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# *Stakeholder engagement*

## How we engage

*PwC Global Corporate  
Responsibility*

2016



## How we engage

We're committed to listening to our stakeholders, understanding expectations and using this information to help us improve our business. Each of our firms undertakes a range of engagement to help us understand the issues that matter most.

Here are some examples:

| Stakeholder group                                       | Types of engagement (examples of activities undertaken by PwC firms)  | Why we engage  | Examples of issues relevant to stakeholder group  |
|---|---|--|---|
| <b>Partners, our people, potential recruits, alumni</b> | <ul style="list-style-type: none"> <li>▪ Annual Global People Survey</li> <li>▪ Employee focus group discussions</li> <li>▪ Leadership meetings with our people</li> <li>▪ Global Diversity Week</li> <li>▪ PwC Professional leadership framework</li> <li>▪ Supporting personal development through training (e.g. leadership training, CR specific training, annual independence, risk, quality and ethics training)</li> <li>▪ CR communications (e.g. CR newsletters, hot-topic webinar sessions)</li> <li>▪ Annual individual performance reviews</li> <li>▪ Collecting feedback from the volunteering opportunities available to staff</li> <li>▪ Graduate recruitment fairs</li> <li>▪ CR specific speaking opportunities</li> <li>▪ Alumni events and newsletters</li> <li>▪ Annual reporting (e.g. Global Annual Review, CR website)</li> <li>▪ Internal and external social media platforms such as Spark, Twitter, Facebook, LinkedIn</li> </ul> | <p><b>Partners and employees</b></p> <p>Inform our talent strategy; Greater wellbeing of our people; Create a diverse and inclusive workplace;</p> <p>Understand attitudes and change behaviours relating to corporate sustainability; Set direction for business; Confirm major Decisions</p> <p><b>Potential recruits</b></p> <p>Understand career motivations and job search behaviours of students, &amp; perceptions of PwC</p> <p>Informing candidates about career choices to widen talent pool &amp; access to our professions.</p> <p><b>Alumni</b></p> <p>Help alumni build professional and personal networks, and keep up to date with business insights; Part of broader relationship building.</p> | <ul style="list-style-type: none"> <li>▪ Trust</li> <li>▪ Governance and transparency</li> <li>▪ Independence, ethics and quality</li> <li>▪ Enabling professional development of staff</li> <li>▪ Staff engagement and retention</li> <li>▪ Attracting the best talent</li> <li>▪ Developing responsible leaders</li> <li>▪ Integration of CR issues into core services</li> <li>▪ Diversity and inclusion</li> <li>▪ Community engagement</li> <li>▪ Environmental stewardship</li> </ul> |
| <b>Clients</b>  | <ul style="list-style-type: none"> <li>▪ Management of ongoing client relationships</li> <li>▪ Client satisfaction surveys</li> <li>▪ Delivery of client engagements and proposals</li> <li>▪ Audit committee meetings</li> <li>▪ Participation in industry and client forums and events</li> <li>▪ CR specific events and presentations</li> <li>▪ Annual reporting (e.g. Global Annual Review, CR website)</li> <li>▪ Thought leadership reports, publications and surveys</li> <li>▪ Joint community and volunteering activities</li> </ul>  | <p>Understand client, industry and business challenges; Identify opportunities to improve our service and products; Understand the role that corporate sustainability plays for clients.</p>   | <ul style="list-style-type: none"> <li>▪ Trust</li> <li>▪ Governance and transparency</li> <li>▪ Independence, ethics and quality</li> <li>▪ Client satisfaction</li> <li>▪ Data security</li> <li>▪ Embedding and delivering CR services</li> <li>▪ Reputation</li> </ul>  |
| <b>Governments and regulators</b>                       | <ul style="list-style-type: none"> <li>▪ Management of ongoing public sector relationships</li> </ul>   | <p>Ensure compliance with existing regulations; Help shape new policies,</p>   | <ul style="list-style-type: none"> <li>▪ Trust</li> <li>▪ Governance and transparency</li> </ul>  |

