



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

# *A journey in building trust:*

Corporate Responsibility 2015-2016

# Corporate Responsibility Scoreboard

## FY15 vs FY16



Volunteering hours & numbers reduced as we concentrated on improving our Community Outreach Programme via measuring the impact.

Our professional timecost for volunteering, to measure our impact:

**FY15** > **RM3,041,753**

**FY16** > **RM2,485,772**

**FY15**



**314** volunteers

**FY16**



**252** volunteers

# COMMUNITY

**FY15**

**RM 273,696**  
raised for charity



**52** discounted / pro-bono professional engagements



**6,999** hours spent on this



**FY16**

**RM 70,298**  
raised for charity

**31** discounted / pro-bono professional engagements

**6,751** hours spent on this

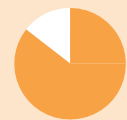
In FY16, we shifted our emphasis from classroom time to real-time development that happens on-the-job, day to day.

**FY15**



**211,410**  
hours of training

**FY16**



**165,822**  
hours of training



Average of **89**  
training hours/staff



Average of **68**  
training hours/staff

Volunteering hours

**FY15**

**11,756** hours

**FY16**

**7,833** hours



# WORKPLACE / DIVERSITY AND INCLUSION

**2,379** staff

**FY15**

**FY16**

**2,435** staff



**FY15**

of Partners and Directors are women



**FY16**

of Partners and Directors are women

**FY15**

**64%** of our graduate hires are women



**FY16**

**63%** of our graduate hires are women

Guest lectures at local university

**FY15**

**13**

sessions

**39**

hours

**FY16**

**7**

sessions

**21**

hours



**RM**  
**64,995**  
time cost

**RM**  
**28,665\***  
time cost



**FY15**

**RM7,135,173**

invested in training and development

**FY16**

**RM6,706,719**

invested in training and development

Career building workshops for students

**FY15**

**17**

sessions

**34** hours

**FY16**

**16**

sessions

**64** hours



Joiners



**FY15**

**276**

**FY16**

**242**



**FY15**

**436**

**FY16**

**345**

**TOTAL**

**712**

**587**

Leavers



**FY15**

**193**

**FY16**

**203**



**FY15**

**300**

**FY16**

**287**



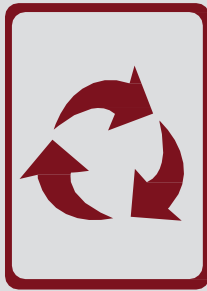
FY16

**1,873** video conferences



**193** FY16

reams of recycled paper used for offer letters



**146** FY15

reams of recycled paper used for offer letters

# ENVIRONMENT

## Corporate Responsibility Scoreboard

**FY15 vs FY16**

FY15

**1,283**  
recycled toners



FY16

**1,149**  
recycled toners

**66,084**  
KG of paper recycled



**15,544**  
KG of paper recycled

\*Does not include preparation time

Difference due to a large scale recycling effort during the reorganisation of workspace in FY15.





# MARKETPLACE

Client satisfaction results:



**FY15**

**FY16**

Overall satisfaction  
scores

**8.1/10**

**8.3/10**

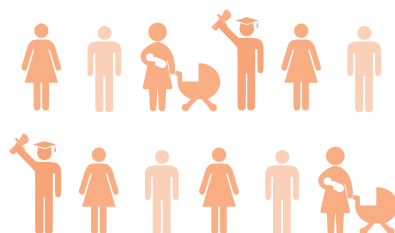
Total surveyed

**146**

**202**

Speaking engagements and  
media profiling focused on diversity:

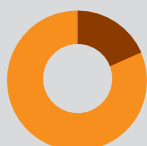
**12 in FY16**



Pro-bono speaking engagements on sustainability:

**FY15**

**FY16**



**28 hours**



**38.5 hours**

Time cost

**RM79,290**

**RM113,930\***

## Building Trust Awards

**4,847** clicks to the Trust in Business  
microsite/report

**1,905** views of the Trust in Business  
report teaser video on YouTube

**95** attendees at the Building Trust  
Awards (comprising clients,  
industry leaders and influencers)

**9** Trust in Resilience articles

**4** Client conversations on trust  
profiles

Here's a selection of key nation building  
engagements we have been involved in:



Public Sector Accrual Accounting



Administrator for national airlines



Trans-Pacific Partnership Agreement



Human capital studies



KL Transport Integrated  
Cashless System



11th Malaysia Plan Workshops

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# Get to know us better

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## **PwC operations in Malaysia**

PwC's history in Malaysia dates back to the early 1900s. Over the years, we have worked with many different types of clients - global companies, public sector entities, growing businesses and up-and-coming entrepreneurs, because we believe we have a responsibility to play an integral role in the growth and progress of our nation. With our assurance, tax and advisory services, we help our clients succeed through both buoyant and challenging economic environments.

Our aim is to deliver value to our clients at all times. How we use our knowledge and experience to deliver that value, depends on what they want to achieve.

We have more than 2,400 staff present in Kuala Lumpur, Pulau Pinang, Ipoh, Melaka, Johor Bahru and Labuan.

Our services are delivered through separate legal entities focusing on different aspects of the service offerings we provide. These entities are listed here. Each entity within Malaysia is able to draw on the collective resources and experience of PwC, both locally and worldwide.

