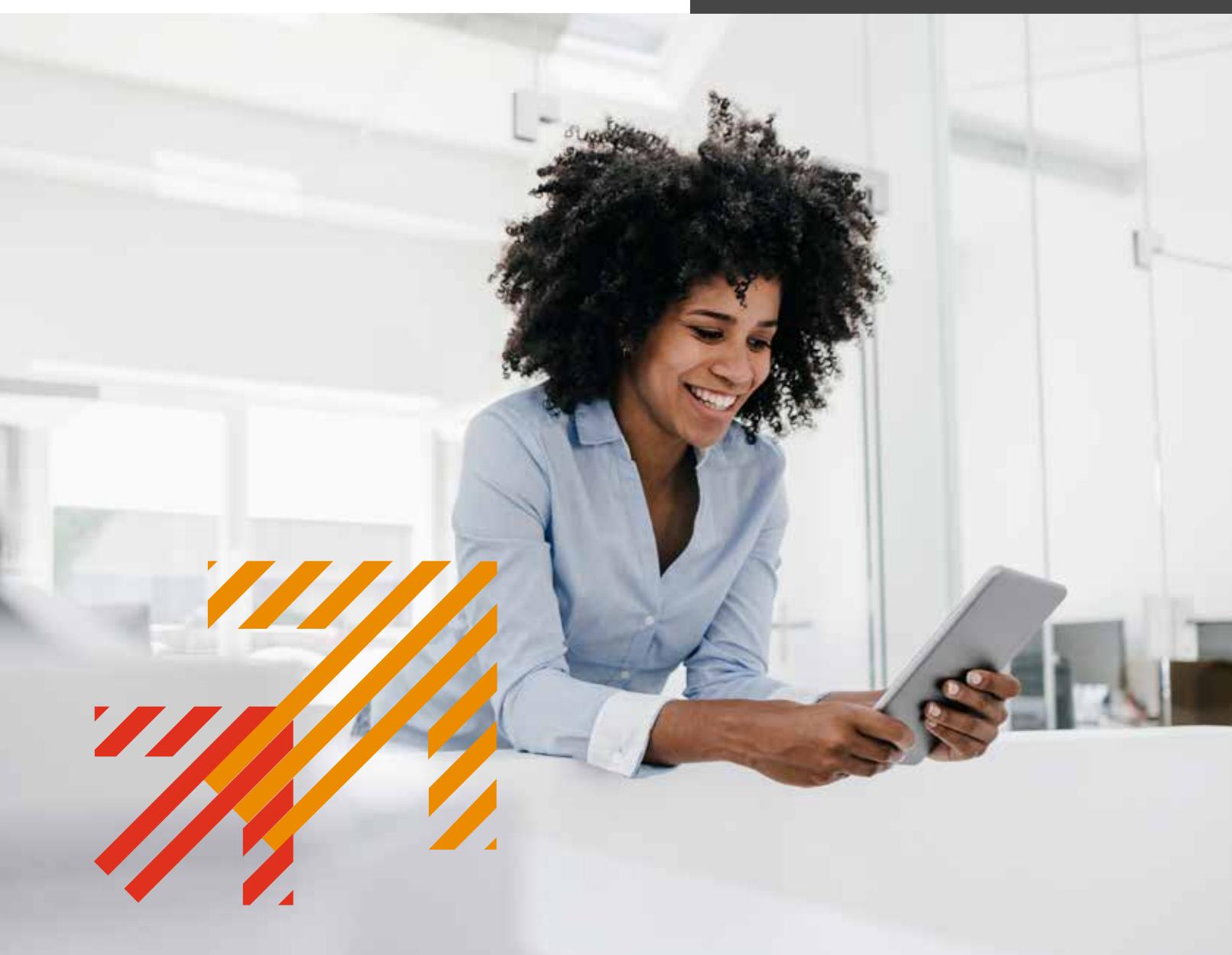




# New world. New skills.



## Our Corporate responsibility team

Madison Brewer  
Lesley Cox  
Anthony Fellowes  
Melissa Fiddick  
Annabelle Gray

Sara Hladun  
Marina Mello  
Jaclyn Pearl  
Jane Pearson  
Kristen Robinson

Jeremy Shrub  
Morgan Simons  
Sheena Young  
Christina Dodwell

## Everyone should be able to live, learn, work and participate in the digital world

Our jobs are changing, and fast. Many roles are disappearing altogether, while new ones are springing up. The discrepancy between the skills people have and those needed for jobs in the

digital world is one of the most critical problems of our time.

The need to upskill is a complex problem that will require decision-makers — educators, national, regional and local government administrators and business leaders — to come together.

Over the next four years, we at PwC are committing **US\$3 billion to upskilling**.

This will primarily be invested in training our people, and in technologies for supporting clients and communities. In the process, we'll make the world a more resilient, more capable and more inclusive place.

## Solving important problems

At PwC, Building trust in society and solving important problems is at the heart of everything we do. We have a voice on the issues that matter to our people, clients and island.

