



# *Fit for the future:*

Corporate Responsibility 2014-2015

# Corporate Responsibility Scoreboard FY14 vs FY15



## Community



FY14

512 volunteers



FY15

366 volunteers

Our time cost for volunteering

FY14

> RM3,029,500

FY15

> RM3,055,753

FY14

RM  
244,910  
raised for  
charity



FY15

RM  
273,696  
raised for  
charity

Volunteering hours

16,410 hours

FY14

FY15

18,756 hours



40 discounted  
/ pro-bono  
professional  
engagements



52 discounted  
/ pro-bono  
professional  
engagements

5,000 hours  
spent on this



6,999 hours  
spent on this

# Workplace / Diversity and Inclusion



**2,207** staff

**FY14**

**FY15**

**2,379** staff



**FY14**

of Partners and Directors are women



**FY15**

of Partners and Directors are women

**FY14**

**58%** of our graduate hires are women

**FY15**

**61%** of our graduate hires are women



Guest lectures at local university

**FY14**

**10**

sessions

**29**

hours



**RM**

**202,283**

time cost

**FY15**

**13**

sessions

**39**

hours



**RM**

**291,795**

time cost

**FY14**

**FY15**

Career building workshops for students

**15**

sessions

**17**

sessions



**30** hours

**34** hours

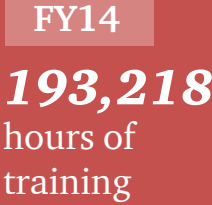
# Corporate Responsibility Scoreboard

## FY14 vs FY15

### Joiners



### Leavers



## Environment



# Marketplace



FY14

**RM 631,885**  
invested in external training and development

FY15

**RM 867,704**  
invested in external training and development

Client satisfaction results:



Speaking engagements and media profiling focused on diversity:

FY14

FY15

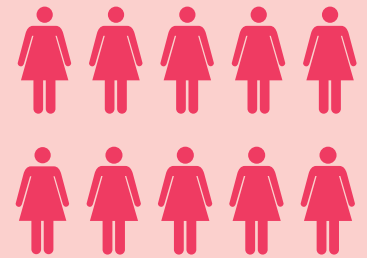
Overall satisfaction scores

**8.0/10**      **8.1/10**

Total surveyed

**123**

**146**



**10** in 2015

Pro-bono speaking engagements focused on sustainability:

FY14

FY15



**21** hours

**28** hours

Time cost

**RM63,000**

**RM79,290**



FY15

**88** video conferences



FY15

**146** reams of recycled paper used for offer letters

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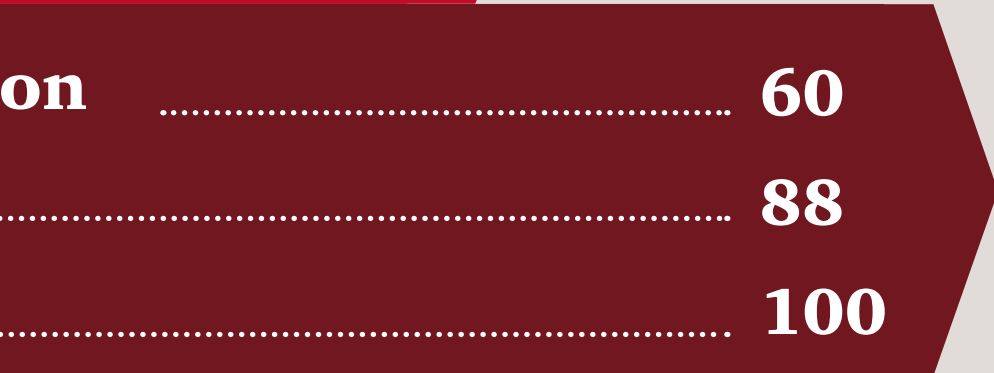
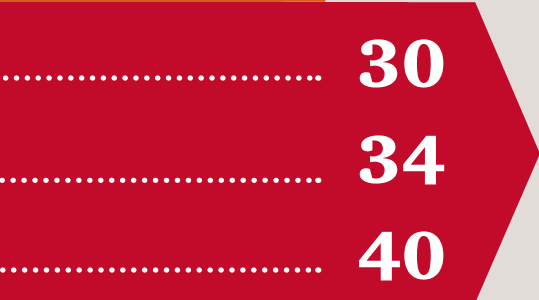
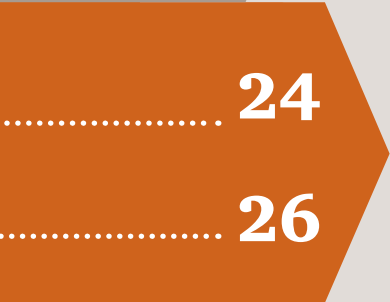
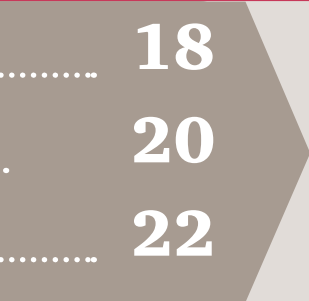
**CR strategy** .....

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# Get to know us better

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## PwC operations in Malaysia

PwC's history in Malaysia dates back to the early 1900s. Over the years, we have worked with many different types of clients - global companies, public sector entities, growing businesses and up-and-coming entrepreneurs. Because we believe we have a responsibility to play an integral role in the growth and progress of our nation. With our assurance, tax and advisory services, we help our clients succeed through both buoyant and challenging economic environments.

Our aim is to deliver value to our clients at all times. How we use our knowledge and experience to deliver that value, depends on what they want to achieve.

We are 2,296 strong and are present in Kuala Lumpur, Pulau Pinang, Ipoh, Melaka, Johor Bahru and Labuan.

Our services are delivered through separate legal entities focusing on different aspects of the service offerings we provide. These entities are listed here. Each entity within Malaysia is able to draw on the collective resources and experience of PwC, both locally and worldwide.

- PricewaterhouseCoopers (AF1146)
- PricewaterhouseCoopers Advisory Services Sdn Bhd (573259-K)
- PricewaterhouseCoopers Taxation Services Sdn Bhd (464731-M)
- PricewaterhouseCoopers Capital Sdn Bhd (676054-V)
- PwC Consulting Services (M) Sdn Bhd (1051603D)
- PwC Consulting Associates (M) Sdn Bhd (1051403W)
- PricewaterhouseCoopers eTax.com Sdn Bhd (512898-V)
- PricewaterhouseCoopers Services Sdn Bhd (1154008-H)  
effective 1st September 2015



*We offer Assurance, Tax, Deals and Consulting services for businesses in a variety of sectors. Here's a snapshot of how we can help you across the six Malaysian locations.*



### **Assurance services**

We help organisations improve their external financial reporting and adapt to new regulatory requirements, such as the Financial Reporting Standards (FRS). Our audit clients include many leading companies listed on Bursa Malaysia as well as emerging Malaysian companies.

We also help clients respond to the need for greater transparency, improved corporate governance and business models, based on the principles of sustainability.

### **Tax services**

We work with clients to develop approaches and solutions to critical tax and business issues given our understanding of technical issues and compliance.

We help formulate effective tax strategies, innovative tax planning to optimise your tax efficiencies and contribute towards your overall corporate strategy.

### **Deals services**

We help clients do better deals and create value through mergers, acquisitions, disposals and restructuring.

We work together with clients to help develop the right strategy before the deal, execute their deals seamlessly, identify issues and points of negotiation and value, and implement changes to deliver synergies and improvements after the deal.

### **Consulting services**

On 1 August 2013, the PwC Consulting business in Malaysia become part of our South East Asian Consulting joint venture.

By bringing together our expertise across the region, we help organisations to work smarter and grow faster. We consult with our clients to build effective organisations, innovate and grow, reduce costs, manage risk and regulation, and leverage talent.

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# Our service offerings

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## **Our industry-specific approach**

PwC's global network and deep industry expertise is designed to anticipate and address your business needs. With more than 195,000 people across 157 countries, we can help you create new opportunities arising from the global megatrends, tailored to your business and industry.

Take a look at the services we offer across the following industries.

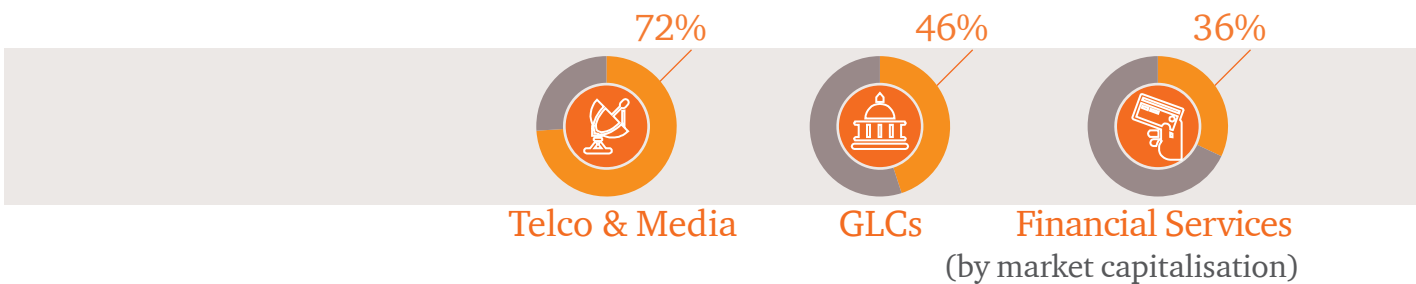


## Key Industries



## PwC ranks 1st in FBM\* 30 market share – both in terms of number of clients and market capitalisation

#1 in terms of number of clients in Telco and Media Industries, Government Linked Companies (GLC). Strong presence in Financial Services Industry.



\* FBM – FTSE (Financial Times Stock Exchange) Bursa Malaysia

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# Foreword

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## Joint message from Executive Chairman and Managing Partner

### Fit for the future

We are living in an era of unprecedented change. Smartphones have become inseparable appendages, watches don't look like watches anymore, and whole

*“We learn as much as we give in our CR Programmes. No better substitute in lessons on basic human values.”*

-Sri

industries are being led or turned on their head by Gen Ys.

These changes are some of the many developments that are radically transforming the business landscape and forcing organisations to rethink their values, management strategies or even their reason for existence.

Operating in these extraordinary times calls for a more holistic set of priorities. No longer can companies retain the license to operate if they pursue financial growth alone. In a disruptive marketplace where stakeholders are more informed and aware, the currency of business is good growth. At PwC, we believe that good growth - growth that is both responsible and profitable – can be achieved when we do the right thing for our clients, our people and our communities, and use our skills to build a more sustainable future.

To do this we are focusing our business priorities and efforts on the five megatrends that are shaping the world around us: rapid urbanisation, demographic and social change, climate change and resource scarcity, shifts in global economic power, and technological breakthroughs.

<link to <http://www.pwc.co.uk/issues/megatrends/> >



# Fit for future

**“ Solving important problems and doing good is in our DNA, whether it’s for business, our people or the community ”**

Faiz

## Trust in resilience

Throughout our efforts, we are firmly guided by our Purpose - ‘to build trust in society and solve important problems’.

Here, we believe we can play a valuable role in helping restore trust in business especially on the back of the global financial crisis and corporate scandals that have rocked the

business world. One example is our assurance services, where we help companies build greater stakeholder trust through their financials, data, systems and processes. We are exploring new approaches to the measurement, reporting and audit of non-financial information – through Integrated

Reporting as well as in the sustainability space (these are highlighted in the ‘**Responsible Business**’ section)

We are also investing in tailored solutions to help our clients be more resilient in the face of change such as cybercrime, rapid urbanisation, and a rising population of young people. This is

why we are growing our Sustainability and Climate Change practice and broadening our capabilities in the Risk Assurance Services practice to encompass food safety and integrity, among other focus areas.

To better help our clients and society, we have to help our people grow too. So this year, we launched the PwC Professional (this is outlined in the **‘Workplace / Diversity and Inclusion’** section) which defines the attributes, skills and capabilities of a PwC person who will be fit for the future; one who is able to deliver the PwC Experience to our stakeholders and be continuously relevant.



Of course, the megatrends are also reshaping the context of our own operations and – although the implications are not as pronounced for a professional services business like ours compared to other organisations – we have taken them into account in how we adapt our business. This is especially true in the areas of climate change and the use of technology in enabling us to meet our business goals. (Read more in the **‘Environmental stewardship and Responsible Business’** sections of this report)

## Refocusing, reenergising

Having practiced Corporate Responsibility (CR) in one shape or another since the dawn of the new millennium, it is now time to take a step back and reassess our approach. We want to clearly redefine what good growth means for us and our stakeholders. And more importantly, how we could achieve it amidst all the disruptions happening around us.

So we took stock of our CR priorities and identified four flagship programmes focused on: community outreach, finance effectiveness in the not-for-profit segment, Diversity & Inclusion, and fitness.

### We have also invested in:

- a dedicated Corporate Responsibility team, and
- providing opportunities for our people to actively contribute to society via strategic programmes aligned with PwC's growth priorities.

Perhaps a small measure of our efforts came about in the two awards we won last year i.e. HR Excellence Award 2014 for Corporate Social Responsibilities Practices (Gold) and ACCA Malaysia Sustainability Reporting Awards (MaSRA) 2014 (commendation for Diversity & Inclusion).

While we are pleased with the recognition, we are cognisant that there is plenty of room for improvement. Which is why we will continue to build on our strengths and craft a more robust CR firm strategy around sustainability and responsible business elements in mind. This we feel will pave the way for us to be truly fit for the future.

Happy reading!



**Dato' Mohammad Faiz Azmi, (Faiz)**  
Executive Chairman,  
PwC Malaysia



**Sridharan Nair, (Sri)**  
Managing Partner,  
PwC Malaysia

# About this report

## UBER FLIP instructions:

This report is designed for reading off your laptop and/or gadgets, in an effort to be environmentally friendly. It has video and other interactive elements incorporated into it. If you have a need for a printed copy, do contact our CR team (details in the context page).

Have fun reading!

Our report covers PwC's Purpose, what's important to us and how we'll bring this to life. It also covers how Corporate Responsibility (CR) will play a part in this, our journey thus far, and our commitment and plans for improvement.

We have been reporting our CR activities since 2009 and began reporting against the Global Reporting Initiative GRI G4 guidelines in 2012. This report has been prepared in accordance with the GRI G4 Sustainability Reporting Guidelines and the GRI - Core Option. This is our second year using the GRI G4 as a Guiding Principle to shape our reporting framework.

