

# Sustainability Report

1 July 2020 – 30 June 2021



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**Lasha Janelidze**

Country Managing Partner  
PwC Georgia

# CMP's letter

In today's challenging world during constant and inevitable changes, when the humanity is fighting the pandemic, we managed to come up with new business procedures, new approaches and ensured our business continuity within PwC Georgia and all of our 155 offices. On 30 June 2021 PwC closed a challenging financial year.

Now more than ever, we consider our role as a responsible business to be vital for shaping positive impacts for society at a scale that transcends boundaries and backgrounds. We prioritised to keep jobs, keep operations running, and keep work quality high while doing everything we could do to keep ourselves, our employees, our families, and our clients healthy.

We accepted a "new normal" and smoothly transformed to remote work, away from the office and client fields owing to advanced systems and technologies, that PwC Georgia and the global network have invested in long before the pandemic.

Regardless of the uncertainties that surround us, one thing is certain: in order to stay competitive, we must all adapt to new skills and acquire new knowledge.

Today's leaders, in my opinion, must create trust and encourage their employees by empathising with them.

People are proud and want to work for companies with a mission, a corporate philosophy that speaks to them intellectually and emotionally. This is a pivotal time in history that gives all organisations the chance and motivation to align their objectives.

I would like to thank all in PwC Georgia for their contributions to society, for the work they do every day and through numerous social initiatives. I would also like to thank our clients, partners, stakeholders for their cooperation and efforts through this challenging year. WE ALL will emerge from the crisis with the support of each other, knowledge sharing and renewed and skillful approaches to our operations.



Our sustainability goals complement PwC's mission to "Build trust in society and solve important problems", while ensuring we enhance our positive and minimise our negative social and environmental impacts.

# PwC Georgia's key performance indicators FY21



Gross Sales FY21  
(Estimation)

**GEL 22 167 000**



Headcount

**110**



Number of training  
hours

**20 407**



Volunteer  
Philanthropists

**57**



Charitable Foundation  
"Tanadgoma"  
in cash contributions

**GEL 31 656**



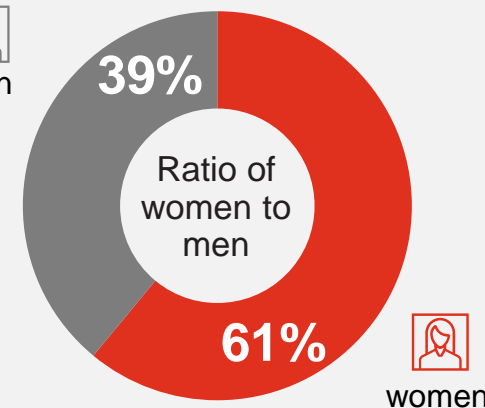
Client satisfaction  
index FY21

**69**

in FY20 - 64



men



women



Average age

**30 years**



# About the report

PwC Georgia is thrilled to initiate issuing the very first Annual Sustainability Report, that summarises our efforts over the 2021 financial year.

In this document, we outline the activities that our colleagues perform on a daily basis, in accordance with our strategy, to ensure PwC's operation as a sustainable business. Our mission is to continuously enhance our economic, social, and environmental performance while also contributing to the growth of the Georgian and global economy.

Our report, as an essential management tool, provides a comprehensive overview of our past performance and future direction.

The report is prepared in accordance with international GRI standards, without independent third-party certification.

We recognize that FY21 has been a challenging year as the COVID-19 pandemic has been a human, health, and economic crisis that has deeply affected the lives of many people around the world, including members of our PwC Georgia family, their relatives and friends. When the pandemic struck, we adapted quickly across our network to support all of our stakeholders during this unprecedented time.

Thus the intention of our report is to be comprehensive, demonstrating to our stakeholders how our firm runs and how we impact our immediate and broader environment.

The report covers PwC entity operating in Georgia, with the legal name:

- PricewaterhouseCoopers Georgia LLC (hereinafter as PwC Georgia or the Firm).





The reporting period includes – our financial year – the one-year interval between **1 July 2020 and 30 June 2021 (FY21)**. Due to the non-calendar financial year, besides the information and data, the special measurement and calculation methods are also shown where necessary. Where possible, we have also provided the data of the previous financial years (FY20 or FY19) to facilitate comparison.

We have prepared the report in accordance with the Global Reporting Initiative (GRI) reporting framework in terms of both the structure of the report and the reporting process.

We have prepared our sustainability report in accordance with the GRI Standards: Core option to report about economic and social impacts, emphasizing the following principles for defining report content and quality: *materiality, stakeholder inclusiveness, completeness, accuracy, comparability, timeliness, reliability, balance, and the sustainability context.*

**Definition of the reporting process**

In our reporting process, we have progressed in accordance with the steps outlined in the GRI criteria system. We determined the focal points (important issues) that are relevant for the future of the firm and are linked to our objectives. We explored the firm’s environment while mapping our wider stakeholder groups, and then ranked them by their influence, and finally we explored the major topics that are relevant to the firm’s operation.

Stakeholder groups or “stakeholders” are individuals and small or big social groups who influence the success of corporate operations, or on whom the firm has any economic, environmental or social impact and who gain benefits or suffer disadvantages as a result of the firm’s operation.

If you have any questions or comments concerning our sustainability report or PwC Georgia’s operation, please e-mail us at [ge\\_office@pwc.com](mailto:ge_office@pwc.com)



**Defining the topics**

Our Firm plays a significant role in the development of the trends that reinforce financial systems and industries in Georgia. We take pride that our people and services support to improve the credibility, transparency and reliability of financial information that help guide investors and stakeholders to make informed decisions.

We believe we have a responsibility to uphold and embody ethics, transparency and integrity in all aspects of our work. Our people are leaders who can promote trust in business and use their skills and relationships to promote more ethical and responsible behaviour in the marketplace.

We’re developing new ways of measuring **environmental, social and governance (ESG) impacts**, managing risks and supporting our clients.

We summarise below the topics that is the foundation of how we do business. We report on the performance of the financial year by these topics because they are the most important in terms of the sustainability of PwC’s operations.



**Wellbeing of our people**



**Reaching the next generation**



**Customer satisfaction**



**Professional assistance to civil society**



**Professional self-fulfilment of our people, talent management**



**Sustainability in our supply chain**



**Community engagement**



**Diversity and inclusion**



**Innovative business solutions**

# About PwC



PwC is one of the world’s leading business consultancy firm. We help our clients achieve their goals through our industry-specific professional services. With offices in 156 countries and more than 295 000 people, we are among the leading professional services networks in the world. We help organisations and individuals create the value they’re looking for, by delivering quality in assurance, tax, advisory and technology consulting services.

FY21 Gross Sales  
**GEL 22 167 000**

**+300** clients

**+100** employees

## PwC Global FY21

**USD 45 142 000 000**  
Sales revenues

**156**  
countries

**295 000**  
employees

## Gross worldwide revenue by region (in millions of USD) FY21

Europe,  
Middle East and Africa

**17 971**

Australia and Asia  
Pacific

**8 862**

Americas

**18 309**

## Gross worldwide revenue by service area (in USD millions) FY21

Tax advisory  
**11 040**

Audit  
**17 073**

Advisory  
**17 029**



# Responsible marketing & communications

## The PwC brand

Our brand is the thread that connects all of PwC's global activities. It is a pillar of the excellence and quality we represent. The PwC brand helps us stand out, while at the same time obliging us to stay true to our values and enhance the value of our brand. The PwC brand allows us to stand out while also requiring us to stay loyal to our beliefs and increase the value of our brand.

As a global network, we must protect our brand elements with great care and attention so that they are clear and consistent. A brand is more than just a logo, a set of colours, style or imagery; it is about personal relationships and human emotions. It allows us to tell a powerful and well-formulated story through our people and to articulate our common goal: **we strive to build trust in society and solve important problems.**

One of the tasks of PwC Georgia's Marketing, Communications and Business Development (MCBD) is to find relevant forms and channels of communication that allow us to address our various stakeholder groups.

All members of the PwC network have a staff member in their Marketing, Communications and Business Development team, whose duty is to ensure that all communications materials comply with the rules and principles concerning the PwC brand and trade name, as determined by the PwC Global Brand team. Our aim is to present a uniform corporate image, whether in print publications, sponsorship arrangements, client events or press releases.



# Our values

At PwC, we strive to address the world's biggest challenges, working together to solve important problems and build trust in society. We facilitate the operation, adaptation and development of complicated systems – whether capital markets, economic or tax systems – in an increasingly complex and fast-paced world in order to enable them to benefit communities and society. We aim to support our clients in making informed decisions and operating in an efficient manner.

Who we are, what causes we support, and how we act are all shaped by our values. We all shaped our values, and we all have a part to play in making them a reality in our day-to-day operations. These values help us achieve our goals.

Despite the diversity of backgrounds and cultures in which we operate within the PwC network, we all share fundamental principles. Our values direct our interactions with clients and colleagues, and they hold us accountable for providing the best possible results in every situation. This is the key to our success.

The trust of our clients, employees and communities in PwC as well as our high ethical standards guide us in all our activities. Our values constitute the foundation for our Code of Conduct, which serves as a reference framework for our everyday decision-making and business activities.

# We build trust and solve important problems together.



## Act with integrity

- We speak up for what is right, especially when it feels difficult.
- We expect and aim to achieve the highest professional standards.
- When making decisions and performing our activities, we behave as if our own reputation were at stake.



## Make a difference

- We are informed and ask questions about our future.
- With the help of our colleagues, our clients, and social groups, we make an impact through our action.
- We respond with agility to the ever changing environment in which we operate.



## Care

- We aim to understand all parties we get in contact with.
- We acknowledge all contributions to a common cause.
- We cherish each other's development and let everyone achieve their best.



## Work together

- We co-operate and share our relationships, ideas and knowledge within the PwC network.
- We seek and integrate a diverse range of perspectives, people and ideas.
- We provide and request feedback to develop ourselves and each other.



## Reimagine the possible

- We question conventional ways and try new paths.
- We innovate, test and learn from failure.
- We seek opportunities in all ideas.

# PwC's Megatrends and ADAPT

## Our values during Pandemic



Demographic  
and social  
change



Shifts in global  
economic  
power



Rapid  
urbanisation



Climate change  
and resource  
scarcity



Technological  
advances

Megatrends are macroeconomic and geostrategic forces that are shaping the world. They are factual and often backed by verifiable data. By definition, they are big and include some of society's biggest challenges and opportunities. The concept of megatrends is not new. Companies, governments, and nongovernmental organizations may call megatrends by different names, but the most effective ones have organized their strategy in some way, shape, or form around them.

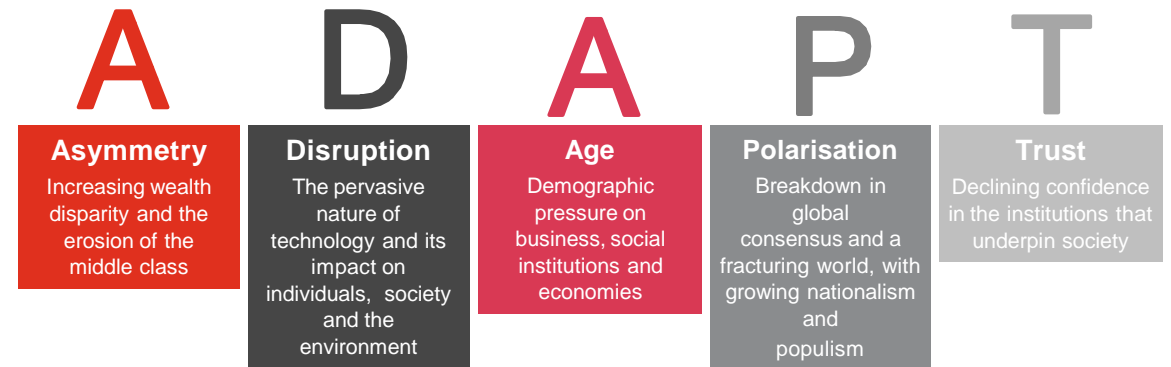
The COVID-19 pandemic, while having a devastating impact on economies and health systems on a global scale, is a time of great challenge for all businesses. But those who have planned ahead and taken advantage of the crisis or disruption to rethink their business strategy and adapt their operations and structure can not only sustain themselves better through the crisis but emerge from it stronger than before.

