

# Feed your future

Fall / 2009

*PwC's Campus Magazine*

## PwC internships help open career doors

p. / 01

- p. / 08 Embracing diversity
- p. / 10 Interview with US Recruitment  
Leader Bob Daugherty
- p. / 12 Corporate Responsibility  
takes center stage
- p. / 20 Who we are and what we do

## 01

PwC internships help open career doors

As a freshman at the University of Washington, Matthew Herring began to think seriously about his career. Having an older brother with a CPA working in the profession offered a concrete role model, and Matthew began to consider accounting as a career choice.

A school counselor told him about the eXceed program at PricewaterhouseCoopers LLP, which is designed for minority students. After completing the application, writing an essay, and later taking part in a series of interviews, Matthew was offered an internship with PwC. Matthew remembers being excited and nervous about what the day-to-day life of a PwC intern would be. Succeeding as an intern, Matthew says, is mostly a matter of keeping “a positive attitude, and not being afraid to ask questions. There is always someone ready to help.” PwC, he says, was “a good fit.”

Counselors, recruiters, and students agree that the right internship can make a difference for those looking ahead. An internship provides an inside look into a company, its business, and its people. Focusing on an internship can be a pursuit that starts early in a student’s academic career. Those who have experienced a PwC internship agree: the firm provides the right mix of learning opportunities, coaching and development, and networking.

*“I really enjoyed my responsibilities in assisting the PwC engagement team in performing work for the client.”*

— Alex



Above / from top  
Alex Huang, University of Cincinnati  
Britney Kero, University of California, Santa Barbara



Above / Lourdes Garcia, *Florida International University*  
 Left / Matthew Herring, *University of Washington*

*“The training PwC provided for my internship was awesome—great training. They give you what you need, show you how to use the knowledge management tools; they get you ready for the program.”*

— Lourdes

“The training PwC provided for my internship was awesome—great training,” says former intern and incoming Miami office Associate, Lourdes Garcia. “They give you what you need, show you how to use PwC’s knowledge management tools; they get you ready for the internship program.”

Lourdes, who recently graduated from a double-degree program in accounting and finance at Florida International University, also participated in PwC’s 2008 community service project in Belize.

There, PwC interns and staff worked with students from four local schools, teaching classes and helping to refurbish the schools and the grounds. “It was a life-changing experience,” she relates, “and it’s good to see that the company that I worked for—that I’m going to work for—has that social responsibility, not only in the US but also outside in the world at large.”



*“Nothing replaces being able to experience what working at a job full-time might be like. I’ve read magazines that suggest that one academic quarter of an internship is equivalent to three quarters in the classroom.”*

— Alex

“It was a life-changing experience and it’s good to see that the company that I worked for—that I’m going to work for—has that social responsibility, not only in the US but also outside in the world at large.” — Lourdes

Community service is another important element in the internship program at PwC, where interns can expect to participate in at least one community service project. Philanthropy beyond the check-book is a foundation of the firm’s culture, and everyone—from partners to interns—is encouraged to join in the efforts. The firm’s internship program is structured to include opportunities to build camaraderie that can nurture career-long working relationships. Community service, apart from being socially responsible, is one way such relationships are formed.

Former PwC intern Britney Kero, who is majoring in accounting at the University of California, Santa Barbara, was accepted into the eXceed program. Viewing her internship from the PwC perspective, Britney believes interns get the most out of the experience if they take advantage of the opportunities presented to them. “When hiring interns, the firm is really looking for someone who’s smart and interested in a career at PwC. You go through a lot of training when you first start your internship. So if you’re a quick learner, it’s a plus.”

Having the opportunity to intern at PwC can be a rewarding experience and one that is reciprocated. PwC is interested in finding talented individuals with career potential. While they must be qualified, interns are not expected to have a complete understanding of their roles from the beginning. With the help of learning opportunities, coaching, and working with client engagement teams, PwC interns gain valuable insight into what a career at PwC might be like.

It is important to understand what it takes to secure a rewarding internship—particularly when it comes to applying and interviewing with a firm like PwC.

“I made sure I knew the background of the firm,” advises Andrew Kenyon, a corporate finance and accounting major at Bentley College.

Andrew’s approach included research and preparation, but also a mindset to be relaxed and personable during the interview process. “I wanted to be very, very conversational,” he recalls. “I think that is one of the most important things—which a lot of people who are going in to interview lose sight of when they prepare too much.”

For Andrew, a first acquaintanceship with PwC came about through a case competition sponsored by PwC: “I was tutoring fifth graders from the local community in math, and one of the individuals who was running the program told me about a competition that PwC has—the xACT competition, which is a part of the xTREME games—and suggested that I sign up for it.”

Andrew talked with his accounting professor at the time and was urged to join the competition. His team ended up being one of the five national finalists in the xACT competition; along the way, he met both partners and recruiters from PwC. “I came to learn about the firm and got really interested in the people there because I was dealing with them so much,” he says. “That was my sophomore year.”

As an intern alumnus who will soon join PwC as an Associate, Andrew believes his internship experience was invaluable. “I was most excited about being able to observe and participate in aspects of the actual job that I might do,” he says, “because in school, you never really get that experience.”

“I was most excited about being able to observe and participate in aspects of the actual job that I might do... because in school, you never really get that experience.” — Andrew

That experience is exactly what fellow intern Alex Huang received through a co-op program with the University of Cincinnati that pairs students with major businesses and organizations.

