



PwC Greece
**Sustainability
Report**

FY 2018 & FY 2019

Building trust in
society and solving
important problems.





01.

Our
organisation

Forward from our CEO



Our world is changing. Worldwide challenges shaped by the megatrends that affect us all in each aspect of our life, make the future harder to predict. Immediate actions are needed, especially from the business world, so as to shield prosperity and create a sustainable future.

In PwC, our purpose is to build trust in society and solve important problems in all 157 countries we operate in. To this end, our Corporate Responsibility (CR) strategy is critical.

Our Corporate Responsibility programme in PwC Greece evolves around 4 areas of focus: Responsible business, People, workplace and diversity, Community engagement and Environmental stewardship where we have significant results to showcase in this report.

I am impressed by the 12,000 hours of volunteering time that our people have invested throughout the last three years. This arises from our global and local commitment to upskilling and contributing to the growth of 15 million people through engagement as well as skills and knowledge sharing of our people.

With regard to our environmental impact, we have made important steps towards a “zero plastic” approach. Measuring our carbon footprint, we recognise that there is room for improvement to reduce our carbon emissions. Responding to our stakeholders demand, we are making recycling a priority and we are working to this end.

In the following pages you will read about our CR efforts that took place in FY2018 and FY2019. This is our first GRI compliant report and I am grateful that our initiatives are embraced by our people whose contribution is significant in making a difference and creating a sustainable future in this fast-changing landscape.

Marios Psaltis
CEO, PwC Greece

Part of the global network

With offices in 157 countries and more than 276,000 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 and advisory services.

PwC is a global network of firms - each of which is a separate and independent legal entity - through membership in PricewaterhouseCoopers International Limited (PwCIL). We're not a "global partnership" or a "Single Firm" and do not operate as a multinational corporation.

The member firms are members of PricewaterhouseCoopers International Limited ("PwCIL") and have the right to use the PricewaterhouseCoopers name. As members of the PwC network, PwC firms share knowledge, skills and resources. This membership facilitates PwC firms to work together to provide high-quality services on a global scale to international and local clients, while retaining the advantages of being local businesses. Being a member of the PwC network means that firms also agree to abide by certain common policies and maintain the high standards of the PwC network.



Revenues ^7%
US\$42.4 bn
FY2018 (US\$40.7 bn)

Fortune Global 500 companies served by PwC
FY2018
425

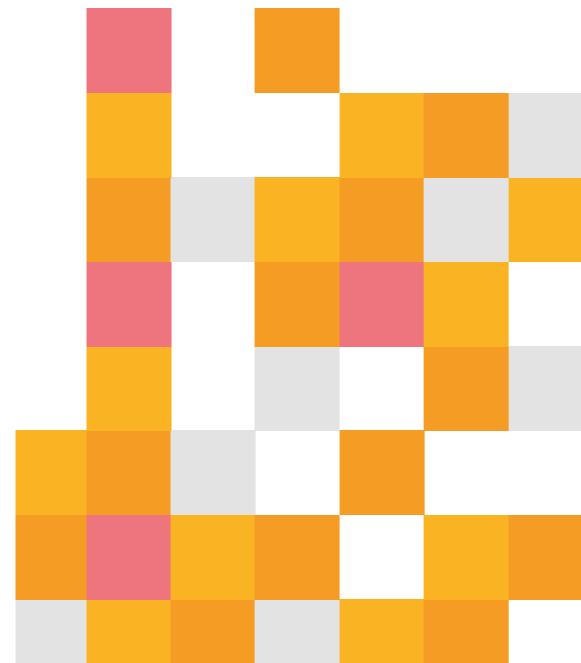
PwC People ^10%
276,005
FY2018: 250,930

Female representation in PwC's global workforce:
21% Partners | 51% Campus hires

New jobs created
25,075
FY2018: 14,695

Renewable energy
65% of total electricity of 21 largest PwC firms
FY2018: 60%

Our purpose and values



At PwC, we're purpose-led and values-driven. Our purpose is why we exist, helps us remain relevant and have a greater impact in a fast changing world. It is our shared articulation of why we do what we do. It is at the core of our business and guides our activities on a daily basis.

Our purpose is to build trust in society and solve important problems.

Our purpose means our work doesn't just boil down to signing accounts or issuing reports, but it's about working with our clients and people, identifying their problems and thinking about how we can solve them. We strive to help complex systems function and help these systems adapt and evolve, so that they benefit communities and society more widely, long into the future.

Our values

Our values help us work towards our purpose. They define what we stand for, and form the very foundation on which we perform and conduct ourselves.

While we come from different backgrounds and cultures, our values are what we have in common. Our values govern our actions and determine our success. The trust that our clients, communities and our people place in PwC, and our high standards of ethical behaviour, are fundamental to everything we do. Our values underpin our Code of Conduct, which is our frame of reference for the decisions we make every day. It's how we do business.



Act with integrity



Make a difference



Care



Working together



Reimagine the possible

- Speak up for what is right, especially when it feels difficult.
- Expect and deliver the highest quality outcomes.
- Make decisions and act as if our personal reputations were at stake.

- Stay informed and ask questions about the future of the world we live in.
- Create impact with our colleagues, our clients and society through our actions.
- Respond with agility to the ever changing environment in which we operate.

- Make the effort to understand every individual and what matters to them.
- Recognise the value that each person contributes.
- Support others to grow and work in the ways that bring out their best.

- Collaborate and share relationships, ideas and knowledge beyond boundaries.
- Seek and integrate a diverse range of perspectives, people and ideas.
- Give and ask for feedback to improve ourselves and others.

- Dare to challenge the status quo and try new things.
- Innovate, test and learn from failure.
- Have an open mind to the possibilities in every idea.

PwC in Greece

PwC Greece is the largest professional services organisation in the country, with more than 1,100 people in FY2019 and offices in Athens and Thessaloniki. We are part of the global network of member firms of PricewaterhouseCoopers International Limited, each of which is a separate legal entity. We provide assurance, tax and advisory services to a wide variety of clients and help them create value by providing advice through an industry-focused approach.



PwC Greece consists of the following separate legal entities:

01.

PricewaterhouseCoopers Accounting S.A.

02.

PricewaterhouseCoopers Auditing Company S.A.

03.

PricewaterhouseCoopers Business Solutions S.A.

04.

M. Psylla - V. Vizas Law Firm

05.

PricewaterhouseCoopers HR Services S.A.

Some facts about PwC in Greece

26
Partners
in FY2019
25
Partners
in FY2018



25

Partners
in FY2018

Since
1961
in Greece
as Price Waterhouse



Supported 19 NGOs* and
340 micro and social
enterprises in FY2018-2019

*This is the total number of NGOs in the FY18
and FY19, after having removed duplicates.



91,370,738.68 €
In the Financial Year ending 30 June 2019
(FY2019), the total revenues of all PwC
Greece firms reached
87,727,686.53 €
In the Financial Year ending 30 June 2018
(FY2018), the total revenues reached



Over 3,000 hours
of skills sharing and community
volunteering in FY2018-FY2019



Our governance



Our governance structure includes the Executive Committee, responsible for strategy execution and business operational management, as well as the independent Governance Body, responsible to supervise our compliance with internal policies, procedures and PwC's Code of Conduct & Ethics.

Governance Body

The Governance Body has an oversight role and includes Partners independent of the Executive Committee who are elected by the Partners' General Meeting. The elected members of the Governance Body in FY2019 are:

Partner in Assurance
Dinos Michalatos

Partner in Advisory
Thanassis Panopoulos

Partner in Tax
Mariza Sakellaridou



Marios Psaltis,
Managing Partner
of PwC Greece



Nicholas Peyiotis,
Partner responsible
for our Assurance
practice



Mary Psylla,
Partner responsible
for our Tax & Legal
practice



Kyriakos Andreou,
Partner responsible
for our Advisory
practice

Our services



From the world's leading multinational companies to start-ups, from family businesses and governments to charities and private individuals, our clients come in all shapes and sizes. Our goal is to build trusted relationships and work with them to create the value they're looking for. We provide a comprehensive range of professional solutions through our three Lines of Services, Audit and Assurance, Advisory and Tax, as well as training through PwC's Academy.

Audit and Assurance

We help our clients navigate regulatory complexity and strengthen trust and transparency. By bringing new perspectives, harnessing specialised knowledge of your business, industry and regulations, we deliver deeper insights and advice across our clients' organisations around the world.

We approach audit with a deep and broad understanding of our clients' business, the

industries in which they operate, and the latest regulatory standards.

We consider the risks that our clients face, the way management controls these risks and the transparency of reporting to their stakeholders. Our thorough understanding of the regulatory framework and legislation enables us to help with complex business requirements and ensure compliance.

Our services include:



Audit



Capital Markets



Accounting
Advisory
services



Shipping
industry
services

Tax and Legal

Our network of experienced professionals assists our clients in achieving their goals across a wide spectrum of tax and legal activities and helps them deal with the rapidly increasing complexity of the Greek tax, legal and regulatory environment.

We combine a strong understanding of our clients' business and economic environments with specialist tax and legal knowledge on a worldwide scale.

Understanding the complexities, we help companies identify and reduce tax risks; comprehend and meet their compliance obligations; implement tax strategies that complement their business and operational objectives; resolve disagreements with tax authorities when they arise; and manage tax accounting and reporting issues.

We also have an integrated approach through our innovative solutions and practices and legal expertise embedded in the PwC global network's wider capabilities.

Our offering of tailored services complements our clients' vision and mirrors their way of working. We adapt and align with our clients' business objectives to help them reduce costs, increase efficiencies, mitigate risk, and create economies of scale.

Our services include:



Advisory

We are world-class transformation consultants with capabilities based on trusted relationships, deep industry knowledge and professional experience.

We bring together a range of functional skills in strategy, operations, finance, HR management, risk and technology.

By taking time to understand our clients' business and the issues and challenges they're facing, our Advisory team uses local and global knowledge to help them challenge conventions, introducing and delivering strategies that work specifically for them.

When it comes to Deals, we assist our clients in transforming their business with a full range of related services across the business lifecycle. In addition, our Business Process Outsourcing Services meet our clients' business needs through tailored solutions in accounting outsourcing, payroll services and IFRS reporting.

PwC's Academy

Our services include:



Strategy



Business Process Outsourcing



Deals



FS - Financial Services



People and Organisation (HRM Consulting)



Risk Assurance Services



Technology



Data & Analytics

PwC's Academy is the learning and education business of PwC. We are committed to supporting the sustainable growth of talent.

We offer professional training courses and tailor made programmes based on the best practices of our global network of firms and the individual experiences of our experts. Our focus is on all business related areas such as Accounting, Tax, Strategy, HR and Finance - Banking.

Our training fields include:



Tax



Accounting / IFRS



Shipping



Banking & Finance



Real Estate



Payroll



HR



Business English



Managements & Business Skills



Business Writing



Tailor-made seminars





02.

Our Corporate
Responsibility
strategy

Our approach



Our most significant societal impact comes from the work we do every day supporting our clients across the globe. We believe in sharing PwC's greatest asset – the skills, knowledge and talent of our people – to build trust, drive change and support the development of communities and society. We focus on education, building the capacity of NGOs and supporting social and micro enterprises.



Our ambition is to invest in the future and growth of 15 million people, NGOs and social and micro enterprises all over the world, in order to help them maximise their potential by 2022. We also seek to be responsive and responsible for the impact our work has on people and the planet.

Our focus areas



Responsible business

As a professional services provider, we're committed to helping organisations reduce risk, seize opportunities, and become more sustainable. But responsible business is also about quality and integrity, so we place great emphasis on maintaining an ethical culture, as well as equipping our people with the required knowledge to advise clients in a way that supports their long term success. For information, please visit [Responsible business](#).

Community engagement

Our community investments are an important part of our efforts to build trust in society and solve important problems. We're focused on helping individuals build the skills they need to prosper, as well as building the capacity of NGOs and the social enterprise sector. We design our community programmes to maximise our impact for our most significant community stakeholders, leveraging our professional skills and the potential of our people. For information, please visit [Community engagement](#).



Workplace, people and diversity

Providing an environment in which our people can give their best is fundamental. Our objective is to create and maintain a great place to work with an inclusive and respectful culture, as well as to enhance the wellbeing of our people. This means developing a diverse pool of talented people and creating a high performance culture, motivating our people to flourish. For information, please visit [Workplace, people and diversity](#).

Environmental stewardship

One of our main objectives is to minimise the carbon footprint from our operations. As a professional services firm, we rely on natural capital much less compared with many other industries. But our clients, our people and other stakeholders still expect us to minimise our impact, and as a responsible business, we want to do everything we can. For information, please visit [Environmental stewardship](#).



CR Governance

At a network level CR is governed at PwC by the Global Corporate Responsibility Board (GCRB) chaired by Colm Kelly, GCRB Board Chair, Global Tax & Legal and Global Purpose Leader, and comprised of global and local leaders from across the network.

01. Colm Kelly, GCRB Board Chair, Global Tax & Legal and Global Purpose Leader
02. Bridget Jackson, Corporate Sustainability Director, PwC UK
03. Dale Meikle, Global People and Experience Leader, Culture and Diversity
04. Jaivir Singh, Vice Chairman, President and CR Leader, PwC India
05. Kirsty Jennings, Global CR Leader
06. Renate de Lange, PwC Netherlands Markets Leader - Member of Dutch Board of Management
07. Shannon Schuyler, Principal Chief Purpose Officer and Responsible Business Leader, PwC US
08. Celine Herweijer, Partner and WEF Young Global Leader, PwC UK
09. Charlotte Hsu, Partner and CR Leader, PwC Singapore
10. Mary Waldron, Global Chief Risk Officer

The Sustainable Development Goals

The Sustainable Development Goals (SDGs), adopted by the 193 United Nations (UN) member states, are 17 goals which address economic, environmental and social impacts, and are designed to form a blueprint for good growth by 2030.



PwC is a proud signatory to the UN Global Compact since 2002 and is committed to its mission to support companies to operate responsibly in line with the ten principles and take strategic action in advancing the UN Sustainable Development Goals.

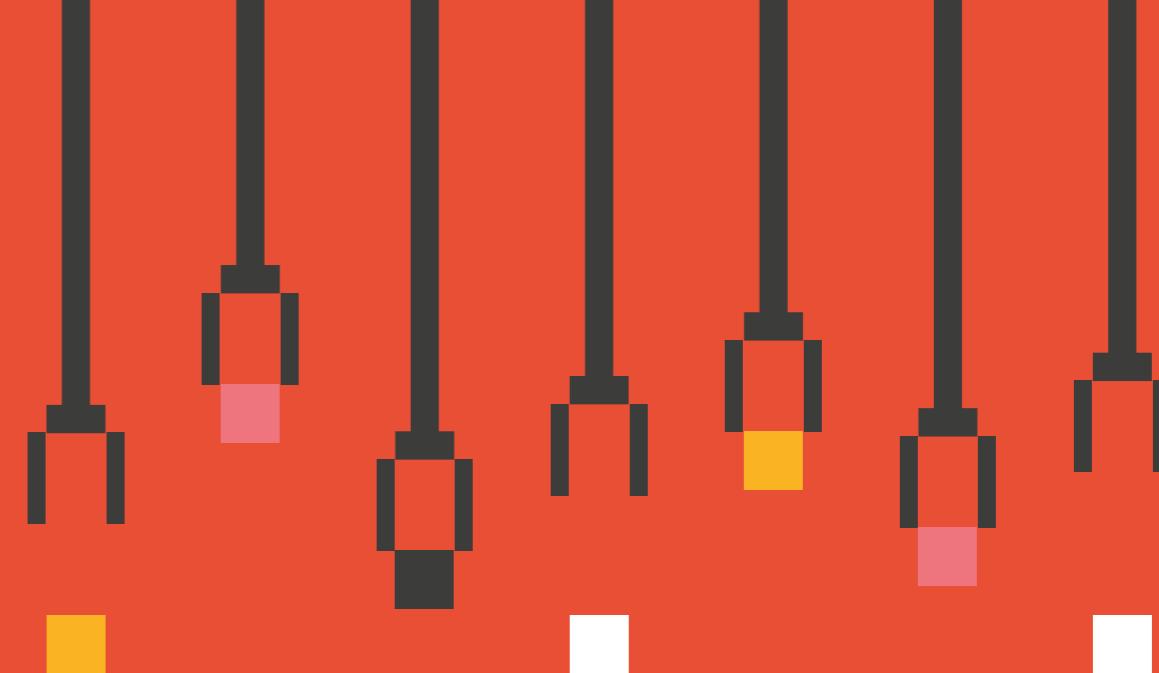
At PwC we have prioritised the SDGs that are the most relevant to our CR strategy in order to make a difference in our society. By reading the following chapters of this report, you will find how our strategic framework and actions match the SDGs.



Stakeholders' engagement

We have a wide range of processes for engaging with our different stakeholders. We define our stakeholders' groups taking into account the people who have interest in our activities and whose actions and views are significant to us and have impact on our business. Our stakeholders' groups include those where we have a legal, commercial or moral responsibility – such as our regulators, clients and the communities in Greece. Our people and suppliers are also important because our business operations depend on them. We include our alumni and graduates who may become our clients and employees. Equally important are the NGOs, social and micro enterprises as well as the media who bring to us diverse perspectives of our business and areas requiring attention.