We have the support of our Sustainability & Climate Change Consulting Team in verifying the report in line with GRI guidelines.

This report covers the operations of PricewaterhouseCoopers Malaysia (PwC Malaysia) during the firm's 2014 and 2015 financial year, which ran from 1 July 2013 to 30 June 2014, and 1 July 2014 to 30 June 2015, respectively. It covers operations for PwC Malaysia across all entities and lines of services outlined on page 9. There will be a separate report issued for the rest of the PwC SEAPEN Region firms which have presence in Thailand, Vietnam, Cambodia and Laos.





To guide us in drafting content for the report, Materiality of aspects were completed in order to determine topics for the report. These are outlined in our prioritisation matrix on page 30-31.

Throughout this report, you will find the KPIs that we have addressed, along with additional information on our CR initiatives and programmes. We selected material aspects

(as outlined in the GRI 4.0 guidelines) based on issues that are relevant to our business and feedback from our clients, people and potential recruits (students, fresh graduates and experienced hires).

There is no re-statement of information from earlier reports, issued from 2009 to 2013.

There were additional entities in 2013, PwC Consulting Services and PwC Consulting

Associates but these were formed due to structural changes within the firm and will not affect the overall reporting boundaries. PwC acquired Strategy& (formerly Booz & Co) in August 2014 and we are including Strategy&'s information and activities after July 2015.

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# Leadership structure

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**Dato' Mohammad Faiz Azmi**  
**Executive Chairman**

External market involvement in corporate, professional and public sectors through the following:

- Participates in major governmental efforts that affect the profession e.g. initiatives by Malaysian Accounting Standards Board, Securities Commission, Bank Negara Malaysia
- Plays an active role in the leadership of professional bodies e.g. Malaysian Institute of Accountants, Malaysian Institute of Certified Public Accountants



**Sridharan Nair**  
**Managing Partner**

- Develops and drives firm-wide market strategy
- Drives revenue growth and profitability
- Builds and develops capacity of teams to deliver the strategy
- Relationship Partner with key/ top tier clients

The Executive Board (EB) consists of the Managing Partner, Executive Chairman and leaders of these business units:

Assurance	<b>Pauline Ho</b>	Operations	<b>Eric Ooi*</b> <small>retired 30th June 2015</small>
Tax	<b>Jagdev Singh</b>	Risk & Quality	<b>Lee Tuck Heng</b>
Deals	<b>Tan Siow Ming</b>	Markets	<b>Chin Suit Fang</b>
Consulting	<b>Sundara Raj</b>	Human Capital	<b>Chan Chong Kong</b>

This team sets the strategic direction of the firm, ensures alignment in the execution of strategy and operations; and makes the call on resourcing, economic, environmental and social issues.

The EB is accountable to the firm’s Partners on strategy and the overall running of the firm. The oversight board, made up of partners, provides check and balance to the EB’s strategy and plans. The EB shares the firm’s strategy at townhall sessions and management conferences. These group meetings allow staff to provide feedback and gain clarity on the strategies shared.

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# Awards

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## What people know us for:

We've been honoured with a range of awards and accolades recognising our achievements in professional services, client relationships and as an employer.

Some of our recent achievements include...

CEO Champion

## Life at Work Award 2014

Sridharan Nair

Managing Partner  
PwC Malaysia

## ACCA Malaysia Sustainability Reporting Awards (MaSRA) 2014 Commendation Award for Diversity

## HR Excellence Award 2014

- Employer Branding (Gold)
- Recruitment & Retention Strategies (Gold)
- Corporate Social Responsibilities Practices (Gold)
- HR Social Media & Technology (Bronze)

## Malaysia's 100 Leading Graduate Employers Awards 2013

- #1 Top Graduate Employer (2013, 2012, 2011, 2009)
- #1 in Consulting Sector (2013, 2011)
- #1 in the Accounting & Professional Services Sector (2013, 2012, 2010, 2009, 2008)

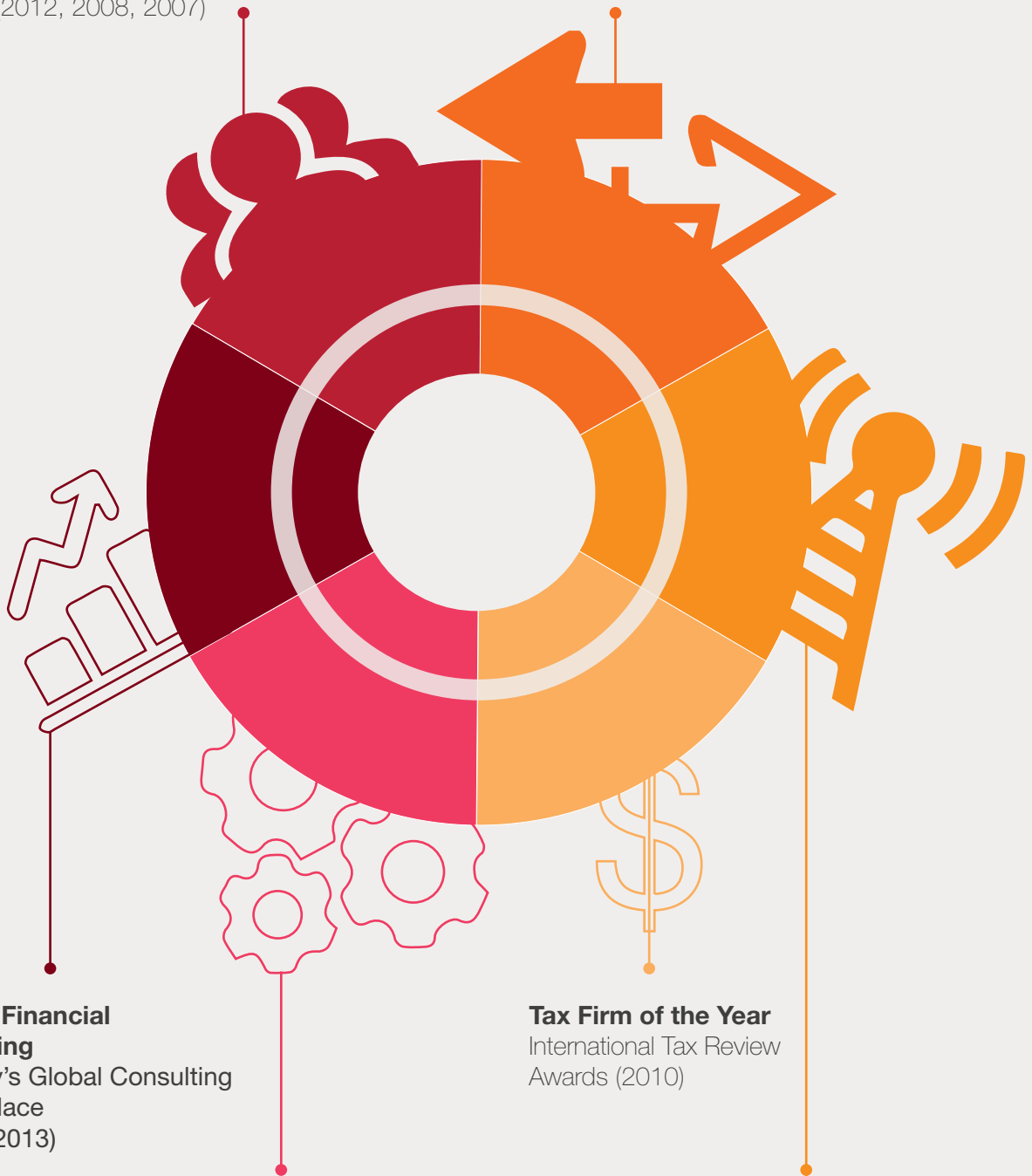


**M&A Transaction Support Firm of the Year**

Finance & Tax, National Mergers & Acquisition Awards (Malaysia) (2012, 2008, 2007)

**Transfer Pricing Firm of the Year**

International Tax Review Awards (2010)



**No. 1 in Financial Consulting**

Kennedy's Global Consulting Marketplace (2010 – 2013)

**Tax Firm of the Year**

International Tax Review Awards (2010)

**Inaugural 'Outstanding Certified Business Continuity Professional' Award (2012)**

Ong Ai Lin  
Senior Executive Director  
PwC Malaysia

**Best Service Provider for Business Continuity Management**

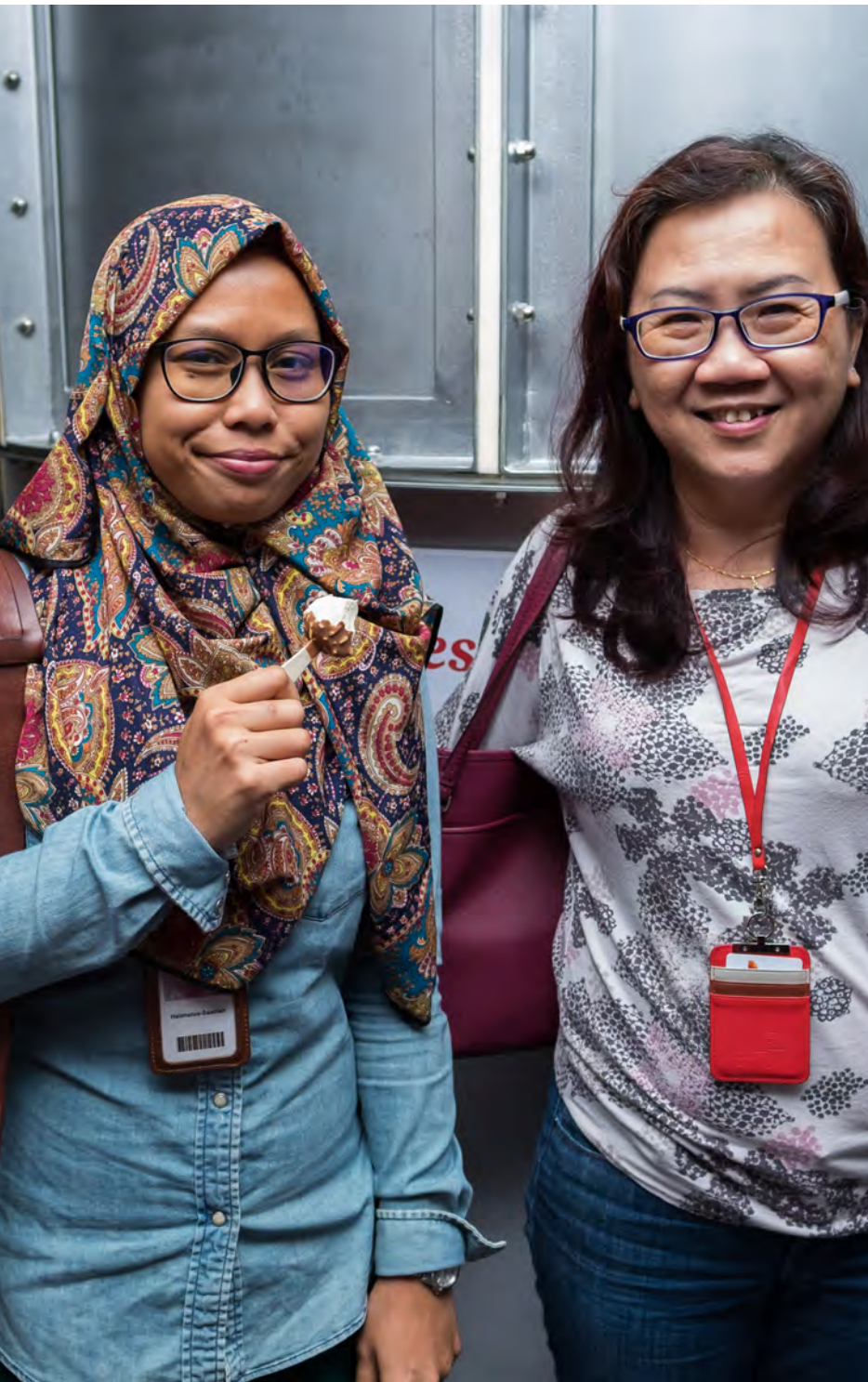
DRI International (2013 & 2014)

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# Firm strategy

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## How we create value



### PwC's Purpose

Build trust in society and solve important problems.

It is essential that we demonstrate this in our daily practice and engage regularly with our stakeholders on it.

They will be the ones who will ultimately determine whether we live up to it. We regularly assess what we do so that we can determine whether we are still in line with this stated purpose.



**Our clients and society**

- Issues/themes
- Expectations
- (Global) trends

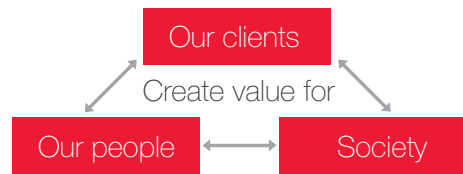
**Build trust in society**

**&**

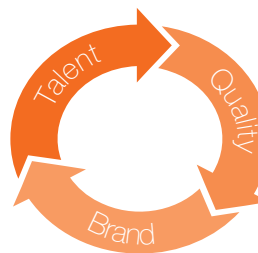
**Solve important problems**

**Our people**

- Talent and skills
- Training and experience
- (Personal) networks



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 Assurance

 Consulting

 Tax  Deals

.....

- Society**
  - Greater trust in financial markets
  - Contribution to the public debate
  - Contribution to development of not for profit sector
- Clients**
  - Reliable financial and non-financial information
  - Better insight for internal and external stakeholders
  - Higher efficiency and effectiveness
- People**
  - Development
  - Appreciation
  - Social involvement
- Environment**
  - Initiatives to reduce our environmental impact

# Our CR journey

2000

Formed our Community Outreach Programme.



PwC Malaysia's then Executive Chairman Johan Raslan chaired the Institute of Corporate Responsibility Malaysia (ICRM) from its inception till 2010.



2006

We stopped using polystyrene cups and plastic bottles in our office.



2007

Appointed a group of green marshalls – peer encouragement to use less paper.



Secondment of staff to World Business Council for Sustainable Development for 18 months to support the Vision 2050 programme.

Creation of Sustainability And Climate Change Consulting team.

Working partners to Starbiz - ICRM Corporate Responsibility Awards (launched in 2008)

2008

Work-Life Plus Programme launch. It included initiatives like Flexible Work Arrangements, Career Break and Time-Out.



2009

Monitoring our greenhouse gas (GHG) emissions, stepping up on our volunteering efforts – providing volunteering opportunities for our people at every milestone.