“Nothing replaces being able to experience what working at a job full-time might be like,” Huang says. “I’ve read magazines that suggest that one academic quarter doing an internship is equivalent to three quarters in the classroom.” For him, PwC was the choice he wanted from the beginning and the feeling grew through his internship experiences. “I really enjoyed my responsibilities in assisting the PwC engagement team in performing work for the client,” he says.

So, how important are internships, both to PwC and to those who participate in them? These former interns and their PwC recruiters are unanimous in believing that internships are a one-of-a-kind opportunity to experience a professional setting. Employment statistics support this: of the firm’s new campus-hire associates, between 70% and 80% were originally part of the PwC internship program.

PwC internships, affirms Lourdes Garcia, “open your horizon and let you see what’s out there—because at the end of the day, they understand you should be the one taking over your career, making the decision as to where it is that you want to go.”

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— Britney



## Diversity

At PricewaterhouseCoopers LLP (PwC), we believe the term “diversity” incorporates all the characteristics that make us both alike and unique: our backgrounds, cultures, nationalities, lifestyles, identities, points of view, approaches to solving problems, ways of working, and views of personal and career success. Our commitment to creating an inclusive work environment is fundamental to our business. It enhances overall business performance and enables us to attract and retain the best talent.

### Creating opportunities for women

*Women’s Leadership and Advancement*—The firm’s Managing Director of Gender Retention and Advancement plays a key role in developing our strategy around the retention and advancement of our female professionals. Every year, our female partners and diversity leaders host events focused on women’s advancement and issues affecting them.

*Women’s Networking Circles*—The Circles consist of groups of management-level women who come together with partner advisors to address professional and personal challenges; increase the organizational understanding of the firm; leverage networks; and provide role models, mentors, and networks to senior associate and management level women.

*Women of Color Council*—This group discusses issues affecting women of color and makes recommendations to the firm that will address their challenges.

### Creating opportunities for minorities

*Affinity Networks*—Also called Diversity Circles, Multicultural Circles, or Minority Circles, these Circles act as career development networks to help improve the connectivity between the firm and its African American, Hispanic, Asian American, Native American, and Native Alaskan staff. The Circles serve to provide minority staff with:

/ Opportunities to learn from PwC partners and managers who have succeeded

/ Exposure to firm leaders for enhanced visibility and career progression

/ Access to role models and peers who understand their experiences and can help advance their careers

/ Topical training to address issues that impact advancement

/ Connections to minority professionals outside of PwC who will be instrumental in building their network of business relationships

*eXceed*—The program, started in 1990, awards scholarships to African American, Hispanic/Latino, and Native American students. *eXceed* is a step program that allows qualified students the opportunity to work with us at an early stage in their academic career. Students also receive scholarship assistance in the amount of \$3,000.

To qualify, you must be a freshman or sophomore with strong academic standing (3.4 or higher) and an academic and career interest in accounting, management information systems, or computer science.

*eXplore*—*eXplore* is an early-identification program offered to freshman and sophomore non-accounting majors from under-represented minority groups on select college campuses. *eXplore* is an interactive program, offered on campus and sometimes in a PwC office, that educates students about the opportunities in accounting and exposes them to successful and enthusiastic PwC professionals.

### Creating opportunities for our gay professionals

*GLBT Partners Advisory Board*—The Board consists of our Chief Diversity Officer and 11 gay partners. The board meets quarterly to review all plans for the GLBT community and make recommendations to the firm.

*GLBT Circles*—Launched in 2005, the firm’s GLBT Circles were launched to provide role models, mentors, and networks for gay professionals.

### Creating strategic partnerships for our people

*Catalyst*—Through our sponsorship and partnership, we gain insights and strategies for more effectively recruiting, retaining, and advancing women at our firm.

*Association of Latino Professionals in Finance and Accounting (ALPFA)*—ALPFA helps Hispanic students, accountants, and CPAs enhance their professional capabilities while expanding Hispanic representation in the nation’s workforce. Our firm is a host sponsor of their national convention, we award scholarships to student recipients, and many PwC professionals are officers and/or active members.

*National Association of Black Accountants (NABA)*—NABA represents the interests of more than 100,000 people of color in furthering their educational, professional, and career aspirations. PwC continues to be a premier sponsor and supporter of NABA.

*Ascend*—PwC professionals have helped form local chapters, and the firm regularly funds scholarships each year for Ascend student members.

*INROADS*—Through our partnership with INROADS, a career development organization that recruits and places minority students in internships, the firm has offered full-time positions to more than 80% of our INROADS interns.

*Leadership Education and Development (LEAD)*—LEAD encourages high school juniors from diverse backgrounds and underserved communities to pursue careers in business. As a sponsor of LEAD Summer Business Institutes (SBI), PwC helps to provide an intensive two- to three-week residential business camp at 11 campuses.

## HIGH-VELOCITY LEARNING

At PricewaterhouseCoopers LLP (PwC), you’ll learn on the job, with your clients, and through formal learning programs. We offer nationally recognized, distinctive learning opportunities and resources that can be tailored to your needs to further develop your skills and expand your knowledge base—positioning you, and PwC, for long-term success.

### Learning while working

The world-class development culture at PwC is designed to empower your continual learning. Coaching is integrated into the way we work every day to support your ongoing technical and professional skills development. These principles, combined with mentoring, learning programs, and concrete on-the-job application of skills, will continue to strengthen your experience and abilities throughout your career.