**Our corporate responsibility strategy is focused on specific issues where we feel we will have the greatest impact:** Community (skills, education, supporting NGOs and social enterprises); Environment and Responsible Business

Arthur Wightman  
PwC Bermuda leader

Scott Watson-Brown  
PwC Bermuda Community ambition leader

Keir Savage  
PwC Bermuda Environment ambition leader

# 2019: Our year in numbers



**Over \$1m**

Donated



**1,780**

pro bono hours  
delivered to 16  
non-profits



**\$65,000**

in annual funding for  
scholarships and education



**100%**

Air travel and energy  
use **offset** since  
FY19

**31**

Bermudians hired  
in 2019



# Our environment ambition

**Driving efficiency and  
100% air travel & energy  
use offset since FY19**



## Travel less, connect more

While our priority is reducing our absolute carbon impact, offsetting is an important part of our strategy and first step to mitigating the impact of unavoidable emissions such as air travel.

Business travel is a necessary part of the way we work, as our ability to connect our teams and serve our clients largely depends on being able to visit their locations. We are proud to report our PwC Bermuda air travel emissions (0.96 Scope 3 per headcount) are below PwC network averages.

We pledge to reduce that number in 2020 as we make further use of virtual collaboration and meetings with the Google suite of tools.

## Energy Efficiency

Avoiding or reducing emissions associated with our energy use is the starting point of our environment commitment. The majority of our scope 1 and 2 emissions come from the energy we use in our buildings (and data centres).

## The Green Team



## Behaviour change campaigns

Our personal pledge for the environment

**100% of our partners and over half our people have made a personal pledge for the environment** to reduce their impact with simple lifestyle changes, such as eliminating beef from their diet, not using single use plastic, and committing to replace light bulbs in their home with energy efficient ones.

### We are carbon neutral

**Over 100% of our partners and over a third of our people have gone a step farther** and made an annual financial pledge to offset their personal carbon footprint relating to home energy, personal air travel and their daily commute

In collaboration with the Bermuda Department of Parks, we actively support clean up projects throughout the year at our national parks, including Southlands Park and the Bermuda Railway Trail.

## Banning & beating plastic

No single use plastic bottles or other items in our office since 2018, and we discourage their use at all our corporate & catered functions



## Rethinking our approach to procurement

We work with our local vendors to:

- ✓ Eliminate single use plastic in our corporate branded merchandise and focus on sustainability
- ✓ Invest in equipment that helps to reduce consumption
- ✓ Purchase products with 'circular' credentials, including those with a high recycled content, whenever we can
- ✓ Seek to reduce inbound packaging from suppliers & reuse and recycle as much as possible



## Ocean Tech

As a sponsor and mission partner of Ocean Tech, we are proud to provide the marine research organisation with funding, professional services and general and skilled volunteers.

Due to launch in 2020, the Ocean Tech programme aims to positively impact the sustainability of our environment by improving marine protection, management and environmental and STEM education in Bermuda. They will