The following table describes the basis of our engagement and the results on each stakeholder group.



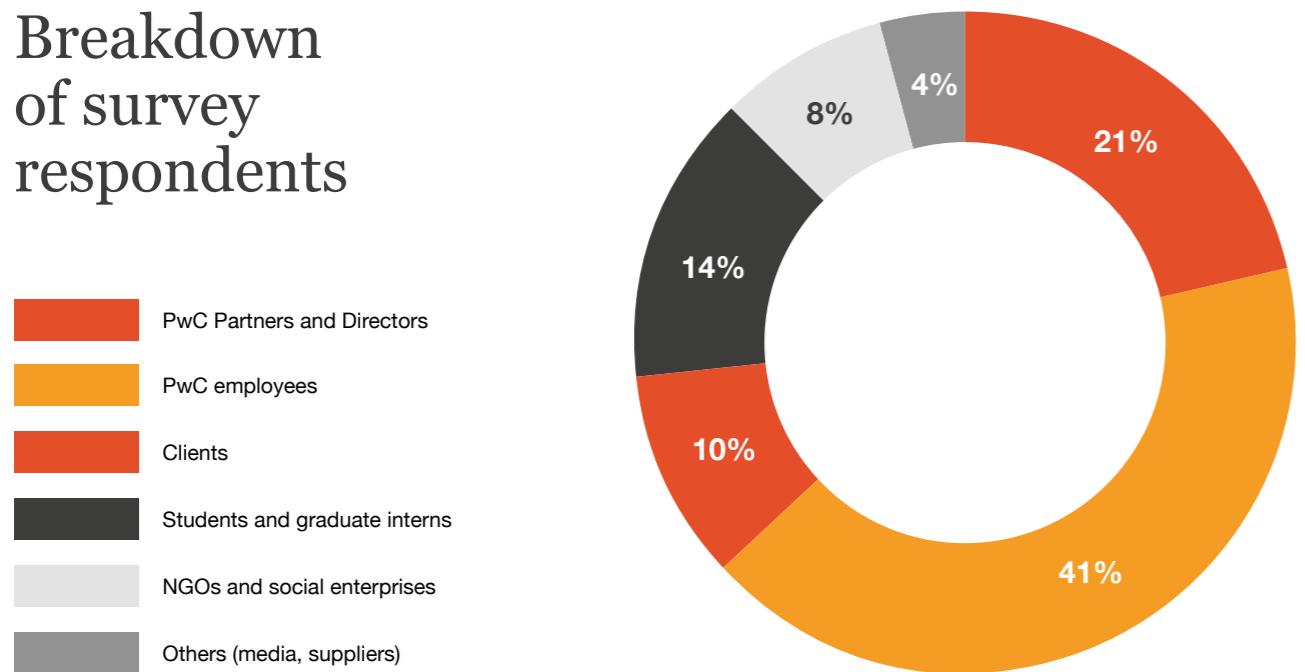
Stakeholders	Why we do it	How we listen	How we respond	Stakeholders	Why we do it	How we listen	How we respond
Partners and staff	<ul style="list-style-type: none"> Enhance talent strategy Support the wellbeing and safety of our people Create a diverse and inclusive workplace Strengthen our strategy and decision-making Understand attitudes, and change behaviours 	<ul style="list-style-type: none"> Annual Global People Survey PwC Professional Leadership Framework Training and Development Performance appraisals and feedback Surveys, campaigns 	<ul style="list-style-type: none"> Incorporate their feedback in our strategy Introduce new initiatives to improve wellbeing and work-life balance Enhance continuous education and the development of our people 	Suppliers	<ul style="list-style-type: none"> Enhance quality of service and sustainability standards in our supply chain Identify new opportunities to collaborate on sustainability and the environment 	<ul style="list-style-type: none"> Supplier tendering process Continuous dialogue for mutual improvement Surveys and performance assessments 	<ul style="list-style-type: none"> Enhance procurement policies Improve supply chain sustainability performance Reduce our carbon footprint
Clients	<ul style="list-style-type: none"> Stay up-to-date on industry developments and business challenges Identify opportunities to improve our value offer Understand the importance of sustainability for our clients 	<ul style="list-style-type: none"> Relations management and continuous dialogue Win/loss analysis Client satisfaction surveys Brand monitoring Conferences, events and fora 	<ul style="list-style-type: none"> Incorporate their feedback in our strategy Share our sustainability credentials, environmental practices Exchange ideas in CR activities 	Media	<ul style="list-style-type: none"> Communicate our performance and strategy Manage our reputation Provide trustworthy analysis and insights 	<ul style="list-style-type: none"> News releases and announcements Press Conferences Social media discussion Articles, interviews 	<ul style="list-style-type: none"> Publish research and insights on hot Greek market issues Share Thought Leadership and insights
Policy makers/ Regulators	<ul style="list-style-type: none"> Provide business perspective and new insight through collaborative exchange Respond to inquiries, inspections, reviews and consultations Maintain a responsible business environment 	<ul style="list-style-type: none"> Ensure compliance with existing regulations Continuous dialogue Participation in standard setting bodies and fora 	<ul style="list-style-type: none"> Improve our responsible business performance Ongoing refinement of our work quality metrics 	Alumni	<ul style="list-style-type: none"> Update them on PwC developments Share business insights Help them build professional networks 	<ul style="list-style-type: none"> PwC Greece Alumni LinkedIn group Invitation to events Share Thought Leadership 	<ul style="list-style-type: none"> Intensify our dialogue and interaction Establish and maintain strong relations
Local communities	<ul style="list-style-type: none"> Improve community engagement Shape programmes that maximise shared value Develop opportunities to broaden the perspective and experience of our people 	<ul style="list-style-type: none"> Help them acquire the skills necessary for their sustainability Provide professional expertise that will add value to them Support through volunteering programmes 	<ul style="list-style-type: none"> Strengthen the volunteering initiatives of our people Reduce "charity" contribution, increase value-adding sustainability support 	Graduates/ Students	<ul style="list-style-type: none"> Understand career motivations and job search behaviours View their perception of PwC Inform candidates about career choices to widen talent pool 	<ul style="list-style-type: none"> Career events Social media Seminars and training Internships 	<ul style="list-style-type: none"> Upgrade our internships programme Enhance university career events participation Leverage support to youth organisations

Stakeholders' engagement

Stakeholders' engagement is a critical starting point for developing our strategy, reporting and addressing their concerns. Our approach to stakeholders' engagement has evolved over the last years. In FY2019, we conducted an online survey in order to better understand how our stakeholders view important issues and align them with our strategy.

We have developed our stakeholders' list taking into account the impacts of our business and the people who are interested in our activities and whose actions and opinions are significant to us. We've also conducted one to one interviews with a number of key stakeholders, in order to get a deeper understanding of the survey results.

Breakdown of survey respondents

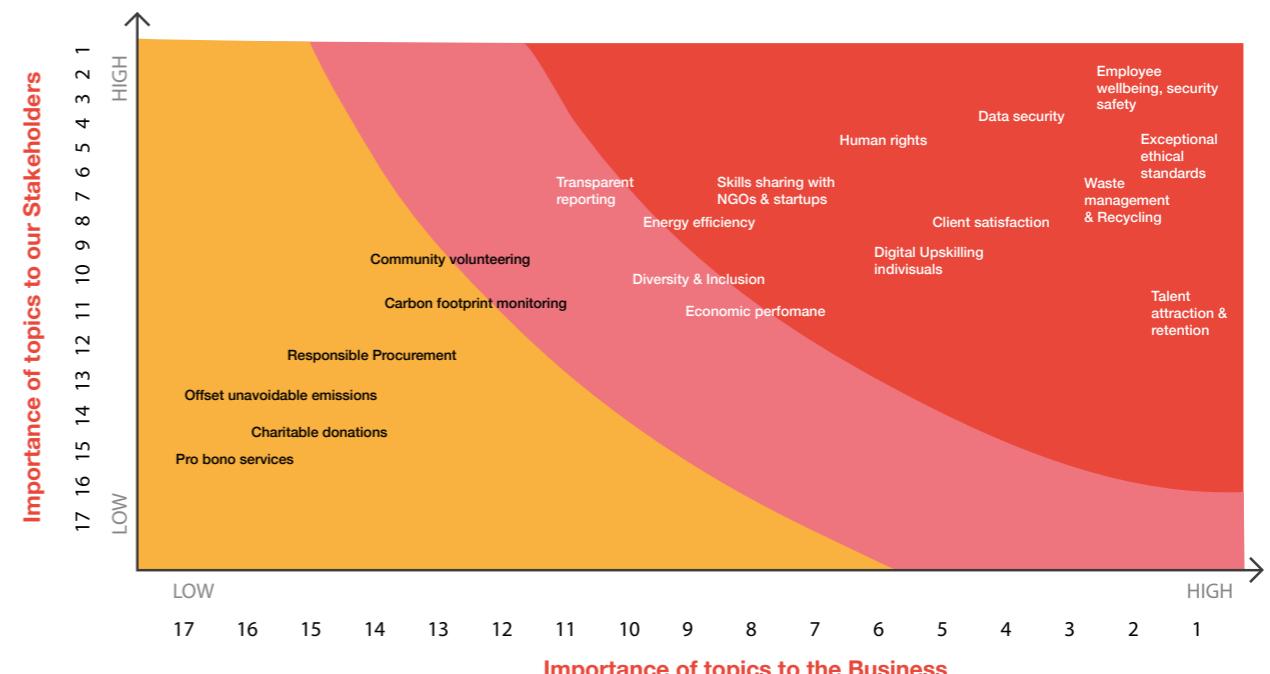


Materiality matrix

In FY2019, using the results of our online survey, the feedback we got from stakeholders' interviews as well as field research, we have created our first Materiality Matrix in order to check how our approach to sustainability and our actions reflect the interests and concerns of our key stakeholders. Also, we have embedded both the survey results and our stakeholders' feedback from interviews in our FY2020 strategy.

We used the feedback we received from our clients, employees, students and graduate interns, NGOs, suppliers and media to understand the importance of key sustainability topics to our stakeholders. And we used the feedback from our Partners, Managing Directors and Directors to understand the business perspective, reviewed and validated by our Leadership.

This Materiality Matrix represents the result.



Priority topics

Through our stakeholders' engagement, we identified the following priority sustainability topics:

	Responsible business		People, workplace and diversity		Community engagement		Environmental stewardship
<ul style="list-style-type: none">1. Exceptional ethical standards and business conduct2. Top quality, data security and client satisfaction3. Economic performance	<ul style="list-style-type: none">1. Talent attraction and retention2. Employee wellbeing, security and safety3. Diversity and Inclusion	<ul style="list-style-type: none">1. Foster local entrepreneurship. Upskill small businesses, NGOs and individuals2. Bridge the gap between education and business3. The engagement of our people	<ul style="list-style-type: none">1. Waste management and recycling2. Energy Efficiency3. Carbon footprint monitoring and minimising				

In the following chapters, we are presenting how we embed these priorities in our strategy, as well as the relevant actions we have taken.

A high-angle photograph of a modern office building's interior. The building features a distinctive fan-shaped facade with large windows. In the foreground, a spiral staircase with a dark metal railing is visible. To the right, an atrium with a light-colored, textured floor is where a group of six people in professional attire are gathered around a circular table, looking at architectural blueprints. The overall aesthetic is clean, minimalist, and modern.

03.

Responsible
business



Our approach

Purpose defines who a business is and why it exists, acting as a vital guidepost and benchmark to every decision.

Our purpose is to build trust in society and solve important problems. The trust that our clients, communities and our people place in PwC, together with our high standards of ethical behaviour, are fundamental to everything we do. Being a responsible business is central to our purpose, and is at the heart of our sustainability strategy. Our business commitment is to help organisations reduce risk, seize opportunities, and become more sustainable. But for responsible business, equally important are the high ethical standards, quality and integrity in everything we do.

Our top priorities and material topics



01

Exceptional ethical standards and business conduct



02

Top quality, data security and client satisfaction

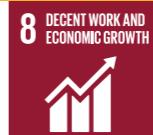


03

Economic performance

Contributing to the SDGs

SDG #8



Decent work and economic growth. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

01. Upholding exceptional ethical standards



We are committed to uphold and embody ethics, transparency and integrity in all aspects of our work and behaviour. As a professional services firm, much of our success depends on our ability to build and sustain trust. Our leadership sets the tone for our ethical approach, promoting a culture, policies and expectations that support and encourage all of our people to 'do the right thing', especially when they have to make difficult decisions.

Our business judgment is free from bias, conflicts of interest or undue influence of others. We follow processes and procedures to identify and address any actual or potential conflicts of interests. We embed the need for quality throughout our business, with detailed procedures and policies addressing ethics, anti-corruption and anti-bribery, Independence and client engagement, among others. We also expect our suppliers to conform to similar ethical standards. We stay on track by measuring our progress and complying with our network policies and local regulations.

The internal programmes and systems that support us in upholding our values include:



[PwC's Code of Conduct outlines](#)

Our Code of Conduct is a frame of reference for the decisions we make every day and can guide us in everything we do. It reinforces the importance of conducting business within the framework of professional standards, laws, and regulations, together with our own policies, values, and standards, even as we work across borders. Our Code of Conduct outlines the values and behaviours that define how we do business. It holds us accountable to be open-minded and responsive and to give our best. Knowing, understanding, and living the Code, is a fundamental part of who we are as PwC professionals, and what we stand for. Our Code of Conduct reflects the significant changes in our world, the very nature of our work and how we do business today, as well as our need as trusted professionals to understand how to continue to behave ethically in the face of all of these changes.



Anti-corruption

Our Code of Conduct makes it clear that we have zero tolerance for bribery and corruption. It's absolutely unacceptable for our people to solicit, accept, offer, promise or pay bribes. Policies, training and procedures designed to prevent bribery are in place. We train our people on anti-bribery, anti-corruption and anti-money-laundering as part of their professional and ethical responsibilities.



Third party Code of Conduct

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.



Complaints and allegations / Ethics helpline

Speaking up is an essential element for building trust. It is the right thing to do. We have the responsibility to report and express our concerns fairly, honestly and professionally. So we encourage our people to speak up when dealing with behaviour or facing a situation that doesn't seem right. For complaints and allegations, we have a confidential mechanism including an Ethics Helpline that ensures confidentiality and enables our people to feel comfortable. We listen and take action. We have a designated Partner and an Ethics Team always available for guidance, consultation and support to all our people. Any reported issues for misconduct are timely dealt with.



Human Rights Statement

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, either directly or indirectly. Our unwavering commitment to human rights is demonstrated through our actions, our involvement in voluntary initiatives like the UN Global Compact, PwC's Global Human Rights Statement and related guidance for our people. We serve clients and communities around the world, working to achieve our purpose: to build trust in society and solve important problems. Every day, we come together to make this happen, and whether we're working with PwC people or others, we depend on each other to be mindful of our ethical responsibilities. Our approach to human rights is already well integrated into our existing business practices, for example as part of our Human Capital, Procurement, Ethics & Compliance and Corporate Responsibility activities.

Principles

We will:

- Seek to avoid causing or contributing to adverse human rights impacts through our own activities, and address such impacts if they do occur in a timely and appropriate manner.
- Seek to prevent or mitigate adverse human rights impacts that are directly related to our operations, products and services through our business relationships.
- If we identify that we have caused or contributed to adverse human rights impacts, provide for or cooperate in their remediation through legitimate processes.
- Continue to look for ways to support the promotion of human rights within our operations and our sphere of influence.



Independence

As auditors of financial statements as well as providers of other professional services, we have to comply with the fundamental principles of objectivity, integrity and professional behaviour. Any independence breaches are reported to the Partner responsible for Independence and the Territory Senior Partner. Disciplinary actions are determined in accordance with our policies. Our Independence emphasises these requirements in relation to our assurance clients. We have policies and processes based on the ISQC1 issued by the International Accounting and Auditing Standards Board, and the Code of Ethics for professional accountants issued by the International Ethics Standards Board for Accountants (IESBA). Where appropriate we apply the rules and standards issued by other regulatory authorities, such as the US Securities and Exchange Commission (SEC), the PCAOB and the European Commission. These policies and processes enable PwC to comply with professional and regulatory standards of independence concerning our services. Where other local standards go beyond the international requirements, as a member firm in that jurisdiction we're required to comply.

Independence Partner and team of experts

As each PwC firm, in PwC Greece we have a designated Partner and a team of professional specialists, responsible for managing Independence and support the business.



Panagiotis Zisis
Risk Management and Independence Leader, Assurance Partner

Engaging our people in Independence training

All our people – from trainee to Partner – must fully comply with Independence requirements and must confirm their Independence. To make sure that they understand what it means in their daily work, we provide them with a set of training courses that are critically mandatory. Most of the courses are applicable to employees in all Lines of Services. Also for specific Independence matters, there are trainings exclusively to the audit staff.

Performing regular Independence checks

We conduct Independence checks (regularly and randomly) in order to verify the accuracy of the Independence statements made by our management and staff. We also test all new partners joining PwC before they actually enter the partnership. Given the rotation of audit mandates, some partners and staff get disposal notices to sell newly restricted services. Concerned people have then 14 days to dispose of their securities.