Corporate goals were a major concern for CEOs already before COVID-19, and have gained even more attention now. This is a moment that provides an opportunity and incentive for all organisations to consolidate their goals and to focus on responding to the most principal and substantial issues: Why do we exist? Why are we here? Whose needs are we here to meet?

In 2017 PwC's experts identified a set of urgent challenges the world was confronting and captured their findings in a framework called ADAPT. The framework analyses and considers these problems in a manner which enables us to take positive steps towards tackling them.

The coronavirus pandemic has brought significant economic and social changes, which have accelerated existing trends and prompted economic and social players to seek immediate responses to new demands.

While you could interrogate ADAPT and emerge feeling overwhelmed, we see huge opportunities in these to reframe the way you see the world and take action to drive towards a positive outcome for yourself, your organisation and the society of which you are a part.



PwC's goal is to identify answers and develop ideas for these critical issues, as well as to enable society to navigate the new world in a way that focuses attention on the opportunities opened up by technology and takes human and environmental aspects into account at the same time.

# Our people

PwC’s most valuable assets are our people, as they have the knowledge, professional expertise and experience on which we build our services. This is enriched by a wide variety of human factors that carry the feeling of belonging to a community. At PwC we focus on ambition, competence, flexibility, leadership and networking skills and develop them every day.

Our total staff in Georgia numbered to 110 according to statistical data as of the last day of the 2021 financial year (including full-time employees, interns and contractors).

Our people work in the following areas: audit and assurance; financial consulting and advisory; tax and legal; business and technology consulting; marketing, communications and business development; human capital; finance; IT; and infrastructure and procurement.

The workplace is a space for self-fulfilment in a community.

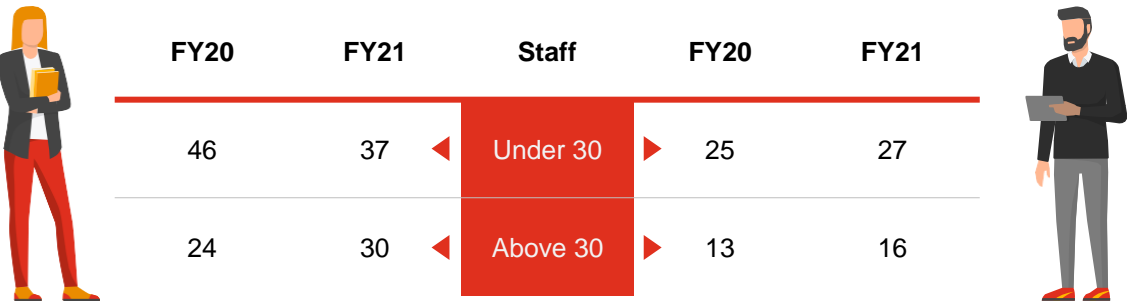


2  
Local Partners

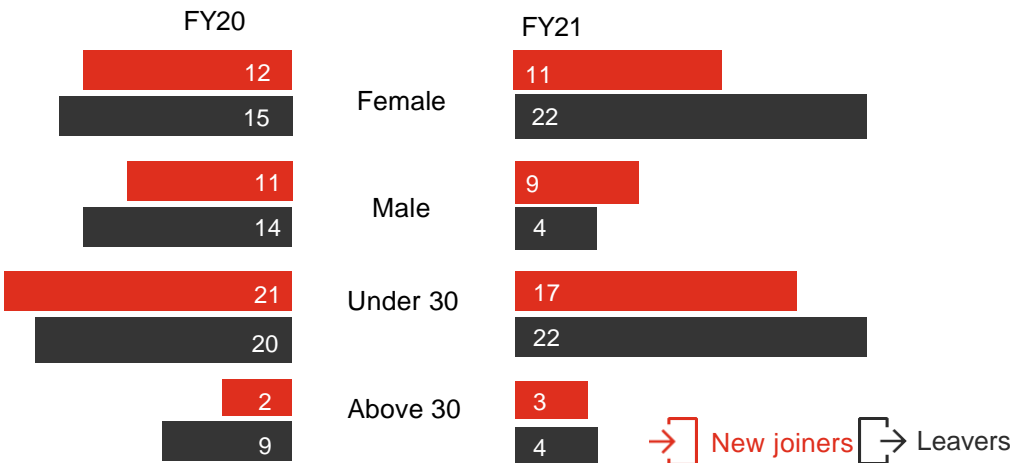
3  
Local Director

2  
of them women

Staff numbers by gender and age



Turnover according to age and gender



→ New joiners → Leavers



# Benefits



## Remuneration

Insurance, promoting health, learning & development, sports, flexitime, firm events, sabbatical leave, high-tech equipment, fruit day.



## Other incentives

Instant recognition, success story award for teams, Key Talent programme.



## Financial incentives

New business bonus, referral bonus, project bonus.



## Variable pay

Firm bonus and/or sales incentives.



## Guaranteed pay

BASE.

At PwC, we aim to make life more pleasant and easier for our people. We offer free, unlimited coffee to keep people going during the week, and on Wednesdays we enjoyed a Fruit Day in the office.

We endeavour to enhance our people's health with various discounted sport and wellness services as well as discounted resort fees, specially negotiated by the firm for the employees.

**Promoting a healthy lifestyle, we offer our employees sporting opportunities, including:**

- yoga classes
- arrangement of FitPass
- psychological service
- running competitions full sponsorship – Wings of Life World Run. PwC Georgia is the sponsor and contributor since 2016.



# Media appearances\* in the 2021 financial year

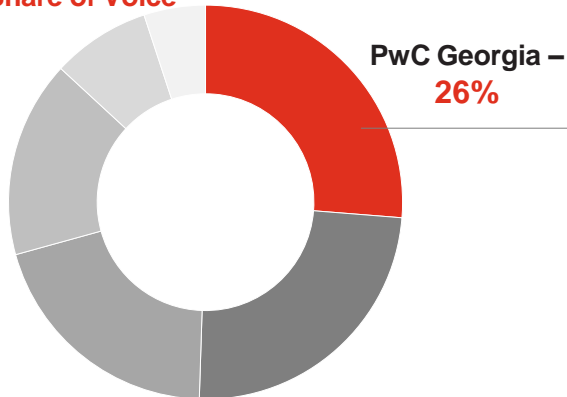
## Key topics of PwC Georgia's media appearances:

- “Georgia Business Outlook” surveys conducted by PwC Georgia's consulting team
- Technical and professional webinars
- Brand Ambassadors of PwC Georgia

(Note: this media analysis was prepared by PwC Central and Eastern Europe (PwC CEE) based on its own media appearance analysis tool.)


Managing our client database is also the responsibility of the Marketing, Communications and Business Development team. In the 2021 financial year, we received no complaints of abuse of personal client information, loss or unauthorised use of client data.

## Share of Voice




**\*Share of Voice of PwC Georgia – media appearances, measured by the PwC CEE media appearance analysis tool – is 26%, the highest in comparison to all competitors presented on Georgia market.**

## Social media

 Number of followers per channel (organic):

 **662**  
new followers

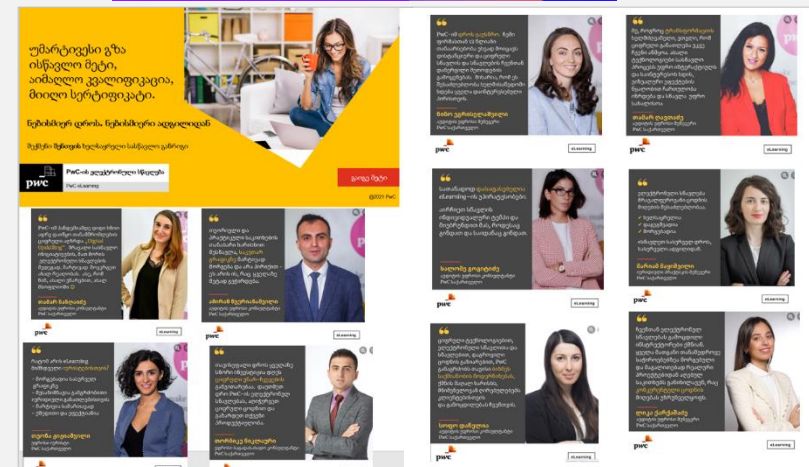
 **681**  
new followers

 Number of posts/videos:

 **85**

 **68**

 Engagement rate is the highest in comparison to other BIG4 represented on the Georgia market



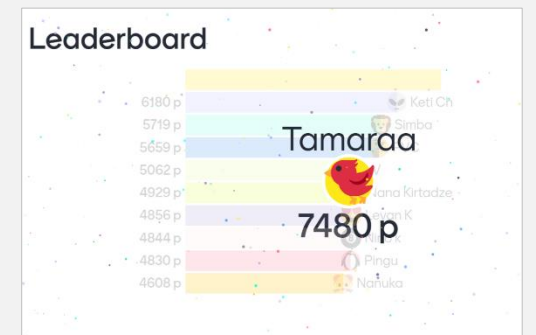
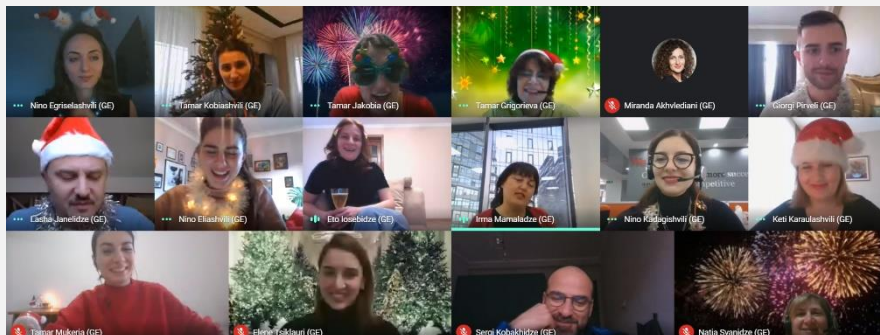
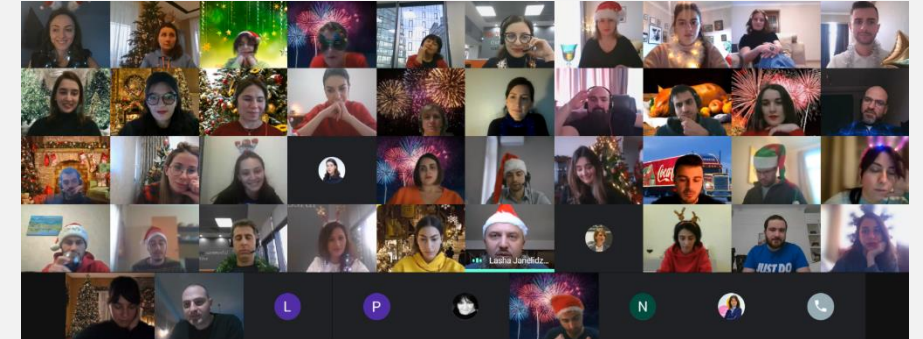


# Sharing joy

We feel it is critical to share our talents and experience not only with our clients, but also within our firm, which is why, despite the pandemics, we have regular internal webinars, training sessions and numerous team activities to highlight the firm's most essential happenings and share best practices of project management or client relationship matters.

## New Year E-Party ☺

**December 2020** - Because of the epidemic, we have used an inventive technique to organise our New Year to mark the conclusion of the calendar year. With the necessary technology background, our employees took part in fun online quizzes and activities from the comfort of their own homes, earning PwC Branded prizes.





# Employer – employee relationship

It is our shared goal to work with the most talented and most excellent experts, and to make PwC an attractive workplace for professionals who can identify us and our values. It is therefore important to make our employee brand promise not just appealing but also credible.

Along with the values that PwC represents globally, our employees expect us to provide them with the following:



Opportunity to become an expert



Continuous development



Teamwork culture



Diverse clients & sectors



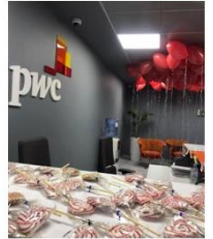
Friendly workplace

We place value on regularly updating the above list and validating our messages to potential employees based on the results. To this end, we conducted the PwC Georgia's local **Face2Face interviews**, during which we have questioned 100 colleagues. According to the answers provided, PwC's propositions show the following order of importance for the employee target groups:

- opportunity to work with the best professionals
- opportunity to become an expert
- continuous development
- positive and respectful working environment
- network of diverse clients, sectors and countries
- teamwork
- rapid professional development
- high professional standards
- working together with experts from all over the world

## It's about **you**

PwC Georgia  
F2F Program  
By HC & MCBD



“

People, the Environment, Diversity of work, Corporate culture - are the reasons that fascinate all of us, potential employees to apply for a position at PwC.”