### Learning from your team

Working at the firm, you’ll work from and learn from some of the best. Your managers, team members, and formal coach will provide ongoing on-the-job instruction and guidance. In addition, a peer mentor—an Associate—will support your acclimation to the firm.

### Learning from knowledge-based tools and resources

Every PwC employee has instant access to a wealth of critical knowledge through our intranet-based knowledge management tools and resources. You’ll have 24/7 access to knowledge repositories, best-practice documentation, and methodology tools that will help you take advantage of the collective knowledge of PwC’s 30,000+ US professionals. Plus, you’ll have access to a comprehensive library of research resources and third-party content to help you develop in-depth reports and analyses. All of this helps you stay informed on client and industry happenings, develop fresh perspectives and practical advice, and build strong relationships with your peers and clients.

### Learning from clients

Every engagement offers a new challenge and a new opportunity to learn. Our culture is built on knowing our clients’ businesses inside and out. Through your daily engagement experience, learning opportunities, and use of knowledge tools and resources, you will further hone the critical skills you need to deliver real value to our clients.

### Learning from a well-aligned curriculum

Through the use of a user-friendly learning system called Learning at PwC, you will have instant access to an in-depth catalogue of learning programs and specialized courses, some that you can take virtually anytime, anywhere. All of the learning programs support the firm’s advisory, assurance, and tax lines of service. Consider it a “one-stop shop” for managing your learning activity and professional development. This integrated system makes it easy to find course information, enroll, receive confirmation, book travel and hotels, and track your learning activity and compliance with continuing professional education requirements.

### Furthering your education

Specialized support programs are also available for individuals seeking professional certifications and interested in furthering their education, including a generous Educational Support Plan. This committed approach to expanding the existing skills and specialized knowledge of our people not only distinguishes us in the marketplace, it supports your professional growth and career progression.

Throughout your career at the firm, expect to be challenged by the work and people on your team as well as the clients we serve. You will be constantly learning and your ideas will be welcomed in an atmosphere of collaboration and teamwork. And through the exemplary learning opportunities and access to firm knowledge, you’ll be able to grow from your experiences and contribute to PwC’s overall success.

At PwC you’ll work with and learn from some of the best—you’ll be supported by people who are committed to helping you develop and grow as a professional and an individual. In 2008, *Training* magazine awarded PwC top honors for training and development in the Training Top 125.

## xTREME 2009

### Have you got the right stuff?

Exciting, thought provoking, amazing, and unforgettable, are just some of the sentiments shared by participants in last year’s PricewaterhouseCoopers LLP (PwC) xTREME competitions. 3,875 students, from 83 selected colleges and universities forming 775 teams, tackled the PwC xTREME challenge. This competitive learning experience is designed to provide college students with an opportunity to solve real-world tax, accounting, and related business issues while furthering their teamwork, critical thinking, and communication skills.

With continued success, PwC will inaugurate its 8th season of the xTREME case competition in 2009. Comprising the xTAX (taxation) and xACT (accounting) challenges, the xTREME games have reached over 10,000 participants since their inception in 2002. Outside the safe confines of the classroom, PwC seeks students who are eager to plunge into the “real world” with this dynamic, interactive, and enjoyable case challenge. No number crunching exercises, the xTREME games are focused on high-level issues designed to test, and improve, your decision-making skills. What is required is your desire to learn, meet new people, experience new challenges, and have fun!

Competing in xTREME provides a unique opportunity for students to experience the public accounting environment and network with PwC professionals who serve as mentors throughout the games. And on top of all the interaction and excitement you’ll experience by participating, there are financial rewards as well.

The details of our 2009 competition are as follows:

/ To participate, an individual must be a member of a five-person team at one of the select schools where xTREME competitions are offered

/ Each team must have at least two sophomores and one junior as members

/ A top team will be chosen at each campus by a panel of PwC professionals. From the top campus teams, five national finalists will be selected

/ The top campus team will receive a \$1,000 prize. Each of the five national finalist teams will receive a \$10,000 prize and a trip to New York or Washington DC to present their winning case

Have you got the right stuff? Learn more about participating by visiting [www.pwc.com/xtreme](http://www.pwc.com/xtreme)

— Roy Weathers,  
Partner and Chief  
Diversity Officer

## 02

## Interview with US Recruitment Leader Bob Daugherty

*With so much uncertainty in today's changing economic landscape, we asked PricewaterhouseCoopers LLP US Recruitment Leader, Bob Daugherty, to share his thoughts and insights about the atmosphere on college campuses—and give us his predictions about the future job market.*

### **FYF / Let's start with the question on everyone's mind—how is today's job market?**

Many of the students I meet on college campuses are concerned with today's job market. And their concerns are warranted, because I believe the marketplace is going to get hyper-competitive in the next two to three years.

Along with an overall willingness to work harder, those looking for jobs may be expected to demonstrate increased flexibility and receptivity to relocation in order to maximize available opportunities. For graduates eyeing professional jobs after college, this is a whole new environment that may require them to think and act differently. It is not the same situation graduates of just a few years ago faced.

I'm not simply talking about the global economy. That will turn around. And I'm not just talking about PricewaterhouseCoopers. It's bigger than that. It encompasses all aspects of the work

environment—how people work and what work they will do. PricewaterhouseCoopers hears students' concerns and wants to help.

That's why our firm recently developed a career resources toolkit on pwc.tv. The toolkit contains informational videos, job search worksheets, and an interactive blog with career development guru Lindsey Pollak. We understand you can be under a lot of stress to find a job, and we want to help you get through these difficult times.