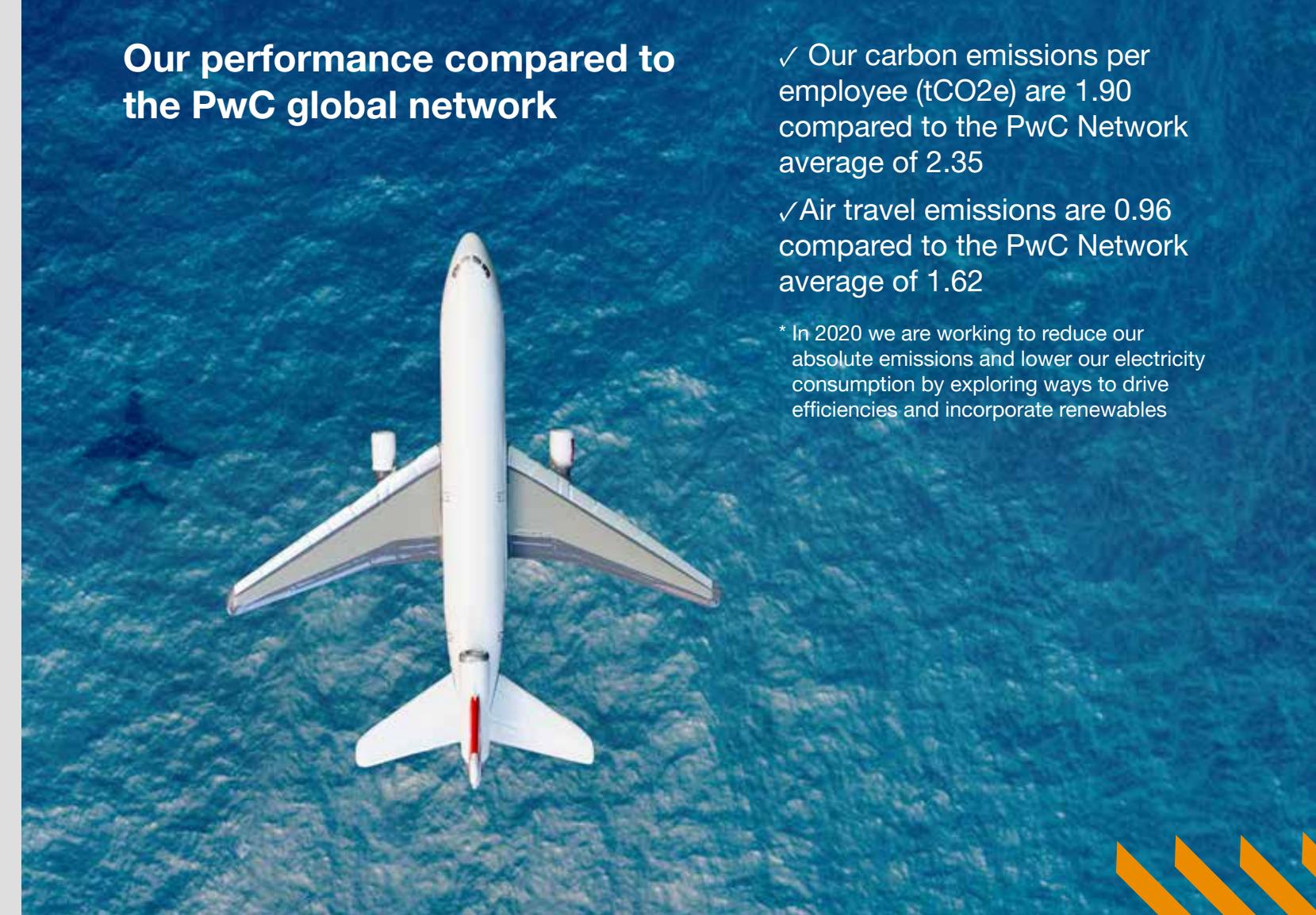


# Environment

## Our performance compared to the PwC global network

- ✓ Our carbon emissions per employee (tCO2e) are 1.90 compared to the PwC Network average of 2.35
- ✓ Air travel emissions are 0.96 compared to the PwC Network average of 1.62

\* In 2020 we are working to reduce our absolute emissions and lower our electricity consumption by exploring ways to drive efficiencies and incorporate renewables



2,291  
tCO2e

**Carbon Offset projects PwC Bermuda is  
supporting as part of the PwC global network:**



Mexican forestry



Acre Amazonian Rainforest  
Conservation Project



Guatemala cookstoves



Improved Mexican  
Cookstoves



Kitambar Ceramic Fuel  
Switching Project



Guatemala Water  
Treatment



# Our community ambition

**Maximising the potential  
of 15 million people,  
NGOs and social & micro  
enterprises by FY22**



## Skills & Education

### Family Centre

We are proud of our long-term partnership with Family Centre, a nonprofit which provides critical early intervention counselling and other services to children suffering from family based problems such as abuse, neglect, and other emotional challenges. Their mission is to strengthen families to create a healthier Bermuda for our children.

The scope of Family Centre's work is island-wide, and such is the current demand for their counselling and community services that they have a waiting list.

We provide annual financial support, general and skilled volunteer time of our more than 200 people and we actively participate in and help in planning their marketing and fundraising initiatives including the Beach Bash, Cup Match Tag Day, and Lip Sync Contest.

### Homework Academy & Beyond Rugby

Our people also play an important role in the Dellwood Middle School Homework Academy and Beyond Rugby programme. As part of our Family Centre commitment we have formed a close relationship with Dellwood. Each school year, PwC employees volunteer their time in support of the Homework Academy.

Led in 2018/19 by Sara Hladun, she and our volunteers not only help the students with their homework, but also become valued mentors and friends to the students by engaging with them in a positive way and encouraging their efforts, creativity and academic potential.





## Impact Academy

Our firm supports and works with Impact Mentoring Academy — now in its fifteenth year of operation and focused upon the task of mentoring middle and senior school boys. Registered with the Department of Education, Impact currently has capacity for up to 30 students and is seeking to build capacity to accommodate K-12 ages.

Impact operates multi-grade classes where each student functions on an individualized educational plan at their own pace — with the belief that each student has unique potential and a life purpose.

**Impact has achieved a 99% rate of college/job placement for each graduate from the program.**

## UT7 Series



Our sponsorship and support of the UT7 Football Series for young players is especially meaningful to us as it serves as a memorial to our former PwC colleague Uthmani Talbot, who was killed in a bike accident in November 2013 at the age of 24. He was a mentor for young aspiring accountants, and a skilled footballer.

The annual post-season UT7 Football Series is organised by coach Andrew Bascome and Uthmani's brother, Khomeini Talbot. Its aim is to help fulfil Uthmani's vision of improving the level of football in Bermuda. There is a critical need to provide the most important age group, 15-25, with the ability to continue to develop and play in a structured manner outside of the regular football season.

In 2019, organisers introduced a new 5 a side tournament (UT7/PwC Challenge Cup) which took place from June 24th – June 30th, 2019 and consisted of approximately 80 players competing for the trophy.