“

I greatly appreciate the flexibility that PwC provides.”

The main reason why I find PwC an attractive workplace is that they offer the opportunity to work with the most influential market players and management from various industries.”

“

# Employer – employee relationship

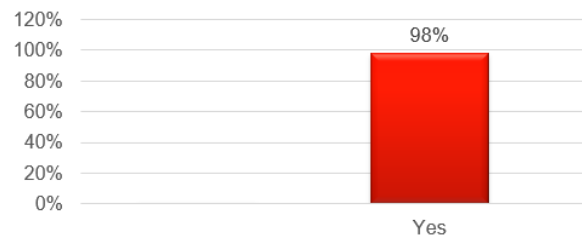


## Whole Office

98%

Net Promoter Score  
*Firm Ambassadors*

Would you refer someone to work at PwC Georgia?  
NPS Score



### Recruitment and selection

To have the best professionals, we need to find and attract the most talented workforce. The aim of our Recruitment strategy within Human Capital, is hiring new colleagues according to market needs.

We are present on several online platforms, social media groups, leading universities, and we participate in various events where prospective employees can get to know our firm and job positions we offer.

### Welcome to PwC family!

#### Tailored inductions for new joiners

On their first day with us, new employees are introduced to professional and community activities based on PwC values in small groups and in an interactive manner. They acquire deeper insights in technology, risk and quality, marketing and branding, finance, ethics, and social responsibility, in addition to professional trainings.



During our 16 years on the local market, I am proud that we have succeeded in creating the most appealing environment for both our employees and those who aspire to work at PwC Georgia.

Since the COVID-19 pandemic, we've made the recruitment process even better by providing a fully online application system. The move was smooth and painless, and it served to protect our employees' health and safety while also providing a great experience for those involved in recruitment.

**Tamar Jakobia**  
Head of Recruitment &  
Human Capital



## Wellbeing of our people during the pandemic

PwC's purpose is to build trust in society and solve important problems. Last year our primary goal was to maintain continuous operation and quality of work while doing everything we could to keep ourselves, our people, our families and our clients healthy.



## Home office

As a tech-enabled firm, we have a great deal of experience in home office work, and the last period proved that we can conduct our day-to-day business smoothly from home.

Within the PwC network, we have access to all of the G-suite applications: we use Google Meet, Chat, etc. in our daily communication. Video conferences with our clients run seamlessly. Our auditors are generally active in maintaining relationship with clients through online channels. They use a well-established system that organises incoming and outgoing mail, and sends alerts of mandatory notices and information requests.

We have invested in innovative solutions at PwC Georgia and in the global network for years, and the current circumstances afford even more opportunities for online learning.

We launched our "Digitise CEE" programme in 2019. While we gain experience in cooperating with each other and our clients by working mostly from home, the programme can reach its highest potential in practice.

We hope that after the pandemic we will resume normal operations as a community that has progressed to the next level in digital skills and in rethinking their operations.



## Tips for the quarantine

To support mental and physical well-being of our people, we provided them with psychological support services, initiated by the PwC Central and Eastern Europe (CEE), within the **Employee Assistance Programme**.

PwC Georgia's Human Capital department launched a regular update to our people on beneficial recommendations from the global, through "**Be Well, Work Well**" campaign.



## Mental coaching

During the pandemic period, which was marked by remote work, we provided Mindfulness trainings to our colleagues, educating them on how to cope with isolation and frustration caused by social distancing, as well as how to keep work and home life separate when all family members are at home together.





## Training

We pay particular attention to ensuring that our people have extensive and up-to-date knowledge, so they can meet the highest professional standards. We develop our business-specific training structure accordingly, and continuously improve and update our training offerings. Training courses are offered in technical and soft skills and many more areas.

PwC's training platform "**Vantage**", accessible by all PwC employees, incorporates comprehensive range of obligatory and and/or free choice trainings courses.



Training hours

# 20 407



## Professional Qualification Trainings

### ACCA – Association of Chartered Certified Accountants

Holding the ACCA qualification sends a clear message to both the employers and colleagues – you are committed to the highest standards of service and professional ethics. Therefore, the qualification help our employees to achieve faster career development.

The ACCA qualification is recognised globally.

PwC in Georgia, as all over PwC Central and Eastern Europe (CEE), is responsible to fund the ACCA studies and membership to all its employees.

FY21 data:



Ongoing ACCA students

# 42



ACCA members

# 11

# „HomeOffice Challenge” still connected

Forced by the coronavirus pandemic, we switched to working from home without any disturbances, however we missed morning kitchen gatherings for coffee and exchanging our plans for the day. We somehow strived to invite each other into our virtual working environment and showcase the different ideas for shaping our home office space, far away from our cozy and comfortable office.

As a result, we launched an office-wide campaign, which became the fun part of our pandemic history.





# Diversity

The PwC network is committed to creating and supporting an inclusive workforce.

Georgia is located at the intersection of Eastern Europe and Western Asia with different ethnic groups living in the country. We employ people from diverse cultures and backgrounds and with a wide range of experiences. We're committed to making sure everyone who works at PwC feels comfortable bringing their true selves to work.

An inclusive workplace enables us to embrace the diverse backgrounds and perspectives of all our people to create better outcomes for stakeholders and society.

**Our diversity efforts focus on the following areas:**



Reintegrating employees returning from maternity leave  
- 1 extra hour is granted for breastfeeding



Paternity leave



Gender balance during recruitment

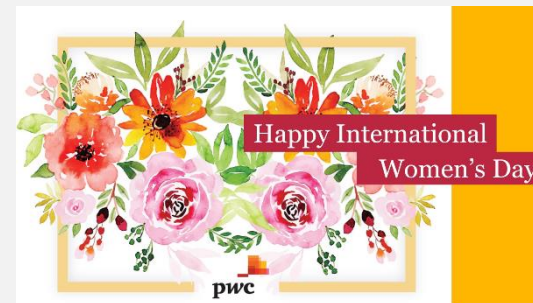


Program nominations per gender balance (e.g. Digital Accelerator)

## PwC Georgia initiatives for women employees

We build a corporate culture that offers innovation, continuous learning and professional development, in which we work flexibly, thus supporting work-life balance.

We always commemorate Women's Day and show our appreciation for our female staff and clients with special presents.





# Our strategy

Within the PwC network, our Corporate Responsibility (CR) approach and strategy focuses on mentoring the next generation and providing new business solutions. We are able to be the catalysts of positive changes in society and the environment, therefore assisting Georgia's business community and youngsters in their growth.

The current sustainability report, which will be published on annual basis, details PwC Georgia's CR efforts, providing transparency and keeping our stakeholders informed. Our corporate responsibility programmes, strategies, and opportunities for improvement are all presented in this report.

## CR management

PwC Georgia's Marketing, Communications and Business Development (MCBD) is responsible for our firm's CR function. The Department coordinates and monitors projects, action plans and initiatives concerning our CR strategy, and ensure that our internal and external CR communications are consistent. The CR strategy team, which includes the **head of MCB**D (Irma Gogotishvili), the **HC Leader** (Tamar Jakobia), and a **Senior manager from Assurance service line** (Keti Karaulashvili). Planning is carried out in consultation and cooperation with our CMP, while specific programmes are organised and implemented by our staff. The content of our CR is approved by **Lasha Janelidze, CMP**.

### Approver

Lasha  
Janelidze, CMP

### Strategic planning

#### The CR Strategy Team:

Irma Gogotishvili (MCBD Leader)  
Tamar Jakobia (HC Leader)  
Keti Karaulashvili (Assurance  
Senior Manager)

### Implementation

PwC employees

### Project coordination and communication

Marketing,  
Communications and  
Business  
Development (MCBD)



As a responsible business, it is our duty to take care of the local communities and create mutual values. The greatest assets PwC can share are - the skills, knowledge and talent of our people. We encourage philanthropy, however our major goal is to help individuals and businesses succeed in communities, therefore educational programs and the development of digital skills are the most important components of our CR strategy.”

Irma Gogotishvili  
MCBD Leader  
CR Coordinator

# Our CR strategy

PwC's commitment to sustainable development is reflected in the financial and social added value that our services help create. We build trust by offering solutions to the most pressing issues through the skills and knowledge of our people.

PwC is proud to have been a signatory to the **UN Global Compact (UNGC)** since 2002 and is deeply committed to its ten principles in the areas of human rights, labour, the environment, and anti-corruption. We report on our activities in the Communication on Progress every year - [Click here for the latest report](#).

We align our operations and strategy with the 17 Sustainable Development Goals and related commitments adopted by the UN in 2015. Of the 17 Sustainable Development Goals, our strategy focuses on goals that our industry can have the most significant impact on and that afford us the greatest opportunity.



**Good health and well-being**

The health and well-being of our staff is our number one priority. We offer various programmes and flexible options to help them improve their quality of life in addition to work quality. We also support social causes that improve the living conditions of disadvantaged groups.



**Quality education**

Our people are our greatest asset, and keeping their skills and knowledge up-to-date is key to our success. We believe that education and providing future generations with the skills to meet the challenges of the digital age play a crucial role in societal success, so we share our knowledge by making it widely available.



**Gender equality**

Gender equality is one of the focus areas of PwC's global diversity strategy. We provide equal opportunities regardless of gender, support women's career paths, and aim to increase the proportion of women in leadership positions.



**Decent work and economic growth**

We look for opportunities not only through our CR activities, but also in the services we provide, to contribute to sustainable development both locally and globally. As an engine of change, we support our clients in their efforts to promote sustainable development, apply the latest digital technologies in our operations, provide a job to wide range of youth, and make significant contributions to the local economy through our tax payments.



**Climate action**

We pay special attention to reducing our environmental impact, apply environmentally-friendly office solutions, and strive to reduce paper consumption and our business travel.

# Our community strategy

In accordance with PwC's community investment strategy, we will contribute to the training and skills development of 15 million people globally.

In September 2019, we announced our "New world. New skills." initiative, which seeks to prepare societies for the labour market challenges of the future. As part of that initiative, we work with a number of organisations to provide training to disadvantaged people, and have made our Digital Fitness App freely available to people and communities across the world.

In addition, we have entered into a collaboration with UNICEF that aims to help upskill millions of young people. The collaboration will support Generation Unlimited, a multi-sector partnership aimed at helping 1.8 billion young people to get access to education and develop the right skills to succeed as adults.

## PwC's Upskilling Academy

In 2020, PwC Central and Eastern Europe's Upskilling Academy initiated free of charge, online series of masterclasses dedicated to students and fresh graduates from Central and Eastern Europe (CEE).

The program was led by PwC professionals, the webinars gave to all the equal chance to meet our people, experience the PwC learning approach and upskill themselves.

Sessions below were led in English. All participants got certificates of attendance.



**Audit & Alteryx**



**Personal Branding on LinkedIn**



**Introduction to Excel & Excel for intermediates**



**Tableau – Data visualization**



Georgia FY21

**+700**

upskilled students & fresh graduates



“We believe business has a responsibility to help address the upskilling challenge for all of our stakeholders, including the communities in which we live and work and all of their citizens”.

**Bob Moritz**

Chairman of the PwC Network



# Our Net Zero Commitment

Building on our environment commitment to drive efficiency, offset air travel and to source 100% renewable energy, in September 2020 we announced our commitment to a worldwide science-based commitment to reach net zero greenhouse gas emissions by 2030.

# PwC has made a commitment to achieving net zero carbon emissions by 2030.

The PwC global network has announced a worldwide science-based commitment to achieve net zero greenhouse gas emissions by 2030. Within the next ten years, PwC will decarbonise its operations, including our travel footprint, and invest in carbon removal projects to compensate for residual emissions.

## Our commitment to Net Zero by 2030



Reduce emissions by 50% within a decade



From 2030 eliminate the remainder of our emissions through carbon removal projects



100% renewable electricity in all PwC firms worldwide



Energy efficiency improvements in all of our offices



Reduce air travel



Embed implications of climate change and other environmental, social & governance (ESG) factors into client work



Advance thinking about how we can reform the structures of the economy



Reshape our client service model to balance remote and on-site working



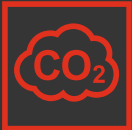
Engage suppliers to tackle their climate impact



Advance non-financial reporting so stakeholders understand the impacts of business on climate

# Standard measurement system across the global PwC network

Members of the PwC network report their data at the end of each financial year (by 31 July). As part of this process, we report on our performance with respect to the community and the environment, and aggregate data from members of our network into PwC's Global Annual Review.