### **FYF / So if you're entering this competitive job market, what can you do to stand out?**

In a competitive job market like we are facing today, it is important that you put a great deal of time and effort into building strong, lasting relationships. Relationships are critical because they allow you to project something I call your personal brand.

Your personal brand defines what differentiates you from others. It is special to you and allows employers to get a better sense of who you are and whether you may ultimately flourish within an organization. It is what separates you from others, your strengths, and the ways you can add value to an employer. But it doesn't just fall into place naturally—you have to think proactively about what you want that brand to be and begin

**Photo /** Bob Daugherty chats with an intern.

to create it over your college career. This is not something you can assemble when you are a senior; it is built with conscious choices. As you entered college you had one image or a brand, and as you progressed along with your college career, you began to create something different.

In using your brand effectively with an employer, you must start by identifying the top three things that are distinctive about you. And if you can be enthusiastic and passionate about those traits during a job interview, then you are promoting yourself. If an employer can feel the drive and enthusiasm coming from you, then that is packaging your brand in a fashion that is attractive to an employer.

### **FYF / Okay, say a student has their personal brand figured out. Why choose accounting as a profession?**

I just left a campus where they told me that last year's placement of accounting majors was 98%. That's an important consideration in today's job market. And when the economy does start to turn around, I think people who have an accounting background and related accounting work experiences are going to be in even greater demand.

On a broader scale, accounting is the international language of business—especially now that the whole world is headed in the direction of adopting IFRS (International Financial Reporting Standards). Accountants can read financial statements and interpret them. They can do analytics. With accounting you have many different paths you can choose. You can start in audit or tax and progress into something else if you like. Your job horizon is extremely broad when you have chosen accounting as a major: simply put, accounting serves as the platform to many diverse opportunities in your career journey.

As an accounting major who joins a firm like ours, you could have the chance to work with some of the world's leading companies. You will deepen your understanding of all aspects of their

businesses and industries. In our firm you will have the opportunity to work on a multitude of assignments and experience a myriad of challenges and opportunities. Accounting just opens up the door. What happens next is up to you.

### **FYF / You mention the firm. What makes PwC stand out as a career choice for students looking ahead?**

As a student today, you are part of what will be a very talented workforce—extremely talented. You're part of a group that wants to enhance and broaden its knowledge and increase its market capabilities.

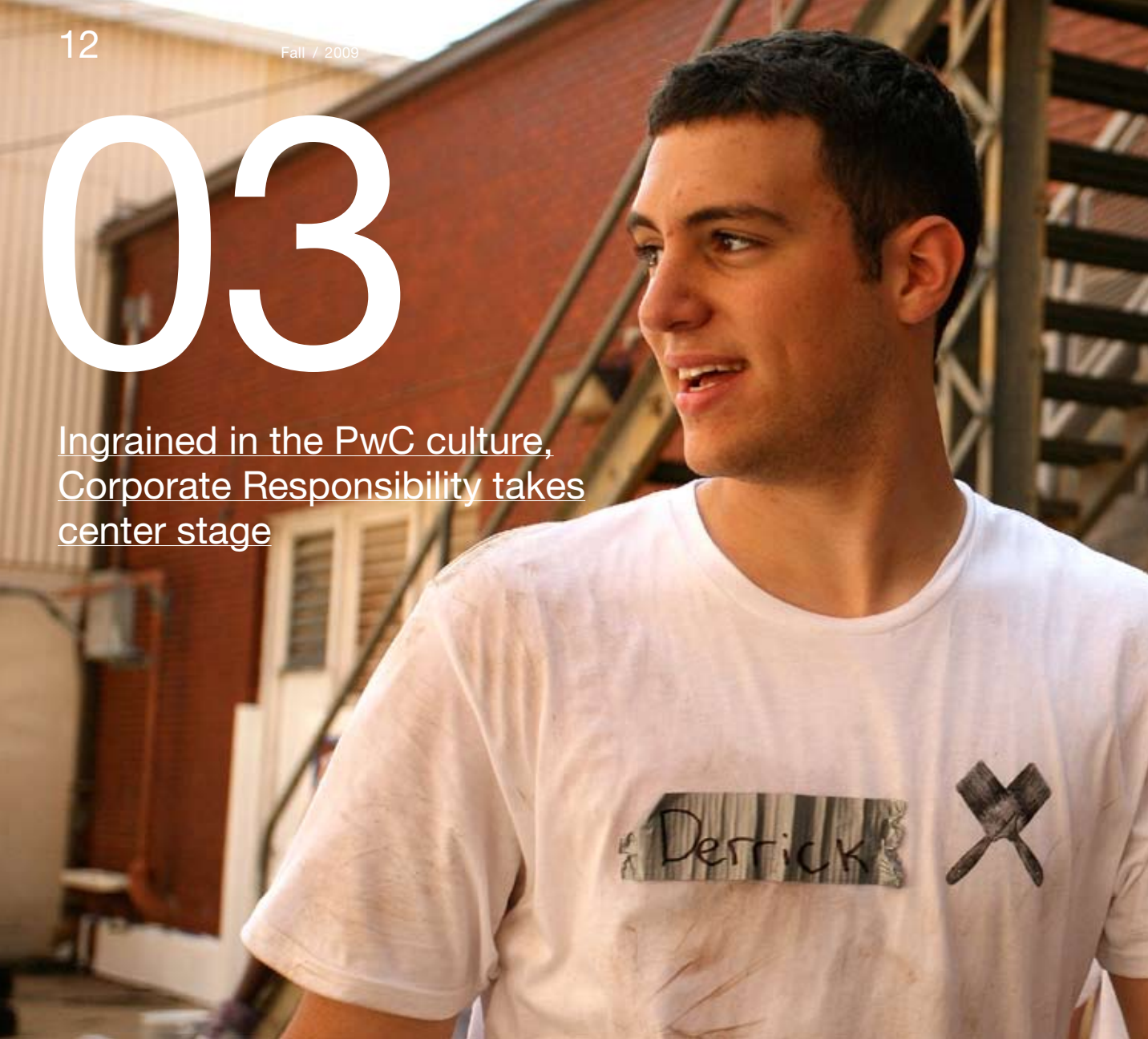
PwC wants to help you achieve that potential. We've created a high-performance culture that includes having a relationship partner, a coach, a peer coach, on-the-job training, and hours of structured training provided by our Learning and Education organization. All of this is in addition to the work experience you will receive at PwC.