Client and engagement acceptance

The reputation and success of PwC depends on the professionalism and integrity not only of each one of us but also on our client relationships. As such, to help protect PwC and its reputation, we have rigorous procedures not only for accepting new clients but also for assessing our continuing relationships with existing clients, as well as approving specific engagements. These policies and processes help us understand whether risks related to an existing or potential client and/or engagement are manageable, and whether we should be associated with particular businesses or people.

Our principles for determining whether to accept a new client or continue serving an existing client are fundamental to delivering quality which goes hand-in-hand with our purpose to build trust in society. We have established policies and procedures for the acceptance of client relationships and engagements that consider whether we are competent to perform the engagement and have the necessary capabilities, including time and resources, can comply with relevant ethical requirements, including Independence, and have appropriately considered the integrity of the client and any reputational risks therein.



Ethics and Compliance training

We make it clear that we expect our people to embrace both the spirit and the letter of these requirements. We conduct mandatory annual refresher training on Ethics and Compliance for all our Partners and staff that helps them understand our ethical requirements and responsibilities. Our new joiners go through Ethics and Compliance training during their onboarding experience. Training content consists of ethics and business conduct, Independence, anti-money-laundering, fair competition, anti-corruption, information protection and insider trading. We also conduct specialised Independence training for Partners and employees across the firm.

All Partners and staff go through Annual Refresher learn courses



1,225

employees and Partners were trained in FY2019

1,103

employees and Partners were trained in FY2018

New joiners' training



285

new joiners in FY2019

266

new joiners in FY2018

Independence updates



366

participants in FY2019

158

participants in FY2018



Transparency Report

PricewaterhouseCoopers S.A. publishes a [Transparency Report](#) where we provide important information and facts about the auditing firm's legal structure, corporate governance, financial performance and the procedures we have in place with regard to Independence, professional training and quality management as well as information about the audited entities. We publish this report as a requirement to Regulation (EU) 537/2014, but most importantly as part of our commitment to providing transparent and meaningful information about our assurance services. Our Transparency Reports are uploaded on our [website](#).

02. Quality, data security and client satisfaction



Quality and Risk Management

Our performance significantly contributes to building trust in our clients, in each other, and in our communities. Our reputation is defined by this trust, as well as integrity, and achieving high quality sustainable value. We deliver on our commitments.

The quality and impact of our work is critical. All PwC firms engage in quality control and compliance monitoring. These activities cover services provision, ethics and business conduct, compliance with Independence standards, information protection and other professional standards.

Our leadership is responsible and committed to ensure that the design and operation of our internal quality management system remain effective to serve its purpose, confirmed by PwC network annual compliance reviews. In addition, our external regulators are the Hellenic Accounting and Auditing Standards Oversight Board (HAASOB) and the Public Company Accounting Oversight Board (PCAOB) who help establish auditing and related practice standards.



Distinctive quality

PwC firms are members of PricewaterhouseCoopers International Limited (PwCIL) and have the right to use the PricewaterhouseCoopers name. Each firm is a separate legal entity operating locally in countries around the world.

As members of the PwC network, PwC firms share knowledge, skills and resources. We are bound to abide by certain common policies and to maintain the standards of the PwC network as put forward by PwCIL, and we supplement those with additional policies and procedures designed to ensure compliance with all applicable standards and policies. We, as well as the other PwC firms, are committed to working together to deliver quality service offerings which consistently achieve the specific expectations of clients, the expectations of the market and shareholders.

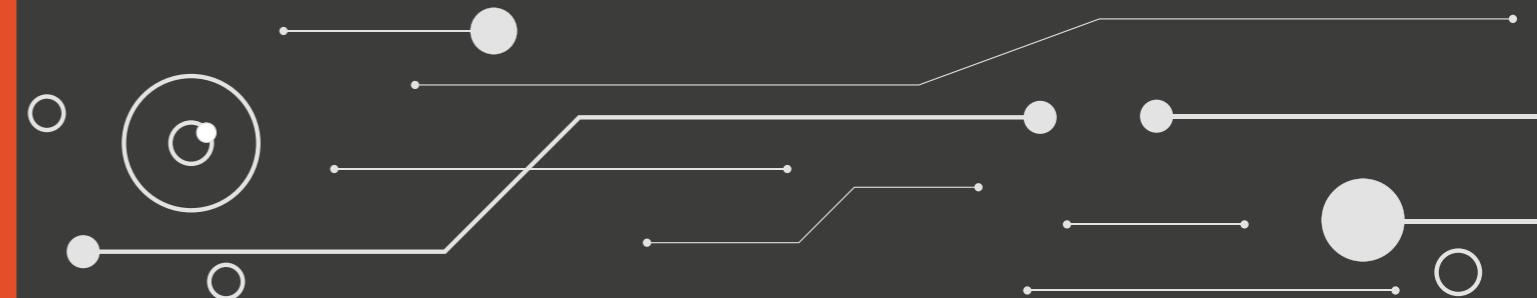
We're committed to delivering the highest quality outcomes. The culture of quality and excellence is the bedrock of how we work on a daily basis. Every year all employees participate in our mandatory annual Independence, ethics and compliance training and in a required annual compliance confirmation. This is to confirm our employees' understanding of the compliance with PwC's risk management standards and policies.

With a shift towards technology and innovation, we continue to develop our people through technical training by enhancing their technology and data analytics skills, in order to continue to deliver quality and value and remaining relevant in the market and ahead of the digital transformation in the business world.



Digital upskilling

In FY2019, we started progressively implementing PwC network's structured plan that is changing the way we collaborate and do business, while making us fit for the future. This plan is part of our efforts towards embracing change and moving into the future with agility, while remaining relevant to our clients, our people and society. We're using new technologies that empower collaboration, support innovation and help us re-imagine how we work together. Digital upskilling is a big strategic priority for PwC globally and we will be announcing more initiatives in the next 12 months.



Business Continuity Management

We have policies, procedures and systems that support Business Continuity Management. We base our Business Continuity Management System (BCMS) on a comprehensive Business Continuity Management Framework that continuously seeks to improve the resilience of our firm and enables the delivery of effective response as well as the recovery capability for any business disruption. The programme aims at minimising the impact on our people, client services, business operations, as well as protecting the PwC brand. Our BCMS is designed and implemented in line with PwC network standards, while PwC Greece is currently in the process of being certified with ISO 22301.



Data security

Confidentiality is critical to our business. Misusing or losing confidential client information or personal data could expose our clients to risk, or us to legal proceedings and harm our reputation. All Partners and staff receive regular training on their confidentiality obligations.

Information security is a high priority for us and our clients. To ensure the continued protection of our firm's information and technology assets and to maintain a secure environment for growth, we implement the PwC Global Information Security Policy, enriched with local legal and regulatory requirements in order to align it with industry standards and voluntary certifications.

We also undergo second and third party audits to assess our ISMS for improvements where necessary.



Data Protection and Privacy

We are strongly committed to protecting the privacy of personal data that we maintain about PwC clients, employees and other individuals. As part of this commitment to privacy, we regularly review our data protection practices to comply with applicable laws, industry standards and best practices.

As a result of the European Union's General Data Protection Regulation (GDPR) which came into effect on 25 May 2018, and due to other territorial regulations impacting privacy, PwC has established a comprehensive global programme - the Network Data Protection Programme (NDPP). NDPP provides a basis for, and a consistent approach to data protection compliance across the PwC network and within each member firm, including PwC Greece.

An overarching goal of the NDPP is to promote a vision, practices and standards across the PwC network that achieve a robust level of protection and appropriate use of the personal data of our people, clients, vendors and other stakeholders.

All PwC network member firms are now in the process of implementing the requirements of the NDPP through their own local programmes, building upon existing confidentiality and security processes and standards. These new programme requirements are extensive and cover multiple functional areas and aspects of our business, all in pursuit of accountability and transparency in how PwC collects, processes, protects and disposes of personal data.



Client satisfaction and Client Feedback Programme

As a professional services firm, our core business is serving our clients and creating value for their businesses and their stakeholders. In PwC Greece, we work with over 1,400 clients from different industries, ranging from large organisations to micro enterprises and private clients.

We engage with them to understand industry and business challenges, identify opportunities to improve the value offer of our contribution and interalia understand the importance of sustainability issues for them.

We actively seek feedback from across our client portfolio both informally throughout the course of our work as well as our formal rolling Client Feedback Programme. During the last two years, we've received over 640 responses across a representative sample from our client portfolio.

Our aim is to identify how we can improve the value and relevance of our performance and our clients' experience. Equally important while working with our clients is living up to our values. So in the last two years, we have been asking our clients to assess the extent to which PwC's people live our values. Our aim is to assess if positive behaviours are indeed perceived from our clients. The results are summarised below.

Values rating average in FY2018 and FY2019 (Scale 0-10)



The detailed analysis of the underlying responses provides us with the information to continue to improve on our ambition of living our values.

03. Our contribution to economy



We focus on building sustainable economic growth for the benefit of our clients, suppliers, Partners and staff, as well as the communities where we live, work and serve. Some of the economic benefits resulting from our activities in our country are:

- Contributing to the Greek economy
- Supporting Greek jobs
- Responsible Procurement
- Training to NGOs, social and micro enterprises to become sustainable
- Mentoring and training students and individuals on employability skills for the workplace of the future
- Paying government taxes



Contributing to the Greek economy

We help complex systems function – whether capital markets, tax or the economic systems within which business exist. We help private, public and social sector organisations look at the bigger picture, by striking a balance between staying competitive, driving innovation, enhancing engagement and preserving our environment.

The direct spending relating to our activities generates important value to our communities, providers and the broader Greek economy. This direct spending in turn produces indirect spending by our stakeholders, thus generating additional impact to the economy. We lead the conversation on tackling important problems impacting businesses, public authorities and communities.

We also contribute to our country's economic performance by strengthening the economic and financial performance of our clients through our assurance, tax and advisory services.



Supporting Greek jobs

As of 30 June 2019

 Our headcount was **1,172 persons.**

We hired 285 new employees.

As of 30 June 2018

 Our headcount was **1,057 persons.**

We hired 266 new employees.



Responsible procurement and supporting Greece's businesses

Our purchasing process takes into consideration the economic, environmental and social impacts of our spending. At PwC Greece, we're committed to respecting fundamental rights and reducing the social, environmental and ethical impacts of our purchasing process. We seek contractors and businesses and follow the PwC network's approach to responsible procurement, take into consideration and use local suppliers whenever applicable.



Financial results

In the Financial Year ending
30 June 2019 (FY2019)

The total revenues of all
PwC Greece firms reached
91,370,738.68 €

In the Financial Year ending
30 June 2018 (FY2018)

The total revenues reached
87,727,686.53 €



Our tax footprint

In the Financial Year 2019
(01/07/2018-30/06/2019)

The total taxes paid by all
PwC Greece firms were
47,521,239.22 €

In the Financial Year 2018
(01/07/2017-30/06/2018)

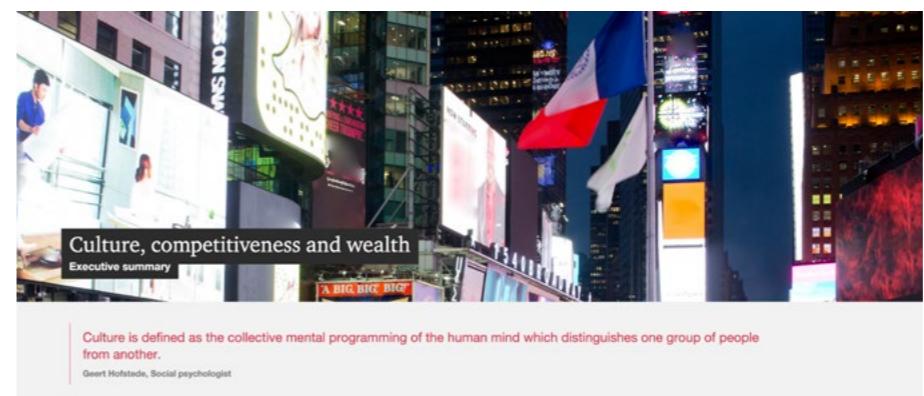
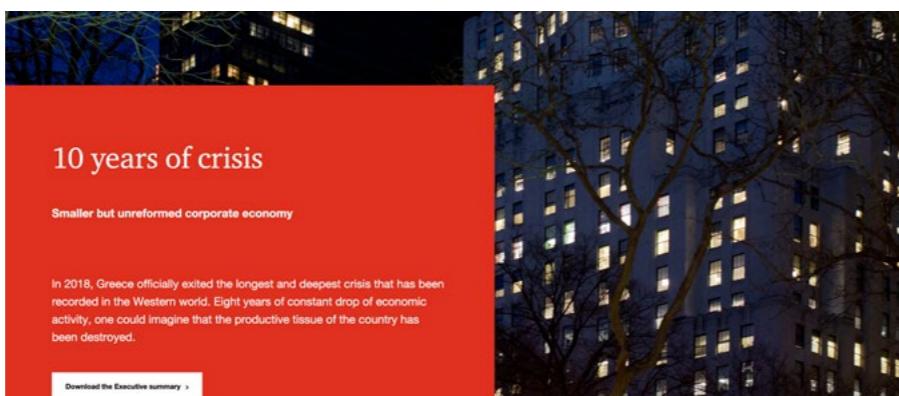
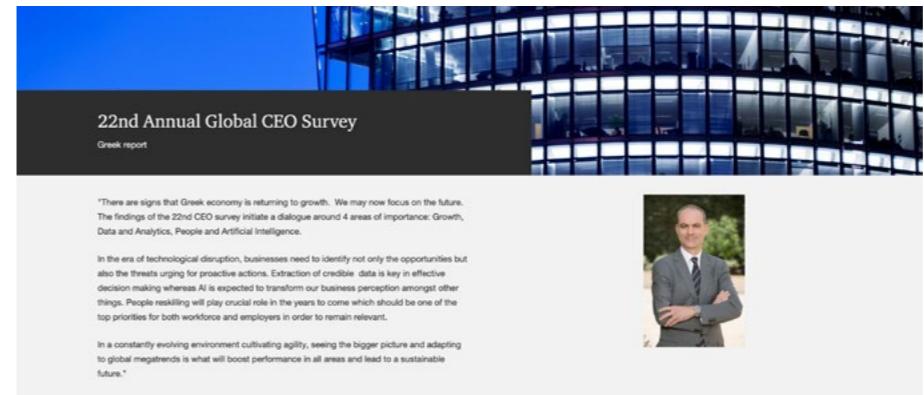
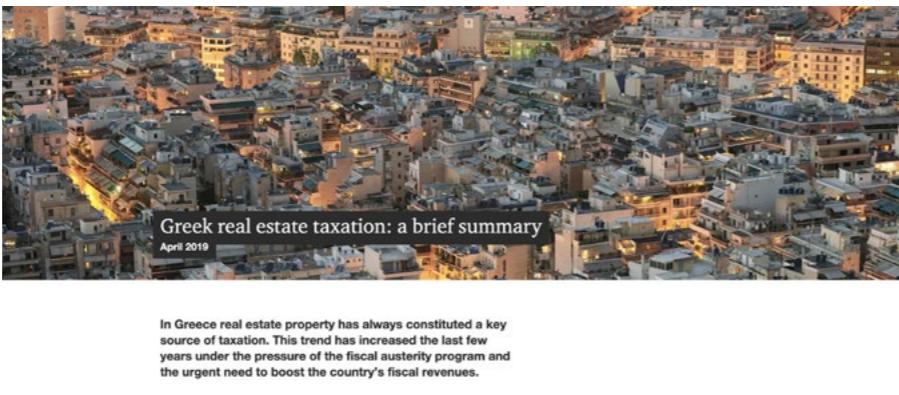
The total taxes paid by all
PwC Greece firms were
39,731,665.02 €



Sharing our insight with Thought Leadership reports

We conduct reports on hot topics of the Greek market in order to share our insight with our stakeholders and stimulate dialogue on diverse perspectives.

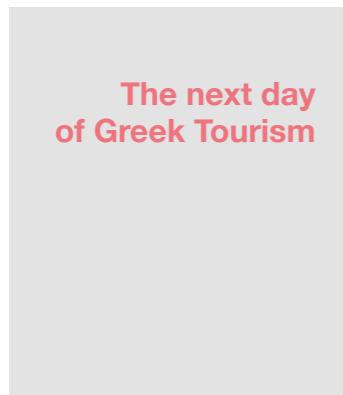
FY2019 reports





Sharing our insight with Thought Leadership reports

FY2018 reports



The next day
of Greek Tourism



68% of foreign tourist arrivals originates from EU countries
50% of all hotels are Stars and less than 25% are Zombies
€6.2bn investment needs for a 5 year period for construction of beds, capacity upgrades and heavy maintenance
18 reported hotel transactions in main destinations in 2017 and 2018 worth €310m



Fire protection
in Greece

What's missing?