Winners were 'Old Lady FC'. Special highlights were the great diversity in teams as well as a harmonious atmosphere amongst all the players in addition to the high level of competitiveness.



## Kappa Classic

A mainstay of the island's sporting calendar, the 20th anniversary Kappa Classic was celebrated in 2019 with a record breaking 113 teams consisting of over 1400 boys and girls between the ages of 7 and 17. Played at the National Sports Centre and Clyde Best Centre of Excellence, the event attracts hundreds of spectators for four days of football and fun.





## Endeavour Community Sailing

We are a proud founding sponsor of Endeavour Community Sailing, dedicated to making sailing accessible to all regardless of socioeconomic background, skill level or physical ability. Endeavour provides students with cross-curricular STEAM (Science, Technology, Engineering, Arts and Math) education through sailing opportunities.

Over 50 of our people volunteer their time each year during Endeavour Community Days, which include preparing the two Endeavour education centres for the school year as well as participating in friendly sailing regattas and beach clean-ups with the students. We also contribute our professional skills to conduct Endeavour's annual audit and impact report.

**3,725 students in Bermuda introduced to sailing**



**969**

students enrolled in  
2019 after school  
& middle school  
programme

**10**

students enrolled  
in 2019 Maritime  
Careers Springboard  
programme

## Triple Challenge

PwC teams enjoy taking on the challenging Bermuda Triple Challenge fundraiser each year. The unique obstacle course weekend showcases three of the island's most beautiful locations over three days of fun and endurance. 100% of every sponsorship dollar raised supports local charities.



## Relay for Life

Our team of over 85 PwC volunteers led by coordinator and team captain, Sheena Young, came out to support this annual event.

As the event's official luminaria sponsor our volunteers sell luminarias from our tent, help people decorate them and then place hundreds of tea-light luminaries around the track for a ceremony at the National Sports Centre in honour of loved ones lost to cancer. We also take part in the round the clock relay.

As a sponsor and through our fundraising efforts we are proud to have helped **raise a total of over \$680,000** for the Bermuda Cancer and Health Centre!



## World Triathlon Bermuda

As a corporate sponsor of the ITU World Triathlon Bermuda April 27/28, over a dozen of our people competed in the events and many volunteered time to support the event. Our firm won the corporate prize for the most number of teams and competitors!

We look forward to sponsoring, volunteering and competing again in the 2020 event, which again will showcase Bermuda to the world.

In addition, we were engaged by the Bermuda Tourism Authority to produce a report on the estimated economic impact to our country from hosting the World Triathlon Series Bermuda 2019.



## Community

- ✓ Our overall participation rate (unique participants/overall headcount) was 40%, — fifth highest in the PwC Network, and almost double that of similar sized firms.
- ✓ Hours spent by employees participating in community initiatives was third highest in the PwC Network.

**8.5m**

Number of NGOs, social and micro enterprises reached by PwC Global Network in 157 countries

### Our performance compared to the PwC global network



**447**

Number of NGOs, social and micro enterprises reached by PwC in Bermuda and the Caribbean (Bahamas, Barbados, Bermuda, BVI, Cayman Islands, Guyana, Jamaica, St. Lucia, TCI, Trinidad & Tobago).



## Hurricane Dorian



## Disaster relief

**PwC firms in Bermuda and the Caribbean, and the PwC US Charitable Foundation collectively donated \$375,000 to help Bahamas relief and recovery efforts in September in the aftermath of Hurricane Dorian.**

The partners and staff of PwC firms operating in the Caribbean donated a total of \$125,000 raised by firms in The Bahamas, Bermuda, British Virgin Islands, Cayman Islands, East Caribbean, Jamaica, Turks and Caicos and Trinidad and Tobago, to affected families in The Bahamas, and also to the National Emergency Management Agency, the Red Cross and the Salvation Army.

The PwC US Charitable Foundation made a \$250,000 grant to Team Rubicon USA, a non-profit that is on the ground in The Bahamas providing immediate and long-term disaster relief and support to help rebuild lives and communities. PwC Bermuda and other firms operating in the Caribbean also organised a number of employee-led fundraisers and drives to collect much needed items for the people of The Bahamas and provide support to charitable organisations.

**Hurricane Dorian  
\$375,000  
donated to The Bahamas**

# Bridging the digital divide

We know that automation is threatening many existing jobs, and that there is a severe shortage of qualified talent for the new digital economy. Together, these trends have broadened the gap between the skills people have and those needed for a new world.

There is an urgent need for organisations, governments, educators and citizens to come together to fix this growing problem. PwC is aiming to help millions of people around the world improve their understanding, skills and knowledge for the digital world.

We will achieve this by accelerating the upskilling of our own people, helping other organisations prepare their workforces, convening stakeholders including governments and institutions, and making upskilling a key focus of our community programmes. Over the next four years, we are investing US\$3 billion, primarily in training our people, and also in developing and sharing technologies to support clients and communities.