I also believe what you're looking for in an employer is whether or not they stand true to their behaviors and values—that is, the things they say they're going to do and the way they're going to behave. Now is a great time to measure employers against that, because times are a little tougher. So you can ask, does PwC act in a way that's true to its behaviors and values? Do we "walk in your shoes"? Do we collaborate and have a robust dialogue within our teams? Do we develop trust-based relationships? Do we create value and make a lasting impact?

And the beauty of our firm is that the answer in every case is "yes." It is much easier to execute against your people strategy in good times, but the essence of an organization is tested in challenging times. And frankly, that is when you most need a guiding North Star, which should be your values and behaviors. In a challenging economic environment, PwC is proud to have stayed true this past year to its people strategy.

## 03

Ingrained in the PwC culture,  
Corporate Responsibility takes  
center stage



Above / Derrick, a student intern, lends a hand at Project New Orleans.

The mindset of responsible leadership starts at the beginning of your career with PwC and that is why interns are involved in important efforts ...

*...the more than 30,000 people at PwC recognize that they can collectively make a lasting difference for the marketplace, its people, the community, and the environment...*

You hear a lot about how organizations are making Corporate Responsibility a priority—and the more than 30,000 people at PricewaterhouseCoopers LLP (PwC) recognize that they can collectively make a lasting difference for the marketplace, its people, the community, and the environment by demonstrating responsible leadership. The firm and its people demonstrate responsible actions every day—from being a signatory of the United Nations Global Compact to engaging partners, principals, and employees in community service programs to green actions to reduce their carbon footprint to developmental courses that create responsible leaders. But the firm's dedication to a culture of responsibility is not limited to just its people, we have woven it into every aspect of the recruiting process. From the very beginning of your relationship with PwC you will be involved in its Corporate Responsibility efforts.

Corporate Responsibility at PwC is regarded as an organizational imperative and an individual commitment. And that is why the firm has made significant investments in the training and development of its people, because people are the core of its business and have a direct impact on the firm, its clients, and its communities. The mindset of responsible leadership starts at the beginning of your career with PwC, and it is why interns are involved in important efforts such as Project Belize.

In the summer of 2008, PwC took 100 interns to Belize City to work at four area schools, teaching the students in the morning and then working to refurbish their schools in the afternoon. Project Belize was an amazing experience for the partners, principals, employees, and interns who participated in making a difference in the children's lives. This summer, the program will continue but in a slightly different format. In Project Virtual Belize, some of the summer interns will participate in a letter exchange with Belizean students at the four schools in Belize City. There will also be a firm-wide Supply Drive



Above / Jessica Melwani donates her time during our annual Summer of Community Service.



Left / Le Conte Middle School students get ready to participate in a community service event.  
 Top / Student interns plant a new garden at Warren Easton High School.  
 Bottom / PwC partner Kathy Nieland brightens Warren Easton with her brush.

*“I’m proud that we can say to them, not only have we heard that this is very important to you, but it’s important to PwC. Let us show you what we’re doing as a firm.”*

— Kitsy

that will run throughout the summer. The supplies will then be shipped to the schools in time for the new school year. Finally, and perhaps the aspect of this program that most greatly reflects PwC’s focus on developing future leaders, PwC is funding a scholarship that will help pay for selected students’ first year of high school. Since students must pass an entrance exam for high school, the scholarship is designed to motivate students to continue their education.

But you don’t have to be an intern at PwC to feel the effects of the firm’s Corporate Responsibility efforts. College students and local communities have also collaborated with PwC to support a common cause for another city in need. In 2007, following the devastation caused by Hurricane Katrina, PwC launched a major community service project in New Orleans. Working with a nonprofit organization, HandsOn Network, PwC employees and select college students came together to help Warren Easton High School, the city’s oldest public high school, get back on its feet. And earlier this summer, the firm again traveled to New Orleans, pairing students from 100 different universities with 50 PwC partners, principals, and employees to continue the efforts at Warren Easton High School and to help rebuild homes, a business district, and recreation facilities throughout the city.

Additionally, the firm’s Corporate Responsibility efforts extend to sophomore- and junior-level college students who are interested in an accounting career. As part of the Leadership Adventure program, students join PwC employees in a community service activity for a day. Typically held in Chicago and in conjunction with local charities, the Leadership Adventure program’s Corporate Responsibility segment has traditionally included hands-on activities—from painting



Right / Michael Dalpathado and his daughter join Monica Solorzano and David Pouso for a day of service.



Left / PwC's New York office helps high school students get a head start.