PwC Global Family
Business
Survey 2018

Greek report



PwC Global Family Business Survey 2018
Greece report

94% are concerned about attracting the right talent
80% concerned about impact of digital disruption on growth prospects
9% have a robust, documented and communicated succession plan in place



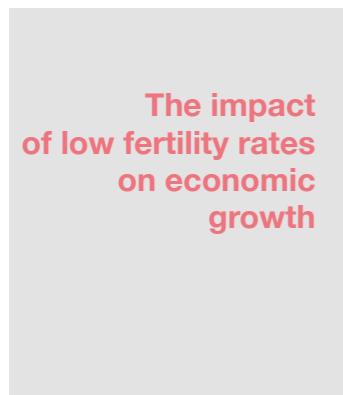
The Food & Beverage sector in Greece
On the verge of change

1/3 of total revenue of the Greek manufacturing sector
63% of revenues stemming from 1% of the companies
111k employees representing 36% of total employment of the Greek manufacturing sector



The Food
& Beverage
sector in Greece

On the verge of change

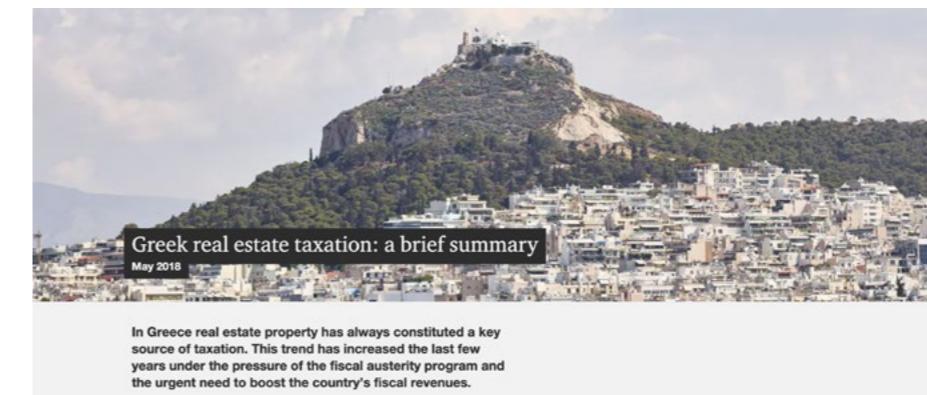


The impact
of low fertility rates
on economic
growth



The impact of low fertility rates on economic growth

370.000 drop in population during the economic crisis
30.000 more deaths than births during 2011
1.3 children per woman in Greece below European average (1.6)
12 years older comparing to 1960 (median age)



Greek real estate taxation: a brief summary
May 2016

In Greece real estate property has always constituted a key source of taxation. This trend has increased the last few years under the pressure of the fiscal austerity program and the urgent need to boost the country's fiscal revenues.



Greek real estate
taxation

A brief summary



Professional memberships

We are members of the following institutions, professional bodies and discussion boards:

- Hellenic Federation of Enterprises ([SEV](#))
- Federation of Industries of Northern Greece ([SEVE](#))
- Athens Chamber of Commerce and Industry ([EVEA](#))
- Hellenic Management Association ([EDE](#))
- Hellenic Association of Insurance Companies
- American-Hellenic Chamber of Commerce
- British-Hellenic Chamber of Commerce
- German-Hellenic Chamber of Commerce
- Chinese-Hellenic Chamber of Commerce
- South Eastern European Energy Forum
- Hellenic Association of Management Consulting Firms ([SESMA](#))

Many of our Partners and high-level executives are members of the ICAEW (Institute of Chartered Accountants, England and Wales) as well as the Institute of Certified Public Accountants of Greece and other European countries and other professional Institutes or associations.

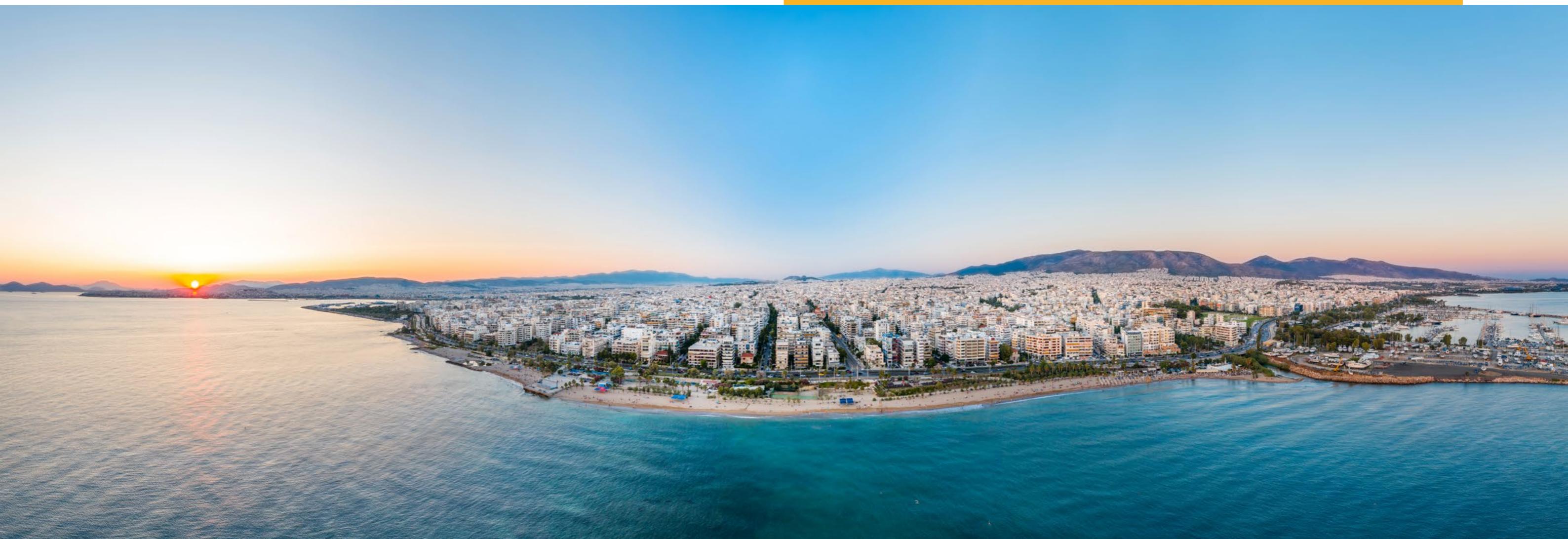


PwC network global events in Greece

We organise conferences and events as well as sponsor initiatives for responsible business, growth and development. Also, our Marketing & Communications Corporate Events team promotes Greece as a venue for international conferences and meetings of the PwC network. During the past 10 years we have successfully organised over 30 EMEA and Global events, bringing together colleagues from around the world that have expressed excellent satisfaction levels.

PwC network meetings organised in Greece in FY2018 and FY2019:

- Global Insurance Meeting
- ITS EMEA Leaders Meeting
- Advisory University
- EMEA Young Leaders Real Estate Conference
- PAG European Meeting
- PwC SMT Member Firm IT Conference
- Global OGC Leaders Meeting
- Global E&C Leaders Meeting
- PwC International Basketball Tournament
- Global Client Development Summit





04.

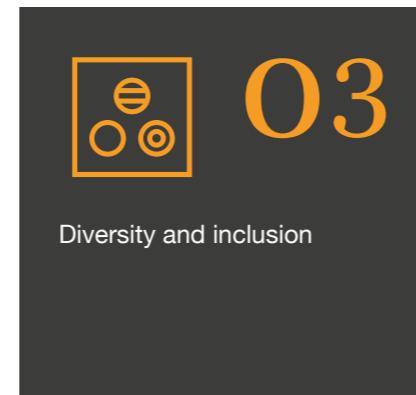
People,
workplace
and diversity



Our approach

Our people are our biggest strength. Our delivering distinctive client service as well as the work we do for our communities and other stakeholders depends on the quality of our people. Caring for our people is a PwC value and a core element of responsible business. Our Global People Vision is to be the world's leading developer of diverse talent. We want our people to have the best possible employee experience, from the moment they apply for a job at PwC and throughout their career with us.

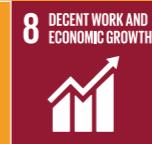
Our top priorities and material topics



Attracting and retaining talent

Contributing to the SDGs

SDG #8



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

SDG #4



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Our people are at the heart of our business strategy and success. We recruit and develop a diverse pool of talented professionals and graduates. Our goal is to remain an employer of top choice. We nurture an environment with a high performance culture, enabling everyone to flourish and realise their full potential.



In FY2019
we hired

285 people

▲ 3.45% compared to FY2018
(266 people)

▲ 24% compared to FY2016
(173 people)



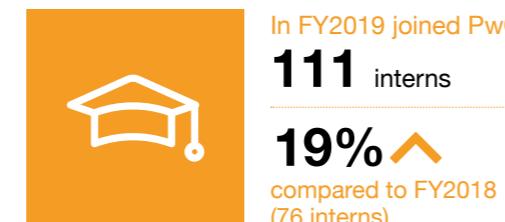
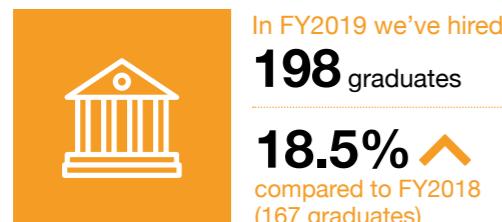
In FY2019
we hired

147 new women

▲ 6% compared to FY2018

Investing in youth

In addition to attracting talented experienced professionals, PwC is among the largest recruiters of graduates in Greece. We help students and graduates find their path and build their future. We stay close to the Academia, Universities and Career Centres all over Greece and have a strong global partnership with AIESEC. Our Human Capital professionals advise students about the skills necessary for the fast evolving business world and train them in developing interview and CV writing skills.



We organise Onboarding full-day events for our new hires, creating an experience that sets the tone going forward in PwC's culture. Onboarding helps our people to connect and engage, accelerates their productivity, and drives higher retention. It's interactive, personalised, social and uses advanced technologies to enable agile productivity. Our employee engagement is essential to us, so after Onboarding we run a special survey to monitor the opinions and expectations of our new hires. We also use their feedback to further improve the Onboarding experience. Here are some of the key results that concern PwC Greece in FY2018 and in FY2019.



Performance and career development

We motivate our people in shaping their desired careers. We invest in their development by providing them with the technology, the tools and training needed for the future.

The PwC Professional



The PwC Professional is our global framework for defining and encouraging leadership at all levels. It describes the capabilities and behaviours we need to adopt in order to meet the expectations of our clients, colleagues and communities. Within the PwC Professional framework, there are five attributes which enable our people to meet the challenges of the future.

- 01** Whole leadership
- 02** The ability to build genuine, trust-based relationships
- 03** Business acumen
- 04** Technical capabilities
- 05** Global acumen

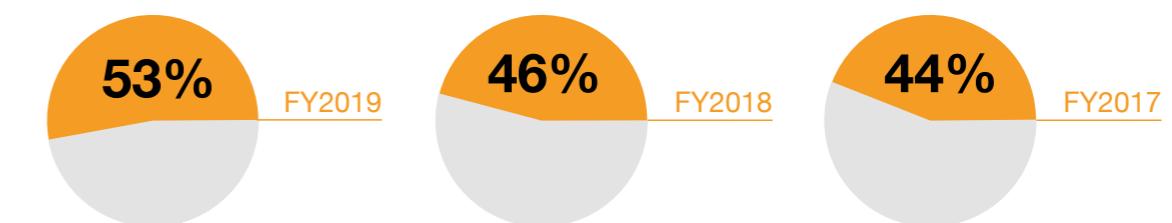
Recognition, remuneration and reward strategy



We constantly revisit, reevaluate and revamp our approach regarding Rewards and Recognition (Total Reward Strategy) to ensure that our people feel valued and are compensated fairly for their effort toward the firm's success. This contributes to our broader strategy to attract and retain the best people for the firm.

In FY2019, as part of our Total Reward Strategy, we introduced the Kudos recognition scheme to empower our team leaders, recognise our people and promote behaviours aligned with our values.

Our people appreciate our commitment and this has been reflected on the results on our Global People Survey (GPS) regarding Rewards and Recognition Index which reached a **3-year high score in FY2019 (53%)**.



Staff remuneration is reviewed on an annual basis and right after the annual performance review processes have been completed (i.e. all performance ratings and promotions are finalised). During this process an individual's merit increase (fixed pay) and performance bonus (variable pay, eligibility based on management level) are agreed and finalised. Decisions are based on the individual's performance (i.e. performance rating), management level, job profile/role and firm's/group financial performance.

Throughout the process, our Human Capital Rewards team makes sure that transparency, fairness and internal equity standards are in place by closely monitoring overall pay levels, merit increase and performance bonus suggestions and gender pay gap indices. You may find more information in the "Diversity and inclusion" section of this chapter.

360° constructive feedback



Coaching and feedback are incorporated in our performance management cycle and on a project/regular basis. Our feedback process works both ways and we regularly ask for our employees' feedback on the performance of the people they work with. We listen carefully and focus on comments that are constructive, information-specific, issue-oriented, and based on observed behaviours. We design our feedback process in order to help the recipient understand what their strengths are as well as exactly what they need to do to develop.

Global Mobility Programme



PwC's global mobility programme matches high-performing individuals interested in international assignments with PwC member firms in need of support. These assignments, which can be short or long-term, allow us to bring another dimension to the services provided to clients while accelerating career development and personal growth. Our strategy continues to evolve to support client needs, drive business growth and create opportunities for our people to build global acumen and develop their careers.

18 of our employees

participated in the
Global Mobility Programme
in FY2019 and
13 in FY2018.



Empowering our people through training and development

We emphasise the importance of real-time development at PwC so our people continuously improve their professional skills and enhance their personal brand. We offer a wide variety of training and development opportunities so our people stay relevant in the marketplace and build their credentials and experiences. We believe learning is two-way and comes through on-the-job experience, meaningful discussion and exchange of ideas as well as activities. Our coaching culture promotes timely feedback to support our people's growth.

In FY2019 the average training per employee was **55.3 hours**

▲ **25%**

compared to FY2018 (33 hours/employee)
Source: PwC's Learning Management System, Vantage



In FY2019 we implemented **785 programmes** for upgrading employee skills and transition assistance programmes

▲ **20%**

compared to FY2018 (527)
Source: PwC's Learning Management System, Vantage

Our training programmes include:

- **Professional qualifications and certifications:**
ACCA, ACA, IESOEL, CFA, CIA, CIMA, Actuary, CISA, IFRS, ADIT.
- **Global Assurance Curriculum:**
Helps our employees in Assurance upskill as mandated by the professional requirements for continuous education and stay up to date with the latest technical developments.
- **PwC's Advisory University:**
Offers various learning and educational programmes, in addition to local consulting development programmes.
- **Assurance 2020:**



We organise
a five-weeks
training



of a total
162 hours



239 of our
Assurance
hours

The content included
ACL (Audit Command
Language) and ITGCs
(Information Technology
General Controls).

• EMEA Tax Academy for tax professionals

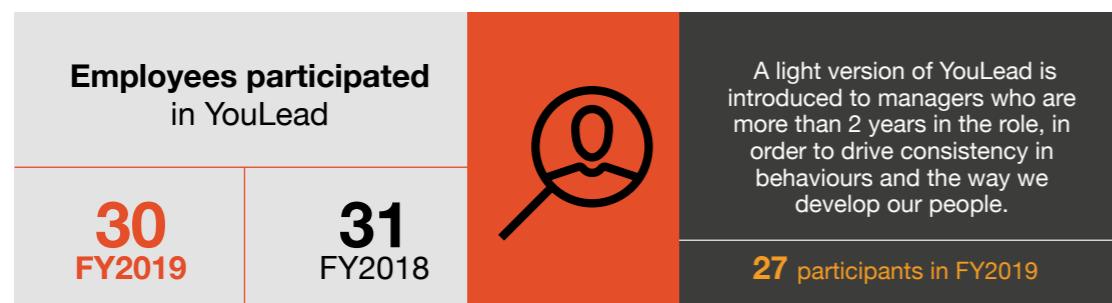
Tax Academy enables building solid knowledge and brings tax professionals from different PwC member firms to share knowledge and their experience.

Vantage: Our learning experience reimagined

We invest in the continuous learning and development of our people by using innovative digital tools. In FY2019, we launched a new elearning interactive platform "Vantage", available for all staff globally. Vantage gives easy and fast access to a wealth of content, empowering learners to self-organise their development in real time. We also offer free-to-enrol elearning by collaborating with Coursera. Coursera is the largest massive open online course platform in the world and partners with more than 140 top universities such as Stanford, Yale and Princeton.

YouLead

Our aim is to develop leaders who are committed to their personal as well as team development. In FY2018, we launched YouLead, an innovative programme, designed for newly appointed Managers. YouLead aims to enhance leadership skills, self-confidence and help transition to their new role. The programme's structure is modular and interactive. Elements of the programme are designed and adapted to the needs of each group to keep it fresh and relevant.



Altitude

In FY2018 (November 2017), 28 of our Senior Associates joined 'Altitude', an innovative self-leadership development programme, focussing specifically at this stage of their career. They enjoyed various fun and developmental activities with colleagues from five other PwC firms abroad in order to develop their leadership skills, build lasting relationships and proactively plan their career path.

Development Centres for Senior Associates.

In FY2018, we formally introduced Development Centres for Senior Associates.