## Accelerating the digital upskilling of our people and our clients

PwC is focused on digitally upskilling all of our 276,000 people globally. We will roll out different programmes that meet their particular needs, from skills academies to digital fitness apps to leadership development. A proportion of our workforce will develop specialist skills in areas including data analytics, robotics process automation and artificial intelligence for use in their work. For others, it's about understanding the potential of new technologies so they can advise clients, communities, and other stakeholders.



### Digital Upskilling

- In Bermuda, Our workforce has been upskilled in data analytic and visualization tools. We are starting to build workflows to automate the delivery of our work and these are being made available to all of our people through our regional **Digital Lab**, a sharing platform. We have also rolled out a **Digital Accelerator** program, which puts a team of our people through more intensive training to support the wider business in using these tools.
- The majority of our people across Bermuda and the Caribbean region have completed the **CR Data Analytics Online Academy Curriculum**, and attended **PwC Digital Day** classroom training in 2019. Training and upskilling initiatives continue; the focus for Year 2 is on telling the digital story to our clients, data visualization, robotic process automation and building business led solutions, which are designed for wide-spread use across certain industry groups.
- What if you could tell how digitally fit your organization really is? The **PwC Digital Fitness App** helps change the way employees think, learn and solve problems to drive innovation. Employees continuously learn and upskill through bite-sized content, while they gain a baseline of digital understanding across the organization.



### TechBeach Bermuda

We supported the TechBeach Bermuda inaugural event on October 14-18, 2019 featuring guest speaker Gus Leite, PwC Canada, Digital Upskilling Strategy and Execution Leader, who specialises in the financial services industry. These events brought together influential people, organisations and top minds in technology, and centred their attention on Bermuda as a fintech hub.

### Making upskilling a focus of our community initiatives

We know the digital divide exists and is becoming more pronounced. It is also likely to affect the most disadvantaged more acutely. Therefore, while many of our community initiatives are already focused on upskilling, we want to direct more of them to this area. As a large local employer, we have good relationships with schools and educators and are working to support upskilling of students.



**We're at an inflection point — we need to act now and collectively to ensure that all parts of our society are able to build the skills needed to participate in a digital workplace. This is a complex challenge that will require decision-makers — educators; national, regional and local government leaders; and business leaders — to come together.'**

Arthur Wightman, PwC Bermuda leader

# Our culture & benefits

Our commitment to responsible business leadership, diversity, work-life flexibility, career coaching and training helps our people to work, learn and excel.



## #Bewellworkwell:

A focus on mental & physical wellness



## Flexible schedules & work from home



## Coaching, mentorship & career development programs



## Dress for your day

## **#PwCtakesabreak**

Our office closes from Christmas Eve through New Year's



## Digital training & upskilling



Real-time recognition awards for the many things our people do that go above and beyond

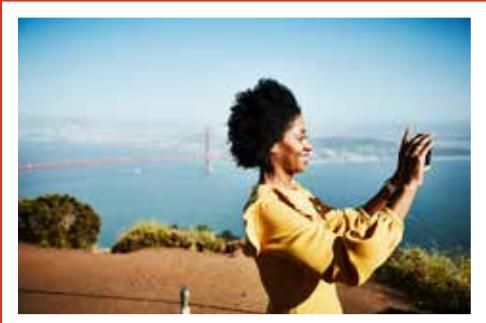
Opportunities to make an impact in the community

Gender neutral parental leave

Educational support

## Global mobility

Our international careers programme allows PwC to provide our people with unique experiences, diverse career paths and enriching development opportunities abroad.



## The PwC Professional

Our global framework for defining and encouraging leadership at all levels. Our development approach emphasizes frequent, informal feedback against these principles to maximize strengths, quickly close gaps and drive learning in real-time throughout the year.

## HeadStart - Advancing Bermudians

Our HeadStart programme provides meaningful career opportunities for talented and ambitious Bermudians. Over the years, this programme has helped to produce the next generation of leaders, through our co-op, internship, scholarship and associate programmes.

Since its inception in 2008, the HeadStart programme has hired over 90 Bermudians at an entry level as full time employees.



## 31 Bermudians hired in 2019

- 3 Bermudians obtained accounting designation
- 4 Bermudians participated in co-op programme
- 15 summer interns employed
- 12 Bermudian associates hired



Pictured from left: PwC Bermuda partner, Damian Cooper; 2019 PwC Peter Mitchell Scholarship Winner, Dakota Lamb; 2019 PwC-ABIC Winner, Kiara Virgil-Wainwright and PwC/ABIC mentor, Zenika Simons

## Up to \$65,000

Awarded each year for scholarship funding and providing 100% of the costs associated with sitting CPA exams.



## 15 summer interns

gained valuable industry & work experience

# Diversity & inclusion

Diversity and inclusiveness are priorities for us here and PwC around the world. Learn about our diversity and inclusion journey here: [www.pwc.com/bm/en/aboutus/diversity-inclusion](http://www.pwc.com/bm/en/aboutus/diversity-inclusion)



**CEO ACTION FOR  
DIVERSITY & INCLUSION**



## Embracing our differences

We value the unique experiences and perspectives each person brings to the table. Our clients rely on us to see things differently, uncover new approaches to challenging issues and bring fresh perspectives. We believe an inclusive workplace is key to delivering this for our people and our clients.