Middle / A new mural begins to take shape at Le Conte Middle School.

Right / Youth and education are a focus of PwC service efforts.



fences and workout equipment to organizing playtime with children attending nearby day camps. The activity not only benefits the community it also allows the participants a first-hand opportunity to experience the firm, its people, and its culture.

Beyond impacting interns, the city of New Orleans, and college students interested in accounting, PwC has extended its Corporate Responsibility efforts to Facebook. Designed to help individuals estimate their carbon footprints, the "Carbon Bigfoot by PwC" application provides a fun online quiz about your environmental actions and insight into reducing your impact on the planet.

*Last year alone, PwC partners, principals, and staff donated a total of 95,832 hours to community service.*



Kitsy Blanc, US Sourcing Branding Manager, understands that no matter the outreach program, Corporate Responsibility is important to the firm. Although community service is just one aspect of the firm's Corporate Responsibility efforts, it is a unifying activity, connecting current PwC professionals with interns and students. Blanc notes, "Having our partners, principals, and employees work side by side with students and interns on community service projects creates an automatic sense of camaraderie and good will. Everyone is feeling good and giving back. It's a great way for students and interns to get to know the PwC people who could someday be colleagues."

"Corporate Responsibility is very important to people who want to make a difference now and as their career progresses," says Blanc, pointing out that many students and interns she encounters are heavily involved at the local, national, and sometimes even global level. "I'm proud that we can say to them, not only have we heard that this is very important to you, but it's important to PwC. Let us show you what we're doing as a firm."

# 04

## PwC—who we are and what we do

*Careers are built in an environment that is team-oriented, open, trusting, and inclusive.*

Every assignment is a chance to learn, grow, and understand how businesses operate ... our Assurance professionals are constantly challenged to learn ...

*We look for individuals who are ready for a challenge and want to team with others in a diverse organization, take responsibility for their personal growth, and help our firm operate with quality and integrity.*

### Audit and Assurance

PricewaterhouseCoopers LLP (PwC) Assurance professionals understand how businesses work from the inside. They help resolve issues faced by management and serve the public interest by helping to ensure the protection of the capital markets system through reliable financial reporting.

PwC Assurance teams ask questions, test assumptions, and provide assurance that companies are reporting information that investors and others can rely on. PwC provides external audit services to 32% of the Fortune 100 and 30% of the Fortune 500. Every assignment is a chance for our people to learn, grow, and understand how some of today's leading businesses operate.

Our Assurance professionals are constantly challenged to learn more so they can provide clients with the highest-quality services. Learning takes place through interaction on the job, in formal training programs, and through the insights offered by mentors and coaches. Our programs reflect a changing business model including our "Environmental Audit" program which assists companies in reducing their carbon footprint and become more socially responsible.

We look for individuals who are ready for a challenge and want to team with others in a diverse organization, take responsibility for their personal growth, and help our firm operate with quality and integrity.

### What we do

*External Audit and Related Services*—Our audit practice provides independent assurance to clients on the financial performance of their businesses and the internal controls that govern their financial information. We perform core financial statement and internal control audits; benefit-plan audits; business and performance reporting; and social, environmental, and other compliance reviews.

*Systems and Process Assurance (SPA)*—PwC's Systems and Process Assurance practice helps organizations understand the value of having the right internal controls in place and helps them manage risk, compliance, and business controls processes. PwC's SPA professionals provide value by understanding business issues and applying controls testing to achieve audit comfort. Members of this practice hold degrees in accounting, accounting/MIS, MIS/finance, and computer science, among others.

*Transaction Services (TS)*—Transaction Services professionals advise clients as they evaluate their transactions and negotiate terms. TS professionals understand the complexities in evaluating, structuring, executing, and capturing the value of capital markets transactions such as acquisitions, sale of a business unit, joint venture, or the raising of capital through initial public offering or other means. Our practice consists of experienced deal professionals with industry specialization who provide financial, tax, operations, valuation, and other services.

Our Advisory practice provides value by helping clients anticipate, create, and manage change.

**Whether our clients are pursuing new opportunities, responding to events, or coping with the pressures of growth, competition, and shareholder value, we're there to deliver the business impact clients want.**

#### Advisory

The Advisory practice of PricewaterhouseCoopers LLP (PwC) is dedicated to helping clients anticipate, create, and manage change. This includes unplanned change, for example, when new laws and regulations are passed or unanticipated market events happen. Planned change represents management's decisions around growth, expansion, cost reduction, and strategic transformation. PwC advisors help with both kinds.

#### [Who we are](#)

The advisory business is about people, and we are committed to providing opportunities for growth, education, and meaningful work throughout a person's career. Our strategic vision is rooted in a powerful combination of people, client relationships, extensive sector-and-functional knowledge, problem solving, competitive pricing, and value proposition.

#### [What we do](#)

Our Advisory professionals understand the fundamentals of creating value. We understand execution. We know why, where, how and in what sequence critical elements such as strategy, structure, people, process and technology must be addressed—and, even more importantly, integrated—to drive performance. In short, we help companies:

*Transform the business*—Business transformation can involve anything from major transactions such as acquisitions and divestitures to the introduction of new business models, channels, and culture. We help businesses execute strategically-directed change.

*Improve business processes*—We work with clients to increase business processes that support rapid operational and financial decision making. Our professionals guide organizations in increasing the value of their people through effective organizational design, change management, training and other people related initiatives. We also help companies capture value from technology and to help them function at their highest levels in support of their business objectives.