Certifications and awards

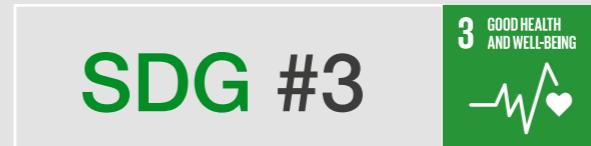
- PwC Greece is an Accredited Training Employer of the Institute of Chartered Accountants, England and Wales (ICAEW).
- PwC Greece is an Approved Employer of the Association of Chartered Certified Accountants (ACCA).



Trainee Development - Platinum

Employee wellbeing, security and safety

Contributing to the SDGs



Caring for our people is central to our culture and our priority. Most important, prioritising wellbeing brings our values to life for our people everyday. In PwC's annual Global People Survey our people told us that flexibility and wellbeing is the most important or critical thing that needs to change at PwC Greece and their teams.

Through our "Be well, work well" programme we shape our employees' experience and empower them with activities year-round. Our aim is to demonstrate that wellbeing is a state of physical, mental, emotional and spiritual energy balance. We provide to our people a sense of thriving and flexibility in order to enjoy life to the full and live and work at their best.

Our "Be well, work well scorecard" and "Habits' bank" enable our people assess their energy levels and discover new habits that can increase their energy levels, bringing their whole self to whatever they're doing in and outside work. We also take every opportunity to advise our people to take care of themselves during different sessions of their professional training.

In the next pages you will find some examples of initiatives, programmes and activities we implemented to improve our people experience year-round in FY2018 and FY2019.

“Be well, work well” days



One Friday per month we organise wellbeing sessions in order to remind our people the importance of wellbeing and enable them to find different ways to achieve it. On these days, we offer early leave option.

Activities include

- Employee Assistance Programmes workshops
- Healthy breakfasts
- Mindfulness sessions
- Stretching and work physio 20 minutes individual sessions with a holistic therapist
- Nutritious cooking lessons
- Nutritious smoothies and office snacks

In PwC, flexibility is a wellbeing enabler



We encourage everyday flexibility giving our people the tools and setting the culture to let them work in the best way for them and our clients.

Activities include

- **Work from home:**
In FY2019, we introduced a new policy, giving to all our employees the voluntary option to work remotely upon manager's approval once a week.
- **Summer policies:**
Early leave on Fridays.
- **Maternity leave:**
We offer more days on the top of the law requirement, as well as monetary gifts for childbirth and marriage.

Health care

We provide our employees and Partners as well as their dependents with one of the best Life and Health care group insurance which we revamped in FY2019. In addition, we have free service of doctor's monthly visits in our premises. We provide free check-up for all.

Hope on PwC's Bus



In FY2019, we launched a new bus service driving our people to/from the metro station nearest to our premises. It makes our commuting easier, while it also helps us reduce our carbon footprint!

Green lifestyle

- Filtered water fountains in all our buildings
- Baskets full of fresh fruit regularly stored
- Professional Nutritionist visits our premises to help our people design their nutrition plan.
- Nutritious food and vegan choices in our restaurant.
- Ticket Restaurant food vouchers card for all our employees, recharged monthly
- Gym, yoga and sports training discounts

A healthy mind in a healthy body

Since 2013, we've established the Employee Assistance Programme (EAP) which helps our people and their families with personal and work-related issues that may impact job performance, health, mental and emotional wellbeing. EAP free services apply to employees at all levels as well as their families. These services include a 24/7 support line for confidential counselling, workshops in our premises year-round, and individual counselling sessions.

Sports and recreation teams

We encourage our people to participate in sports and recreation teams, supported by our firm. PwC's Action Teams have professional coaches and cover a variety of activities such as basketball, football, tennis, trekking and running. Also, during the last 13 years, PwC's Theatre Team annually performs plays with the guidance of a professional director, from Shakespeare to Aristophanes and modern dramas and comedies.

Enjoying ourselves and having fun in our teams is an important element of building relationships.

Diversity and inclusion

Contributing to the SDGs

SDG #5



To have an impact and serve our communities, stakeholders and clients, we need diverse talent. It's imperative that we attract, retain and develop diverse professionals to spur innovation, drive growth and sustain competitive advantage in the marketplace.

Our people come from diverse cultures and backgrounds, bringing a wide range of experiences, perspectives, insights and skills. And we're committed to provide an environment of inclusion where everyone can flourish, enabling both women and men to fulfil their aspirations and deploy their full potential.

Advancing and supporting diversity and inclusion isn't just the right thing to do. An inclusive workplace enables us to embrace the diverse backgrounds and perspectives of all our people to create better outcomes for stakeholders and society.



Global Inclusion Index

We at PwC Greece took part in the Global Inclusion Index, which is one of the ways we track our progress. It's an innovative framework that provides a clear picture of diversity progress in our leadership pipeline at PwC, including where we need to take action.

Gender Pay Equity Review

The PwC network is committed to pay equity. PwC firms regularly conduct comprehensive reviews of compensation data to understand any differences between and among staff, and make adjustments as appropriate. At PwC Greece we took part in PwC's global Gender Pay Equity review in July 2018. Our results came out positive, since overall the non-demographic pay gap between men and women in our firm was at 3,2%, even better than the global threshold recommendation based on published guidance (e.g. Equality and Human Rights Commission).

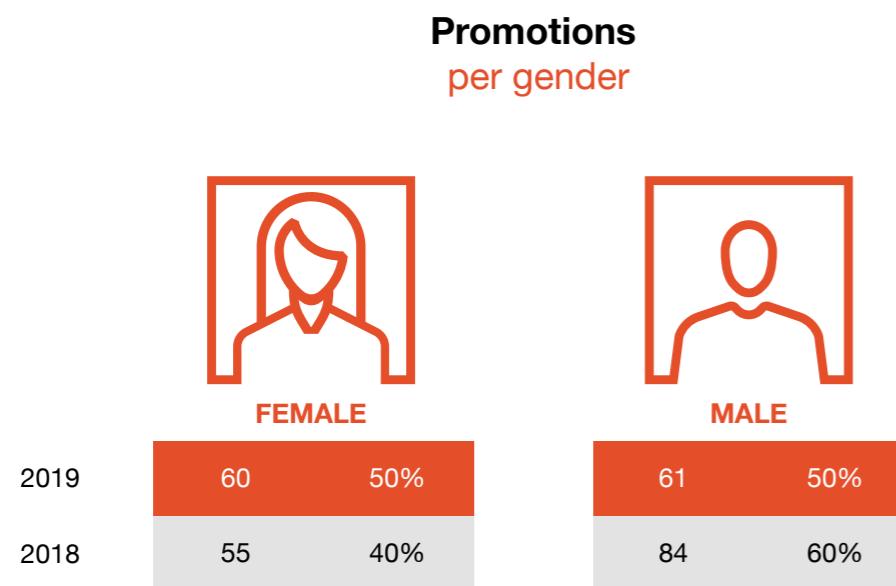


Mary Psylla,
Diversity Leader
Tax & Legal Leader

"My personal journey in PwC began more than 15 years ago in Tax practice. During those years, I've experienced many high-points and encountered just as many challenges. I became a Partner in 2004 and five years later Tax Leader and a Member of the Executive Committee of PwC Greece. As Diversity Leader, I'm proud of the progress we've made so far in improving our work environment, ensuring gender pay equity in our firm. We've come a long way. But at the same time, we recognise that our journey is not complete and must increase our efforts towards gender balance all over our firm. Ultimately, our goal is to create a truly diverse workplace, where all people have equal opportunities to progress and every single person feels like they belong."



Raising awareness in breaking the glass ceiling



Empowering women in Greece

We support the social enterprise Women on Top. In FY2019, we participated in a conference organised by them aiming to empower unemployed women. Also, we invited Women on Top to give advice to our female employees who have challenges raising small children.



Year round we organise a series of events, activities and campaigns to raise awareness about the different aspects of diversity and inclusion among our people and external stakeholders.

- We run internal campaigns explaining what unconscious biases or blind spots are and how they can potentially manifest themselves in the workplace, on International Women's Day and throughout the year.
- We invite female market leaders to deliver inspiring speeches about confidence, stereotypes and equality during our internal events to empower our female Directors and Partners.
- For the last three years we have been participating in the [Athens Authentic Marathon](#) supporting an initiative of Muscle Dystrophy Association (MDA) Hellas. Three MDA members in wheelchairs participate in the Marathon race assisted by volunteer runners. PwC's runners have been participating in the Finish Liners team since the beginning.
- We support two female runners with inspiring life stories, Paralympic swimming champion [Alexandra Stamatopoulou](#), and one of the Greek Marathon runners, [Gloria Privileggio](#).
- We actively participate in the [Women in Business](#) series of events organised by In FY2019

Committed to the UN's HeForShe movement



PwC is an active supporter of UN Women's HeForShe movement, which aims to mobilise men around the world as advocates of change for global gender equality. As a HeForShe IMPACT champion, we continue to take action to engage all our people in advancing gender equality.



The voice of our people

In PwC Greece, we also monitor the diversity dimension through our own results in PwC's Global People Survey and we use the findings to understand how our people experience diversity and inclusion at work.



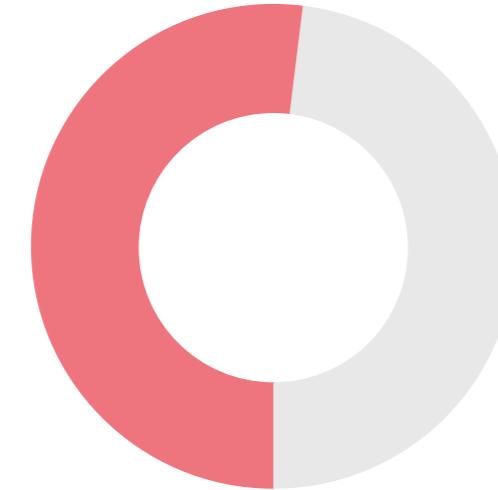
Our workforce

With more than 1,000 people employed in Athens and Thessaloniki, PwC Greece is the largest professional services organization in the country.

We aim for a balanced gender representation in our human capital.



52%



TOTAL OF 1172

FY2019



48%

562

100%



50%



TOTAL OF 1057

FY2018



50%

525

100%

Per region	Male FY2019	Female FY2019		Male FY2018	Female FY2018
Athens	549	600		514	523
Thessaloniki	13	10		11	9
Total workforce	562	610		525	532

Per region	Male FY2019	Female FY2019		Male FY2018	Female FY2018	
Permanent term contract employee	506	90%	561	92%	457	88%
Fixed term contract employee	56	10%	49	8%	61	12%
Total workforce	562	100%	610	100%	518	100%

Per region	Male FY2019	Female FY2019		Male FY2018	Female FY2018	
Full time employees	560	99.6%	601	98.5%	518	100%
Part time employees	2	0.4%	9	1.5%	0	0.0%
Total workforce	562	100%	610	100%	518	100%

Our female new hires increased by 6% compared to FY2018 and by 8% to FY2017 (126 persons)

New hires

New hires	FY2019		FY2018	
Women	147	52%	122	46%
Men	138	48%	144	54%
Total	285	100%	266	100%

Our workforce

We make efforts to reach gender diversity across managerial positions, yet recognise that we have to do more on top level.

Partner-Senior Director-Director Senior Manager-Manager	FY2019		FY2018	
Female	144	47%	135	48%
Male	162	53%	149	52%

Position	FY2019		FY2018	
	Female	Male	Female	Male
Partner	4	22	4	21
Senior Director / Director	10	31	11	27
Senior Manager	36	35	28	30
Manager	94	74	92	71
Total workforce	144	162	135	149

Promotion per gender	FY2019		FY2018	
	Male	Female	Male	Female
Male	60	50%	55	40%
Female	61	50%	84	60%
Total	121	100%	139	100%

Global People Survey: We listen and respond to the pulse of our people

We cultivate an open-minded work environment where everyone of our people gives us their feedback. Our Global People Survey gives all our people an opportunity to tell us how they feel about working at PwC. It's our key tool to understand the pulse and the views of our people and improve in every aspect of our work.

In order to accurately monitor the pulse of our people in the Global People Survey, we have to achieve a high participation percentage. In FY2019 the response rate to the Global People Survey in PwC Greece was **87%**, the highest over the last three years.

In FY2019, our People Engagement Index was **72%**, **▲ 7%** compared to FY2018.

This score reflects the extent to which employees feel passionate about their jobs and are committed to PwC. It is based on four questions:

I am proud to work at PwC:

83% of our people replied positively,
▲ 6% compared to FY2018.

I expect (plan) to be working at PwC 12 months from now:

78% of our people replied positively,
▲ 6% compared to FY2018.



I would recommend PwC as a great place to work:

64% of our people replied positively,
▲ 7% compared to FY2018.

I am satisfied with PwC as a great place to work

Although the survey takes place annually, it's a year round process where we analyse and assess the results and based on them we make consistent and continuous improvements on our people strategy and relevant actions.

The initiatives described above, such as "Be well, work well" activities, "Work from home", extra maternity leave, increased training and development, new technology tools, are the result of our response to our people's feedback in the Global People Surveys during the last couple of years. Yet improving the experience of our people is always a work in progress in order to attract and retain talent and create the best work environment for them.



05.

Community
engagement



Our approach

We believe that Corporate Responsibility goes beyond conventional “charity”. Our focus is to offer society and local communities what we do best, our services, through our valuable asset, our people who are experienced professionals and eager volunteers.

Our purpose means working with others to help address the biggest issues facing the world, in a way that builds trust. Over recent decades, in Greece and all over the world, there has been a separation of economic growth and societal progress, leaving many people behind. In PwC, we believe that we have a responsibility to be part of the solution to this problem and help people adapt to the future.

To this end, we work closely with NGOs, start-ups incubators and accelerators, as well as students and the academic community. We share with them our know-how and experience in order to help them become sustainable and thrive in a new, fast developing world. Our Corporate Responsibility programme is built in our global ambition.

Through our Social Entrepreneur programme in Greece:

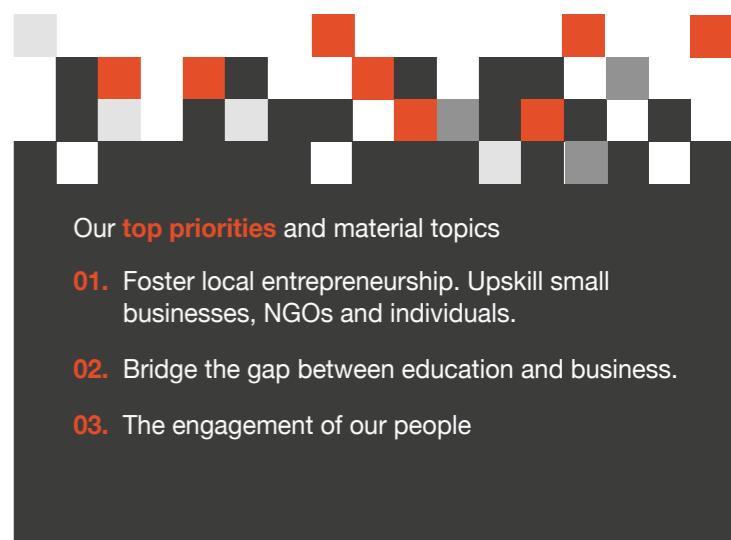
in FY2019,
we reached over

200
small businesses
and social
enterprises,
15 NGOs and
1,038
individuals.

Our community ambition

We're investing in the future and growth of 15 million people, NGOs, and micro and social enterprises to help maximise their potential by 2022.

Our ambition sets the basis of our Social Entrepreneur programme. Our objective is to foster local entrepreneurship and help minimising unemployment in Greece.

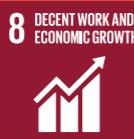


1. Foster local entrepreneurship, upskill small businesses, NGOs and individuals.

Our Social Entrepreneur programme

Contributing to the SDGs

SDG #8



Decent work and economic growth

SDG #4



Quality education

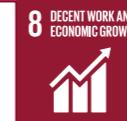
SDG #17



Partnership for the goals

Contributing to the SDGs

SDG #8



SDG #17

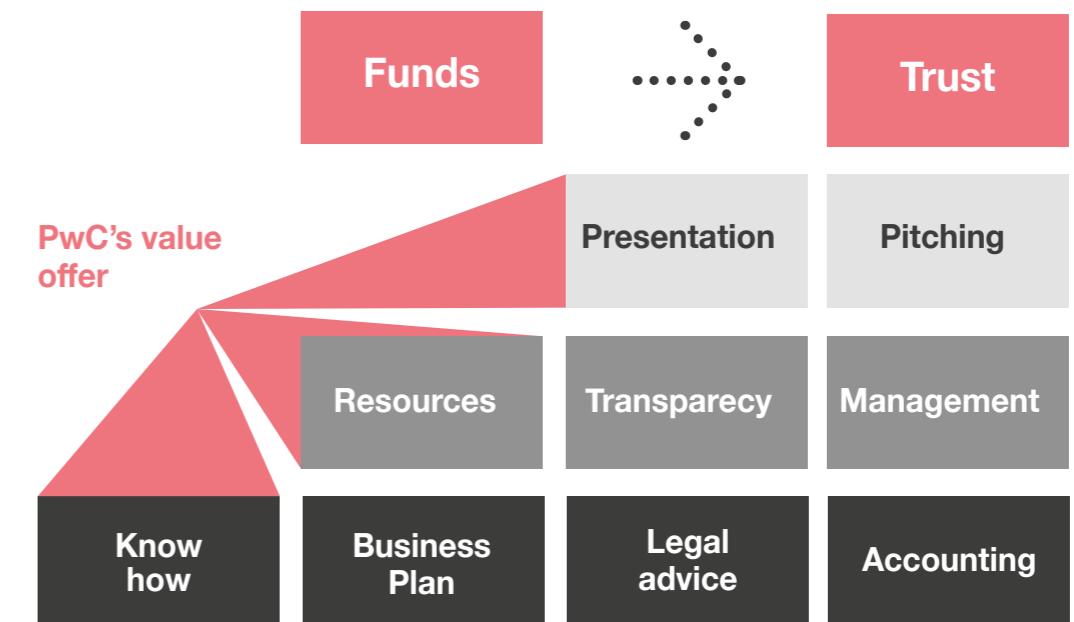


Sharing our knowhow to help others upskill

As part of our CR strategy, we aim to empower the entrepreneurship spirit in Greece and to support the development and growth of start-ups and small businesses. We dedicate our internal resources and join forces with local incubators, accelerators and NGOs. Our people are the strongest supporters of our Social Entrepreneur programme, participating on a voluntary basis during their work time.