2010





2011

Inception of the Business Council for Sustainable Development Malaysia.



Tracking of volunteering numbers / hours.

Introduced a structured curriculum and impact measurement system for our mentoring and outreach programmes.

Printing set to double-sided printing for all computers.

Launch of FlexSpace, FlexMobile and FlexWear.



2012

Skilled volunteering / capacity building,

Supporting women in returning to work and achieving their second peak

Launch of Flex Benefits for managers and above

Extended maternity leave from 2 months to 3 months

Extended paternity leave from 2 days to 3 days

Secondment of a staff for 2 years to TalentCorp to support development of local talents.



2013

Organised workshop for NGOs on governance, transparency and accounting

South East Asian Global Reporting Initiative (GRI) training partner



2014

Integrated Health Campaign - #FitPwC launched

Introduced birthday leave for Managers and above

Diversity and Inclusion focus on Valuing Differences and Unconscious Bias



2015



# Stakeholder engagement

**Our stakeholders are people or organisations whom we have worked closely with who have an interest in our business. We actively engage them to obtain feedback on issues that are of shared interest from issues on accounting development to corporate governance and talent attraction through the following channels:**

- Our people through the annual Global People Survey
  - Our people who volunteer on our CR programmes throughout the volunteering programme, through email and face-to-face.
  - Our clients through the annual client satisfaction survey
  - Regulators and professional associations through our participation as board or committee members
  - Our potential recruits through social media and their campus advisor throughout the year
  - Charity partners who benefit from our CR programmes at the end of each volunteering programme through personal feedback and survey forms
- Not only do these feedback help determine topics of interest for the report; more importantly, it helps us improve our services and programmes to



further add value to our stakeholders.

As mentioned in our 2013 report on plans for stakeholder engagement, we engaged our biggest group of stakeholders, our people, on issues that are important to them via a survey in January 2015. Due to limited time and resources, we plan to engage our other stakeholders in stages and will do so in the next two to three years.

Our stakeholder

engagement process was simple – we sent out an online survey to measure two perspectives. We asked managers and above the relevance of CR and impact of key issues to the firm, as a business; for Assistant Managers and below, we ask them which topics which were relevant to them to determine materiality, (see the following page for materiality matrix based on outcome from our internal stakeholder engagement) and to get their feedback on current

programmes. There was a good response and distribution in terms of levels and business units - 272 responded to the survey (12% of our staff). We found the qualitative feedback valuable and insightful and will consider engaging our people more consistently.

The issues and feedback raised were analysed and validated at our highest governing entity, the Executive Board and used to guide our CR strategy, outlined on page 34 to 38.

## How we engage our stakeholders throughout the year

### Government Agencies\*

- We provide an active voice in sharing Malaysia's transformation initiatives
- We accept secondments (National Audit Department) and send our people on secondments (TalentCorp)
- We provide advice on strategy development and transformation process management

### Non-profit organisations

- Volunteering
- Charity events
- Capacity building

### Business and Industry Organisations

- PwC hosted client events
- Participation in conferences through speaking engagements and as board/committee members

### Client

- Client satisfaction survey
- Brand Health Index
- Staff secondments to selected clients

### Media

- Press conferences
- Profiling of our leaders via exclusive interviews and articles

### Graduates and Youth Organisations

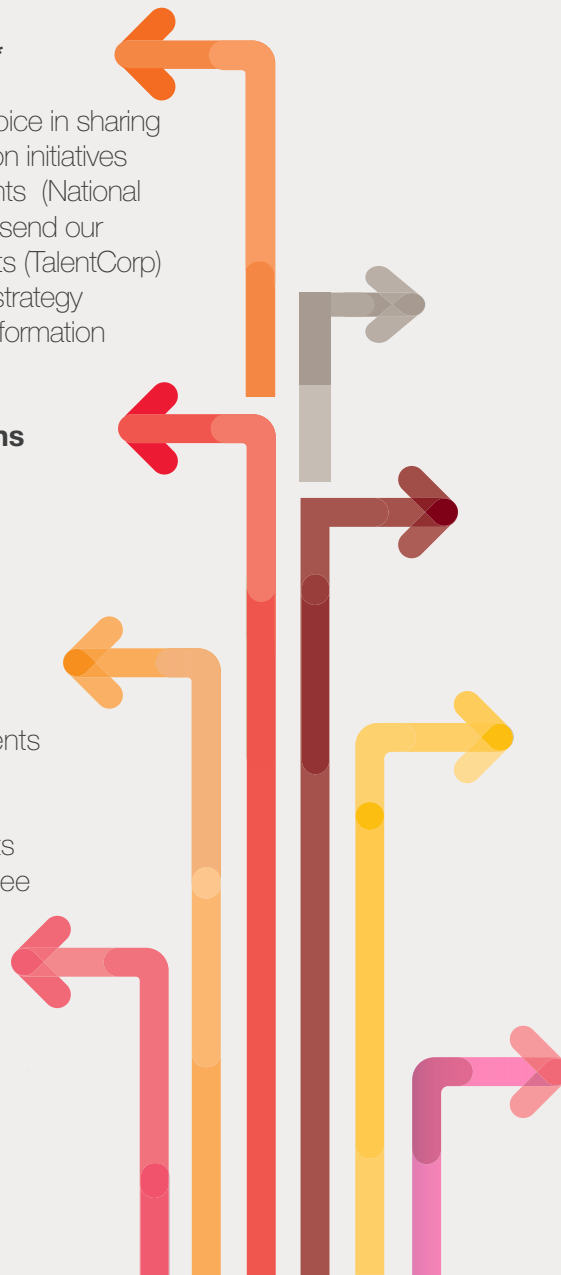
- Mentoring youth leaders
- Workshops and soft skills training
- Internships
- Volunteering opportunities

### People (Staff and Partners)

- Global people survey
- Pulse survey
- Social media
- Great Place to Work (GPW) initiatives
- Townhall sessions
- Management conferences

### Universities and Colleges

- Participation in campus roadshows
- Knowledge sharing
- Contribution to campus publications
- Guest lecturers



Stakeholder Engagement Channels

\* PwC Malaysia does not receive subsidies or grants from the government, who are not part of our structure.



# Materiality assessment

## Materiality assessment: What's important to our stakeholders

We focus our corporate responsibility activities and reporting on the issues of importance to PwC and our stakeholders.

Feedback from regular engagement with our biggest stakeholders, our people, helps us identify the issues that are most significant – or ‘material’ – to PwC.

We use a ‘materiality matrix’ to map the issues that our stakeholders are most concerned about against those that have the biggest impact on our business.

You'll read about topics that are significant to our stakeholders and to the business in this report. These are highlighted in the graph on the next page.

We're cognisant that as we continue to engage our other stakeholders (as listed on page 28) over the next 2-3 years, the materiality matrix and reporting content may change.



- 
- CR programmes for the community
  - Flexible work arrangements
  - Staff benefits & rewards
  - Training & Development
  - Non-discrimination
  - Helping other organisations be more effective in their CR
  - Demographic information

- Recycling and usage of recycled materials
- Employee engagement
- Focus on community within our vicinity
- Tracking our Green House Gas emissions
- Safety at the workplace
- Reducing energy consumption
- Championing CR agenda in Malaysia

- Thought leadership publications
- Attrition rates
- Data protection
- Biodiversity
- Anti-corruption training
- Our role on boards
- Safe channel for staff feedback

# Significance of Impact

## Relevance of topics to stakeholders

This table shows GRI performance indicators or topics which are important by stakeholders groups.

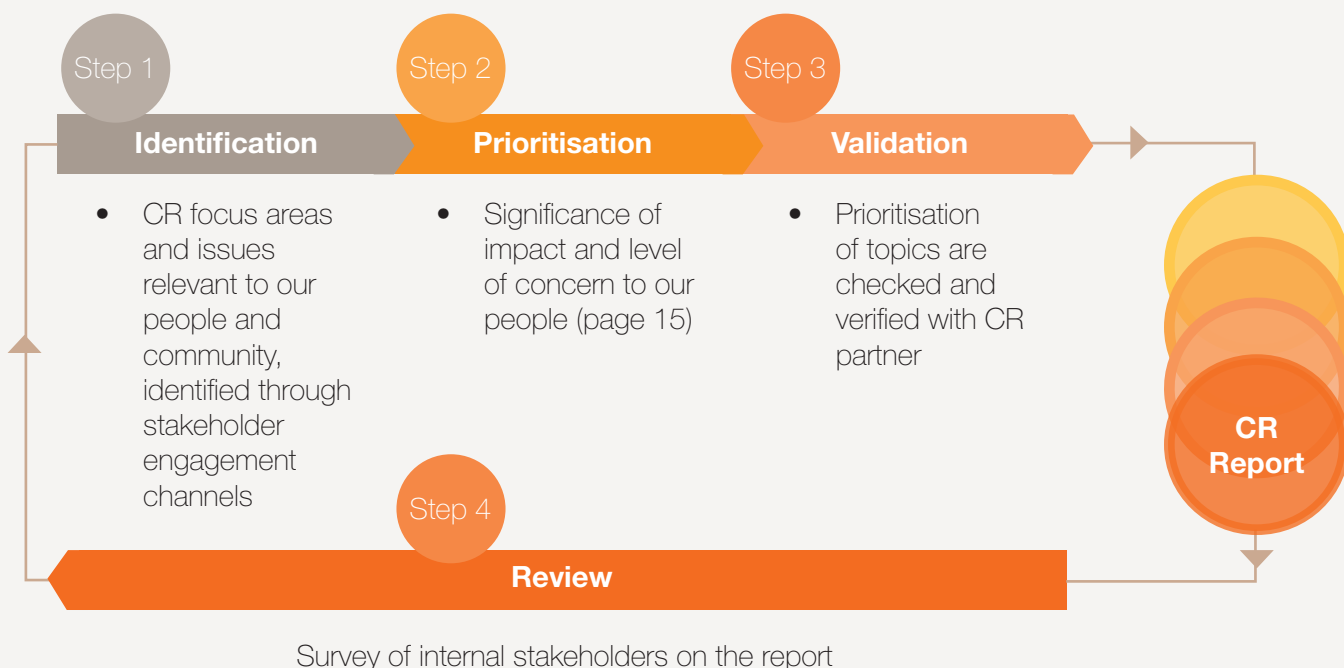
Internal Stakeholders	External Stakeholders				Performance Indicators
	Clients	Graduates	Local community	Others*	
Staff / Partners					
•		•	•		Investment in the community (EC7)
•		•	•		Local community engagement, development programmes (SO1)
•				•	<b>Environment stewardship</b> <ul style="list-style-type: none"> <li>• Energy consumption (EN3) &amp; Indirect energy consumption (EN4)</li> <li>• Greenhouse gas (GHG) emissions (EN15-17)</li> <li>• Initiatives to reduce (EN19) GHG emissions and mitigate environmental impact (EN27)</li> </ul>
•	•			•	Participation in public policy development (SO4)
•	•				Customer satisfaction survey (PR5)
•	•			•	Customer privacy and customer data (PR8)
•	•			•	Training on anti-corruption (SO4)
•		•			Training for employees (LA9)
•		•			Regular performance & career development reviews (LA11)
•		•		•	<b>Workplace</b> <ul style="list-style-type: none"> <li>• Breakdown of employees by gender, type for Diversity and Opportunity (LA12)</li> <li>• Equal employment opportunities – number of hires and turnover (LA1)</li> <li>• Benefits for employees (LA2)</li> </ul>

\*Media, business organisations, etc



## Reporting process

This outlines the process of identifying and prioritising topics which are material to us which are included in this report.



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# CR strategy

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In late 2014, we made a concerted effort to re-evaluate our CR strategy to ensure its relevance and impact, with our Sustainability and Climate Change team's help.

First, we engaged our biggest stakeholders, our people through a survey.

Then we took an inventory of our CR initiatives. We looked at the impact on our beneficiaries and the firm against our investments, time and programme costs.

Results of the inventory and the survey helped us set directions, plan forward and make plans that would be meaningful and sustainable for our beneficiaries and our people. We will continue working on programmes such as the Community Outreach Programme, Workshops for charities and Diversity & Inclusion initiatives at the workplace. We also discontinued several – among them PageTurner, CR Challenge and Terry Fox Run - in our efforts to be more focused in our CR strategy. We also know that we'll need to work on measuring our impact better for the Community Outreach Programme, Polaris and our initiatives with Teach for Malaysia.

The strategy was validated with the Executive Board and then shared with our people.

## Our strategy:

We'll continue our focus on Education and Capacity Building (helping people build skills to meet their goals) and aim to be more strategic and focused in our efforts. So, we've selected four flagship programmes to build on for the next three years. Please refer to the diagram in the next page for the flagship programmes, three year plan and how they fit into the current four CR quadrants.



The four CR quadrants are:

<p><b>Community engagement</b> by creating socio-economic value, using our skills and experience. We support communities with a focus on education and helping young people achieve their true potential.</p>	<p>Supporting <b>diversity</b> in our <b>workforce</b> and being more inclusive as well as promoting a healthy work-life balance.</p>	<p>Being a <b>responsible business</b> by creating value for businesses and our communities in the areas of ethics, integrity and trust, and using our core skills to lead the conversation and address issues central to sustainability today.</p>
<p><b>Environmental stewardship</b> by respecting, understanding our impact on the environment.</p>		

This report covers initiatives and programmes carried out by PwC Malaysia within these four CR quadrants.

## CR strategy & initiatives

# Community Engagement



Focused on Youth Education & Capacity Building: Sustainable programmes, using our business skills for positive, measurable impact.