## Pride Parade

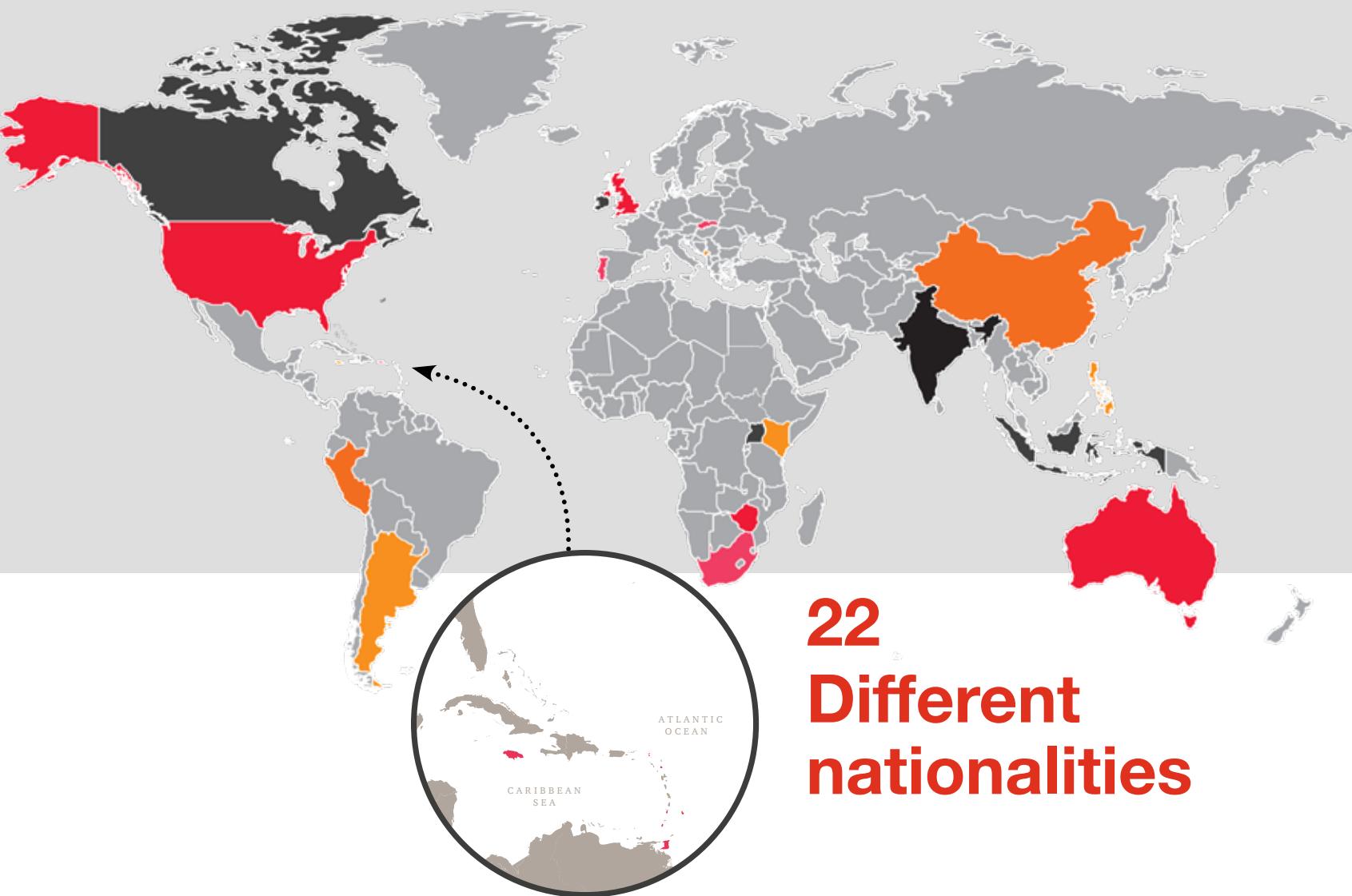
PwC was proud to be a part of Bermuda's Inaugural Pride Parade on August 31. It was a great turn-out by our people and the community with over 5,000 participants. #pwcpride



## International Women's Day



## Drinks from around the world



**22  
Different  
nationalities**

# NGOS, non profits & staff-led fundraising

## Support for the homeless

We received over 500 individual items and our employees, led by Zenika Simons and Tamae Campbell, raised \$3,600 in monetary donations for the Salvation Army Shelter to help those in need over the holiday season. This staff-led initiative included donations of warm and waterproof clothing, reusable water bottles, food vouchers, personal hygiene products, and numerous other items.

## Holiday dinner for the blind

PwC volunteers enjoyed helping out, engaging with guests and serving a festive meal at the Blind Association Christmas Party. Special thanks to our talented Kinya Kiunga who sang during the party.



