on a job (for example, PCAOB training for SEC registered clients). Annual training takes place for all client staff.

Each Line of Service has an established process for an engagement team to escalate/report resource shortfalls. If demand is greater than the capacity available in a Line of Service we consider whether there is sufficient capacity with the appropriate capability elsewhere in the firm that can support the engagement. If such capacity and capability is not available then we will not accept the engagement.

The firm uses TalentLink as the system of recording individuals' job allocations and capacity (with varying levels across the Lines of Service). The Audit Line of Service uses 'Juggler', an automated optimisation tool to schedule resources to engagements in accordance with a set of predefined business rules and priorities for deployment. The Juggler rules have been designed to produce quality resource allocations that meet capacity, continuity, employee preference and audit quality requirements for the junior grades of staff (with the senior grades of staff being directly assigned by the resourcing team, in conjunction with the business).