- **Community Outreach Programme\*** / Fund Their Future
- Building Trust : **Workshop for NGOs**
- Teach for Malaysia
- Polaris
- Donations for disaster relief

# Workplace / Diversity & Inclusion



- Bringing together people from all backgrounds /experiences /skills / beliefs where they can be their true selves and be valued for their contributions.
- Creating a healthy workplace where people can thrive

### **Diversity & Inclusion \***

- Focus on Valuing Differences and discovering unconscious bias

### **Health & Wellness \***

- Sustained wellness campaign integrated with our people strategy (#FitPwC)

\* Flagship programmes

# Responsible Business



## Responsible Business (Marketplace)

Increasing Trust; driving Diversity & Inclusion and sustainability business practices through our knowledge and skills

- Using our knowledge and skills to enhance trust in the marketplace
- Leading the conversation on sustainability, Diversity & Inclusion issues
- Lending our expertise to help shape the profession through participation on boards / committees
- Discounted or pro-bono professional advise for charities
- Discounted Sustainability and Climate Change work

# Environmental Stewardship



## Environmental stewardship

Manage our footprint to mitigate climate change and improve our immediate surroundings

- Clean-up our **immediate surroundings** (Brickfields)
- **Commitment to reducing our CO2 footprint** (Using recycled material, video conferencing, double sided printing, reducing use of plastic bottles / styrofoam cups, use of energy star rated equipment)

## Growing our flagship programmes

# 2016

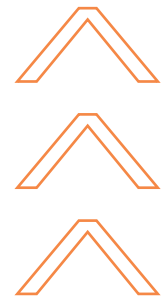
## Building momentum

# 2015

## Setting the foundation

- Identify and work on CR flagship programmes:
  - Diversity & Inclusion
  - Wellness programme
  - Community Outreach Programme
  - Workshop for charities
- Work with stakeholders to improve & ensure programmes are sustainable with measurable impact
- Communicate, share and involve staff as volunteers

- Demonstrate flagship programmes are successful & relevant
- Measurable social impact for beneficiaries, staff and firm
- Expand proven and successful model to reach more beneficiaries
- Collaborate on a pilot programme (expand on a successful model) for expansion to reach more beneficiaries/ more locations



# 2017

## Scaling up

- Ensure that flagship programmes are scalable – make implementation and reporting tools available.
- Collaborate with interested parties – expand our reach within the community/ network
- Measurable social impact for beneficiaries, staff and firm – for both PwC and for collaboration with interested parties

## Corporate Responsibility structure

Our CR strategy and plans are anchored by the CR team, which consist of two full time staff. There was an increase of an additional headcount in mid-2014 due to the increased scope of work. The CR team plans, implements, tracks CR and Diversity initiatives and reports to the Markets and Diversity Leader, who gives oversight. The yearly CR and Diversity progress and performance is shared with the Managing Partner and Executive Board.

At the global network level, all CR teams are led by the Global Corporate Responsibility Board (GCRB), which is chaired by our Network Vice Chairman, Richard Collier-Keywood. The GCRB comprises leaders from across the business, corporate responsibility leaders from our Network and PwC sustainability subject matter experts. In keeping with best practice, the board also includes an external independent advisor.

The Board comes together every quarter to review performance and provide governance, oversight, input and direction to PwC's corporate responsibility global strategy in alignment with PwC's overall business strategy and to be the forum for alignment across our network. The Board also plays an important role in reviewing and setting the direction of CR reporting across the global network. The global CR framework and leadership ladders<sup>1</sup> are consistently applied in all our programmes.

At the global level, PwC has partnered with the United Nations for R!SE – a disaster risk management initiative and HeForShe movement for gender equality. We also have strategic collaborations with United National Global Compact, World Resources Institute, World Business Council for Sustainable Development, Carbon Disclosure Project and the Global Reporting Initiatives.

<sup>1</sup><http://www.pwc.com/gx/en/corporate-responsibility/leadership-ladders.jhtml>

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# Community Engagement

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*“I’m satisfied with the actions PwC is taking to be socially responsible.”*

FY 15 **83%**

FY 14 **84%**

FY 13 **81%**

Source:  
Scores from PwC’s  
Global People Survey

## Why is this important to us:

We’re only as strong as the communities in which we operate in. So it makes good sense for us to be a responsible citizen, which includes supporting local communities with the skills and resources that we have. Besides making a difference in the community, our staff also benefit by learning new skills, gaining personal fulfilment and building deeper relationships with their community.

We are focused on helping disadvantaged youth achieve their potential and providing professional services to charitable organisations. We also ensure that our initiatives are sustainable and that we’re there for our beneficiaries for the long term.



***“ I’m proud to work with our volunteers. They are always ready to lend a hand, bring their best to the table, and put in effort to help people and organisations improve. ”***

Florence Tan,  
Corporate Responsibility Lead



## How we measure our CR programme

	FY15	FY14	FY13	FY12	FY11	FY10	FY09
Number of volunteering activities	8	11	12	7	8	6	7
Number of staff volunteers	366	512	502	589	379	235	557
Number of volunteering hours	18,756	16,410	17,564	13,696	9,492	11,020	11,237
Number of full time equivalent CR team members	2	2	2	2	1	1	1
Number of discounted/ pro-bono provision of professional service projects	52	40	32	41	34	28	13
Provision of professional services (hours)	6,999	5,038	1,932	3,177	1,692	1526	632
Donations and grants (RM)	125,656	129,270	55,885	26,535	46,280	42,350	69,377
Emergency appeals (RM)	148,040	115,640	13,390	-	89,400	43,000	65,600

The decrease in donations and grants in FY10 onwards are partially due to an increased focus on emergency appeals and the CR Fund in PwC Malaysia. This number was also higher in FY09 due to a global project we participated in, which was discontinued in FY10. FY09 to FY13 data in the table above reflects only CR activities in PwC Malaysia. Data issued in CR reports in FY12 to 2009 reflects data for the PwC SEAPEN region

## Community Outreach Programme

The Community Outreach Programme (COP) started in 2000 and enables our people to volunteer at selected homes during the period of May to November. Each volunteer dedicates 2 weeks with the children to help them with their homework, address literacy and assist with administrative duties at the homes, which is also a way to help build capacity.

We also started the COP at the Methodist Girls School in 2012 where our people coach those who're weaker academically and help students of Orang Asli origin to catch up with their peers.

In 2014, we ended the COP with a workshop in our office by Leaderonomics which featured elements of teamwork, gratitude, tenacity and hard work – it was a great learning experience beyond the classroom and we're keen to host more of these workshops in the coming years.

Click on the tablet  
to watch the CR  
Celebration video



“**Goal:** Ensure that our volunteering activities and impact on our focus groups are sustainable and measurable.”



## **Sustainability: Fund their Future**

In FY13, we initiated the ‘Fund their Future’ programme which aims to sponsor vocational training for children at the homes we support, to ensure sustainability for the COP.

Equipped with skills, we want these children to have a brighter future and break out of the poverty cycle. We worked with EWRF (Educational, Welfare & Research Foundation Malaysia) and selected two candidates for vocational training in 2013. Unfortunately, both didn’t finish the first year due to the lack of support outside the classroom.

We now understand the mentoring and support system that’s needed to keep them in the programme and will build these priorities into the next cohort in 2016 / 2017.



## Measuring our impact:

We're starting a pilot on a measurement tool to gauge the impact of our COP volunteers starting from May 2015. This measurement tool was developed together with the charity homes, teachers and alumni of Teach for Malaysia, with the all-round development of the children in mind.

We don't just look at academic results but also on attendance, punctuality, adaptability, communication skills, independence, attitude towards learning and self-esteem.

We look forward to sharing the outcome of measurements in our next report.

 **5 homes**

 **98 children**

 **1 school**

---

Over the past 14 years:

**1,891** volunteers, **137,166** hours

---



***“ I have seen the Orang Asli students improve over the past 4 years with the help of PwC volunteers. They are more self-confident and willing to participate in class now. ”***

Methodist Girls School Teacher

FY15

**RM 2,943,343**

in time cost

FY14

**RM 3,029,500**

in time cost

## Polaris

We reached out to economically disadvantaged secondary school students at Methodist Girl's School in Kuala Lumpur, through our Polaris programme. Our people, in their role as mentors help selected students evaluate and plan better for their future through a series of three workshops annually.

Our workshops are focused on helping the students understand themselves and choose a career relevant to their strengths and interests. They emphasise the power of communicating effectively; goal setting and planning; and personal grooming. Feedback from the school authorities is

positive and they have seen students who were on the programme last year improving and recommending the programme to their juniors.

We've also opened up the Polaris programme to be managed by the Penang office in FY13. In 2014,

the Penang team ran two workshops in schools on cyber security for Form 4 students.

**Future plans:** We are working on tailoring the programme so that it's scalable and we have long term plans to expand this programme to schools near our office in KL and Penang

### Measuring our impact: Survey of participants

**19 volunteers**

38 hours in 2015

**33 volunteers**

66 hours in 2014

**17 volunteers**

34 hours in 2013

FY14

**44 students,  
3 workshops**

**86%** thought the workshops was good

**3.73**

I was able to apply what I've learned\*

**3.83**

The content is relevant to me\*

**3.82**

The content is easy to understand\*

**3.14 to 3.88**

Understanding of topics before and after the workshops\*

FY14

(on a scale of 5: 1 - strongly disagree, 5 - strongly agree)

## PageTurner

PageTurner is a literacy programme started to help selected children on the Community Outreach Programme (COP) read, write and speak English better. Children are selected based on recommendation by the homes and an assessment by PwC. It was a one-to-one programme over the span of six months a year, from 2010 to 2014. During the recent re-look of our CR strategy and

initiatives, we decided to discontinue the PageTurner programme due to the lack of lead volunteers (who lead the programme for all six months) and difficulty in demonstrating impact.

Though we can't always quantify the results of volunteering, over the past five years, we've seen children on the programme grow in confidence – in group presentations at our office or while expressing their thoughts.



2014

90 volunteers in 2014

85 volunteers in 2013

33 students

6 improved their reading from 2013  
and 6 improved from 2012

## Teach for Malaysia

### Building capacity

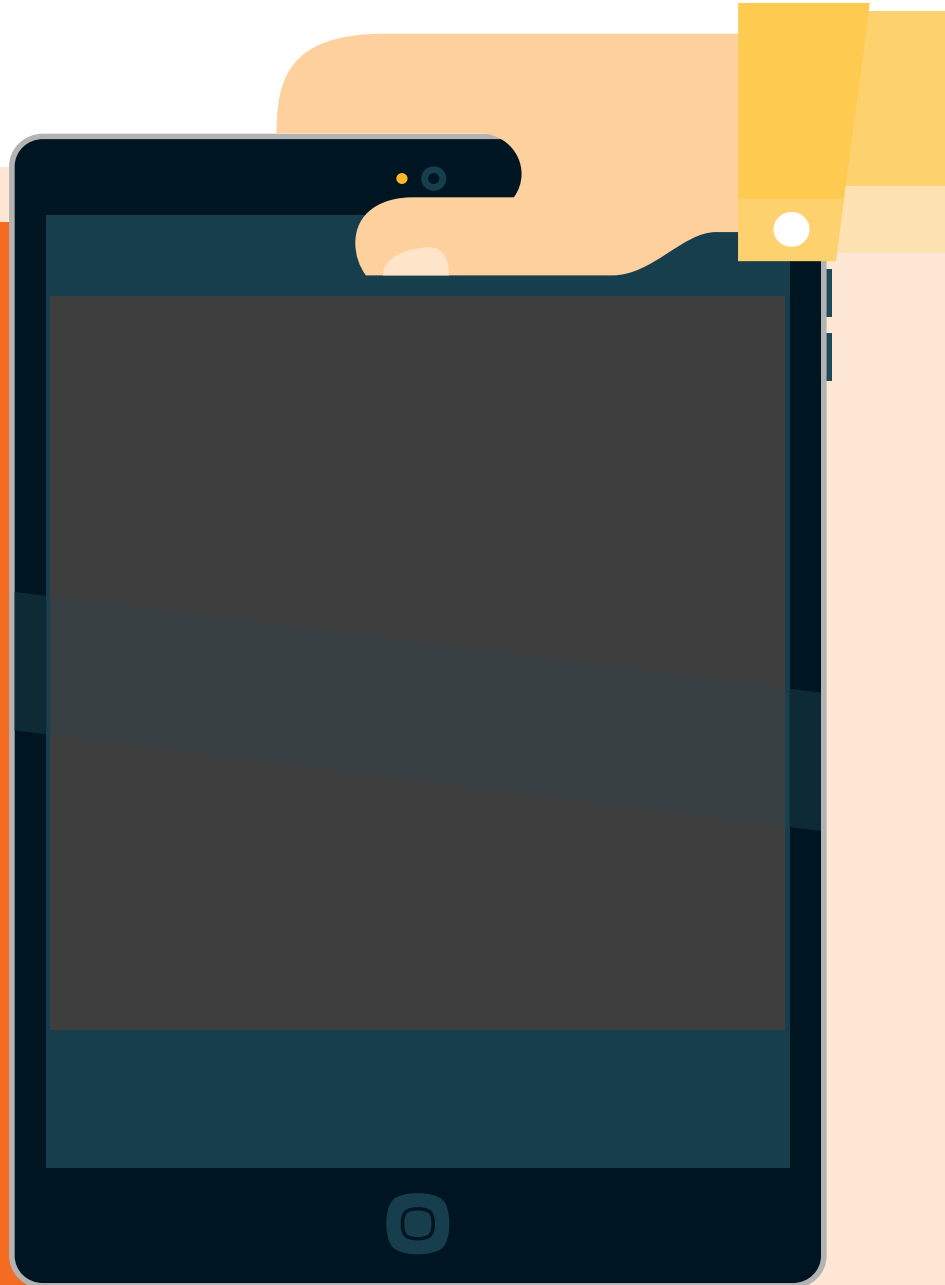
Teach for Malaysia (TFM) is a not-for-profit organisation which focuses on equality in education.

We've been firm supporters of TFM and their cause from its inception. In 2013, they approached us to help improve the way they run their Finance unit.

Here's how we helped them:

#### 1. Knowledge sharing

- Shared our experiences from multiple industry/client experiences on accounting and internal controls good practices and customising them to suit TFM's context/environment.
- Helped upskill them with technical knowledge, e.g. controls for ad-hoc purchases and recurring journals for monthly posting. This helped them improve their overall policies and processes for finance.



[Click on the tablet](#) to watch Sri's video on why PwC supports TFM



## 2. Problem solving

- Walked them through thought processes and the approaches for effective and pragmatic solutions - there was also on the job training for TFM's resources, to think strategically while addressing the finer details.

## 3. Automated accounting system implementation

- Addressed stakeholder requirements for details in reporting and reduction of manual intervention and human errors.

Other ways we've assisted :

### Sharing experiences

- We've had 2 of our Human Capital managers share good practices in Human Resources – from recruitment, staff engagement/ motivation and performance evaluation with the TFM management team in November 2013.



***“ This project helped us strengthen our finance process, as volunteers from PwC were great thought partners in helping us to finetune our existing finance control processes. ”***

Tan Shie Haur, Director of Strategy and Operations, TFM



## TFM Flipped

In November 2014, we hosted 40 Form 1 & 2 students from SMK (Felda), Jelai, Negeri Sembilan for a TFM Flipped event. Staying 3 hours away from Kuala Lumpur, these students are mostly underprivileged with little access to professionals or role models outside their community.