## Toys for Tots

Each year our people donate hundreds of gifts to be given to children in our community on Christmas as part of a campaign by HSBC Bermuda and the Coalition for the Protection of Children.



## Our pro bono services

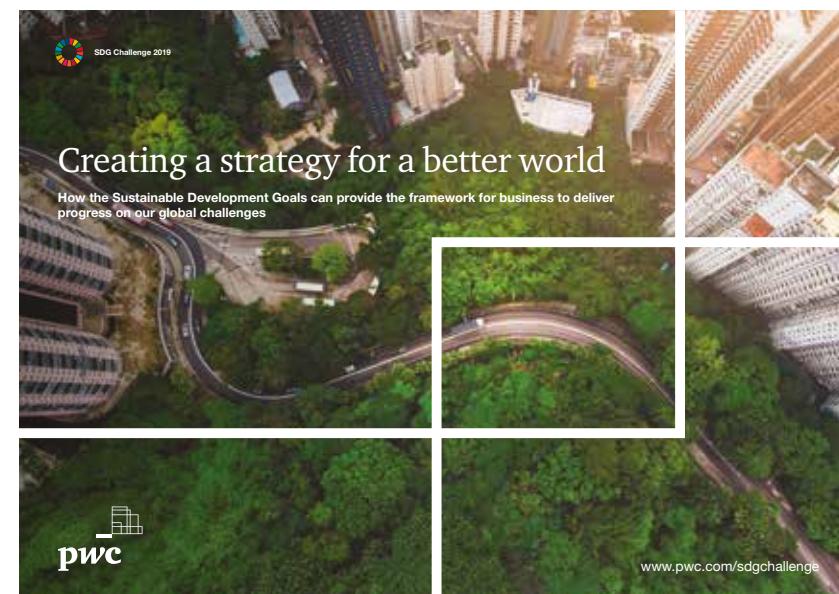
We provide audits and advisory services to the following non-profit organisations:

- Bermuda Hospitals Charitable Trust
- Friends of Hospice
- Packwood Home
- The Lady Cubitt Compassionate Association
- Bermuda End-to-End
- Bermuda Diabetes Association
- Endeavour Community Sailing
- The Duke of Edinburgh Award
- P.A.L.S
- Bermuda Community Foundation
- Knowledge Quest
- Project 100
- Bermuda Optimist Dinghy Association
- Big Brothers Big Sisters of Bermuda
- The Bermuda Debate Society
- Family Centre

# UN Sustainable Development Goals

We feel strongly that business has a critical role to play to achieve the United Nations' Sustainable Development Goals (SDGs), which frame broad societal objectives for the world's most pressing social, environmental and economic challenges.

In our largest analysis of published reporting on the SDGs to date, we explored over 1,000 company reports to find out how businesses are engaging with the SDGs. The results suggest that, while there is a general acknowledgement of the importance of the goals, there is room for more concrete action to take place in support of the SDGs if the SDGs are to be achieved by 2030.



**These 17 Goals are to be achieved by 2030**



**The Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity.**

These 17 Goals are to be achieved by 2030 and address global issues

such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities. The goals are interconnected – often the key to success on one will involve tackling issues more commonly associated with another.

## Our Sustainability Services

PwC has an award-winning global Sustainability and Climate Change practice. It helps clients in the private and public sector to become more sustainable. It has over 800 practitioners around the world. And it is recognised for its long-standing contribution to this agenda, working with others to understand and track some of the world's biggest problems - such as climate change risks and the possibility that nature will 'collapse'. It also collaborates with others to find solutions.

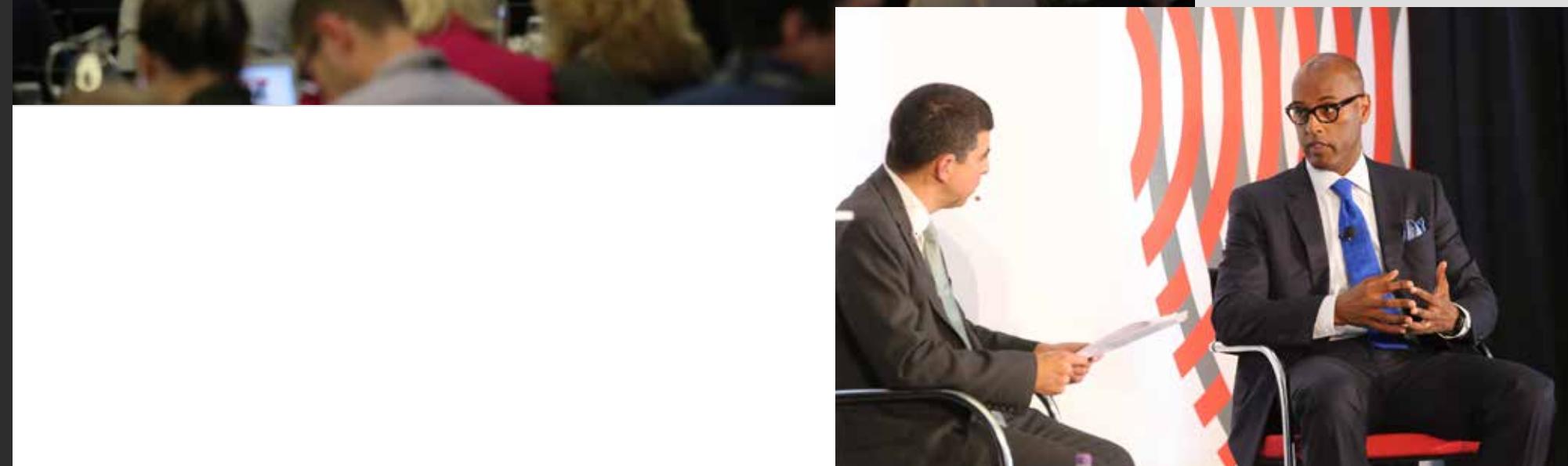
In Bermuda, our Sustainability Services team can help businesses put the SDGs at the heart of their business strategy. We're specialists in how organisations can spot the risks and harness the opportunities.