*Respond to crises*—From compliance failures to securities litigation to natural disasters, business crises come in many forms. We advise companies on how to manage the risks associated with crisis situations and help establish the management and control processes necessary to prevent or mitigate future occurrences.

*Sustain prior or current change*—Making change happen is one thing. Sustaining change—and creating value—is something else. We help clients address change and seek to embed sustainability into their approach. And, when clients elect to defer a formal focus on sustainability in favor of more urgent priorities, we help them address it later by focusing on critical areas such as compliance monitoring, governance and management, controls design and implementation support.

#### Public Sector Practice

Living in a rapidly changing environment of physical as well as cybersecurity threats, increased financial and performance reporting requirements, an increasingly diverse federal workforce, and the implementation of advancing technology, the federal government requires a business advisor that understands these challenges and has the ability to help them respond effectively. Our dedicated federal government practice helps federal agencies address complex business issues; manage risk; improve financial measures; and improve the overall quality, efficiency, and effectiveness of public service through disciplined program oversight. Working with our clients, we bring hands-on knowledge of federal standards for systems, internal controls, and financial and performance reporting.

When you join our Public Sector Practice, you will have the opportunity to immediately leverage our vast network of public sector accounting and advisory experience and thought leadership to help transform the way our government does business.

**Learning takes place through interaction on the job, in formal training programs, and through the insights offered by mentors and coaches.**

#### Private Company Services

Operating as a national business unit with multidisciplinary teams committed to serving the needs of closely held entities and their owners, Private Company Services (PCS) provides trusted guidance, tailored solutions, and customized audit and tax services to private companies.

Private companies and their owners expect to be served differently from SEC registrants. They demand to be served by trusted advisors who know their businesses and their industry, and also understand the importance of building meaningful relationships. Whether you are dealing with the founder or CEO of a family business, the management team of a private equity portfolio company, or the managing partner of a leading law firm, they demand a team of dedicated individuals who are committed to serving in their best interest and providing value.

PCS offers a dynamic working environment, focused on providing you with a broad range of experiences early in your career. In serving private companies, you will have the opportunity for assurance and tax cross-training, and to work with clients in a diverse range of industries and in different stages of development—from inception to high growth, maturity, and transition—which means greater opportunities for you to learn and grow.

As advisors to more than 50%<sup>1</sup> of America's largest private companies, we've helped our clients identify growth opportunities and solve complex business issues during some of their most challenging times. Ever think about what it would be like to run your own company? Why not work in PCS with others who have the same entrepreneurial mind set?

#### Tax

At PwC Tax, we work with some of the world's largest organizations from industries such as financial services, technology, consumer products, pharmaceuticals, and entertainment and media. PwC Tax professionals assist our corporate clients with tax planning and compliance issues, both locally and globally. They help analyze and interpret tax policy, and advise high-net-worth individuals on how to grow and preserve their wealth.

Tax at PwC is a relationship business. Careers are built in an environment that is team-oriented, open, trusting, and inclusive. Team leaders and coaches assist our organized tax teams in getting acclimated to PwC and achieving development milestones. From the outset of their careers, our Tax professionals work with associates, managers, and partners from diverse areas of tax. They have access and exposure to PwC partners who are among the profession's most highly regarded and recognized tax authorities.

As our Tax professionals progress toward the manager level, they develop specialized skills and experience in a particular tax area, whether federal, state and local, international, mergers and acquisitions, or one of our other highly skilled practice areas. Specialization is gained through active participation in a wide range of projects that allow our professionals to see where their greatest talents and interests lie. In addition to on-the-job learning, they also receive customized training throughout their careers. All of these efforts are designed to help employees implement a successful career strategy as they explore the many career opportunities in PwC Tax.

## Firm facts

How does PricewaterhouseCoopers stack up? The fifth-largest privately held business in the US and the largest global network of professional services firms in the world, PwC offers a wide range of assurance, advisory, and tax services to many of the largest and most prestigious companies from around the world. PwC people have access to unparalleled knowledge, learning, and technical resources around the world.

Practice	Global Revenues	Partners Global/US	Staff Global/US
Assurance	\$13,808 M	4,207 / 1,126	69,437 / 11,065
Advisory	\$6,899 M	1,495 / 360	25,086 / 3,673
Tax	\$7,478 M	2,246 / 708	31,005 / 6,638
<b>Total Gross Revenue</b>			<b>\$28,185 M*</b>

\*FY08 revenues are expressed in US dollars at average FY08 exchange rates.

/ The PwC network of firms comprises more than 155,000 people in 153 countries and territories

/ In the United States, PricewaterhouseCoopers currently consists of more than 30,000 partners, principals, and staff

/ We provide industry-focused assurance, advisory, and tax services for 93.8% of the companies in the Fortune 500. We also serve smaller companies, private entities, not-for-profit organizations, and the public sector

/ PwC holds the leading position as auditor to the Global Fortune 500, auditing 29% of the Global Fortune 500

PricewaterhouseCoopers has been:

/ Voted as one of the top Ideal Employers in our profession by business students from 2002 through 2009 in the Universum Undergraduate Survey

/ Named by *Fortune* magazine as one of Fortune's 100 Best Companies to Work For® from 2005 through 2009

/ Ranked #1 in *Training* Magazine's list of the Training Top 125 companies for learning and education in 2009 and 2008