We collaborated with the teachers on a programme that would benefit, help the students visualise and plan their future better. There was a trip to Petrosains, followed by an interview with 6 professionals (role models) who worked in jobs linked to the class's top 6 ambitions.

Their top 6 ambitions were Doctor, Pilot, Engineer, Accountant, Armed forces and Graphic designer. Three volunteers were from PwC, the others, from our clients' companies and friends.



The programme provided an insight to careers in their chosen professions, helping them better understand what their daily activities are like, skills needed and what they need to start working on now (in school). It even prompted some students to switch ambitions!

Watch the video below to see what the students and volunteers have to say.





 [Click on the tablet](#)  
to watch TFM  
Flipped video

We extended our support to the school and teachers for another year, in 2015 – providing volunteers to coach selected students in presentation skills and photo-blogging. This was done with the same intentions in mind – giving the students an opportunity to expand their boundaries and giving them increased confidence. We’ve also put in some measurements for the programme, which we hope to share in our next report

### **Supported TFM’s Red Campaign.**

We responded to TFM’s fund raising campaign in March 2015 by sharing it on our social media platforms and raising RM15,000 - to help them expand their reach to high-needs schools in East Malaysia.

## Capacity building for charities

In 2014, we ran a pilot training for charities on good governance, transparency and finance as part of our skilled volunteering programme, with the intention to help build capacity in the charities. Our hope is that when charities are more efficient and effective, they can serve their beneficiaries better and increase trust and transparency in the community.

There was very good feedback from the participants, volunteers and clients. Based on this, we decided to continue this as part of our CR strategy and one of our flagship events. A key learning point from the pilot programme was measuring our impact

better – we contacted charities who attended the workshop for long term changes and benefits but was unable to gain meaningful data. We're making plans to do better this year.

2015's workshop will focus on fundraising strategies and finance function effectiveness with a focus on charities

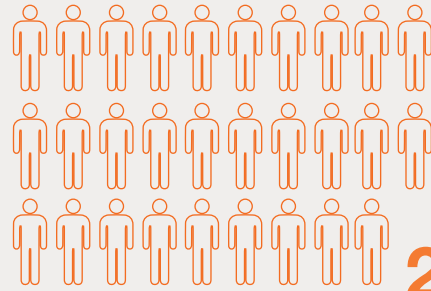
and foundations which are our clients. We look forward to reporting on the outcomes and impact of the workshop in our next report.



## Overall measurement for 2014



**16**  
**Organisations**



**29**

participants

Most useful take-away : Excel tools for finance reporting



**67%**

achieved  
the  
workshop  
objectives



**62%**

addressed their  
challenges and  
concerns



**4.0\***

- I will be able to apply what I've learned;
- Content is relevant;
- Content is easy to understand

\* On a scale of 5, 5 being 'strongly agree'

Participants' understanding of the topics before and after the workshop:



**3.35**  
**4.10**

Governance



**3.65**  
**4.05**

Transparency



**3.05**  
**3.95**

Finance

Before

After

\* On a scale of 5, 5 being 'strongly agree'

Hear what the participants have to say about the workshop :



Click on the screen  
to watch the video on workshop  
for non-profits

## Investing in students

Our Human Capital team, together with representatives from client-facing teams invest significant time in building the capacity of our local graduates – a total of 120 events and 269 hours in FY15 alone.

We've organised employability workshops on career awareness and skills; guest lectured at Sunway TES, University Malaya, Nottingham

University and Multimedia University.

We also provide support for Malaysian student societies in United Kingdom through sponsorship of their activities, soft skill workshops and helping students organise educational programmes e.g. United Kingdom & Eire Council (UKEC) Graduan career fair and ICAEW-MACFIS (The Malaysian Accounting and Finance Society) business challenge main event.

We don't just do this for

recruitment but to benefit Malaysian students and encourage them to return home.

We also run the STAR programme for TAR University College students. It focuses on building soft skills among local graduates. Our people facilitate activities which include business games, team building, workshops on grooming, resume writing and interview techniques – important skills for students when they join the workforce. At the end of the programme, students are selected to intern at PwC to complete their development.



**30%** were hired from the STAR programme participants



**22%** were hired from Career workshop participants



PwC investments in university students

Type	FY15			FY14		
	Frequency	Hours	Time cost (RM)	Frequency	Hours	Time cost (RM)
<b>Guest lectures at local universities</b>	13	39	64,995	10	28.5	44,783
<b>Career skill Workshops</b>	17	34	75,310	15	30	66,450
<b>Building career awareness (Office visits / campus talks / career fairs)</b>	82	164	620,740	76	152	575,320
<b>Partnering with universities: Industry Advisory Panel</b>	8	32	94,560	8	32	94,560
<b>Grand total</b>	120	269	855,605	109	242.5	781,113





## Aspire to Lead

We hosted a group of 40 accounting students from University Malaya (UM) for the Aspire to Lead workshop with the focus on building confidence and preparing them for the transition from university to workplace.

The highlight of the workshop was a panel discussion with two staff, Ameenah Azman and Aishah Abdul Latiff where they shared their experiences and interesting insights on how to stand up for yourself, be more confident and speak up.

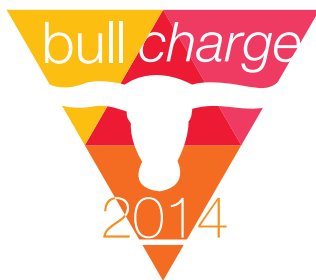
### Outcome -

Good feedback from the students and we'll be rolling out the same programme with other local universities as well.





## Bursa Bull Charge & Rat Race



The Rat Race is one of our yearly CR events - we've participated in it since 2000.

Every year, local and foreign companies in Malaysia are encouraged to take part in the Kuala Lumpur Rat Race. Donning work clothes

and assorted accessories like handphones and briefcases, the participating teams contribute funds to beneficiaries and charities all around Malaysia.

We've also participated in a similar run, Bull Charge, organised by Bursa Malaysia which started last year, 2014.

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# Workplace / Diversity & Inclusion

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What do Diversity & Inclusion mean to us?



## Having Diverse people

Bringing together the perspectives of individuals of various backgrounds, life experiences, preferences and beliefs.

+

## Valuing differences

Collective and individual's ability as PwC Professionals to thrive in a culturally diverse environment where each other's perspectives are appreciated and respected

=

## A Culture of Inclusion

An environment where people can be their true selves, sharing their unique perspectives while knowing their contributions are valued.

### Diversity at PwC

Bringing together the perspectives of individuals of all backgrounds, life experiences, preferences and beliefs to create better outcomes for our clients, people and communities.





***“ No one is immune to unconscious bias, but everyone can do something about it. ”***

Suit Fang, Diversity & Markets Leader

Photo caption: Our staff during iBrand Week to promote the use of social media.



### Our Goal:

We're committed to creating an inclusive environment where everyone can feel comfortable and confident being themselves and one that enables all to perform at their best.

### Why is Diversity and Inclusion important to us?

We respect and value differences at PwC. We know that when people from different backgrounds and with different points of view work together, we create the most value – for our clients, our people and society.

Our diversity initiatives and strategies are designed to attract, develop, and advance the most talented of individuals regardless of their race, religion, age, gender, disability status or any other dimension of diversity.



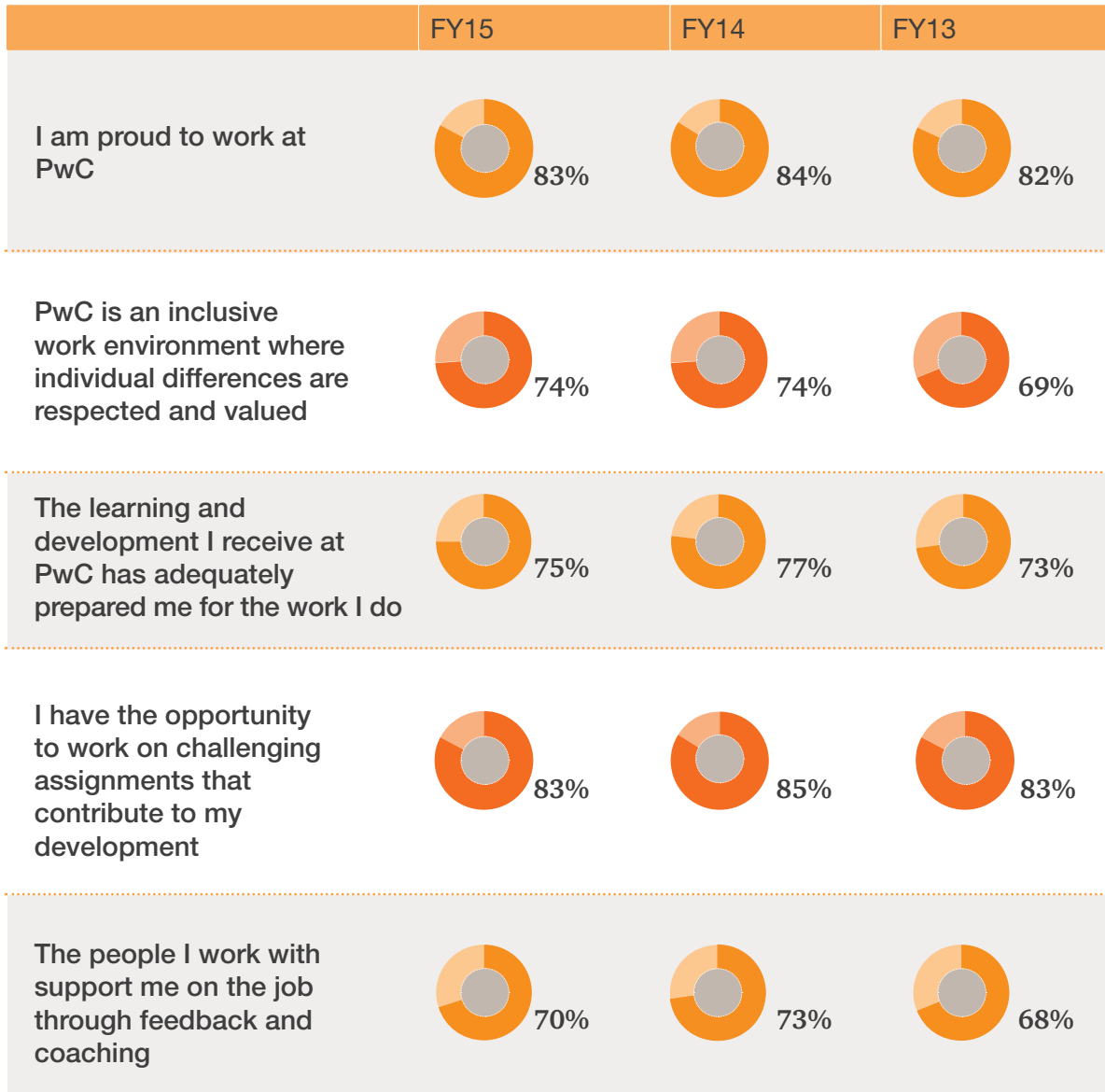
## A snapshot of our demographics

	FY15	FY14	FY13	FY12
<b>Total Staff (including partners, senior executive directors and executive directors)</b>	<b>Total: 2,379</b> M : 945 (40%) F : 1,434 (60%)	<b>Total: 2,207</b> M : 889 (40%) F : 1,318 (60%)	<b>Total: 2,023</b> M : 818 (40%) F : 1,205 (60%)	<b>Total: 1,909</b> M : 751 (39%) F : 1,158 (61%)
<b>Partners, senior executive directors and executive directors</b>	M : 95 (61%) F : 60 (39%)	M : 90 (60%) F : 59 (40%)	M : 86 (62%) F : 52 (38%)	M : 77 (60%) F : 52 (40%)
<b>Joiners (gender)</b>	M : 276 (39%) F : 436 (61%)	M : 257 (42%) F : 349 (58%)	M : 227 (43%) F : 299 (57%)	M : 255 (42%) F : 351 (58%)
<b>Leavers (gender) / Attrition rate (%)</b>	M : 193 (21%) F : 300 (22%)	M : 191 (22%) F : 248 (20%)	M : 157 (20%) F : 250 (21%)	M : 126 (18%) F : 296 (24%)
<b>Maternity (ML) and paternity leave (PL) taken</b>	ML : 35 PL : 19	ML : 42 PL : 17	ML : 35 PL : 20	ML : 31 PL : 17
<b>Learning and development logged (hours)</b>	211,410 Average: 89 hours per person*	193,218 Average: 88 hours per person*	179,576 Average: 89 hours per person	157,126 Average: 82 hours per person

**Global average of training across all industries is 31.5 hours and USD1,208 per employee in 2013.**

<https://www.td.org/Publications/Magazines/TD/TD-Archive/2014/11/2014-State-of-the-Industry-Report-Spending-on-Employee-Training-Remains-a-Priority>

## Global People Survey – Keeping a finger on the pulse of our people





## About our numbers...



**70%** of our employees are Gen Y, who work closely with the baby boomers and Gen X.

We have consistently placed an emphasis on developing and retaining female talent in support of gender diversity at PwC though there isn't a formal policy in place.

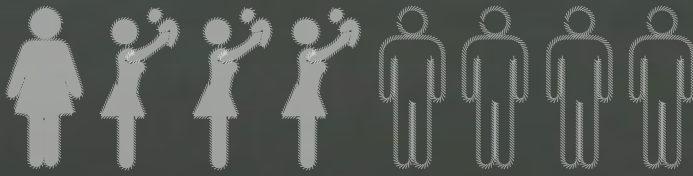


We exceed the national target of at least 30% women representation in senior management positions;



Training hours	FY15	FY14
<b>Learner's time (including exam leave and attending exams)</b>	167,237	157,209
<b>Internal instructor's time (client facing staff)</b>	13,133	13,285
<b>E-learns</b>	44,173	36,009
<b>Cost</b>		
<b>External training (RM)</b>	867,704	631,885
<b>Professional examination support (RM)</b>	2,750,031	3,087,214
<b>Internal training (RM)</b>	3,517,438	2,257,031
<b>Total Cost (RM)</b>	7,135,173	5,976,130

*We're proud to report that in July 2015, 50% of Executive Director promotees are women and three of them, mothers.*



Three out of 8 newly appointed partners are women. One of them will be on maternity leave in the same year. There's also an increasing trend in the number of mothers in the firm, based on the percentage of maternity leave.