## A catalyst for thought leadership

We are proud of our significant investment in hosting the largest and longest-running insurance industry event in Bermuda, attracting over 30 speakers and 300 delegates from more than 80 companies. The leading minds in the industry along with Government officials join us to showcase the Bermuda market and discuss its continuing success and innovation, as well as its challenges.

Since 2018, our event has been presented with the Financial Times, a globally leading media brand with over 1 million paying readers.

**“Bermuda is who’s who of global insurance”** that managed to attract the biggest reinsurance start-up in recent years - Convex.’ - FT

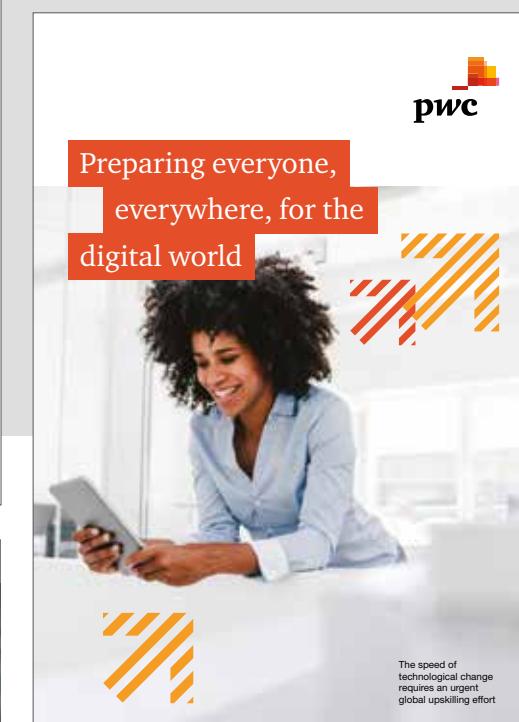


**What’s unique about our event is we are fortunate enough to attract very senior people from the industry, who want to share their perspectives and who want to engage in debate and dialogue. We do encourage a more provocative, challenging thinking and I think this is what the industry needs. This is a genuine thought leadership event that we at PwC are very proud of.’**

- Arthur Wightman, PwC Bermuda Territory and Insurance Leader



# Valued PwC perspectives, reports & surveys



# Supporting industry events and sharing our insights & expertise



# Accolades



**Marisa Savage**  
Partner

Leading Women in Hamilton  
2019 - Bermuda Re + ILS  
magazine



**Zenika Simons**  
Manager

Rising Star 2019 - The  
Bermudian Magazine



**Sugi Ganesan**  
Manager

Bermuda's Rising  
Stars 2019 - Bermuda Re  
+ ILS magazine



**David Gibbons**  
Partner

Ranked #22 -  
Captive Review Power 50 List

## Our values

Our values guide the choices we make, which applies not only to how we treat each other as professionals, but also to how we select clients, work with those clients and each other, and ensure the work we do upholds our own standards.

Our **Code of Conduct** lays out and reinforces the importance of conducting business within the framework of professional standards, laws, and regulations, together with our own purpose, values, standards and policies.

The Code of Conduct and behaviours we seek to reinforce are brought to life in numerous ways, including delivering highest quality outcomes, leadership and training programs, in our day to day work, and in the handling of complaints and investigations.



## Acknowledgements

We would like to thank the following for their contributions:

Charles Anderson - Photography  
Ann Spurling - Photography



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from responsible sources

At PwC, our purpose is to build trust in society and solve important problems. We're a network of firms in 158 countries with over 250,000 people who are committed to delivering quality in assurance, advisory and tax services. Find out more and tell us what matters to you by visiting us at [www.pwc.com](http://www.pwc.com).

PwC refers to the PwC network and/or one or more of its member firms, each of which is a separate legal entity. Please see [www.pwc.com/structure](http://www.pwc.com/structure) for further details.

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