Total greenhouse gas emissions

**87,500 tones**

Reduced by 80% over FY20

In FY21

**83% of electricity**

Came from renewable sources

Committed to

**net zero by 2030**

# PwC's global results

Community investment (USD)			
208 988 245 (FY20 187.5 m)			
100,109,363	25,858,952	63,436,925	19,502,014
Cash and in-kind donations	Volunteer hours	Pro bono and discounted engagements	Management costs
Number of volunteers			
39 222 (FY20 47,864)			
22, 125		17,097	
Skilled and professional participants		General participants	
Volunteer hours			
754 169 (FY20 816,805)			
612,027		142,1427	
Skilled and professional hours		General hours	



# We contribute because it is in our nature to do so.

As people and together as a firm, we are committed to helping others thrive.

## Caring is one of our core values

Every day this value comes to life on our employee giving site where our people support the causes that matter most to each of us. Giving is personal: it connects us to the communities where we live and work; it connects us to each other—through crowdfunding that lets us provide meaningful support to our colleagues' passions; and it connects us with our personal purpose—driving the fulfilment you can only get by serving others.

We, as a global firm with a presence in Georgia, share the responsibility of supporting our country in its journey to join the European Union family and to its transition from a developing to a developed country.

We support the local business society by contributing and sharing the knowledge gained through the network. By creating decent work environment for all, we invest in the next generation's growth, enabling them to become skilled professionals, and become the part of the global workforce.

PwC's global approach to corporate citizenship is reflected in our charitable foundation and PwC Georgia's staff philanthropic efforts. We work hard to educate our employees, the clients and the wider society equally.



# PwC Georgia's volunteering activities

PwC Georgia's team has been actively involved in different in-kind donations, philanthropy, and volunteer activities since the office opened in 2005.

We used to help the elders' houses by donating the necessary technical goods (washing machines, TVs) and by physically visiting them to demonstrate our moral support.

We have been taking care of children's homes by giving free math and/or computer classes, as well as financial aid by covering utility expenses, ensuring that these houses continue to function properly.

We have supported talented students and funding their studies, giving them possibilities to be the part of PwC's family through internships.

## "Fund Tanadgoma" (Support)

We've been working on it for a long time, and our charitable foundation "Fund Tanadgoma" ("ფანადგომა") was established in 2012. We believe, it is important that social responsibility is the part of our lives, thus the Fund contributors are the best Corporate Citizens of our country.

The Fund supports the people of PwC in times of need and invests in emerging solutions to society's greatest challenges in education, health and humanitarianism.

### The cases are:



**Youth urgent medical cases (0-18 years)**



**Youth education**  
(mostly supporting youth from socially vulnerable and/or large families)



**Employees' (or immediate family member) medical cases support**



**Socially vulnerable families' support**

It is also significant, that the alumni of PwC Georgia stay to be the Fund contributors, in majority of cases, after leaving the firm.



Cash value of in-kind donations to the fund in FY21:

**GEL 31 656**



I am proud to be in charge of the Fund along with my colleague from Finance team - Irma Mamaladze and PwC Georgia's two alumni.

I believe that we, with the existence of such an initiative within the firm, make our people, the PwC new generation to feel how important philanthropy is, as it is not always about the money.... it's about feeling the pain of others and caring about their needs to help.

Thus our philosophy is "Even a Penny Will Help" and there is no big or a small donation".

**Keti Karaulashvili**  
"Fund Tnadgoma" Leader

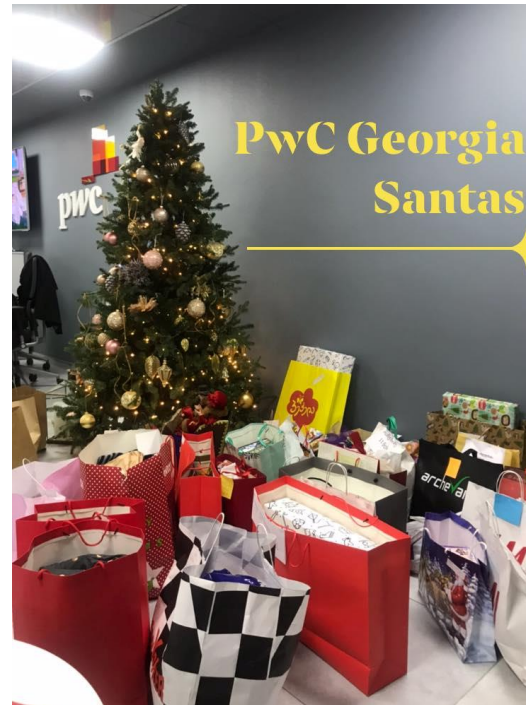
# Christmas Giving Out magic tradition

It is almost 14 years the Christmas Giving out is PwC Georgia's tradition.

Volunteering hours are spent on finding children in need, screening the families, identifying the necessities, accumulating amounts, assigning children to staff members, collecting / categorizing the purchased gifts and arranging family visits.

We categorize our gifts

- Something warm
- Something for mind
- Something for soul



Total cash donated for the activity:

**GEL 4 835**

Cash value of in-kind donations:

**GEL 2 840**

"Fund Tanadgoma" contribution in the activity:

**GEL 1 995**

The significant aspect the Christmas giving out is a PwC Georgia's tradition, when the new joiners are to deliver the presents to the families, thus we inspire the new joiners to step into our Fund and experience the giving out magic spirit.

## Our latest Christmas Giving out activity



**We have made Christmas gifts for:**

**38** Children of large and socially vulnerable families.

**Laptops from PwC Georgia**

**3** Laptops were donated by the firm in support of children from families in great need, to help them develop their digital abilities.

### General volunteer activities



Number of volunteer hours

**65**



Number of beneficiaries

**38**



Number of PwC volunteers

**57**

Our staff members are involved in various volunteering efforts throughout the year, and their volunteer work was especially important during the lockdown, while initiating and leading the process of Christmas tradition.

# “Fund Tanadgoma”

The Fund’s projects in FY21 includes supporting

- **Socially vulnerable families**
- **Youth urgent medical cases**
- **Financially supporting PwC employees and their family members – urgent medical cases**



**Total beneficiaries**

**9**



**Medical cases**

**4**



**Supporting People of PwC**

**5**

## Case of a long term beneficiary

**A single mom with two adopted children.**

This tragic story affected our hearts so deeply that the Fund board agreed to sponsor the beneficiary for an extended period of time.

While losing the only child in a car accident, after recovery, the mom adopted twins a brother and a sister. However a boy has been diagnosed with Autism spectrum disorder (ASD). Being in a very desperate situation, she applied us with a letter describing her pain.

Since all the screening procedures finalised, the Fund covers the costs of the child's therapy. We also truly deliver moral support to the single mother, allowing her to enjoy her children for the sake of their future.





# Our stakeholders









Companies are being forced to rethink their strategy due to the crisis caused by COVID-19.

Our responsibility to our people and communities is now more important than ever. However, it is not enough for organisations to be good corporate citizens; they must also demonstrate and communicate this to all stakeholders. **This is because transparency increases trust, and trust creates long-term value for shareholders.**

Communicating reliable information is therefore key for all stakeholders.



# Relations with stakeholders

Stakeholder group	Communication tools	Forms of cooperation in FY21	Development opportunities
 Employees	Global people survey, annual performance evaluation, regular career meetings and coaching, staff events, internal staff newsletters.	<ul style="list-style-type: none"> <li>The PwC Georgia's initiation of F2F (Face to Face staff interviews) helped us a lot during COVID-19, to introduce some measures and joined the regional and global initiatives to help improve the physical and mental health of our people.</li> <li>We have held internal events online, and in our internal staff newsletter we have published inspiring stories.</li> <li>We constantly improve our internal processes through continuous technological innovation and thus, in this pandemic period, we offered up-to-date tools to enhance our employees' skills.</li> <li>We have created an internal OneFirm online portal with all the comprehensive information and links available by one click. Saving the time of employees and making their work efficient.</li> </ul>	<ul style="list-style-type: none"> <li>Supporting the mental well-being of our colleagues is a key focus for us at PwC.</li> <li>Launching programmes that provide the experience of belonging to a community despite the reduction of interpersonal contacts.</li> <li>Further expanding our professional knowledge basis, knowledge sharing, facilitating cooperation between lines of services.</li> </ul>
 Clients	Newsletters, professional events, workshops, webinars, social media campaigns.	<ul style="list-style-type: none"> <li>Building relationships and demonstrating PwC's expertise in various events, e.g. presenting the tax or legislative changes, IFRS updates.</li> </ul>	<ul style="list-style-type: none"> <li>Mitigating the economic damage caused by the pandemic, introducing personalised services.</li> </ul>
 Suppliers	Traditional dialogue with suppliers, tenders, feedback program.	<ul style="list-style-type: none"> <li>We work with responsible, certified suppliers. We have distributed and translated into Georgian the Third party Code of Conduct.</li> </ul>	<ul style="list-style-type: none"> <li>Further increasing the ratio of responsible suppliers.</li> </ul>
 Government and regulatory bodies	Participation in professional forums, issue of, press releases, publications, surveys, professional organisation memberships.	<ul style="list-style-type: none"> <li>Joint events or projects, e.g. Preparing the very first study how COVID-19 impacted MSEs in Georgia.</li> <li>Joint webinars and the events with the government and regulatory bodies. Participating as tax, legal, financial reporting subject matter experts in various roundtables and discussions.</li> </ul>	<ul style="list-style-type: none"> <li>Increase involvement in reviewing professional materials, active participation in the preparation as a consulting partner. Facilitating dialogue between regulators and businesses.</li> </ul>
 Next generation, potential employees	Participation in job fairs, open days and career days; social media educational campaigns.	<ul style="list-style-type: none"> <li>Participating in higher-education job fairs, online during the pandemic, and career days at leading universities of Georgia.</li> <li>Joined and promoted regional Initiative "Upskilling Academy" for students and educated over 700 youth in Georgia.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening employer branding activities, e.g offer the Georgia market the blended / bilingual "Upskilling Academy" courses.</li> </ul>
 Local communities, non-profit organisations	Participation in professional forums and events, collaboration, training, and memberships.	<ul style="list-style-type: none"> <li>Cooperation with professional organisations, e.g. American Chamber of Commerce, Israeli Chamber of Commerce, Service for Accounting, Reporting and Auditing Supervision of Georgia, Accountants and Auditors Federation of Georgia.</li> </ul>	<ul style="list-style-type: none"> <li>Involving as many employees as possible in activities, and facilitating civil society cooperation.</li> </ul>
 Media	Newsletters, professional events, studies, social media campaigns, statements.	<ul style="list-style-type: none"> <li>Preparing press releases, expert interviews and background materials, in cooperation with IFIs and other businesses.</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining our visibility through media appearances by PwC experts on relevant subjects.</li> </ul>
 Alumni	Alumni events, social media, training invitations.	<ul style="list-style-type: none"> <li>Get together events once a year.</li> </ul>	<ul style="list-style-type: none"> <li>Creating additional opportunities to build and maintain relationships.</li> </ul>



# Employees

PwC aims to be the best employer by attracting and retaining the best talents. It is therefore particularly important to provide our employees with equal opportunities for development, show exemplary leadership, and recognise outstanding performance. We strive to create a culture of flexibility where work-life balance is critical. We support the wellbeing of our people with various programmes and motivate them to achieve outstanding performance, to acquire proficiency in digital technologies, and to continuously develop their knowledge. Celebrating our successes and spending time together outside of work are also key, as they promote a sense of belonging to our community.

We strive to equip our professionals with the skills and abilities they need to succeed in an ever-changing digital world.

## Next generation, potential employees

To have the best professionals, we need to find and attract the most talented workforce. PwC's recruitment professional regularly participates in university career fairs. In this financial year, with the support of our colleagues from Assurance department, we have delivered PwC open door days for Georgia Universities. We signed cooperation memorandums with the leading local education institutions and professional organisations.





# Our clients

PwC has been present in the Georgian professional services market for already 16 years. During this time, we have delivered value-added professional services to a large portion of multinational and privately owned companies. Listening to our clients and understanding their businesses is key to our success.

In order to provide our services at the highest possible level of quality and to realise personalised ideas according to changes in the economic environment, we strive to develop multidirectional and effective communication with domestic companies.