Start-ups, small businesses, NGOs and social enterprises need trust in order to obtain the funds they need to succeed. But to gain trust they have to demonstrate that together with their vision they have the skills, the know how and the plan to become sustainable. This is the area where we focus our value offer.

What NGOs, start-ups, small businesses and social enterprises need:



Supporting incubators and accelerators

We support incubators and accelerators by providing training and mentoring to their start-ups, small businesses and social enterprises.

Since two years ago, we have been participating in the Match & Develop events, organised by NBG Business Seeds, in Athens, Thessaloniki, Patras and Heraklion. During these events, we've delivered training on financial literacy for small businesses as well as business writing. Overall we've reached more than 70 start-ups.

We have been supporting Social Dynamo, an incubator for civil society capacity building, offering learning opportunities, professional help and networking to NGOs and groups of active citizens. Our volunteers delivered training on legal basics for social enterprises, financial literacy and reporting, as well as business writing and making effective pitching presentations. We've reached 28 social enterprises and NGOs both in Athens and Thessaloniki.



One of our top stories in fostering entrepreneurship

AFI (Action Finance Initiative) is a not-for-profit social enterprise with a mission to:

- Fund entrepreneurs, who don't have easy access to credit, especially the unemployed and people on welfare.
- Support entrepreneurs to ensure sustainability and development.
- Advocate for a more suitable fiscal and institutional environment for microcredit and entrepreneurship to flourish.



ACTION
FINANCE
INITIATIVE

Sharing the goal to empower entrepreneurs in Greece, we help AFI by providing "in-house" PwC volunteers doing secondments in AFI's premises on full-time monthly basis or part-time. Their role is to consult AFI in order to become more effective, participate in its activities and support the small businesses who are AFI's beneficiaries. Our in-house volunteering programme began in FY2018 and continues long-term.

In **FY2018** and **FY2019** our volunteers:

- dedicated to AFI 1,161 hours
- trained 75 start-ups and small businesses
- mentored 8 start-ups

Key achievements of our volunteers:

- Enabled AFI to measure their impact and create its Impact Assessment and Social Return on Investment reports.
- Helped AFI develop a volunteer recruitment process, also interviewed and recruited new volunteers.
- Provided training to start-ups and small businesses who are AFI's beneficiaries. Subjects were business agility, pitching and presenting to investors, financial literacy and legal basics.

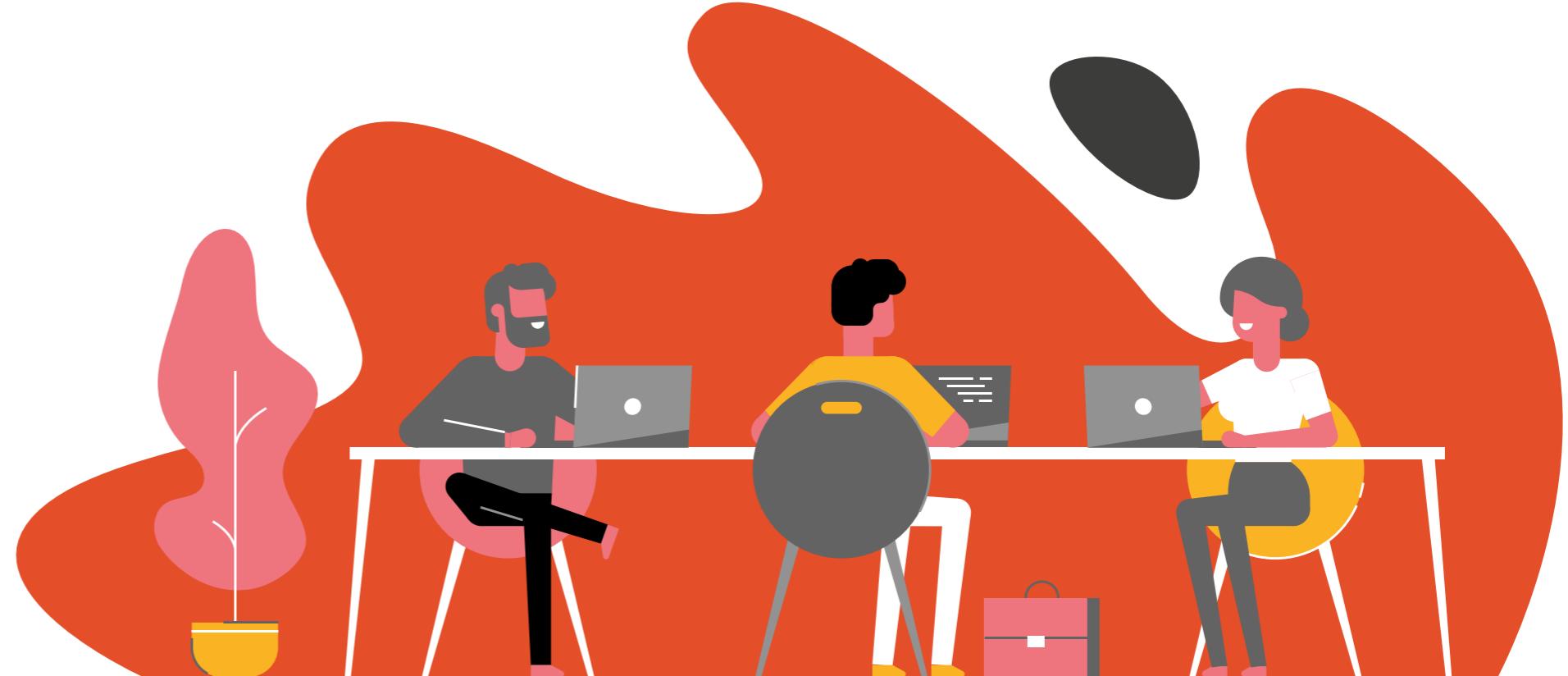


Marisa Antonopoulou
Business Development Manager, AFI

I have been closely working with PwC's volunteers. Their support significantly contributed to our effort of empowering more entrepreneurs in 2018-19, compared to 2017. Moreover, we demonstrated transparency and concrete recorded results in our Social Impact and Social Return on Investment reports. Now the banks' trust to us has increased and the loan process is becoming faster and easier. As a result, in 2019, we've supported **40% more people than during the past two years**. Our brand awareness has strengthened and we've been invited as opinion leaders to speak at microfinance and micro-entrepreneurship events. In April 2019, together with PwC, we've participated as opinion-leaders in the Convergences Forum. This event brought together all stakeholders with the objective to create synergies and boosting entrepreneurship.

Moving forward in FY2020: “New world. New skills.”

One of the most pressing challenges today is the growing mismatch between the skills people have and those needed for the digital world. We're committed to tackling this challenge and encouraging others to join us. We will achieve this by accelerating the upskilling of our own people, helping other organisations prepare their workforces, convening stakeholders including governments and institutions, and making upskilling a key focus of our community programmes. In Greece, our “New world. New skills.” programmes have started as we're producing this report.



2. Bridge the gap between education and business

Education is key to economic competitiveness and social cohesion. It helps individuals and communities to reach their full potential. At PwC, we believe that education is one of the best investments we can make today to address some of the biggest challenges of tomorrow. That's why we've made it one of the pillars of our Community Engagement activities.

Contributing to the SDGs



Support to University students

Our aim is to support the next generation and create strong links between education and business to fight unemployment in Greece. During the past 18 years, we have offered over 176 scholarships to students for postgraduate studies. As a large employer, we have strong relationships with universities' Career Centres and dedicate our resources to upskill students.

In the last two years, we participated in 11 Career Events of universities and youth organisations, supported four student conferences and organised numerous student visits in our premises. In addition, we organise PwC Days on our premises where students from various universities meet our professionals and discuss professional development trends and opportunities.

Student Interns

We welcome student interns! We collaborate with Career Centres from different universities in order to reach diverse groups of students with different backgrounds and studies. We provide them on-the-job training to gain valuable experience for their future. Many of them consider this internship an opportunity to start a career in PwC.

Financial Year	2019	2018
Student Interns in PwC	111	76
Student Interns hired	26	09

AIESEC



AIESEC is the world's largest youth-run organization. It is an international non-governmental and Not-for-profit that provides young people with leadership development, cross-cultural internships, and volunteer exchange globalist experiences. Globally, PwC has partnered with AIESEC for over 43 years, exploring issues of global talent sourcing, youth and corporate responsibility.

In Greece, we have been AIESEC's Corporate Partner and supporter [for more than 12 years](#). We actively participate in AIESEC's conferences and host its members in our premises. We provide them training and presentations about employability skills and developing career paths in the work environment of the future.

AIESEC's Global Entrepreneur initiative connects startups with bright minds passionate to learn and contribute. In FY2018 and FY2019, we participated as sponsors in this initiative since it matches our Social Entrepreneur programme and gave five students the opportunity to experience a three-month internship in startups abroad.



University of Piraeus

For more than a decade, we have been participating in the scholarships' programme of the University of Piraeus, Department of Banking and Financial Management, offering scholarships and internships to its top students.



The Fulbright Foundation



The Fulbright Foundation provides scholarships to Greek students going to the US as well as American students coming to Greece. Since 2011, we have been supporting the Fulbright Foundation, as an enabler of education, cultural exchange, inclusion and diversity. We provide pro bono auditing to the foundation as well contribute to its scholarships programme.



Artemis Zenetou

Executive Director,
Fulbright Greece



PwC provides Fulbright Greece with high quality professional pro bono audit services. PwC's customised approach recognises Fulbright's distinct operational structure, size, governance and financial reporting framework. As an executive of an international nonprofit educational and cultural exchange organisation, PwC services provide us with invaluable support, which enhances effective planning and stewardship of our resources to the direct benefit of the Foundation's mission. We greatly appreciate PwC's support also in our scholarship programme.

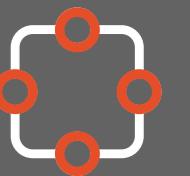
Job-Pairs

Job-Pairs aims to bridge the gap between unemployment and the lack of skills necessary to cover the open positions in the job market. Job Pairs goal matches PwC's purpose to build trust in society and help solve important problems. In FY2019 we started participating in Job-Pairs, through our experienced professionals who help young graduates understand the business world and realise which skills they need



Entrepreneurship Panorama

In the last two years, we've supported the Entrepreneurship Panorama, the largest youth, entrepreneurship and career development event in Greece. During the conferences, five members of PwC's management presented the technical, people and management skills needed for a career at PwC, reaching an audience of 525 students and young entrepreneurs. Also, within the framework of our support, we organised two Business Days in our offices for more than 80 students and graduates.



3. The engagement of our people

Volunteering helps our people feel more engaged, build their network and increase their social awareness. We know that many of our people want to "give something back" to society, whilst developing their skills, so as explained above we tailor our Social Entrepreneur programme so as to offer as many volunteering opportunities as possible.

On the other hand, we're aware that our people also enjoy being involved in community activities outside of our work scope. For this reason, our portfolio of community support includes a mix of skills sharing, training, mentoring and community volunteering. This mix offers our people a variety of ways to contribute in any way it suits them best.



One for One



In FY2019, we launched "One for One", an initiative that gives a moral incentive to our people to volunteer. For every hour of any type of volunteering, PwC reserves an amount of euro in a fund to be donated to an NGO. At the end of the Financial Year, our volunteers vote for the NGO or social enterprise they wish to receive this fund. At the end of FY2019, our volunteers voted for the ELIZA Society for the Prevention of Cruelty to Children. ELIZA's aim is to protect children who have suffered or are in danger of abuse and neglect, especially preschool age children.

During the last three years, our people contributed

more than
12,000
hours

skills sharing,
mentoring and
community
volunteering

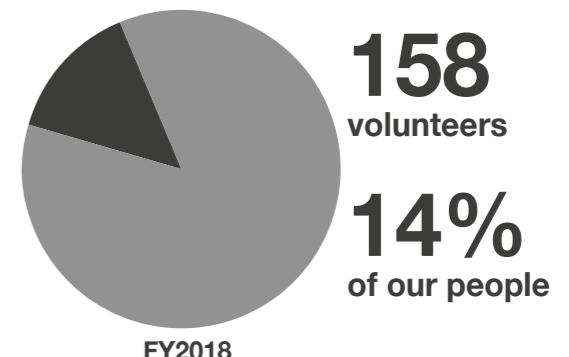
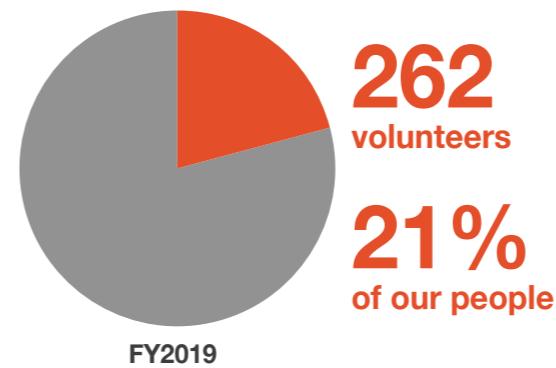
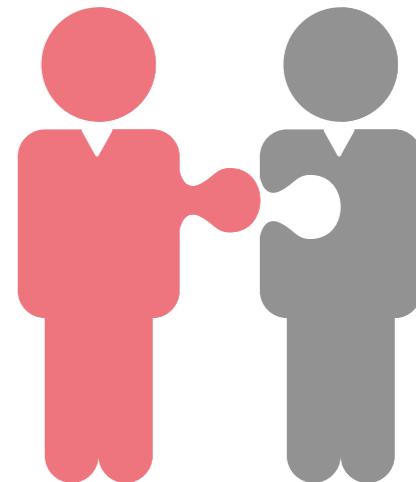
more than
two-thirds
of the time

we invest in communities
involves the use of our
professional skills.*

*Source: PwC's Social Impact Reporting tool

Speed Dating

In FY2019, as a kick-off activity for our Social Entrepreneur programme, we organised a "Speed Dating" between our people, NGOs and social enterprises. The event took place in our premises and was open to every employee or Partner interested. NGOs and social enterprises introduced themselves and "speed dating" followed. As a result of this event, our volunteers increased significantly, while we've enriched our Social Entrepreneur programme with new activities.



*Source: PwC's Social Impact Reporting tool

HIGGS' Speed Dating

HIGGS' is an incubator & accelerator of NGOs and social enterprises in Greece. They organise an annual meeting as a "speed dating" between NGOs, social enterprises and companies active in Corporate Responsibility. We participated and met with 10 NGOs/Social enterprises active in the education and environment sectors. As a result, we've enlarged our community network and opened up to new ideas that will enrich our activities and broaden our reach in FY2020.

Bloode

Bloode is a social enterprise created by young students, which addresses the important problem of finding blood donors. Bloode became the first online platform for blood donors in Greece, raising awareness and enabling people in need to find blood donors. We've met Bloode through the Orange Grove incubator and have been supporting them since the beginning. Our people have joined Bloode's cause and volunteered in our relevant activities. Our support to Bloode has a long-term scope and consists of a mixture of training by PwC's volunteers, financial contribution in order to organise public blood donation, as well as organisation of blood donations in PwC's premises.