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|                          | <ul style="list-style-type: none"> <li>▪ Delivery of engagements and proposals to public sector clients</li> <li>▪ Participation in expert forums, advisory groups and standard-setting bodies</li> <li>▪ Responses to government consultations</li> <li>▪ Thought leadership reports, publications and surveys</li> <li>▪ Conferences and speaking opportunities</li> <li>▪ Annual reporting (e.g. Global Annual Review, CR website)</li> </ul>   | <p>regulations and standards, to co-create a better regulatory landscape.</p>   | <ul style="list-style-type: none"> <li>▪ Independence, ethics and quality</li> <li>▪ Development of regulations, policies and standards</li> <li>▪ Tax reform</li> </ul>   |
| <b>Suppliers</b>         | <ul style="list-style-type: none"> <li>▪ Regular dialogue with suppliers</li> <li>▪ Supplier tendering process</li> <li>▪ Supplier surveys and assessments</li> <li>▪ Supplier workshops</li> <li>▪ Local procurement policies</li> <li>▪ CDP Supply Chain program</li> <li>▪ Annual reporting (e.g. Global Annual Review, CR website)</li> </ul>  | <p>Understand supplier concerns; Mutual support to enhance quality of service in our supply chain; Identify opportunities to collaborate.</p>                         | <ul style="list-style-type: none"> <li>▪ Data security</li> <li>▪ Anti-corruption and anti-bribery</li> <li>▪ Human rights</li> <li>▪ Diversity and inclusion</li> <li>▪ Responsible/ethical sourcing</li> <li>▪ Employee health and safety</li> <li>▪ Environmental stewardship</li> </ul>              |
| <b>NGOs/NPOs</b>         | <ul style="list-style-type: none"> <li>▪ Ongoing relationships and strategic partnerships</li> <li>▪ Transparency Awards and transparency checks for reporting</li> <li>▪ PwC staff on NGO/NPO boards committees and councils</li> <li>▪ Paid, pro-bono and discounted engagements</li> <li>▪ Thought leadership reports, publications and surveys</li> <li>▪ Annual reporting (e.g. Global Annual Review, CR website)</li> <li>▪ Conferences and speaking opportunities</li> <li>▪ Town hall and community meetings</li> <li>▪ Skills-based and general volunteering</li> <li>▪ Local PwC foundations</li> <li>▪ Sponsorship</li> </ul> | <p>Contribute to thought leadership on sustainability; Work in partnership to develop solutions to global challenges.</p>   | <ul style="list-style-type: none"> <li>▪ Trust</li> <li>▪ Governance and transparency</li> <li>▪ Independence, ethics and quality</li> <li>▪ Anti-corruption and anti-bribery</li> <li>▪ NGO/NPO education and training</li> <li>▪ Community engagement</li> <li>▪ Environmental stewardship</li> </ul>  |
| <b>Local communities</b> | <ul style="list-style-type: none"> <li>▪ Ongoing relationships with community partners</li> <li>▪ Pro-bono and discounted engagement with community organisations</li> <li>▪ Participation on committees and councils</li> <li>▪ Town hall and community meetings</li> <li>▪ Conferences and speaking opportunities</li> <li>▪ Skills-based and general volunteering</li> <li>▪ Local PwC foundations</li> <li>▪ Corporate reporting, including CR Annual reporting (e.g. Global Annual Review, CR website)</li> <li>▪ Sponsorship</li> </ul>  | <p>Inform community investment decisions; Shape joint community programmes that maximise shared value; Develop opportunities to broaden our people's experiences.</p> | <ul style="list-style-type: none"> <li>▪ Provision of employment opportunities</li> <li>▪ Education and training</li> <li>▪ Supporting enterprise, e.g. social entrepreneurs</li> <li>▪ Empowerment of local communities</li> <li>▪ Community engagement</li> <li>▪ Environmental stewardship</li> </ul> |

**Media**

- Interviews and ongoing relationships with journalists
- Press conferences and press releases
- Conferences and roundtables
- Annual reporting (e.g. Global Annual Review, CR website)
- Thought leadership reports, publications and surveys
- Social media.

Openly communicating our performance and strategy; Managing our reputation; Sharing our success stories, thought leadership and insight into public and business concerns, as well as discussing our response to responsible business issues.

- Trust
- Governance and transparency
- Independence, ethics and quality
- Reputation
- Tax reform
- Knowledge sharing/sharing best practice
- Innovative sustainability services
- PwC's CR approach and performance
- Community engagement
- Environmental stewardship