New Year gift to our clients  
Promoting **sustainable**  
Goal #2

No Hunger –  
avoid throwing away food



That's why we create opportunities to meet and exchange ideas with our clients on diverse platforms: business events, professional forums, trainings and personal discussions.

## Client acceptance and retention

PwC Georgia has implemented a process to identify acceptable clients supported by the proprietary PwC International decision support system for client acceptance and retention (*Acceptance and Continuance – A&C*).

This is how the system works: the engagement team, together with industry specialists and risk management staff, consider jointly whether the risks associated with an existing or potential client are manageable, and whether we want to do business with that client and its management.

## KYC/AML procedure

As a part of client acceptance processes PwC Georgia moved to more advanced level to perform the clients KYC/AML procedure in FY21.

Financial Crime Unit (FCU), supporting centre in risk management during the engagement lifecycle, is involved into the processes along with Engagement managers and the clients.

A new system was established and working on clients' documentation to know them better became more advance and in line with Global network requirements.

## Client feedback survey

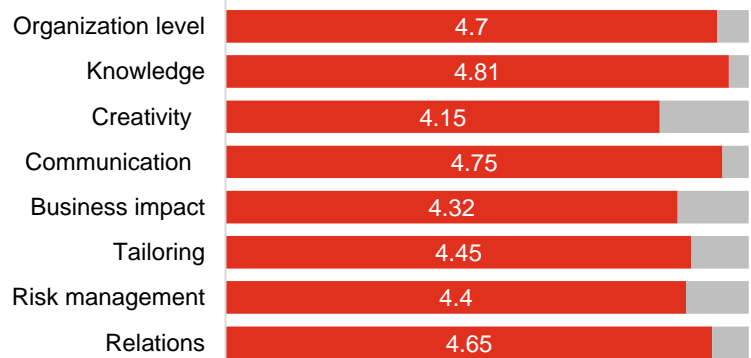
We have been soliciting online feedback from our clients as part of our Client Feedback Programme for years. The survey helps us measure the overall level of our clients' satisfaction and gives us the opportunity to identify areas for further improvement. The survey is coordinated by our Marketing, Communications and Business Development. In the client feedback survey, we use a measure called Net Promoter Score (NPS), which shows the loyalty of our clients. This metric is a branded joint development of Fred Reichheld (a famous American business strategist).

In FY21, we initiated over 90 client feedback surveys and scored a net NPS of 69, that was increase in comparison to FY20 score of 64.

**100% positive answer to the question – How well has PwC adapted to the new working environment as a result of Pandemic (COVID-19)?**

## PwC's competences according to clients

The answer on a scale of 1-5, where 1 is the worst and 5 is the best value.



# Basically, we perform knowledge sharing activities by offering training and mentoring through PwC's training Academy.

Our vision is to help businesses to increase the adaptability of their people and educate future leaders, who will embrace a dynamic business environment with skill and confidence; those everybody need to succeed in the global marketplace.

We believe in the development of talent through building on what people know, how they think and what they can do; not as separate components but as an integrated process to create impact and deliver change.

PwC's training solutions are based on practical experience of our professionals gained through client engagements across industries and geographies. This makes the content of our trainings pragmatic and relevant.

We design and customise programmes for employees at every level, from new joiners to C-suite and within a wide variety of organisations.



PwC has always recognised learning and development as a key tool for business growth, so the Academy is a product available in almost every territory where PwC operates, with the goal of promoting the business society of the country through further development support and financial literacy increase.

We share our practical knowledge and international experience, as well as demonstrate various problem-solving methodologies.

We easily turned into virtual classrooms during the epidemic, with nonstop training and e-learning course offerings to the Georgia market, thus conducting numerous corporate trainings throughout FY21.”

**Nana Chkhobadze**  
PwC Georgia Academy leader



## How did we manage our client relationships during the pandemic at PwC Georgia?

At PwC, we strive to address the world's biggest challenges, working together to solve important problems and build trust in society.

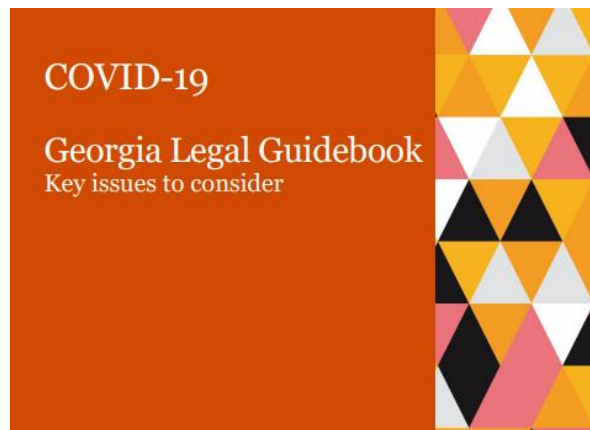
COVID-19 highlighted the pressing need for cross-border cooperation and aligning business operations with social and human needs. We will most certainly not return to the old ways of doing things, but we have the opportunity to create a "new normal" where we can achieve harmony between economic and social development.



## Supporting the business community during the pandemic

COVID-19 has had a substantial impact on all sectors of the global economy. It was critical for us to keep our clients informed of government decisions that were going to affect their businesses. Our aim was to promote seamless and secure business operations in accordance with applicable rules and regulations, and the PwC Georgia Legal team's very first initiative of producing The Legal Guidebook during COVID-19 drew a lot of attention, followed by a series of free webinars and online events.

Professionals from PwC Georgia created a unique one-pager for the business, compiling all necessary information for organisations to prepare for the challenges posed by the virus, and guidance how to recover from the pandemic.



### Business response to impacts of the COVID-19 outbreak

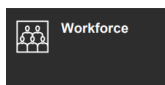
Six response areas and main stages under COVID-19 to support

PwC Georgia has put together a team of experts to support your business activities. Critical information on the characteristics of COVID-19 and its impacts on business activity are difficult to assess and are changing overnight.

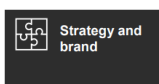
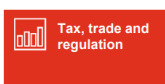
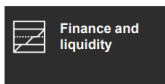
Our Business Transformation Team provides support to clients in time sensitive and critical scenarios, consistent with the challenges that COVID-19 impacted businesses are now experiencing.

There are six response areas to two main stages which should be considered by management teams as they seek to stabilise their business position:

[www.pwc.com/ge](http://www.pwc.com/ge)



Common issues that many organizations are facing from COVID-19



**+10**

online presentations

**>80**

registered participants

**10**

PwC experts made statements



During the first lockdown, we have observed how micro, small, and medium-sized businesses were looking for ways to survive the pandemic. We have realized that there was a critical need to identify the root causes of the problems that businesses were facing and propose to the government how they could address those challenges and support local businesses during this pandemic period.

**Tamta Shermadini**  
Director, Consulting Services

## Georgia Business Outlook

PwC Georgia's Consulting team launched a survey of Georgia's Business Outlook to determine how the COVID-19 has affected all enterprises.

The findings of the initial survey were insightful not only to the private sector but also to the Government and IFI community. Respectively, this survey was followed by a close cooperation with the Government, Investors Council and EBRD on continues studies related to tackling pandemic situation and supporting recovery of the Georgian economy.



# Our supply chain

We are putting special emphasis on the selection of our suppliers. We strive to develop long-term relationships with them, thereby ensuring the consistent quality of the services we receive. We also aim to continually increase the number of our non-profit suppliers. Our supplier policy refers to [PwC's Third Party Code of Conduct](#) (English and [Georgian languages](#)), which explains the minimum standards of integrity and business conduct PwC expects of the third parties with which it does business.



# Partner organisations, memberships

Due to our professional work, we are in contact with and engage in dialogue with many community groups, professional organisations, non-profit and regulatory bodies and educational institutions.

**We cooperate with or are members and /or signatories of the memorandums of the following organisations:**



**American Chamber of Commerce  
in Georgia**  
(Board member)



**Israeli Chamber of  
Commerce in Georgia**  
(member)



**Georgian Federation of  
Professional Accountants and  
Auditors** (Full IFAC member – PwC  
Georgia is the member on  
organizational and employee levels)



**Caucasus University**  
(signatory of memorandum)



**European Business School**  
(signatory of memorandum)



**State Audit Office Institute**  
(signatory of memorandum)

# Awards and recognition

PwC Georgia's Legal Practice has been recognised for the third year in a row, by the prestigious Legal 500 ranking as

- TIER 2 for Commercial, Corporate and M&A practice.
- TIER 3 for Dispute Resolutions.

*The*  
**LEGAL  
500**





# Responsible operation

Modern, environmentally friendly office.

PwC Georgia's office is housed in the King David Business Centre in Tbilisi.

## Green features of the office:



**energy efficiency glasses of the building, class "A"**



**external facade lighting with an LED source and BMS control**



**energy-efficient cooling/heating system**



**A++ energy efficient equipment**





Climate protection and reducing our environmental footprint are of strategic importance in PwC's global network.

In order to drive sustainable growth, we have undertaken to implement short- and long-term environmental goals, and we align our operation with these goals.

Our most important achievements in the past financial year in terms of reducing our environmental impact:



Office space

858 m<sup>2</sup>



Headcount

FY20

108

FY21

110



Power Consumption  
FY21

114 730 kWh



Sheets of  
paper used

FY19

227 500

sheets

FY20

125 000

sheets

-45.05%

FY21

77 000

sheets

-38.40%



Separated waste

330 KG

paper

As the company informed us since the pandemic, the paper waste in Georgia has been down by 30%  
<https://www.facebook.com/quercus.com.ge/>

# Air travel in numbers

FY20

**Short haul**

(less than 460 km)

FY21: 0 km



2 759.74 km



FY20

**Medium haul**

(460 km to 3 700 km)

FY21: 0 km



134 472.96 km



**Total**

FY21  
0 flights  
0 km

FY20  
70 flights  
137 232.7 km





## How can we become greener?

In this extraordinary year, declining office use and travel restrictions have significantly impacted some of our environmental metrics: power consumption, paper usage and air travel decrease. At the same time, we saw an increase in other metrics, which added to our environmental footprint:

- Although flights have decreased, this is because air travel practically ceased in the last financial year; under normal conditions, we would presumably have seen a significant increase.

## GHG offset

We are committed to minimising the impact of our carbon emissions focusing on areas of our footprint that are most material to our business. While professional services firms do not have the footprint of many other industries, we use significant power in our offices and data centres, and travel to deliver on our client engagements.

Of course, we are aware that the decrease in our environmental footprint is partly due to the travel restrictions caused by the coronavirus pandemic and to the prevalence of remote work. However, many new practices have become part of our corporate culture: we are constantly optimising our work processes and developing our services so that they involve significantly less travel, favouring a digital workflow over a paper-based workflow.

Our goal remains the same: to reduce our carbon footprint, in line with our global commitment, and to offset 100% of our air travel emissions by investing in PwC's global carbon offset initiatives and projects.



## [More about PwC's carbon offset projects](#)



## Short Summer Fridays

Summer Short Friday is a long-standing tradition in Georgia, dating back before the epidemic. In practise, what does this mean? We do not schedule any client meetings, nor do we schedule any internal calls or meetings, and instead take a half-day off for our own business. As a result, we support electricity consumption decrease (on decreased usage of cooling and AC systems in the office).

With this initiative, we want to encourage other companies to take simple but effective steps to combat climate change.



# PwC in Georgia



In Georgia, our offices in Tbilisi with 110 employees assist our clients in the following main service areas: assurance, tax and legal, and advisory, and in many other specialties.