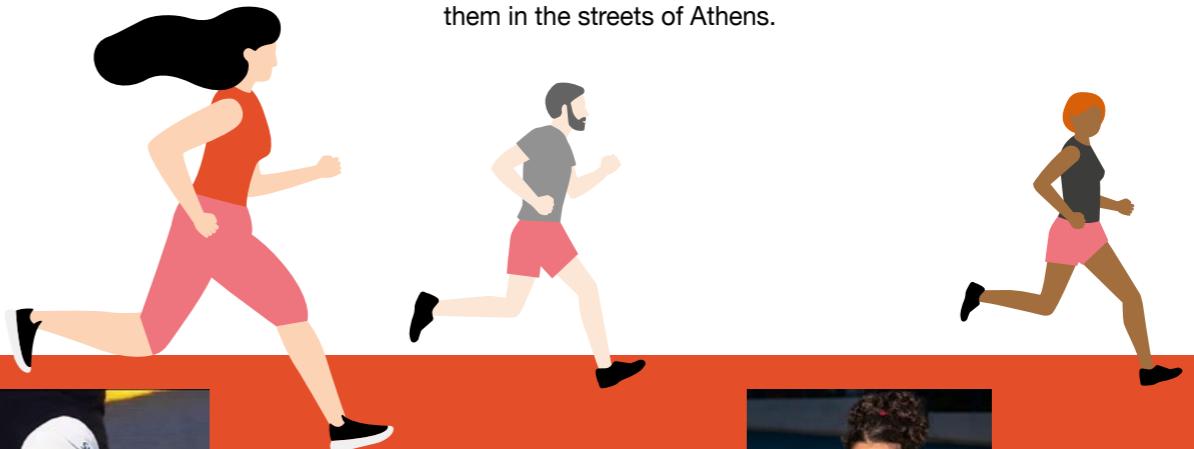


Athens Authentic Marathon

Running together with an NGO to help addressing Diversity and Inclusion

Another example where our people provide a mixture of skills sharing and community volunteering is our support to Muscle Dystrophy Association (MDA) Hellas. MDA addresses the important problem of diversity and inclusion of people with disabilities in the Greek society. Their aim matches our purpose, to help solve important problems as well as our diversity and inclusion pillar. For more than 10 years, we've been supporting MDA by providing them pro bono audit services. Also, our volunteers offer soft skills training to MDA's patients.

But apart from skills-sharing, our people support MDA by participating in its initiative "Finish Liners". This is a team of volunteer runners who take turns pushing the wheelchairs of MDA patients throughout the Athens Authentic Marathon race. PwC's runners have been Finish Liners since the launch of this activity, four years ago. Also, within the framework of this initiative, we organise internal fundraising to cover the needs of MDA patients who are university students with severe disabilities. The Finish Liners initiative has a force multiplier effect bringing together not only the volunteer runners, but their families, friends and colleagues, as well as the large crowd cheering for them in the streets of Athens.



Alexandra Stamatopoulou

Running at the Athens Marathon 2016 together with the MDA Finish Liners, we met Alexandra Stamatopoulou, MDA patient and Marathon Finish Liner. Alexandra is a swimming champion in the Rio Paralympics and has won medals in many international championships. She's also a logotherapist and amateur wheelchair dancer. As part of our inclusion and equal opportunities initiatives, we decided to empower Alexandra Stamatopoulou not only in her preparation to represent Greece in the Paralympics swimming but also in her personal development with soft skills training. Alexandra is currently training for the Tokyo 2020 Paralympics.

"It's all about concentration, hard work and belief."

Alexandra Stamatopoulou, Paralympics Swimmer



Gloria Privileggio

Within the framework of our Marathon activities, we're supporting Gloria Privileggio, one of the top Greek Marathon runners. Gloria is an ardent Finish Liners' supporter, encouraging them with her presence at the Marathon finish line. We also organise internal events where Gloria offers savvy advice to our Running Team and shares with us her experiences of courage, strength and goals setting. Gloria's race inspires us to set high goals and that's why we are proud to support her on her journey towards Tokyo 2020 Olympic Games.

"In the hardest Marathon race of my life, the weather conditions were unbelievable! It was so hot and humid that we could barely breathe. Despite the struggle and negative thoughts in the beginning of the race, knowing that I was representing my country and thinking of the support I got from my people led me to the finish line. Then I discovered an extra power in me."

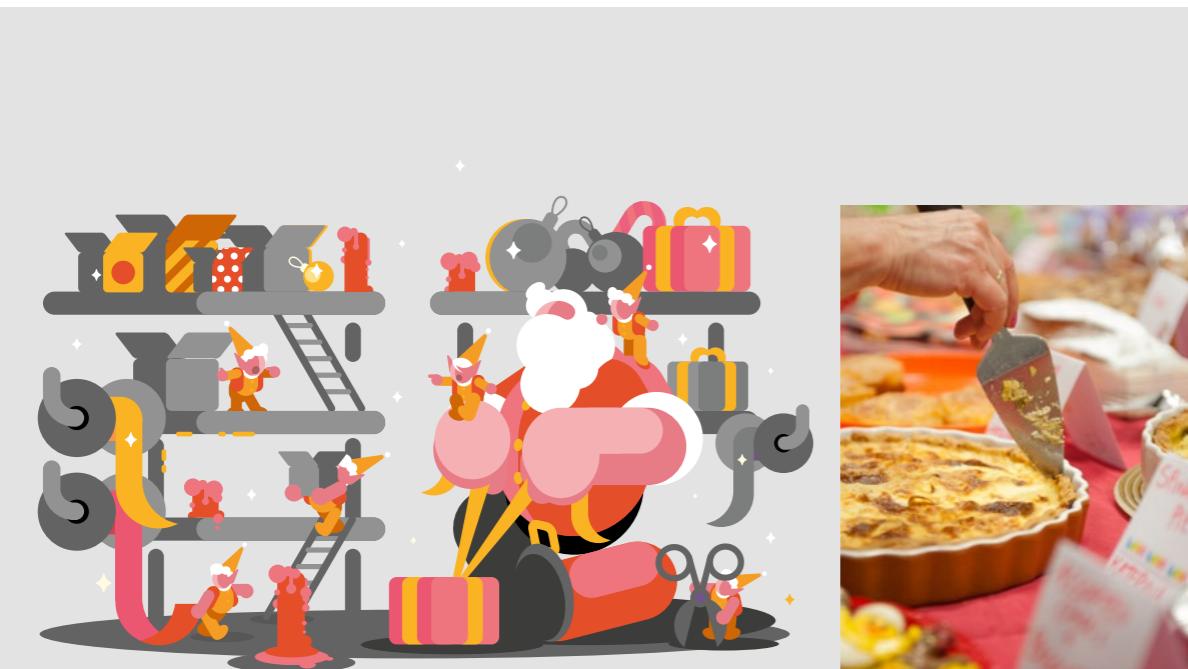
Gloria Privileggio, Marathon Runner

PwC's inhouse bazaars

We organise inhouse Bazaars every Christmas and Easter. Participants are NGOs who sell festive items to our people. We also organise a Bake Sale and donate the proceeds to a different NGO each time. Our volunteers participate by either helping the NGOs with the sales, or baking for the Bake Sale. Up to now, we've organised 10 bazaars, where 25 NGOs and social enterprises have raised a total sum of almost 60,000 euro that were used in their activities for the common good.



60,000
euro to NGOs



In-kind donations

We organise in-kind donations in our premises, year-round. In collaboration with NGOs, we collect first aid items, food, shoes, clothing and linens for deprived children, wildfire victims, elderly in need, refugees and other vulnerable groups. Also, we take part in the Oloi Mazi Boroume Food Race aiming to collect food for people in need. Whenever possible, we collaborate with social enterprises to make in-kind donations of items that can be upcycled and reused.



The voice of our people

As mentioned in the previous chapter, in PwC Greece, we monitor the opinion of our people through our own results in PwC's Global People Survey (GPS) and we use the findings to understand how our people experience our Corporate Responsibility as well as other important business and HR matters.

Global People Survey PwC Greece	FY19	FY18	FY17
Driving Societal Change (CR) Index	74%	65%	63%
PwC drives positive societal change through the work we do every day.	72%	57%	54%
PwC drives positive societal change through our community initiatives.	77%	71%	68%
PwC drives positive societal change through our environmental initiatives.	74%	66%	66%

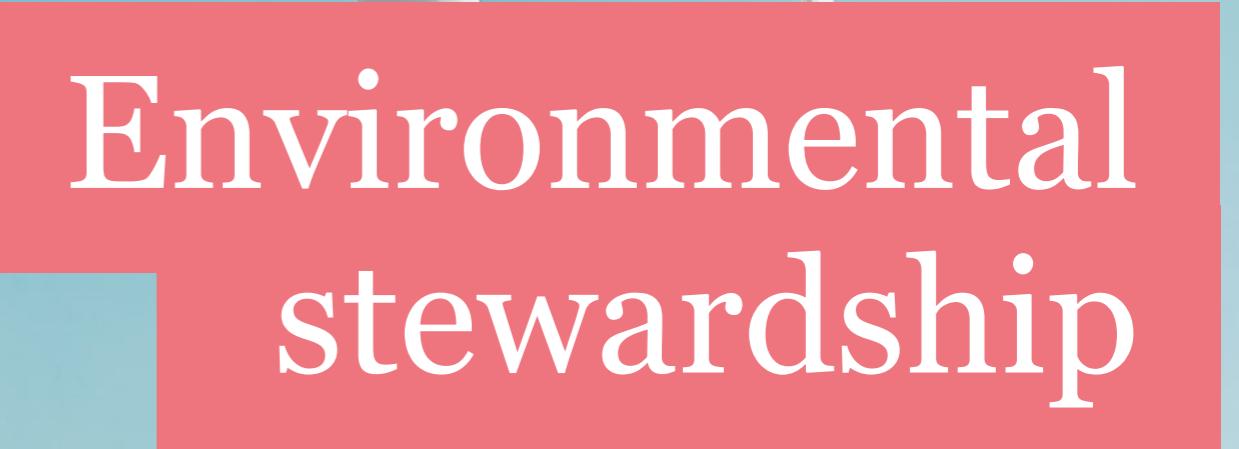
The positive feedback of our people makes us proud and gives us the incentive to move forward together doing much more for the society.

The Societal Change Index of this survey refers to the main pillars of our Corporate Responsibility. In FY2019, we achieved a significant positive increase in Greece, compared to the previous two years.





06.



Environmental
stewardship



Our approach

We're committed to understanding, measuring and reducing our impact on the environment. This is our responsibility as a business leader. Being a professional services firm, our carbon footprint turns out to be the most significant environmental impact our activities generate through our operations and travelling. We engage our stakeholders in a dialogue on critical environmental issues and our responsibility to tackle them at work as well as at home.

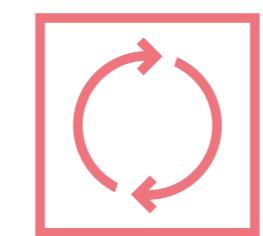
Our Environmental Policy describes our commitment to reducing the environmental impact of our operations and activities.

Our commitments

- Reduce our carbon footprint within the next two years.
- Consider environmental issues and energy performance in the acquisition, design, refurbishment, location, management and use of our buildings.
- Improve the sustainability of our performance and integrate environmental management practices in our business operations.
- Use our resources efficiently and minimise waste generation.
- Ensure responsible procurement of goods and services according to sustainability principles.
- Increase our efforts to reduce business travel, leveraging technology for alternative ways.

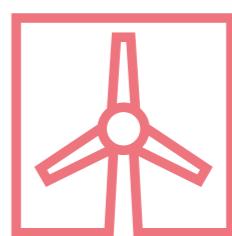
Our top priorities and material topics

01



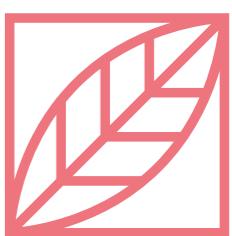
Waste management and recycling

02



Energy Efficiency

03



Carbon footprint monitoring and minimising

Contributing to the SDGs

SDG #12



Responsible consumption and production

SDG #13



Climate Action

Waste management and recycling



Reduce plastic

We're progressively moving towards the "zero plastic" approach. We've eliminated plastic and paper bags and replaced them with reusable cloth bags. Also to this end, we aim to eliminate single use plastic catering utensils in our restaurants, cafeterias and kitchen areas of all our buildings. As a start, we have replaced single use plastic cups, cutlery and straws and we require our catering suppliers to follow this rule and use sugar cane fibre and biodegradable materials. Considering that we have over 1,000 employees and organise events for more than 1,000 people a year in our premises, this is an important step to reduce our footprint on the environment.



Recycling and reusing

When it comes to waste sorting and reduction, we still have room for improvement but we do already have a practice in place recycling a variety of items beyond paper, aluminium and plastic. At the same time, our long-term goal is to cultivate a culture of reusing and upscaling products instead of throwing them away. So we take small, yet important steps, that build up responsible practices:

- When our products reach the end of their first life, we refurbish them and donate them to support good causes.
- We purchase furniture with longevity criteria and donate gently used furniture to social shelters and NGOs.
- Every time we upgrade our hardware, we donate existing IT equipment in good condition to NGOs and social enterprises.
- We distribute to our people branded reusable caps for their daily drinks and water.



Paper consumption

Reducing paper consumption and waste is important for reducing our environmental footprint. Our printing paper comes from controlled cultivation forests, is chlorine free and ISO 9001 and ISO 14001 certified. We monitor paper consumption and run internal campaigns to eliminate printing. We've been leveraging our technology tools to Go Digital and have replaced "old school" paper procedures. We manage to reduce our printing, also considering our increased headcount, still we have more work to do leveraging our digital fitness and upskilling initiatives.



Responsible Procurement

Supply chain responsibility is important to us. We've set policies and guidelines in place in order to consider the impact of the products and services we procure. Being a service organisation, we don't source raw materials or manufacture products. Our supply chain is limited and consists of goods and services to operate our business.

Key criteria for PwC's preferred suppliers' selection are the environmental ISO. We assess the environmental compliance practices of existing and potential suppliers through sustainability certifications, such as ISO 14001, ISO 27001 and ISO 9001 and any other available certifications.

Our catering provider, in collaboration with the Boroume NGO, offers food to people in need.

We've been steadily increasing the use of environmentally friendly company cars.

We've been moderating our consumption by evaluating our needs and managing demand. We annually review our procurement policies, run surveys and conduct stakeholder assessment in order to collaborate in reducing our footprint.



Energy efficiency - Carbon footprint monitoring and minimising

We monitor and measure our energy consumption, while we invest in improving our buildings to become more sustainable. During the past few years, we've been progressively upgrading the lights in our offices to LED lighting. We've been creating "green spaces" outside our buildings, cultivating natural herbs.

Carbon emissions

The most material, direct environmental impact of our operations is our Greenhouse gas (GHG) emissions. We monitor and measure them by capturing the data of our energy usage and the sources of our greenhouse gas (GHG) emissions, such as the energy consumed by our buildings, business travel and paper consumption. We apply the "operational control" approach to the calculation of greenhouse gas emissions inventory as defined by the GHG Protocol. This includes all PwC offices in Athens and Thessaloniki.

Our commitment is to reduce our carbon footprint within the next two years.

Scope (tCO2e)

Scope 1 direct emissions (tCO2e)

Natural gas and diesel emissions from our operations

FY2019	71.99
FY2018	64.22
FY2017	71.09

Scope 2 indirect energy emissions (location based)

Electricity consumed in our offices (tCO2e)

FY2019	894.08
FY2018	927.98
FY2017	1,106.00

Scope 3 indirect emissions

Emissions related to business air travel

FY2019	488.33
FY2018	430.10
FY2017	423.00

Total carbon emissions

(gross, location based)

FY2019	1,454.41
FY2018	1,422.30
FY2017	1,600.09

Energy combustion in our buildings (litres)

Diesel combustion in our buildings (litres)	
FY2019	3,000
FY2018	4,000
FY2017	4,000

We've used Diesel in our office in Thessaloniki. We're moving to a new building, so in FY2019 we've used the reserves from the previous year and did not purchase much additional quantity.

Natural gas combustion in our buildings (kWh)	
FY2019	348,498
FY2018	292,264
FY2017	329,606

Changes in natural gas consumption are mainly due to weather conditions.

Purchased electricity for our buildings (kWh)	
FY2019	1,676,511
FY2018	1,776,712
FY2017	1,894,346

Regulating our office operation hours has contributed to decrease the purchased electricity for our buildings.

Commuting and travel

Our employees and Partners often engage in assignments that require collaboration and meetings across the country and internationally, while also many of our clients are expanding in different countries. As a result, our air travel emissions constitute a significant part of our environmental footprint. Through our Travel Policy, we've managed to control our long haul flights but at the same time, our client commitments in certain areas have increased, resulting in more medium and short haul flights. We recognise this fact and make an effort to minimise our travel, where this is possible due to the nature of our business.

Long haul flights (km-distance)	
FY2019	174,620
FY2018	183,635
FY2017	314,323

Medium haul flights (km-distance)	
FY2019	2,227,040
FY2018	2,030,337
FY2017	1,525,574

Short haul flights (km-distance)	
FY2019	300,461
FY2018	250,124
FY2017	380,181

Intensifying our business plans and operations in Thessaloniki also contributed to the increase of our short haul flights

Using technology to reduce our travel emissions

During the last two years we've been implementing the strategic initiative of digital transformation. This concerns all our operations and proceedings, including travelling. We've developed technology tools and an online education platform, Vantage, which enable our people to collaborate and/or participate in training without being physically present. In this way, technology will enable us to reduce our air travel emissions in the long term. The increasing numbers of online participants are encouraging in this direction.

Sustainable commuting

In FY2019, in order to encourage our people to drive less, we introduced PwC's Bus Service, driving our people to/from the metro station nearest to our premises. Our employees are satisfied with this initiative because it also helps them save time and transportation money, while obviously contributes to reducing our carbon footprint. Other actions relevant to sustainable commuting that we have taken during the past two years are bike parking in our premises and, as mentioned above, the gradual increase of environmentally friendly company cars.