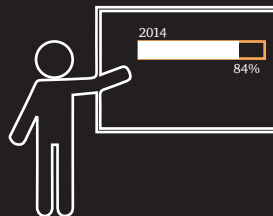
In FY15, there's been an increase to 91% of women and 79% of men returning from parental leave, who stayed for at least a year, compared to 60% women and 53% of men in FY14.

One of the measurements we use to determine whether we have been successful internally in bringing the PwC Experience to life is our annual staff satisfaction survey (the Global People



pwc

#ValuingDifferences



Survey), in which all staff can indicate what they think PwC is doing well in and where there is room for improvement.

In 2015, 86% of our staff participated in the Global

People Survey, a slight increase from 84% in 2014.

For us, one of the most important deliverables from the survey is the People Engagement Index, which quantifies the relationship

between PwC and its staff.

In 2015, the People Engagement Index (PEI) decreased slightly to 71% from 72%. We're slightly behind the global average of 76%.

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# Diversity & Inclusion

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Diversity and Inclusion (D&I) is one of our four flagship programmes, which we'll focus our efforts on, for the next 3 years. In 2015, the theme is Valuing Differences and discovering our unconscious biases.

Starting from 2015, our diversity week and awareness campaigns will focus on valuing differences and unconscious biases (UB) and how it affects our interactions and relationships.

We celebrated Global Diversity Week across the PwC network, from 15 to 19 June 2015 - reinforcing why

diversity and inclusion matters to us as a business and as individuals. We took the opportunity to raise awareness on unconscious bias, with great results. We had distinguished guest speakers, and a panel of our people sharing their experiences on unconscious bias.

31% of the 295 attendees were men. In our previous D&I initiatives, less than 1% were men. This representation is a great start because diversity isn't just about gender and we'll need both women and men to play their part in building an inclusive workplace.

Following this, the D&I team will put in place plans to sustain and spread awareness; and embed it in our processes - from recruitment to teaming to staff review.

Outcome of  
Diversity week  
2015:

.....  
**3 talks**  
.....

**295** participants  
.....

**31%** were men,  
It was less than 1%  
in the past years  
.....

**98%** of the  
audience felt the  
subject was relevant

Average of

**80%**

having a good  
understanding of  
UB after the talk  
compared to  
average of

**17%**

before the talk

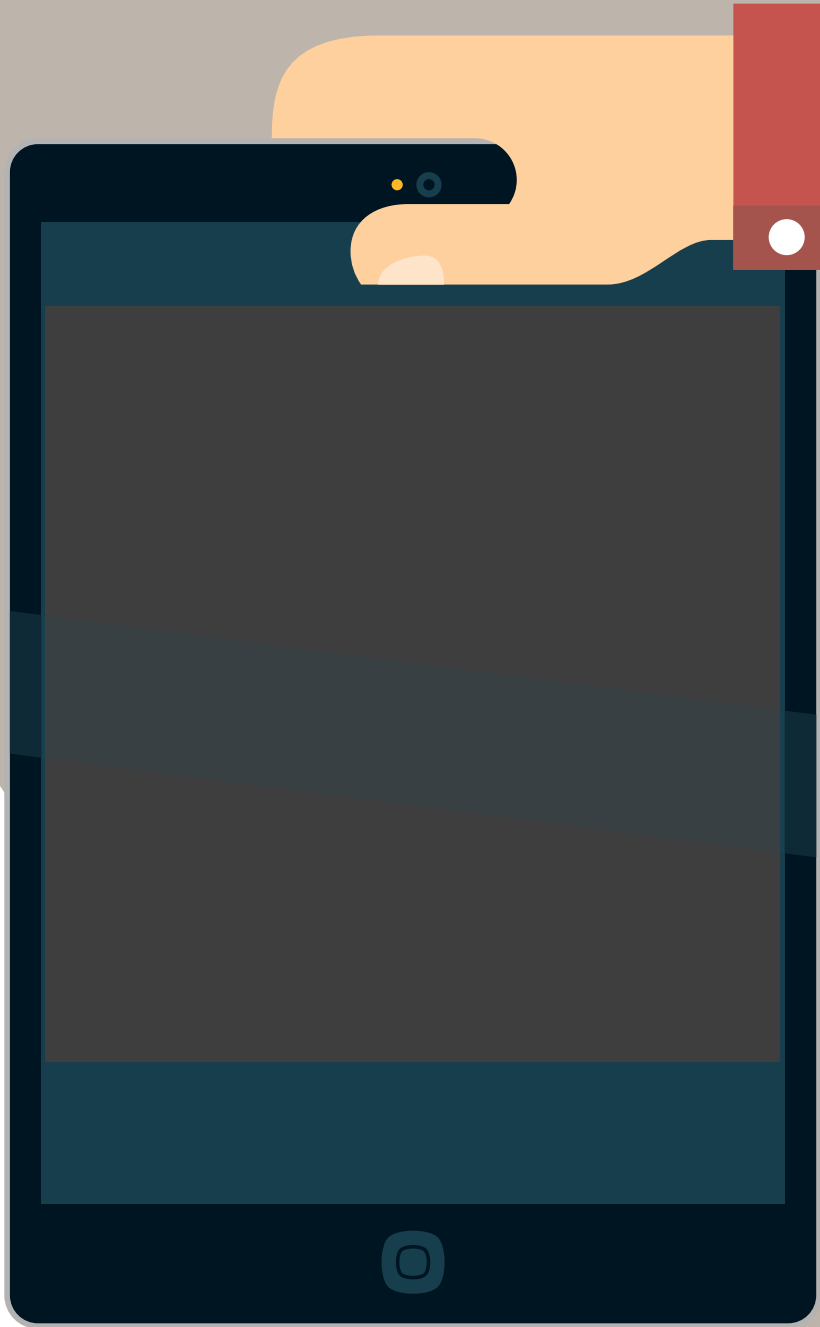


## Diversity advocates

Our Managing Partner, Sridharan Nair (Sri) is a Steering Committee member of the Malaysian chapter of 30% Club – an initiative by the government and business community to improve gender diversity on boards, launched in 2015.

Sri also won the inaugural CEO Champion (Life at Work Award) at the Women Summit 2014, organised by Talent Corporation Malaysia Berhad (TalentCorp) and Towers Watson in collaboration with the Ministry of Women, Family and Community Development.





Click on the tablet  
to watch Sri's  
Diversity Video

Diversity and Markets Leader, Chin Suit Fang has also participated in the ICAEW-TalentCorp Women in Leadership programme as a mentor in 2014 and 2015.

In May 2015, Stephanie Caunter, Marketing & Communications, General Manager and Florence Tan, CR Lead was interviewed on PwC's Millennial Women report on BFM.

In addition, PwC helped in continuing the conversation on Diversity in the marketplace, contributing 14 stories in the print media on diversity in 2014 and 8 in 2013.

These are listed on our website:

[http://www.pwc.com/my/en/aboutus/read\\_watch\\_and\\_listen.jhtml](http://www.pwc.com/my/en/aboutus/read_watch_and_listen.jhtml)



### Outcome for Womomentum (pilot mentoring programme for women):

#of sessions : 2 to 8



Mentee's experience 4.5 \* :



Mentor's experience 4\*



3 out of 7 mentees were promoted to Executive Director in 2015



\*5= Great experience



## Where talents thrive:

Womentum is a pilot mentoring programme for key women talents which started in March 2014 and ended in May 2015. We received very positive feedback on the experiences and outcomes for both mentors and mentees. Our talent team will review and extend the mentoring programme to both men and women moving forward, taking into account some of the learning points from the Womentum pilot.

*Photo caption: Diversity week 2015 featuring Marina Mahathir on valuing differences and discovering unconscious biases*



Other Talent development programmes tailored to building the capacity of new leaders within the firm are:

**1. Global Relationship Partner Development Programme in FY14** – Focuses on building deep and trust-based relationships with the C-Suite, delivery of value and impact to our clients and leading of high performing cross-cultural teams

**2. ALP: Asia Leadership Programme (in collaboration with INSEAD) in FY14**

This programme is about enabling future leaders of the firm. Participants reflect actively about the challenges of the future and the nature of the leadership competencies they'll need to have.

**3. FY15 Mentoring Programmes**

Nominated colleagues from Senior Manager to Partner level underwent various mentoring programmes addressing critical skills and attributes in order to be market-oriented and client-centric.

## Making PwC a better place to work, for all

- Provide employment for **people living with disabilities.**

We have three staff who are visually impaired and one who uses a wheelchair.



- **Maternity leave of 3 months** – higher than the industry norm of 2 months, the additional month helps mothers adjust to parenthood better.



- Paternity and adoption leave of 3 days compared to the industry average of 2 days.



- Room and facilities for breastfeeding mothers



- Reserved parking slots for pregnant ladies.



- **Flexible Working Arrangements** (FWA) to encourage our people with families or with dependents (Eg: aged parents) to continue their careers. The FWA programme has been in place since early 2000 and is now open to all, not just mothers. The take up rate is at 1% of total staff but we recognise that it's a long term effort to increase take-up rates.



- Our **“WorkLife Plus Programme”** (which includes the FWA, career break, and time - out options) has helped retain some of our working mothers. Here's what our people say about being on FWA : <https://www.youtube.com/watch?v=3PsOur2Q7XM>

- **Parents Network** meets once a month to share tips and experiences on balancing the responsibilities of being a working parent. It has received positive feedback and support from both mothers and fathers.



- **FlexSpace** where managers and above can work from anywhere, when the situation calls for it. Our managers are also given a flex mobile allowance (covering calls, data and broadband subscriptions). This helps our people work while they are on-the-go.



- **Fun committees**, by staff for staff. There's a M.O.F. (ministry of fun) in Deals and a Junior Board in Consulting (which was mooted



by Consulting Leader, Sundara Raj) which are formed by staff to make PwC a better, enjoyable place to work in.



- **Back2Work** programme - women who have left the accounting or tax practice for personal reasons are encouraged to rejoin the workforce. We'll support them by providing training and FWA options.



- A strong coaching culture at PwC- although we don't have an official mentoring programme in place for women in leadership positions, our senior leaders (especially the men) have taken personal responsibility to work with promising women to support and guide them in their career progression.

- **CR Fund** is in place to give monetary assistance to staff who are in need due to family circumstances or who are victims of natural disasters.



- **Interest Free Study Loan** assists non-graduate staff who do not have a basic degree/professional qualification to pursue a degree or professional qualification which is relevant to the respective staff's job.



- As part of the **Great Place to Work programme (GPW)**, we organise Staff Wellbeing workshops to educate staff on a monthly basis on topics such as safety, fitness, finance, image/dressing right and health (bone scan, eye scans and preliminary health checks)



GPW workshops



**2 wellbeing workshops** in 2014

**240 participants**

**2 safety workshops, 89 people**

Yearly health checks:

**2013 - 185** people

**2014 - 183** people



## Health campaign

The health campaign, or #FitPwC is the last of our four flagship programmes. It's designed to get our people exercising more so that they can be healthier, happier and more productive in the long run. Inspired by our inaugural Fun Run in 2014, we wanted a year long, integrated programme, instead of just a fun day (one-off event).

We've collaborated with the PwC Sports club and the Human Capital team to run events throughout the year.



## #FitPwC consists of :

- **KakiJalan** – people compete to get the most steps in 2 weeks, from May 2015 to September 2015
- **Stair-a-thon** – weekly stair challenge at the office
- **Get Fit Classes** - weekly fitness classes
- **Training** for Rat Race, Bull Run and the Inter-Accounting Firm Games
- **Yearly Fun Run**

## In the next 3 years,

we hope to measure our success through several outcomes - reduction in sick leave, hospitalisation and insurance costs, and lessening burden on public healthcare.



# eMotion 2014

PwC's inaugural Fun Run

**442 participants | 90 teams**

**RM25,000 raised**

for our COP homes and Teach for Malaysia. Link to last year's video:

<https://www.youtube.com/watch?v=800i2TR3zEA>





# #FitPwC 2015

200 people registered, we have 70 people actively tracking their step count for KakiJalan





**34.1 million**  
**steps** for KakiJalan  
from May - September 2015

Approx **10**  
**participants**  
for weekly Stair-a-thon

Approx **10**  
**participants**  
for weekly Get Fit Class

## PwC Professional

The PwC Professional is our new global leadership framework. We have finetuned the competencies that our professionals need in order to deliver the PwC Experience and to play their part in implementing the firm's strategy. We have combined behaviour skills and competencies of a PwC person which will be fit for the future. This model focuses on people development, from technical skills to capabilities such as innovative capacity, authenticity, self-awareness and the ability to work with others irrespective

of physical and cultural differences. The whole leadership is an important cornerstone of this model (refer to the diagram for the definition).

This framework is not a checklist or a tool but serves to inspire and motivate our people as they develop their career with PwC. This change reflects the changing world around us, helping us to develop a more global mindset in order to be fit for the future.

As a professional services firm, our people need to be able to adjust to these changing circumstances – this links back to our ambition for resilience and agility in a dynamic market place.

The PwC Professional forms the basis of our Human Capital policy. The competencies and behavioural characteristics that underline this model will shape our training programmes, evaluation processes and recruitment significantly. We'll be taking our first steps to embed this framework in our firm's strategy this year.



pwc



### Whole leadership

I lead myself and others to make a difference and deliver results in a responsible, authentic, resilient, inclusive and passionate manner.



### Business acumen

I bring business knowledge, innovation, and insight to create distinctive value for clients and PwC.



### Technical capabilities

I apply a range of technical capabilities to deliver quality and value for clients and PwC.



### Global acumen

I operate and collaborate effectively with a mindset that transcends geographic and cultural boundaries.



### Relationships

I build relationships of high value which are genuine and rooted in trust.

## Performance appraisal, benefits and remuneration

We do not discriminate against men or women on wages. Promotions, increment and bonuses are based on fair and thorough staff review processes which are based on merit. Our salaries are benchmarked against industry peers. Our senior management (executive directors and partners) are mostly Malaysians. We have very few

expatriates at the senior management level. Most foreign hires are either on secondments from other firms in the PwC global network or are recruited for a very specialised skill set.





## Training

We emphasise technical strengths and personal development in our training programmes. As mandated by the professional requirements for continuous education for certain groups of our PwC professionals (e.g. audit and tax), we expect our people to stay up to date with all of the latest technical developments.