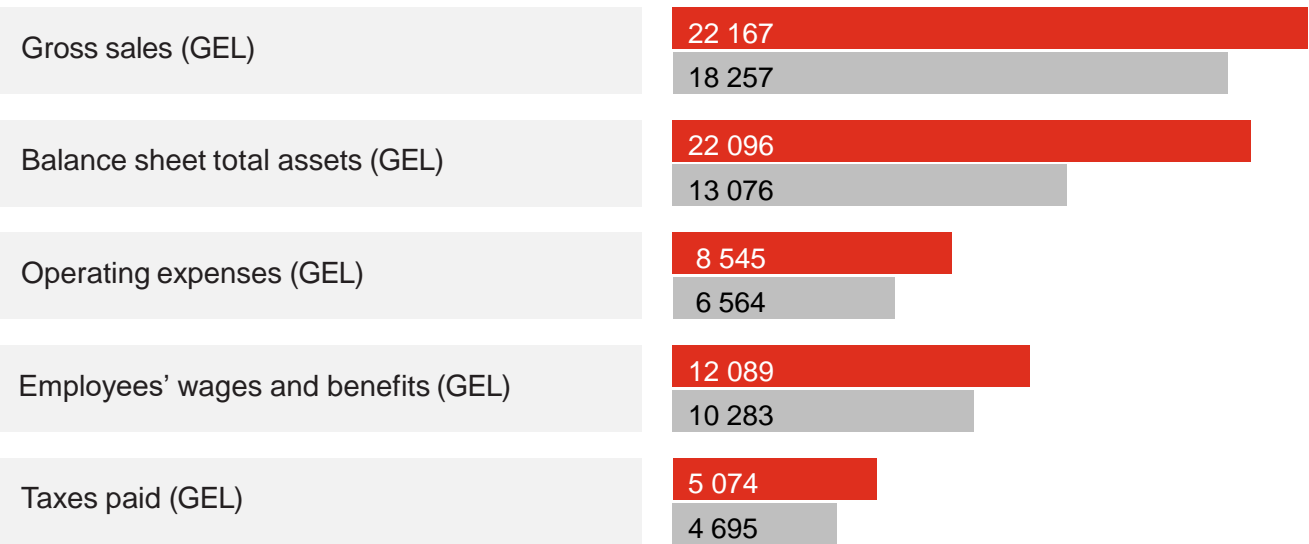
We have grown to become a leading audit and business advisory firm as we have been gathering experience ever since we were established in 1854 globally and in 2005 in Tbilisi.

We use this experience and combine it with our local expertise. The source of this experience and expertise is our people, on whom our present and future depends.



## Economic indicators

 FY21 in 000' GEL (Estimation)  
 FY20 in 000' GEL (based on audited FS submitted to SARAS)



## Headcount

FY21	FY20
110	108

# Our services

## Assurance services



### Audit services

- Audit or review of standalone or consolidated financial statements prepared in accordance with IFRS (International Financial Reporting Standards), or US GAAP and in accordance with ISA (International Standards on Auditing) or other GAAS
- Audit or review of group reporting packages
- Interim review reporting
- Special purpose audit reports
- Audit support

### Risk Assurance Services

- Governance, Risk, Compliance
- Cyber
- Data-driven audit and process development
- SAP solutions and services

### Accounting Advisory and PwC's Academy

- Accounting advisory services
- Future of Finance
- Advisory services for the financial sector
- PwC's Academy

## Tax and Legal Services



### Tax Controversy & Dispute Resolution Tax policy

#### State aid and tax incentives

#### Tax reporting & strategy

- Consulting on tax and accounting technology
- Tax strategy & operation
- Accounting review
- Accounting compliance services
- Payroll accounting
- Payroll review
- Tax returns and deferred tax

#### Indirect taxes

- Value added tax
- Smart Tax – automated tax solutions
- Customs and international trade
- Excise duty, environmental product fee, and public health product tax

#### Direct taxes

- Mergers and acquisitions (M&A)
- General corporate tax consulting & restructuring
- R&D-related tax allowances
- development tax incentive
- Tax incentive for investment projects related to energy efficiency

### IFRS direct taxation matters Transfer pricing

#### Audit of Tax

#### People and Organisation

#### Legal services

- Company law, company conversions
- Acquisitions
- Disputes and litigation
- Real estate
- Financing and banking transactions
- Data protection law
- Employment law
- Competition law and consumer protection
- Pharma and health
- Intellectual property and IT law
- Energy and public utilities

## Advisory



### Management consulting services

- Strategy & Operation
- CRM & Customer Technologies
- Project, program and investment management
- Innovation management and start-ups

### Financial transaction advisory

- Transaction services
- Business recovery services
- Infrastructure and transport consulting
- M&A and financing advisory services
- Real estate consulting

### Technical expert services

- CIO consulting
- IT implementation and systems integration
- IT project/portfolio management
- Digital architecture
- Data Analytics - Enterprise Analytics & Data Solutions
- Digital business
- Enterprise Business Applications

# Legal structure and ownership of PricewaterhouseCoopers Georgia LLC (PwC Georgia)

PwC Georgia is a limited liability company. The shares and voting rights of the company are held by:

- PricewaterhouseCoopers Auditing Ltd. (PwC Kft.) (100% ownership, registered in Hungary).

Such entities are ultimately owned by the partners of PricewaterhouseCoopers member firms.

PwC Georgia is a member of PricewaterhouseCoopers International Limited.

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PwC Georgia cooperates with other Central and Eastern European member firms to provide services to local and mutual international clients operating in our region. This cooperation is organised through a regional management team which, in addition to ensuring the adherence of these regional firms to the policies and procedures of PwC International, enables resource sharing, the enforcement of risk management policies and quality standards.

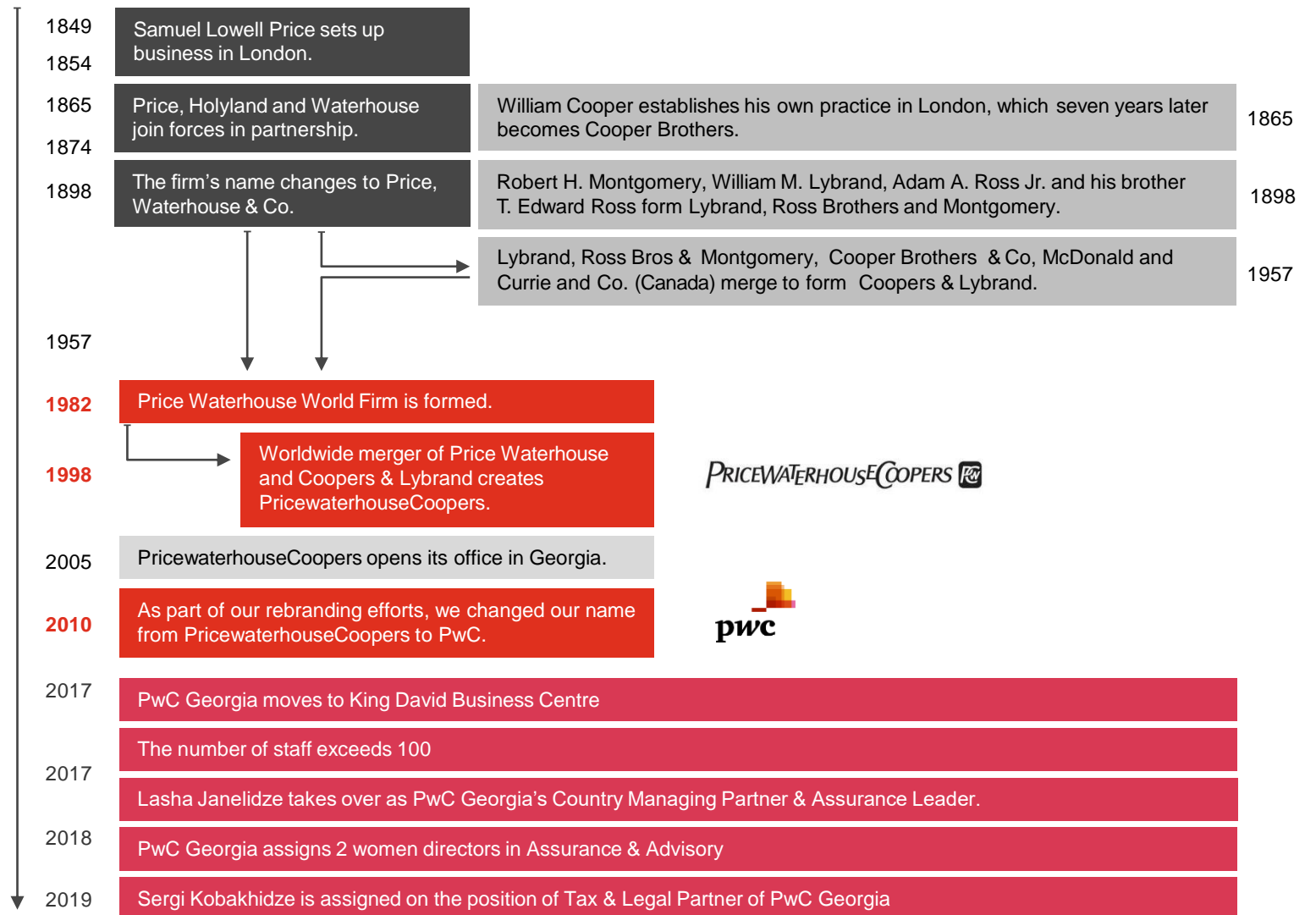
Each national member firm also has its own management structure in place, in accordance with relevant legal and operational requirements. This legal structure and network arrangement gives each member firm the flexibility and autonomy to respond quickly and effectively to conditions in its local market. It also reflects the fact that regulatory authorities in some countries grant the right to practise as auditors to nationally based firms in which locally qualified professional auditors (or in the European Union a combination of auditors and or EU audit firms) have at least a majority ownership and control.







# PwC's history



# Governance

Within the Central and Eastern European grouping of PwC member firms, which includes 29 national territories, a matrix system of management is operated. Each partner votes every four years in an election that chooses a PwC CEE Chief Executive, who in turn appoints a Management Board, including representatives from geographical and business lines and Operational Leaders. This Management Board is responsible for setting broad business objectives and ensuring compliance with PwC International policies.

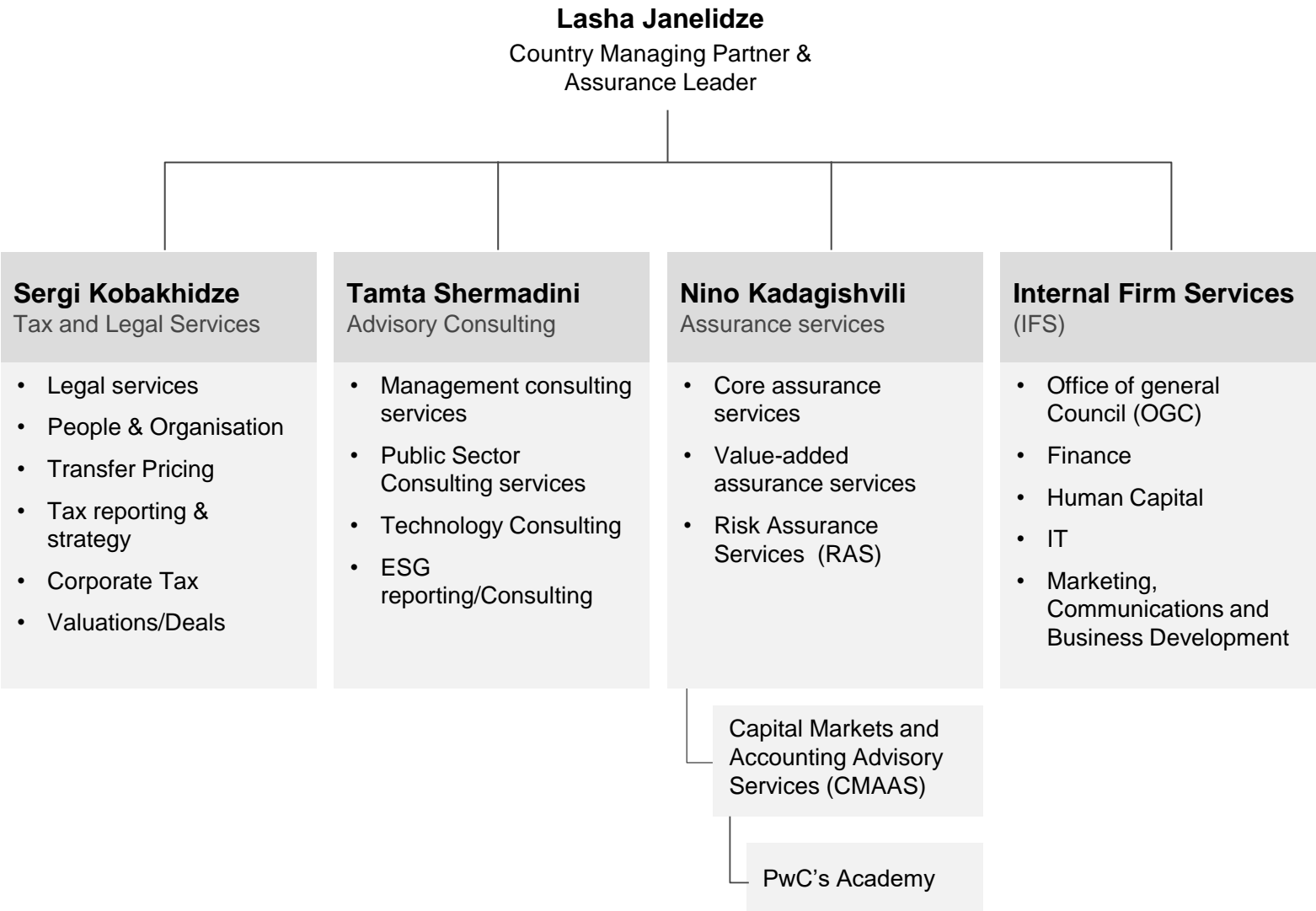
Across geographical lines the policy and business objectives of each principal business line (Assurance, Tax & Legal and Advisory) are set by the business line management team.