Engaging our people in climate action

Our Planet: Our Business

In June 2019 we screened internally for our employees the documentary "Our Planet: Our Business", simultaneously with other PwC network firms all over the world. [WWF Greece](#) was also present at the event. Our objective was to raise awareness, stimulate a productive dialogue on what we can do for nature and engage our people to take action.

"Our Planet: Our Business" is a film inspired by the "Our Planet" Netflix series which answers the question "What can business do to tackle the environmental crisis." The documentary ends with a "call to action" - five universal goals that business can follow to help save the planet. The film triggered a discussion between our Partners and employees on their perspective and actions that we can take for less plastic usage, quality recycling, energy saving and minimising travel. These ideas are being incorporated in our next plans.

After the event, we are continuing to spread the message of this film with our people and our networks. Plus we donated the promotional material used at the screening, a life-size polar bear made out of cardboard, to the children of [Pinelopio foundation](#). They were already aware of the impacts of global warming and drew related stories.

To watch the documentary, visit www.ourplanet.com/business



07.

GRI
Content Index

Universal standards			102-11	Precautionary Principle or approach	Responsible business - Quality and Risk Management Also: - We systematically manage the risks associated with the operation of our business. We have policies and a range of risk assessment and management processes across all our services. - We analyse our environmental impacts and take precautionary action by reducing our greenhouse gas (GHG) emissions and other environmental impacts. - We share our knowledge through relevant thought leadership publications.
Disclosure		Chapter &/or additional information			
Organisational Profile					
102-1	Name of the organization	Our Organisation - Part of the global network - PwC in Greece			
102-2	Activities, brands, products, and services	Our Organisation - Our services	102-12	External initiatives	Responsible business (Our contribution to the economy) and Community engagement chapters Also: - PwC global network is committed to the UN's HeforShe campaign and signatory of the World Economic Forum's letter to the G20 in support of climate change disclosures.
102-3	Location of headquarters	PwC Greece 268 Kifissias Ave., Chalandri 152 32, Athens, Greece			
102-4	Location of operations	The country of our main operations is Greece. At times, we may engage in other countries.	102-13	Membership of associations	Responsible business - Professional memberships
102-5	Ownership and legal form	Our Organisation - PwC in Greece PwC Greece is made of a number of separate legal entities, all of which have been taken into consideration for this report.	102-41	Collective bargaining agreements	PwC Greece employees have individual employment contracts with common framework, enjoying conditions above minimum legal standards and wages commensurate with market rates. There are no collective bargaining agreements.
102-6	Markets served	We provide professional services to a broad range of business, government, private clients, whenever they may be located. Also refer to: Our Organisation - Our services -Our website pwc.gr / Services / Industries	102-45	Entities included in the consolidated financial statements	Responsible business - Financial results All PwC Greece entities are separate legal entities and no legal or regulatory requirements for consolidated financial statements arises.
102-7	Scale of the organisation	Our Organisation - Part of the global network - PwC in Greece Also: Our revenues in Greece are described in the Responsible Business chapter of this report. Aggregated revenues for PwC firms globally and regionally are available in PwC's Global Annual Review .	2. Strategy		
102-8	Information on employees and other workers a) Report the total number of employees by employment contract and gender. b) Report the total number of permanent employees by employment type and gender. c) Report the total workforce by employees and supervised workers and by gender. d) Report the total workforce by region and gender. e) Report whether a substantial portion of the organisation's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors. f) Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).	a-b-c-d) People, workplace and diversity - Our workforce e) Not applicable. Our work is done by PwC employees and Partners. f) No significant variations in employment numbers exist. Key assumptions include: •All data is compiled through our HRMS system. •All data provided concerns FY2018 and FY2019.	102-14	Statement from senior decision-maker	Message from our CEO
102-9	Supply chain	Environmental stewardship -Responsible Procurement As a professional services business, PwC Greece does not source raw materials or manufacture products. Our supply chain is limited and consists of the goods and services we procure to operate (mainly our leased premises, utilities, travel, IT solutions, office equipment and supplies.)	102-16	Values, principles, standards, and norms of behaviour	Our Organisation (Our purpose, our values) and Responsible business (Upholding exceptional ethical standards) Also refer to: PwC's Code of Conduct
102-10	Significant changes to the organisation and its supply chain	There were no significant changes during the reporting period.	102-18	Governance structure	Who we are and what we do
			102-37	Stakeholders' involvement in remuneration	People, workplace and diversity
			5. Stakeholder engagement		
			102-40	List of stakeholder groups	Our Corporate Responsibility strategy - Stakeholders engagement
			102-41	Collective bargaining agreements	There are no collective bargaining agreements.
			102-42	Identifying and selecting stakeholders	Our Corporate Responsibility strategy - Stakeholders engagement Also: Our primary stakeholders are those who have a significant interest in the actions and views of PwC Greece, and whose actions and views are, in turn, of significant interest to us.

102-43	Approach to stakeholder engagement	Our Corporate Responsibility strategy - Stakeholders engagement
102-44	Key topics and concerns raised	Our Corporate Responsibility strategy - Stakeholders engagement/ Materiality Matrix
Identified Materials, Aspects, Boundaries		
102-46	Defining report content and topic boundaries	Our Corporate Responsibility strategy
102-47	List of material topics	Our Corporate Responsibility strategy - Priority topics
102-48	Restatements of information	There have been no restatements of information.
102-49	Changes in reporting	There have been no changes from the previous reporting period in the Scope and Aspect Boundaries.
Report profile		
102-50	Reporting period	About this report This report covers Financial Year 2018 (1 July 2017 – 30 June 2018) and Financial Year 2019 (1 July 2018 – 30 June 2019)
102-51	Date of most recent previous report	Our previous Sustainability Report covered FY2017 (1 July 2016 – 30 June 2017).
102-52	Reporting cycle	This report covers FY2018 (1 July 2017 – 30 June 2018) and FY2019 (1 July 2018 – 30 June 2019)
102-53	Contact point for questions regarding the report	Vivian Tsamadou Senior Manager, Corporate Responsibility vivian.tsamadou@pwc.com +30 210 687 4400
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI standards, Core option.
102-55	GRI content index	GRI content index
102-56	External assurance	We did not seek external assurance for this report.
Economic performance and indirect economic impacts		
103-1	Explanation of the material topic and its Boundary	Responsible business - Our contribution to economy
103-2	Management approach and its component	Responsible business - Our contribution to economy
103-3	Evaluation of the management approach	Responsible business - Our contribution to economy
201-1	Direct economic value generated and distributed	Responsible business - Our contribution to economy - Also refer to the 2019 PwC Global Annual Review for the economic performance of our global network. The annual financial statements of the PwC Greece entities are published according to the Greek legislation and are available publicly.
203-2	Significant indirect economic impacts	Responsible business - Our contribution to economy

		Materials
103-1	Explanation of the material topic and its Boundary	Being a professional services firm we don't use materials for production of goods. Our carbon footprint turns out to be the most significant environmental impact our activities generate from our operations and travelling. For information about our carbon footprint, please refer to the Environmental stewardship chapter.
103-2	Management approach and its component	Same as above
103-2	Evaluation of the management approach	Same as above
301-1	Materials used by weight or volume	Same as above
301-2	Recycled input materials used	Same as above
		Energy
103-1	Explanation of the material topic and its Boundary	Environmental stewardship - Our approach
103-2	Management approach and its component	Environmental stewardship - Our approach
103-3	Evaluation of the management approach	Environmental stewardship - Our approach
302-1	Energy consumption of the organisation	Environmental stewardship - Energy efficiency - Carbon footprint monitoring and minimising
302-2	Energy intensity	Environmental stewardship - Energy efficiency - Carbon footprint monitoring and minimising
302-4	Reduction of energy consumption	Environmental stewardship - Energy efficiency - Carbon footprint monitoring and minimising
		Emissions
103-1	Explanation of the material topic and its Boundary	Environmental stewardship - Our approach
103-2	Management approach and its component	Environmental stewardship - Our approach
103-3	Evaluation of the management approach	Environmental stewardship - Our approach
305-1	Direct (Scope 1) GHG emissions	Environmental stewardship - Energy efficiency - Carbon footprint monitoring and minimising
305-2	Energy indirect (Scope 2) GHG emissions	Environmental stewardship - Energy efficiency - Carbon footprint monitoring and minimising
305-3	Other indirect (Scope 3) GHG emissions	Environmental stewardship - Energy efficiency - Carbon footprint monitoring and minimising
305-4	GHG emissions intensity	Environmental stewardship - Energy efficiency - Carbon footprint monitoring and minimising
305-5	Reduction of GHG emissions	Environmental stewardship - Energy efficiency - Carbon footprint monitoring and minimising

Effluents and waste			404-1	Average hours of training per year per employee	People, workplace and diversity - Empowering our people through training and development Source: PwC's Learning Management System, Vantage
103-1	Explanation of the material topic and its Boundary	Environmental stewardship - Our approach	404-2	Programmes for upgrading employee skills and transition assistance programs	People, workplace and diversity - Empowering our people through training and development Source: PwC's Learning Management System, Vantage
103-2	Management approach and its component	Environmental stewardship - Our approach	404-3	Percentage of employees receiving regular performance and career development reviews	All our employees receive regular performance and career development reviews throughout the year. Also, all employees (with at least 6 months in the firm) participate in the annual performance review process (end of each Financial Year) and in the annual merit increase/ performance bonus process that follows. In addition, we provide regular training on how to give feedback.
103-3	Evaluation of the management approach	Environmental stewardship - Our approach	405-1	Diversity of governance bodies and employees	People, workplace and diversity - Diversity and inclusion
306-2	Waste by type and disposal method	Environmental stewardship - Energy efficiency - Carbon footprint monitoring and minimising - Waste management and recycling			
Supplier environmental assess			Local communities		
103-1	Explanation of the material topic and its Boundary	Environmental stewardship - Responsible procurement	103-1	Explanation of the material topic and its Boundary	Community engagement - Our approach
103-2	Management approach and its component	Environmental stewardship - Responsible procurement	103-2	Management approach and its component	Community engagement - Our approach
103-3	Evaluation of the management approach	Environmental stewardship - Responsible procurement	103-3	Evaluation of the management approach	Community engagement - Our approach
308-1	New suppliers that were screened using environmental criteria	Environmental stewardship - Responsible procurement	413-1	Operations with local community engagement, impact assessments, and development programmes	Community engagement - Our approach
Talent attraction and retention			Anti-corruption		
103-1	Explanation of the material topic and its boundary	People, workplace and diversity - Attracting and retaining talent	103-1	Explanation of the material topic and its Boundary	Responsible business - Upholding exceptional ethical standards
103-2	The management approach and its components	People, workplace and diversity - Attracting and retaining talent	103-2	Management approach and its component	Responsible business - Upholding exceptional ethical standards
103-3	Evaluation of the management approach	People, workplace and diversity - Attracting and retaining talent	103-3	Evaluation of the management approach	Responsible business - Upholding exceptional ethical standards
401-1	New employee hires and employee turnover a) Total number of new employee hires during the reporting period, by age, gender and region. b) Total number of employee turnover during the reporting period, by age, gender and region.	a) People, workplace and diversity - Our workforce b) In FY2019 our turnover was 190 people (17% of our average headcount), 16% female and 18% male, 20-30 yrs. 44%, 31-40 yrs. 47%, 41-50 yrs. 8%, >50 yrs. 1%, Athens 97%, Thessaloniki 3%. In FY2018 our turnover was 188 people (18% of our average headcount), 15% female and 21% male, 20-30 yrs. 50%, 31-40 yrs. 44%, 41-50 yrs. 6%, Athens 99%, Thessaloniki 1%.	205-2	Anti-corruption	Responsible business - Upholding exceptional ethical standards
Training and education			Customer privacy		
103-1	Explanation of the material topic and its Boundary	People, workplace and diversity - Empowering our people through training and development	103-1	Explanation of the material topic and its Boundary	Responsible business - Data protection and privacy
103-2	Management approach and its component	People, workplace and diversity - Empowering our people through training and development	103-2	Management approach and its component	Responsible business - Data protection and privacy
103-2	Evaluation of the management approach	People, workplace and diversity - Empowering our people through training and development	103-3	Evaluation of the management approach	Responsible business - Data protection and privacy
			418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Responsible business - Complaints and allegations - Ethics helpline Also: In case of relevant incidents, we follow the appropriate legal requirements and internal procedures for disclosing these matters to affected parties and remediate circumstances that may have led to these situations arising. To the best of our knowledge, there is no instance of any substantiated complaints falling under this category.

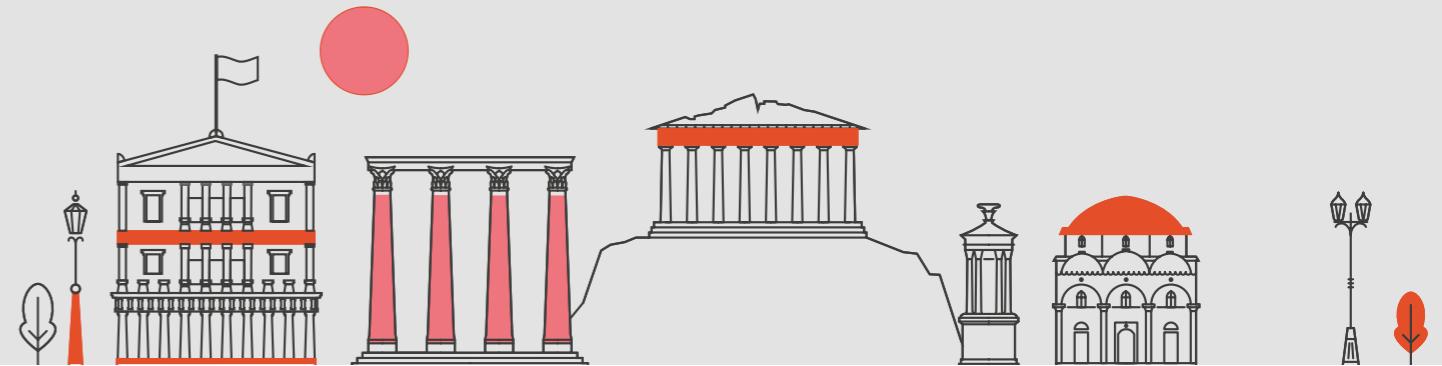
Our local expertise

We have deep knowledge and involvement in matters throughout the sustainability spectrum.

Our value offer

Our dedicated sustainability and climate change team is providing services including consulting and assurance over sustainability and ESG (Environmental, Social, Governance) performance. Our market leading position is built on the quality of insights we bring, our collaborative approach to assurance and the robust, credible services we provide.

We can provide the consulting or assurance services you need to accompany your future growth in this area and assist you in supporting it with robust and transparent disclosures on the initiatives you wish to start engaging with.



Our Sustainability and Climate Change service

Our services in the Greek market include:



Reporting

We assist our clients prepare impactful sustainability reports in accordance with major frameworks and standards.



Assurance / Verification

We provide limited and reasonable assurance on our client's sustainability or environmental disclosures. Part of our services also includes the verification in accordance with EU MRV reporting requirements and SEEMP for shipping companies.



Sustainability strategy

We assist our client to design and implement their sustainability strategy by performing socio-economic impact assessments, stakeholders engagement, identification and prioritization of targets (including cost benefit analysis) and implementation action plans.



ESG factoring and EU Sustainable Finance

We help our clients integrate ESG factors in their strategy and decision making and perform diagnostic reviews to assist our clients to comply with the upcoming Sustainable Finance regulation.



Environmental and Energy Efficiency Monitoring

We have developed an in house system, which we use in order to help our clients monitor and improve their vessels energy and environmental performance. Moreover, we help our clients calculate their GHG emissions and complete the CDP questionnaires.



Compliance

We help clients to ensure compliance with applicable laws, regulations and standards, including EU MRV, IMO DCS, UNEP FI, EU Non Financial Reporting and TCFD.



CONTACT

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About this report



This is PwC Greece's third consecutive sustainability report. It represents PwC Greece's sustainability performance from 1 July 2017 to 30 June 2018 (FY2018) and 1 July 2018 to 30 June 2019 (FY2019).

The content is inspired by the performance of our Corporate Responsibility (CR) strategy and initiatives, the positive impact of our services as well as the results of our people's engagement. All data presented in this report are in relation to PwC Greece's operations in Athens and Thessaloniki, unless stated otherwise. There have been no significant changes in terms of size, structure, ownership or supply chain within PwC Greece. All information about our policies, strategy, procedures and systems, and about the associated indicators relate to PwC Greece, unless stated otherwise.

This report is prepared in accordance with the GRI Standards: Core option. The GRI content index sets out the matters that are relevant to our stakeholders and strategy based on our materiality analysis. The table follows the latest GRI Standards version and it lists the chapters and sections where information concerning each indicator can be found.

To download the report, please visit our [website](#).

The report has been compiled and written by PwC Greece's Corporate Responsibility function. In addition, PwC Greece's Sustainability and Climate Change Team has assisted in the preparation and adherence of this report according to the GRI standards.



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At PwC, our purpose is to build trust in society and solve important problems. We're a network of firms in 158 countries with more than 236,000 people who are committed to delivering quality in assurance, advisory and tax services. Find out more and tell us what matters to you by visiting us at www.pwc.com.

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