We also expect them to maintain the skills necessary to invest in good relationships with clients and colleagues and to conduct themselves in accordance with our standards and values. Our training offerings are therefore put together to cover the development of both “hard” and “soft” skills. The softer side is given more emphasis through our KEY (Keep Enhancing Yourself) programme, managed by our Learning & Development team.

Some courses have also been made available online through a web platform, Xceler8, making it easier for our people to learn, while on-the-go. In addition to this, all staff have the opportunity to apply for other relevant external training programmes.



## Ethics & Business conduct

Ethics and Business Conduct (E&BC) matters are featured in our internal communications regularly to inform our staff about the channels where they can reach out and highlight their concerns on incidences of misconduct in the workplace. There are six different channels - Speak Up! Box, ethics

champions, E&BC committee members, HR managers, engagement partners/managers, career coaches and the Speak Up! email.

We understand the need to maintain the privacy, confidentiality and trust of our people. So, all Speak Up! reports and incidences of misconduct

go through and are dealt with by the HR managers overseeing the business unit and the E&BC committee members. The number and nature of these incidences are not shared to safeguard confidentiality.

In regards to internal Risk Management, it's mandatory for all staff to go through an annual e-learn for Risk & Quality. It's comprehensive and covers anti-bribery, anti-money laundering, anti-trust, confidentiality and data protection, independence, information and business security, and online risk. In walking the talk, we also have a stringent gifts policy – all gifts must be declared to the Risk & Quality team and gifts above RM500 must be returned. We adhere to the Personal Data Protection Act 2010 (“PDPA”) for all staff and client information and data. We have not received any complaints regarding breaches of customer privacy and losses of customer data so far. Steps taken to ensure this are Non -Disclosure



Agreements signed with clients on a case-by-case basis and yearly training for staff. Staff are also required to sign a yearly Independence Confirmation on safeguarding data and client information. Keeping client information confidential is also outlined in PwC's Global Code of Conduct.

We contribute to the Employees Provident Fund, which is a compulsory savings scheme. Its primary aim is to provide a measure of security for old age retirement to its members. It also provides supplementary benefits to members to utilise part of their savings for house ownership and other withdrawal schemes. PwC's monthly contribution is 12% of a staff's pay while the percentage of staff contribution is 11%.

We have also started a Retired Partners programme in 2014 to continue engaging those who've retired.

One partner has even volunteered actively in a charity home we've supported under the COP.

We take great lengths to ensure the safety of our staff – there's frequent communication on security in the office, a free shuttle service from the carpark to the office and an annual Business Continuity Planning exercise - a call tree simulation for emergencies.

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# Responsible Business

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## Goal: A responsible business leader

We believe that our responsibilities extend beyond our firm, clients or people, towards safeguarding the sustainability of our profession and shaping the development of the markets we are involved in. We encourage our people to actively engage with industry regulators and other stakeholders – including future members of the profession.

## Sustainability

Even though the Sustainability agenda is still in its infancy in Malaysia, we set up the Sustainability & Climate Change (S&CC) practice to advocate and develop the sustainability agenda and share our global expertise. Since S&CC's inception in 2008, the team has delivered over 100 sustainability engagements.

PwC also encourages robust and comprehensive Sustainability reporting among Corporate Malaysia. PwC's South East Asian Consulting services in PwC Malaysia, PwC Thailand, PwC Singapore, PwC Philippines and PwC Indonesia became a Global Reporting Initiative (GRI) certified training partner for South-East

Asian countries in June 2014. PwC Malaysia runs several workshops each year to train companies on applying GRI's sustainability reporting framework.

We also issue regular newsletters for clients themed, "Ahead on Sustainability". The consultants from our S&CC



Photo caption: NGO workshop, July 2015



***“In an increasingly challenging environment, charities will need to build trust and convince the public and companies of the benefits of their involvement by illustrating tangible outcomes”***

Dato' Mohammad Faiz Azmi

practice have also shared their point of views in The Malaysian Reserve, one of the leading business dailies in Malaysia.

PwC was also the knowledge provider for the Global Sustainability Forum organised by Bursa Malaysia and World Federation of Exchanges in July 2015. With over

70 public listed companies in attendance the Exchange brought together a diverse mix of capital market thought leaders from around the world. The dialogue “Global Sustainability and Impact Investing Forum”, focused on the role of exchanges in building a globally equivalent sustainable marketplace and

fostering the continued worldwide growth of Impact Investing. Andrew Chan, Sustainability and Climate Change Leader for PwC’s South East Asian Consulting services facilitated a panel and hosted a breakout session on using environment, social and governance (ESG) indicators in investment decisions.

Andrew Chan, S&CC Leader and the team have also shared their point of view on Sustainability issues at the following events:

## FY14:

Nestle - Stakeholder covening session

AICHR – Chaired a discussion on Corporate Social Responsibility and Human Rights in ASEAN, Singapore

Unilever – Guest speaker at Sustainability “Big Ideas” workshop

Nestle - PwC morning talk on measuring shared value

Securities Commission Series of Talks on Sustainability Investing

PwC S&CC team conducted a session on Sustainability Assurance to Sunway TES students

## FY15:



	FY15	FY14
<b>Total hours invested in advocating Sustainability at events</b>	28	21
<b>Total time cost (RM)</b>	79,290	63,000

## Diversity & Inclusion

The People & Organisation team in PwC has been working with several organisations including Talent Corporation (TalentCorp) on various studies over the past few years :

- a study in 2013 to look into how to increase the number of women on boards in Malaysia (target was 30% by 2015)
- a study on increasing diversity in the workplace in 2013
- developed a disclosure guide on diversity for listed companies in 2014 (<http://www.pwc.com/my/en/publications/diversity-n-inclusion-disclosures-2014.jhtml>)

We've also worked with TalentCorp on the Career Comeback launch, Stephanie Caunter, Marketing & Communications General Manager moderated a panel discussion during the Career Comeback Launch in March 2015.

Our leadership team has been strong advocates for diversity and have been continuing the conversation on diversity via various speaking engagements and media interviews:

- Our Managing Partner, Sridharan Nair (Sri) participated in a panel discussion during Maybank's International Women's Day, March 2015
- China Press published a story on "The female Millennial: A New Era of Talent" report, quoting Sri, March 2015
- Sri participated in a panel discussion at the 12th Women's Summit themed 'CEOs Get It: Driving Diversity' 2014
- Our Assurance Leader, Pauline Ho was featured in 'Getting Malaysian women in the boardroom', Business Circle, December 2014

- Sri was interviewed alongside TalentCorp's CEO, Johan Merican on Diversity & Inclusion, BFM radio, November 2014
- Soo Hoo Khoon Yean's quote was published in "Gearing up for the Gen-Y era", Business Circle, April 2014
- Suit Fang, Diversity & Markets Leader, "Women Believe in Merits to Sit in Boardroom", Focus Malaysia, April 2014
- Suit Fang, "BFM Enterprise Resource Center: Developing Tomorrow's Female Leaders", BFM, March 2014
- Pauline was interviewed during the TalentCorp series on diversity "The Balancing Act- Part2" BFM radio, November 2013
- Suit Fang, "GE Women's Network, Annual Summit 2013: Leader in You, October 2013
- Suit Fang, "Top of The World", Her World, September 2013
- Sri was featured in the TalentCorp advertorial, "Flexible work arrangements", The Edge Malaysia, August 2013

## Diversity Summit

PwC's Diversity Summit, held in November 2014 in collaboration with Shell Malaysia and Pfizer Malaysia had one goal in mind – to challenge the status quo or assumptions, whether real or imagined, of both men and women and highlight the importance of using their skills and knowledge for progress and growth.

There were more than 100 attendees from 15 companies. About 30 were male attendees, which is a significant number. This only goes to show the rise of the male agenda in the diversity conversation – men need to play an active role in supporting women.



*Photo caption: Panel of speakers, Lily Rozita, Shell; Shazmi Ali, Pfizer; Lydia Kwan, PwC and Stephanie Caunter at the Diversity Summit*



*Photo caption: Speakers, Andrew Chan, PwC and Wan Firdaus, Young Corporate Malaysians at the Diversity Summit*

## Integrated Reporting

In July 2014, PwC launched a report, 'The State of Integrated Reporting in Malaysia', based on the results of a benchmarking analysis on Bursa Malaysia's top 30 companies' annual reports against the International Integrated Reporting Council (IIRC) Framework. It was a first of its kind locally and the start of our 'building public trust' point of view. The study stated that Malaysian companies have the basics of

reporting covered, but they still have a long way to go to truly embrace integrated reporting (IR). Reporting practices in Malaysia emphasises communication of the company's historical performance in the annual report with limited linkages to corporate goals and the future viability of the business.

We had a diverse crowd in attendance at the launch comprising

business leaders of the companies surveyed, finance professionals, and investor relations and communications professionals.

In September 2015, we will be launching our second IR thought leadership, sharing insights on where Malaysian companies are in their journey towards IR based on a follow-up exercise to our pilot benchmarking analysis last year.



## Risk Assurance Services- Mercy Malaysia Talk

Following the massive East Coast flooding in December 2014, our Risk Assurance Services (RAS) team led by Ong Ai Lin, organised a conference with Mercy Malaysia in May 2015 to increase awareness on the importance of a coordinated response

amongst the public and private sectors in disaster preparedness and response.

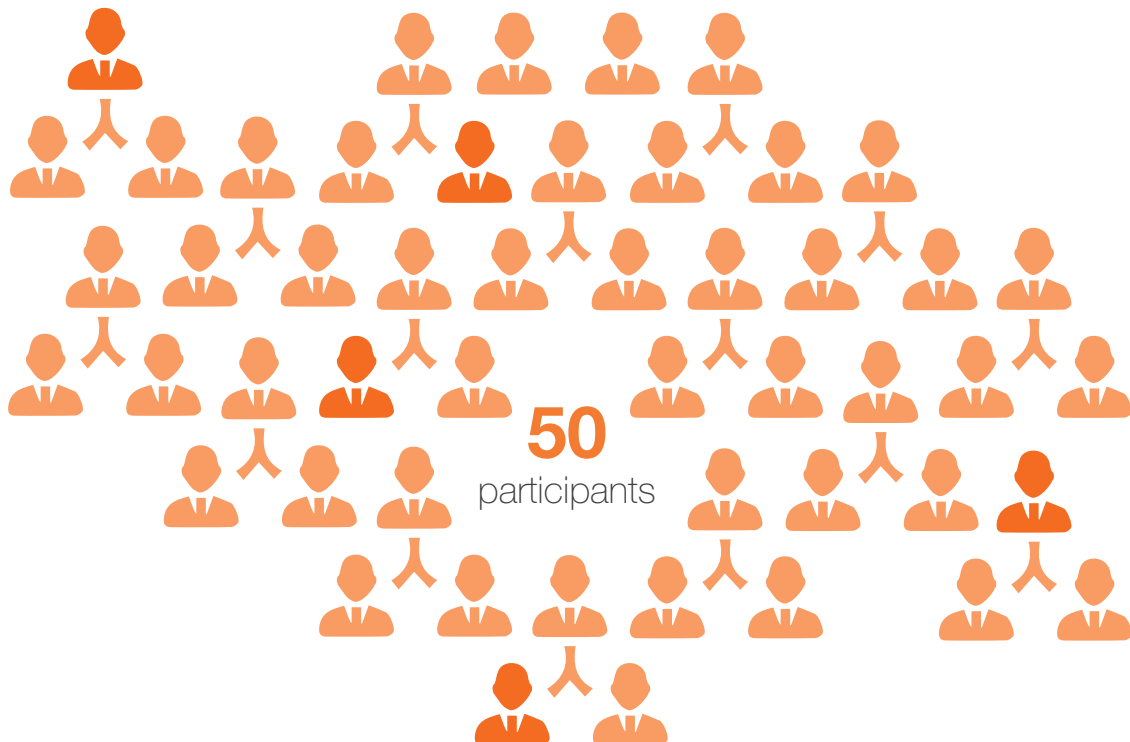
There was encouraging feedback from Mercy Malaysia and the participants. The RAS team will compile the issues raised into a working paper titled:

**“Public-private partnership in Disaster Management -Our Proposal”**

which will be distributed to the relevant agencies and participants.

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**RM20,000** from participation fees donated to Mercy Malaysia’s Nepal Relief Fund.





Many of our partners and directors serve as board/committee members in various professional bodies and industry organisations. In Malaysia, these include:

- Financial Reporting Foundation
- Malaysian Accounting Standards Board (MASB)
- Malaysian Institute of Accountants (MIA)
- Malaysian Institute of Certified Public Accountants (MICPA)
- Islamic Finance for Labuan Offshore Financial Services Authority
- Association of Chartered Certified Accountants, Malaysia (ACCA)
- American Chamber of Commerce
- Association of Chartered Islamic Finance Professionals in Malaysia
- International Accounting Standards Board (IASB) Committee on Islamic Finance.

## Key appointments :



- PwC Malaysia Executive Chairman, Dato' Mohammad Faiz Azmi was appointed President of the Malaysian Institute of Accountants (MIA) in July 2015. He has previously served as a Council Member of MIA in addition to being the chair of the MIA Capital Market Advisory Committee. He was also past Chairman for MASB from 2009 to 2012.
- Dato' Mohammad Faiz Azmi also chairs the Asian-Oceanian Standard-Setters Group on Islamic Finance
- PwC Malaysia Managing Partner, Sridharan Nair is a member of the Steering Committee of Malaysia's 30% Club launched in May 2015 which was to increase the number of women holding top decision-making posts in the private sector.
- Chief Risk Officer, Lee Tuck Heng was appointed as the Chairman of the Australian Accounting Standards Board (AASB) (MIA) in July 2013
- Dato' Mohammad Faiz Azmi represents PwC on Peneraju Professional Akauntan, a programme by the Government to increase the number of Bumiputera accountants in Malaysia.
- Loh Lay Choon, Chairman, NACRA (National Annual Report Awards) organising committee 2014.

Our partners and directors are also regular participants at seminars, conferences and career fairs, either as speakers, moderators or panel members, in their various capacities. Some recent events, both local and international, held in Kuala Lumpur which featured speakers from PwC Malaysia include:

Global Islamic Finance Forum (GIFF)	World Congress of Accountants (WCOA)	World Capital Markets Symposium (WCMS)	Organisation for Economic Co-operation and Development (OECD)
Bank Negara Malaysia's Annual Financial Industry Conference	PwC has also been the knowledge partner for the World Islamic Economic Forum (WIEF) 2007-2014		

### Moving the bar, year on year

We don't rest on our laurels, instead we seek to continuously improve on our relationships, products and services. Our Customer Satisfaction Survey (CSS) focuses on obtaining and analysing feedback from our key clients. We've received 146 surveys for FY15, a 20% increase from FY14 and are happy to have met our target of 8 out of 10 for the past two years.