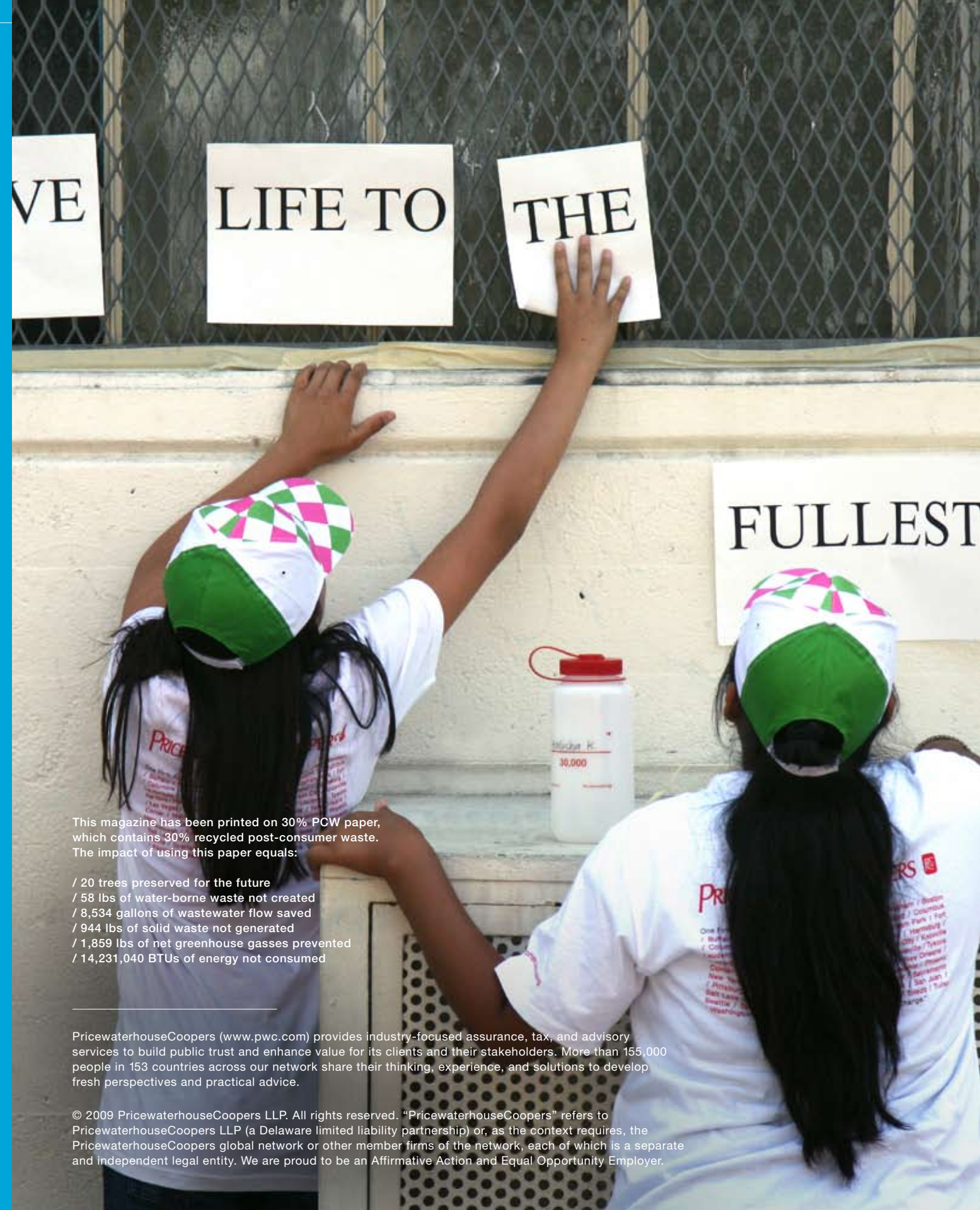
/ Named as the #3 Best Place to Launch a Career and the #2 Best Place to Intern by *BusinessWeek* in 2008

/ Received a 100% rating, from 2006 through 2009, on the Corporate Equality Index from the Human Rights Campaign, an organization dedicated to promoting equality in the workplace for gay and lesbian employees

/ Named one of the Top 10 Companies for Working Mothers by *Working Mother* magazine in 2008—the 14th consecutive year on the Top 100 list and the sixth time we've ranked among the elite Top 10

/ Recognized by DiversityInc as one of the Top 50 Companies for Diversity from 2002 to 2009. In 2007 and 2008, also recognized as a Top 10 Company for GLBT Employees and Asian Americans

The fifth-largest privately held business in the US and the largest global network of professional services firms in the world, PwC offers a wide range of assurance, advisory, and tax services to many of the largest and most prestigious companies from around the world.



This magazine has been printed on 30% PCW paper, which contains 30% recycled post-consumer waste. The impact of using this paper equals:

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PricewaterhouseCoopers (www.pwc.com) provides industry-focused assurance, tax, and advisory services to build public trust and enhance value for its clients and their stakeholders. More than 155,000 people in 153 countries across our network share their thinking, experience, and solutions to develop fresh perspectives and practical advice.

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PwC helps drive business success by providing intelligent and insightful thought leadership. Get a quick update on an emerging topic with 10Minutes or immerse yourself in View, our quarterly issues magazine.

## *Channel 4*

We know that by working together, our 30,000 partners, principals, and staff can make a big difference for the communities where they live and work. See how we're helping to develop future leaders.

## *Career Resources*

Advice for your job search, tips for better interviews, information about internships and consultant Lindsey Pollak's blog answers your career questions.