Oversight of the Regional Management Board on behalf of the partners is carried out by an elected regional Partners Council, which approves key policies and decisions which affect partners and the firm.

PwC Georgia is managed by the Country Managing Partner (CMP):

**Lasha Janelidze, FCCA**  
Registered auditor at Service for Accounting, Reporting and Auditing Supervision of Georgia (saras.gov.ge)

## PwC Georgia’s organisational structure between 1 July 2020 and 30 June 2021



# PwC's global network

PwC is the brand under which the member firms of PricewaterhouseCoopers International Limited (PwCIL) operate and provide professional services. Together, these firms form the PwC network. 'PwC' is often used to refer either to individual firms within the PwC network or to several or all of them collectively.

In many parts of the world, accounting firms are required by law to be locally owned and independent. The PwC network is not a global partnership, a single firm, or a multinational corporation. The PwC network consists of firms which are separate legal entities.

**PricewaterhouseCoopers International Limited ("PwCIL") is one of the world's largest networks of professional services firms. PwC's 284 000 employees help our clients and stakeholders in 155 countries with industry-specific audit, tax, legal and advisory services.**

## PricewaterhouseCoopers International Limited

Firms in the PwC network are members in, or have other connections to, PricewaterhouseCoopers International Limited (PwCIL), a UK private company limited by guarantee. PwCIL does not practice accountancy or provide services to clients. Rather its purpose is to act as a coordinating entity for member firms in the PwC network, focusing on key areas such as strategy, brand, risk and quality. PwCIL works to develop and implement policies and initiatives to create a common and coordinated approach for PwC firms. Member firms of PwCIL can use the PwC name and draw on the resources and methodologies of the PwC network. In addition, member firms may draw upon the resources of other member firms and/or secure the provision of professional services by other member firms and/or other entities. In return, member firms are bound to abide by certain common policies and to maintain the standards of the PwC network as put forward by PwCIL.

The PwC network is not one international partnership. A member firm cannot act as agent of PwCIL or any other member firm, cannot obligate PwCIL or any other member firm, and is liable only for its own acts or omissions and not those of PwCIL or any other member firm. Similarly, PwCIL cannot act as an agent of any member firm, cannot obligate any member firm, and is liable only for its own acts or omissions. PwCIL has no right or ability to control member firm's exercise of professional judgement.

## The governance bodies of PwCIL are:

- **Global Board**, which is responsible for the governance of PwCIL, the oversight of the Network Leadership Team and the approval of Network Standards. The Board does not have an external role. Board members are elected by partners from all PwC firms around the world every four years.
- **Network Leadership Team**, which is responsible for setting the overall strategy for the PwC network and the standards to which the PwC firms agree to adhere.
- **Strategy Council**, which is made up of the leaders of the largest PwC firms and regions of the network, agrees on the strategic direction of the network and facilitates alignment for the execution of strategy.
- **Global Leadership Team** is appointed by and reports to the Network Leadership Team and the Chairman of the PwC network. Its members are responsible for leading teams drawn from network firms to coordinate activities across all areas of our business.

The CEO of PwC CEE is **Nick Kós**, who is a member of the Strategy Council and maintains relationships with the Network Leadership Team.



# Quality and risk management

Delivering service of the highest quality is core to our purpose and our strategy, the focus of which is to strengthen trust and transparency in our clients, in the capital markets and wider society.

To help PwC Georgia put this strategy into effect, the PwC network has established a framework for quality management which integrates quality management into business processes and the firm-wide risk management process.

The framework introduces an overall quality objective primarily for the Assurance practice focused on having the necessary capabilities in our organisation and deploying our people to consistently use our methodologies, processes and technology in the delivery of services in an effective and efficient manner to fulfil the valid expectations of our clients and other stakeholders.







Our quality management system for our Assurance practice is based on International Standard on Quality Control 1 – “Quality control for firms that perform audits and reviews of financial statements, and other assurance and related services engagements” (ISQC 1) issued by the International Auditing and Assurance Standards Board (IAASB). ISQC 1 applies to firms that perform audits of financial statements, report in connection with investment circulars and provide other assurance services where they relate to activities that are reported in the public domain and are therefore in the public interest.

The objective of ISQC 1 is for the firm to establish and maintain a system of quality control to provide it with reasonable assurance that:

- the firm and its personnel comply with professional standards and regulatory and legal requirements; and
- reports issued by the firm or engagement partners are appropriate in the circumstances.

Our detailed quality control procedures are set out in our PwC Audit Guide and in PwC’s Network Risk Management policies and guidance. The policies and procedures are embedded as part of the firm’s day-to-day activities.

**Our QMS is based on the six elements of quality control set out in ISQC 1, which are:**

	Leadership responsibilities for quality within the firm
	Ethical requirements
	Acceptance and continuance of client relationships and specific engagements
	Human resources
	Engagement performance
	Monitoring

We and the other PwC member firms are committed to delivering quality services around the world. To maximise consistency in the Network, we use a formal curriculum developed at the Network level.

This formal learning is delivered using a blend of delivery approaches, which include remote access, classroom learning and on-the-job support. The curriculum allows us to select when we will deliver different portions of the training based on local needs.

PwC prescribes mandatory e-learning courses aimed at educating staff members about risk management, quality and compliance issues.

These are as follows:

- Mandatory Risk & Quality training – online course to be completed at the start of each financial year.
- CEE Compliance Curriculum – Risk Management Package, which includes Combatting Corruption and Money Laundering, and Living the Code: Insider trading and Economic sanctions training for new joiners – this course must be completed by all new joiners by the specified deadline.



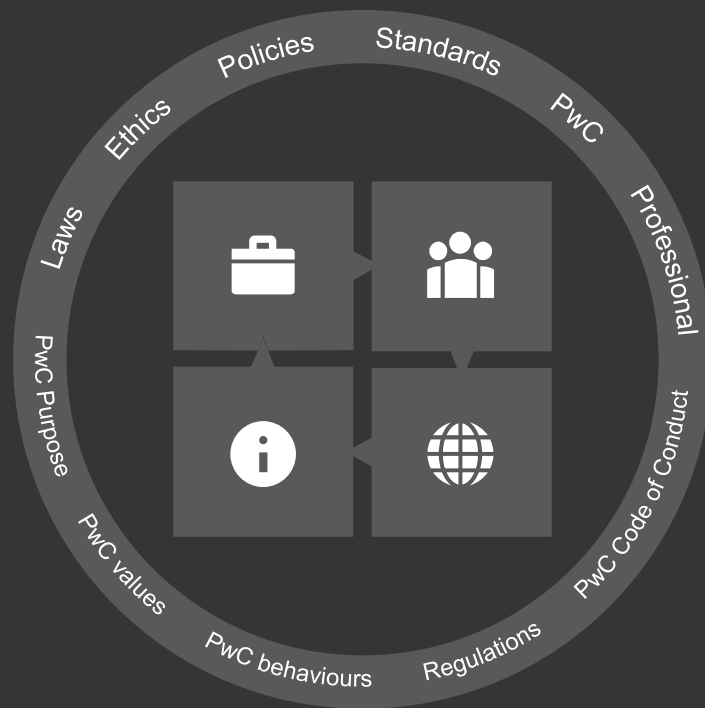
# Human rights

No human rights violations were reported during the period concerned. We believe it's our responsibility to respect and uphold the human rights of our people and any other individuals we are in contact with. We seek to integrate human rights into our existing business practices, in accordance with our human rights policy.

PwC's Global Human Rights Statement is available on our [website](#).



# Code of Conduct



We take pride in the fact that our services add value by helping to improve transparency, trust and consistency of business processes. In order to succeed, we must grow and develop, both as individuals and business. Our core values - **Act with integrity | Make a difference | Care | Work together | Reimagine the possible** - help us to achieve this growth.

We conduct our business within the framework of applicable professional standards, laws, and regulations together with PwC policies and standards. This objective incorporates, inter alia, full compliance with the IESBA (International Ethics Standards Board for Accountants). Code of Ethics for Professional Accountants.

However, we also acknowledge that these standards, laws, and policies do not govern all types of behaviour. As a result, we also have a **Code of Conduct** which is applicable and issued to all PwC people and firms. This Code is based on our values and takes them to the next level – demonstrating our values in action. The Code defines how we should behave and conduct business in a wide range of settings and situations. It also contains a “framework for ethical decision making” to assist partners and staff in deciding on the right course of action in addressing ethical dilemmas they can come across. Partners and staff are expected to not only live by the Code values in their careers with PwC but to also help others at PwC do the same.

CEE has a fully integrated Ethics & Business Conduct network. Supervision over ethical matters in CEE is carried out by the regional Ethics and Business Conduct Leader. Each country has a local Ethics and Business Conduct Team responsible for promoting ethics locally. This includes, but is not limited to, communication and training to local country partners and staff. Each PwC office has access to the detailed supplementary guidance to our Code of conduct. These policies include guidance on such matters as the receipt of gifts from clients, close personal relationships and how staff should proceed if they become aware of unethical behaviour by any partner or employee.

## Living our Purpose and Values

The PwC culture thrives supported by a framework of internal and external expectations and requirements. These help guide our behaviours and build trust:

- in our business model
- in each other
- in our communities
- in how we use information



# Speak Up

At PwC, we believe in creating an inclusive workplace where people feel able to be themselves in a safe environment that helps foster an open culture where everyone feels comfortable bringing their ideas – and their challenges – to the table. These values are central to who we are and how we operate, and this helps us deliver a quality service to our clients.

Our confidential whistle-blowing helpline and [website](#) – “Speak Up” – are available to any partner or member of staff who observes inappropriate business conduct or unethical behaviour that cannot be resolved locally, or where the normal consultation processes are not appropriate.

The helpline or website can also be used if you just have questions or want advice about speaking up and reporting concerns.

CEE has a region-wide tool accessible to all partners and staff to enable the sending of anonymous queries to a selected Ethics & Business Conduct team. Individuals from outside of PwC, including our clients’ personnel, can submit a query, in an anonymous manner, by using a global PwC communications tool available from <http://www.pwc.com>. When potential non-compliance with our Code of conduct is reported or otherwise suspected, steps are taken to investigate, and where appropriate, remedy the situation. Partners and staff are encouraged to report and express their concerns and must do so fairly, honestly and respectfully. PwC is committed to protecting individuals against retaliation. Partners and staff at PwC are responsible for addressing issues that are brought to their attention.

The CEE Complaints and Allegations policy sets the protocols for investigating the issues reported. All amendments needed to the firm’s systems or policies, identified during the course of an ethical investigation, are addressed. The IESBA Code of Ethics and PwC standards are supplemented with the local regulatory body Ethical Rules.

## The PwC Code of Conduct

PwC Georgia’s Ethics Leader is **Keti Karaulashvili**, Assurance Senior manager .

At each level and dimension of the PwC Professional, expectations on ethical behaviour are defined.



The most innovative solutions come from working together with colleagues and clients. Effective collaboration enables innovation.



# Radar

We are purpose led and values driven, and our purpose and values are our guiding principles in deciding the right thing to do. Addressing and resolving ethical dilemmas is complex, and the Code cannot address all questions or situations. The Code is one of many tools we have as professionals to guide our behaviour. It is not meant to be a rule book. The Code is underpinned by the PwC Purpose and values. It is supported and supplemented by network standards, network and local policies and guidance, all of which are available on relevant sites throughout the network.