	FY15	FY14
<b>Overall customer satisfaction scores firmwide</b>	8.1	8.0
<b>Total surveys</b>	146	123



As a responsible business, we take great care in selecting responsible businesses and individuals to work with or provide us goods and services. For example, our iT team does due diligence and risk assessments on critical service providers which covers iT security, business continuity planning in the event of

disasters as well as checks on references, conflict of interest, financial interest and background based on anti-money laundering policies. The same process is done for selecting charities or non-profits we support or partner with for our Corporate Responsibility activities.

We also actively filter out potential leads and opportunities that we believe would compromise our integrity.

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# Environmental Stewardship

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***“I’m proud to have founded our Sustainability and Climate Change practice and of our leading position as a consultant. But more than that, our ability to develop the sustainability agenda in corporate Malaysia and support our clients in their journey to become more sustainable and create shared value.”***

**Andrew Chan, Sustainability & Climate Change Consulting Leader, PwC Malaysia and PwC Global Sustainability board member**

Our overarching ambition is to minimise the environmental impact of PwC's operations and demonstrate our commitment externally through appropriate reporting. As a provider of professional services PwC has a relatively low environmental footprint but believes good environmental stewardship is part of an organisation's licence to operate.

We are always looking at opportunities to develop more environmentally-efficient business practices, understanding our greatest impacts through carbon measurement and reporting, and putting in place behavioural change programmes.

However, our greatest potential for influence is to impact the environment positively through our work with clients, which is done mainly through the Sustainability & Climate Change team, highlighted in the Marketplace section.

### Measuring our carbon footprint

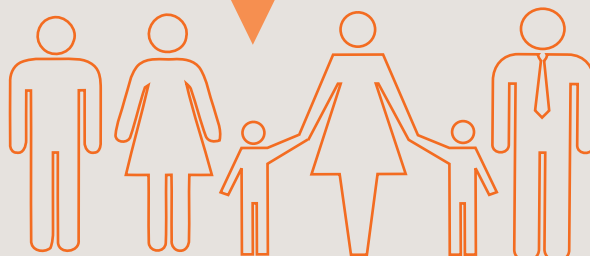
We've been measuring and tracking our carbon footprint for our Kuala Lumpur office since FY10.

We track, measure and report emissions under the following categories:

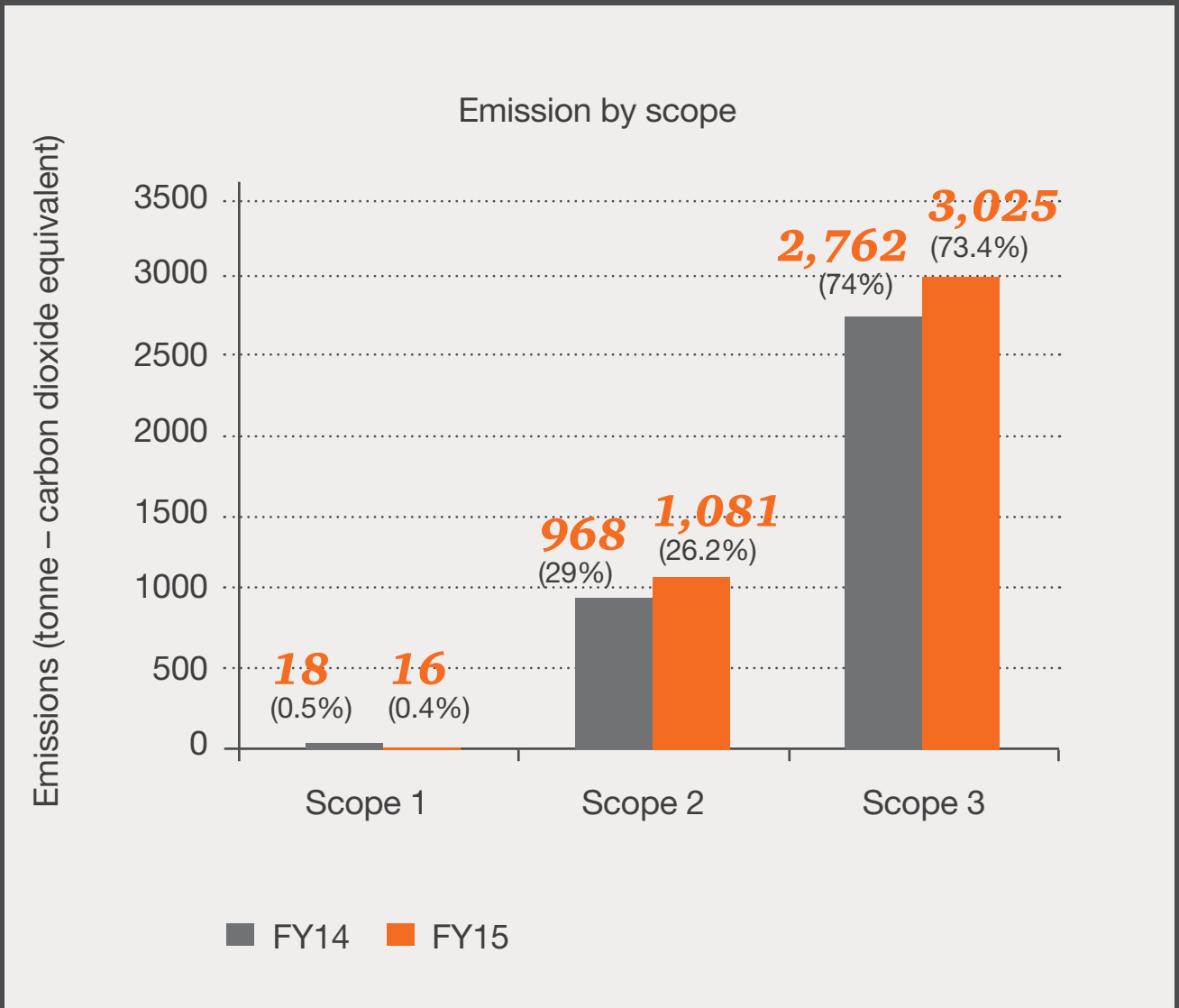
Direct emissions (scope 1)  
– Emissions from vehicles under PwC's control

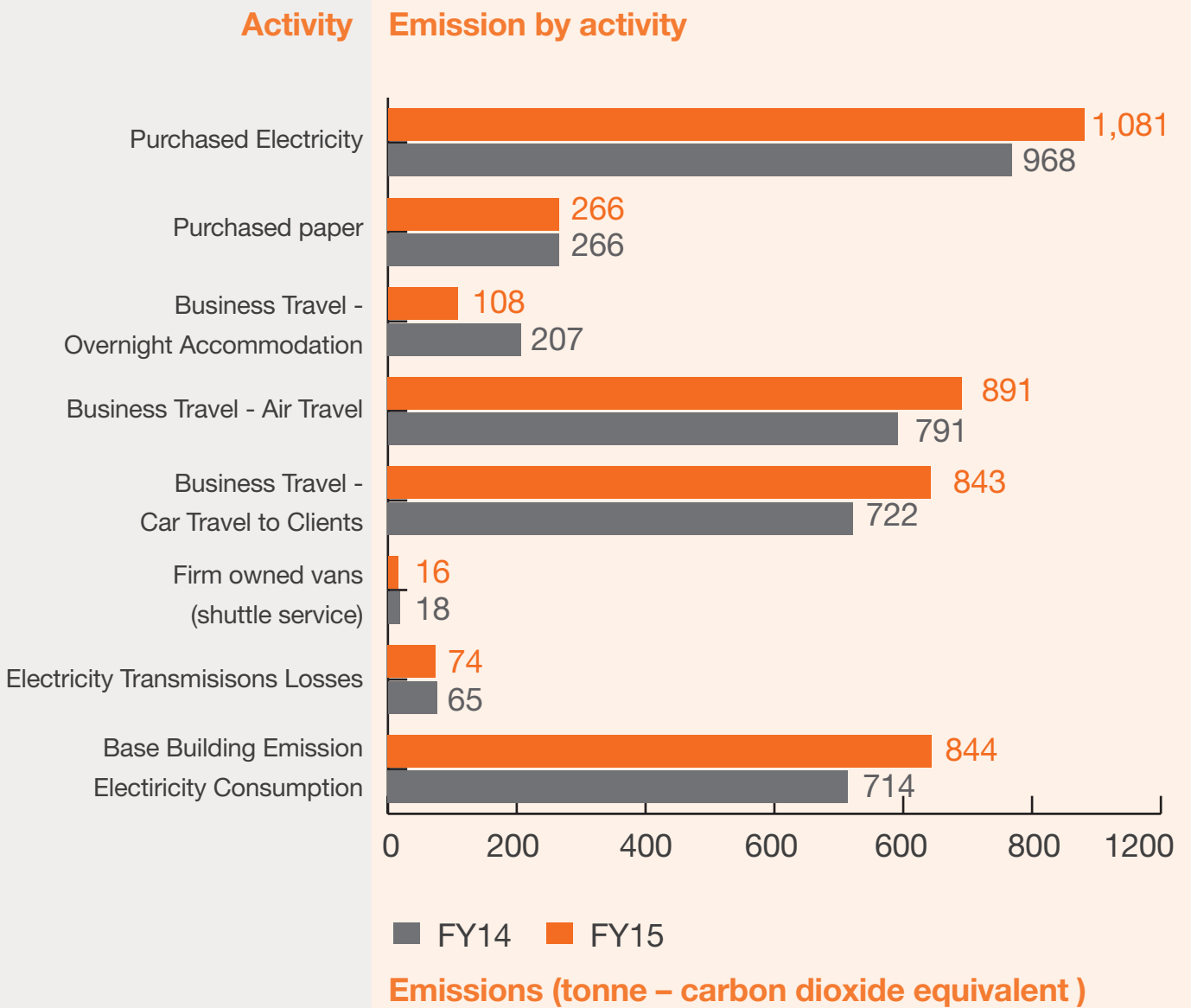
Indirect energy emissions (scope 2) – Emissions from electricity consumed within the office deemed to be within PwC's operational control.

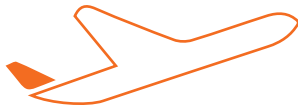
Other indirect emissions (scope 3) – Emissions relating to paper use, business related travel, electricity transmissions and distribution losses, and base building emissions



The biggest emission source is electricity consumption, which comes from electricity, electricity transmission and distribution losses and base building emissions. There's been an increase of 14% from FY14 to 2,000 tonnes of carbon dioxide equivalent from our electricity usage. This is because of an increase in headcount and the leasing an additional floor in our Kuala Lumpur office.







The second largest emission source is air travel. Our people have opportunities to engage in cross-border assignments and this contributes to the travel miles.

We logged a total of **7.5** million kilometers which amounted to **891 tonnes** of carbon dioxide equivalent in FY15,

which is a significant increase compared to **6.7** million kilometers and **791 tonnes** of carbon dioxide equivalent in FY14.

A primary contributor to the increase was a management conference in Kota Kinabalu, October 2014 which 500 managers and above attended as well as a regionalisation of roles for our consulting team in 2014, which resulted in more cross-border work.

*Photo caption: Management conference ReCharge 2014 in Kota Kinabalu*







**146** reams of recycled paper used for offer letters in FY15

We've recycled **66** tonnes of paper in Kuala Lumpur in **FY15** and over 105.5 tonnes since 2007

I am satisfied that PwC is responding appropriately to address the impact of our business activities on the environment.

**76%** (FY15) , **75%** (FY14) (Global People Survey results)

CO <sup>2</sup> Emissions (tonnes)	FY15	FY14	FY13	FY12	FY11	FY10
<b>Electricity consumption</b>	1,999	1,747	1,744	1,807	1,627	1,616
<b>Purchased paper</b>	208	266	203	189	116	87
<b>Overnight accommodation</b>	108	207	155	156	164	174
<b>Air travel</b>	891	791	468	946	993	1,114
<b>Car travel</b>	859	740	609	637	559	581
<b>TOTAL</b>	4,065	3,751	3,179	3,735	3,459	3,572
<b>Emission intensity, tonnes per staff</b>	1.71	1.70	1.57	1.96	-	-

We're taking steps to lessen our impact on the environment:



- Document Management System (DMS) was implemented for Tax since May 2014. It enforces users to save files in a central storage with hopes to reduce paper filing and encourage greater collaboration between users.



- Use of technology to work cross borders, without the travel. We have webex facilities for calls / discussions with teams across the PwC global network, a Skype room and two video conferencing facilities. We had 88 video conferences in 2015 and will continue to encourage usage.



- Most of our waste is made up of paper and ink cartridges and these are recycled. There are recycling bins situated next to every printer and proceeds from the recycled paper are channelled into our CR Fund which gives monetary assistance to staff in need. There was a huge jump in paper recycled in FY15 due to Project Makeover where we renovated our office to provide a more open and collaborative workplace. Staff had to clear their clutter, keep less paper and start going digital.



- New desk and locker system, starting from July 2015 with emphasis on maintaining a clutter free desk and keeping or using less paper.



- We've seen a decrease in paper usage after we implemented a new printing system which monitors each individual's usage since FY12.



- We've stopped printing internal magazines since 2010.



- Use of recycled paper for Human Capital letters, which includes offer letters. We have used 146 reams in FY15.



- Participated in Earth Hour since its inception in Malaysia, in 2008

In 2016, we hope to allow our staff to participate in a local conservation programme to increase awareness on the importance of environmental stewardship as well as our role in reducing impact on the environment.

	FY15	FY14	FY13	FY12	FY11	FY10
Recycled paper (tonnes)	66	8.3	7.9	5.5	4.2	4.0
Recycled ink cartridges	1,283	1,252	1,324	942	-	-
	FY15	FY14	FY13	FY12	FY11	FY10
Purchased paper per staff (kg)	33 kg	45 kg	38 kg	37 kg	-	-

# GRI G4 Content Index

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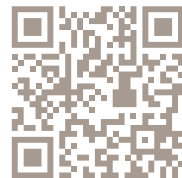
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