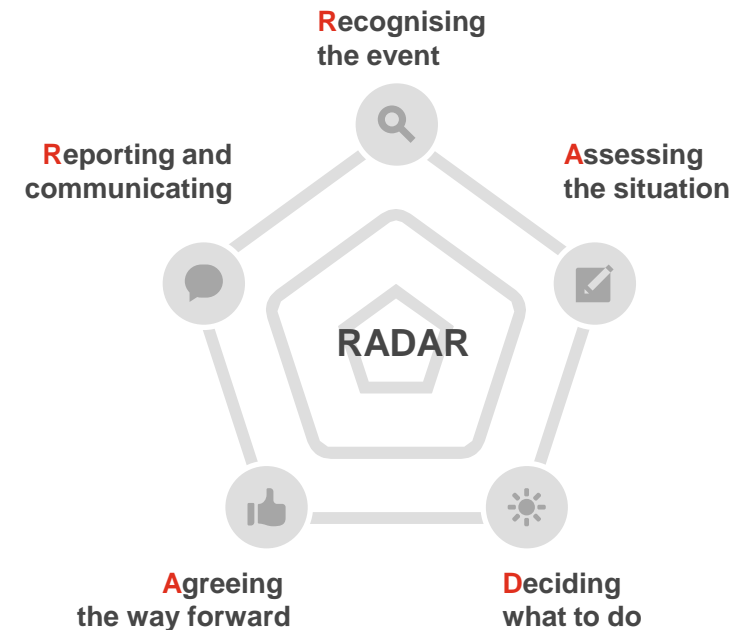
The RADAR decision making framework is here to help our people think and to build their skills in analysing ethical dilemmas, and, in doing so, make good decisions.

## PwC's Third Party Code of Conduct

[ENG](#)

[GEO](#)

PwC's Third Party Code of Conduct explains the minimum standards of integrity and business conduct PwC expects of the third parties with which it does business. PwC expects third parties to require the same levels of integrity and business conduct from their personnel and anyone outside their organisation engaged to provide services for or with PwC.



# GRI Content Index

GRI (Global Reporting Initiative) is an international organisation the purpose of which is to provide a standard framework of guidelines and indicators for preparing sustainability reports, thus ensuring comparability and promoting transparency among companies. The following table shows the information included in the report attached to specific GRI indicators. You can read more about the guidelines and the indicators on the following website:

<https://www.globalreporting.org/standards/>

Number	Disclosure	Reference in the report	Page number	Comments
102-14	Statement from senior decision-maker	CMP's letter	<a href="#">3</a>	
102-2	Activities, brand, products, and services	PwC in Georgia	<a href="#">8</a> <a href="#">42</a> <a href="#">46</a> <a href="#">47</a>	
102-3	Location of headquarters	PwC in Georgia	<a href="#">42</a>	
102-4	Location of operations	PwC in Georgia	<a href="#">42</a>	
102-5	Ownership and legal form	PwC in Georgia	<a href="#">44</a>	
102-6	Markets served	PwC in Georgia	<a href="#">47</a>	
102-7	Scale of the organization	PwC in Georgia	<a href="#">42</a>	
102-8	Information on employees and other workers	Our people	<a href="#">11</a>	
102-9	Supply chain	Our stakeholders	<a href="#">36</a>	
102-15	Key impacts, risks, and opportunities		<a href="#">10</a>	<a href="https://www.pwc.com/ge">https://www.pwc.com/ge</a>
102-1	Name of the organization	PwC in Georgia	<a href="#">44</a>	
201-2	Financial implications and other risks and opportunities due to climate change		N/A	
102-42	Identifying and selecting stakeholders	Our stakeholders	<a href="#">31</a>	
102-19	Delegating authority	PwC in Georgia	<a href="#">46</a>	
102-31	Review of economic, environmental and social topics	Our strategy	<a href="#">22</a>	
102-39	Percentage increase in annual total compensation ratio		This information is confidential according to PwC's HC policy.	
102-16	Values, principles, standards, and norms of behaviour	Our values	<a href="#">9</a>	
102-17	Mechanisms for advice and concerns about ethics	Human rights	<a href="#">50</a>	
102-41	Collective bargaining agreements		According to a decision by PwC's CEO, information on collective agreements is confidential.	
102-11	Precautionary principle or approach		<a href="#">22</a>	Global Compact Principle 7: Businesses should support a precautionary approach to environmental challenges.
102-12	External initiatives.		N/A	

Number	Disclosure	Reference in the report	Page number	Comments
102-13	Membership of associations	Our stakeholders	<a href="#">36</a>	
102-45	Entity included in the financial statement	About the report	<a href="#">5</a>	
102-46	Defining report content and topic Boundaries	About the report	<a href="#">5</a>	
102-47	List of material topics	About the report	<a href="#">5</a>	
103-1-2-3	Evaluation of the management approach	Our strategy	<a href="#">21-26</a>	
102-48	Restatements of information		N/A	
102-49	Changes in reporting		There was no change in PwC's Georgia's reporting.	
102-40	List of stakeholder groups	Our stakeholders	<a href="#">31</a>	
102-43	Approach to stakeholder engagement	Our stakeholders	<a href="#">31</a>	
102-44	Key topics and concerns raised	About the report	<a href="#">5</a>	
102-50	Reporting period	About the report	<a href="#">5</a>	
102-51	Date of most recent report	About the report	<a href="#">6</a>	
102-52	Reporting cycle	About the report	<a href="#">6</a>	
102-53	Contact point for questions regarding the report	About the report	<a href="#">6</a>	
102-54	Claims of reporting in accordance with the GRI Standards	About the report	<a href="#">6</a>	
102-55	GRI content index		<a href="#">53</a>	
102-56	External assurance	About the report	<a href="#">5</a>	
102-18	Governance structure	PwC in Georgia	<a href="#">46</a>	
102-20	Executive-level responsibility for economic, environmental and social topics	PwC in Georgia	<a href="#">46</a>	
102-21	Consulting stakeholders on economic, environmental and social topics	Our stakeholders	<a href="#">31</a>	
102-22	Composition of the highest governance body and its committees	PwC in Georgia	<a href="#">46</a>	
102-23	Chair of the highest governance body	PwC in Georgia	<a href="#">46</a>	
102-25	Conflicts of interest		Is regulated by Accountants (IESBA) Code of Ethics for Professional Accountants.	



Number	Disclosure	Reference in the report	Page number	Comments
102-26	Role of highest governance body in setting purpose, values, and strategy	PwC in Georgia	<a href="#">46</a>	
102-27	Collective knowledge of highest governance body	PwC in Georgia	<a href="#">46</a>	
102-28	Evaluating the highest governance body's performance		N/A	
102-29	Identifying and managing economic, environmental and social impacts	Our Values	<a href="#">9</a>	
102-30	Effectiveness of risk management processes	Quality and risk management	<a href="#">48</a>	
102-32	Highest governance body's role in sustainability reporting	Our strategy	<a href="#">21</a>	
102-33	Communicating critical concerns		N/A	
102-34	Nature and total number of critical concerns		N/A	
102-35	Remuneration policies		This information is confidential according to PwC's HC policy.	
102-36	Process for determining remuneration		This information is confidential according to PwC's HC policy.	
102-37	Stakeholders' involvement in Remuneration		This information is confidential according to PwC's HC policy.	
102-38	Annual total compensation ratio		This information is confidential according to PwC's HC policy.	
201-1	Direct economic value generated and distributed	About PwC	<a href="#">7</a>	
201-3	Defined benefit plan obligations and other retirement plans	Our people	<a href="#">11</a>	
201-4	Financial assistance received from government		N/A	
202-1	Ratios of standard entry level wage by gender compared to local minimum wage		N/A	
202-2	Proportion of senior management hired from the local community		<a href="#">13</a>	
203-1	Infrastructure investments and services supported		N/A	
203-2	Significant indirect economic impacts	Our key performance indicators	<a href="#">4</a>	
204-1	Proportion of spending on local suppliers	Our stakeholders	<a href="#">36</a>	
401-1	New employee hires and employee turnover	Our people	<a href="#">11</a>	

Number	Disclosure	Reference in the report	Page number	Comments
401-2	Benefits provided to full-time employees	Our people	<a href="#">13</a>	Full-time and part-time employees are entitled to the same benefits.
401-3	Parental leave		Staff on parental leave: 1	
402-1	Minimum notice periods regarding operational changes		The notice period is 30 working days.	
403-1	Occupational health and safety management system		Confidential information	
403-2	Hazard identification, risk assessment, and incident investigation		There were no accidents at work, related absences or lost working time during the reporting period.	
301-1	Materials used by weight or volume	Responsible operation	<a href="#">38-40</a>	
301-2	Recycled input materials used	Responsible operation	<a href="#">38-40</a>	
302-1	Energy consumption within the organization	Responsible operation	<a href="#">38-40</a>	
302-3	Energy intensity	Responsible operation	<a href="#">38-40</a>	
302-4	Reduction of energy consumption	Responsible operation	<a href="#">38-40</a>	
305-1-2-3	Emissions	Responsible operation	<a href="#">38-40</a>	
403-3	Occupational health services	Our people	<a href="#">12</a>	
403-4	Worker participation, consultation, and communication on occupational health and safety		<a href="#">17</a>	PwC Mindfulness training and Employee Assistance program. Heath & Safety COVID pandemic awareness mandatory training for all staff.
404-1	Average hours of training per year per employee	Our people	<a href="#">18</a>	
404-2	Programs for upgrading employee skills and transition assistance programs		PwC Georgia does not regularly provide (retraining) counselling to retiring employees or those changing jobs.	
404-3	Percentage of employees receiving regular performance and career development reviews.		PwC assesses the performance of its employees each year. Performance was assessed through PwC Workday in FY 21.	
405-1	Diversity of governance bodies and employees.	Diversity	<a href="#">20</a>	
405-2	Ratio of basic salary and remuneration of women to men.		We review the principle of equal pay annually and make adjustments if necessary.	

Number	Disclosure	Reference in the report	Page number	Comments
404-1	New suppliers that were screened using social criteria	Our stakeholders	<a href="#">36</a>	
404-2	Negative social impacts in the supply chain and actions taken.			There were no such incidents at our company during the period under review.
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening.			<a href="https://www.pwc.com/gx/en/">https://www.pwc.com/gx/en/</a>
412-2	Employee training on human rights policies or procedures.	Human rights	<a href="#">49</a>	
406-1	Incidents of discrimination and corrective actions taken.			There were no reported incidents of discrimination at PwC Georgia during the reporting period.
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour		N/A	
408-1	Operations and suppliers at significant risk for incidents of child labour		<a href="#">22</a>	Global Compact Principle 5: the effective abolition of child labour.
410-1	Security personnel trained in human rights policies or procedures		N/A	
411-1	Incidents of violations involving rights of indigenous peoples			No human rights violations were reported during the period concerned.
412-1	Operations that have been subject to human rights reviews or impact assessments			PwC fully complies with this commitment.
415-1	Political contributions		N/A	
419-1	Non-compliance with laws and regulations in the social and economic area.			PwC Georgia did not identify any incidents of non-compliance that would be contrary to PwC's statutes or its social media policy during this period.
413-1	Operations with local community engagement, impact assessments, and development programs.	Our strategy	<a href="#">21-26</a>	

Number	Disclosure	Reference in the report	Page number	Comments
413-2	Operations with significant actual and potential negative impacts on local communities.		N/A	PwC is not aware of any negative effects.
205-1	Operations assessed for risks related to corruption.		N/A	There were no such local incidents during the period under review.
205-2	Communication and training about anti-corruption policies and procedures.	Quality and risk management	<a href="#">48-52</a>	
205-3	Confirmed incidents of corruption and actions taken.			There was no such incident during the period under review.
206-1	Legal actions for anti-competitive behaviour, anti-trust and monopoly practices			There was no such incident during the period under review.
416-1	Assessment of the health and safety impacts of product and service categories.		N/A	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services.			There were no such incidents.
417-1	Requirements for product and service information and labelling.		N/A	
417-2	Incidents of non-compliance concerning product and service information and labelling			Number of incidents of non-compliance concerning product and service information and labelling: 0.
102-24	Nominating and selecting the highest governance body.	PwC in Georgia	<a href="#">46</a>	
102-10	Significant changes to the organisation and its supply chain.			There has been no significant change amongst PwC's suppliers.
417-3	Incidents of non-compliance concerning marketing communications.			There were no such incidents.
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data.			There was no such incident during the period under review.

# Imprint

Special thanks to members of the “Reporting working group” of PwC Georgia, that is – Human Capital (HC), Finance department (FIN), Office of General Council (OGC) for their contribution to this report.

## Contents & Published by

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### **Lasha Janelidze**

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