- PricewaterhouseCoopers (AF1146)
- PricewaterhouseCoopers Advisory Services Sdn Bhd (573259K)
- PricewaterhouseCoopers Taxation Services Sdn Bhd (464731-M)
- PricewaterhouseCoopers Risk Services Sdn Bhd (1154008-H) (fka PricewaterhouseCoopers Services Sdn Bhd)
- PricewaterhouseCoopers Capital Sdn Bhd (676054-V)
- PwC Consulting Services (M) Sdn Bhd (1051603D)
- PwC Consulting Associates (M) Sdn Bhd (1051403W)
- PricewaterhouseCoopers eTax.com Sdn Bhd (512898-V)
- PwC International Assignment Services Sdn Bhd (777150-M)
- PricewaterhouseCoopers WMS (Malaysia) Sdn Bhd (656631-V)

***We offer Assurance, Tax, Deals and Consulting services for businesses in a variety of sectors. Here's a snapshot of how we can help you across the six Malaysian locations.***



### **Assurance services**

We help organisations improve their external financial reporting and adapt to new regulatory requirements, such as the Malaysian Financial Reporting Standards (MFRS). Our audit clients include many leading companies listed on Bursa Malaysia as well as emerging Malaysian companies.

We also help clients respond to the need for greater transparency, improved corporate governance and business models, based on the principles of sustainability.

### **Tax services**

We work with clients to develop approaches and solutions to critical tax and business issues given our understanding of technical issues and compliance.

We help formulate effective tax strategies and innovative tax planning to optimise your tax efficiencies and contribute towards your overall corporate strategy.

### **Deals services**

We help clients do better deals and create value through mergers, acquisitions, disposals and restructuring.

We work together with clients to help develop the right strategy before the deal, execute their deals seamlessly, identify issues and points of negotiation and value, and implement changes to deliver synergies and improvements after the deal.

### **Consulting services**

On 1 August 2013, the PwC Consulting business in Malaysia become part of our South East Asian Consulting joint venture.

By bringing together our expertise across the region, we help organisations to work smarter and grow faster. We consult with our clients to build effective organisations, innovate and grow, reduce costs, manage risk and regulation, and leverage talent.



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# Our service offerings

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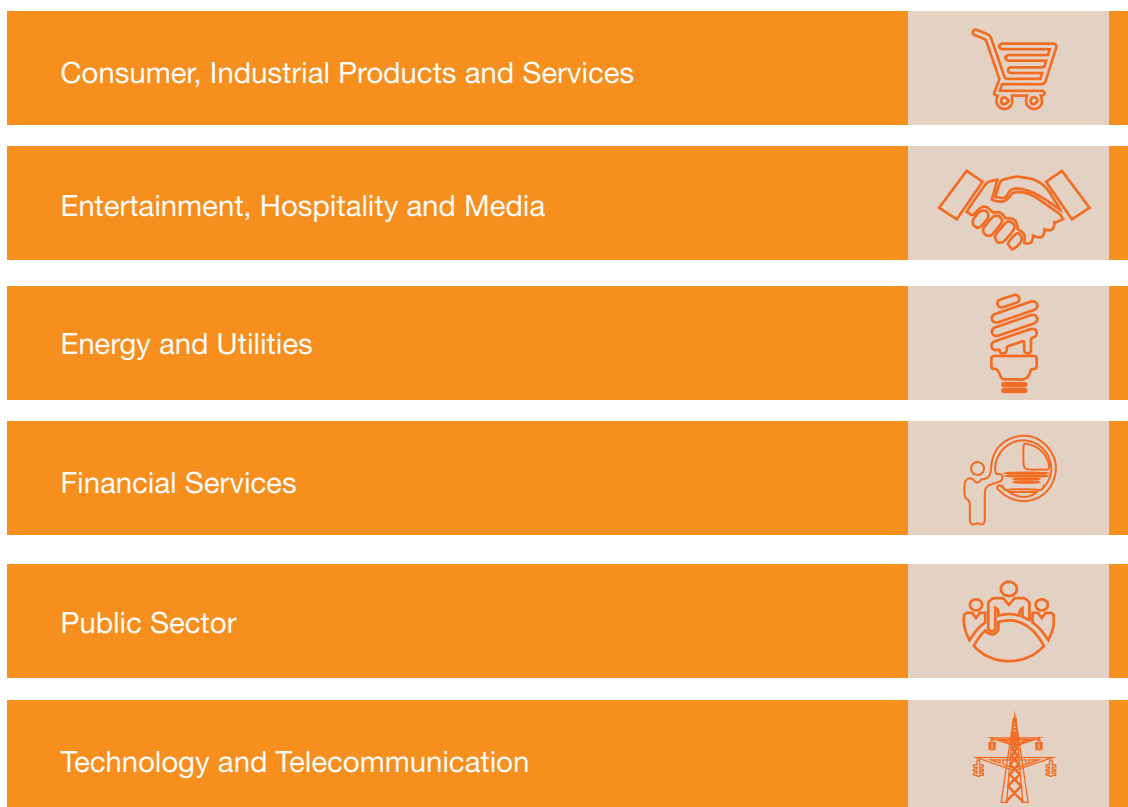
## **Our industry-specific approach**

PwC's global network and deep industry expertise is designed to anticipate and address your business needs. With more than 208,000 people across 157 countries, we can help you create new opportunities arising from the global megatrends, tailored to your business and industry.

Take a look at the services we offer across the following industries.

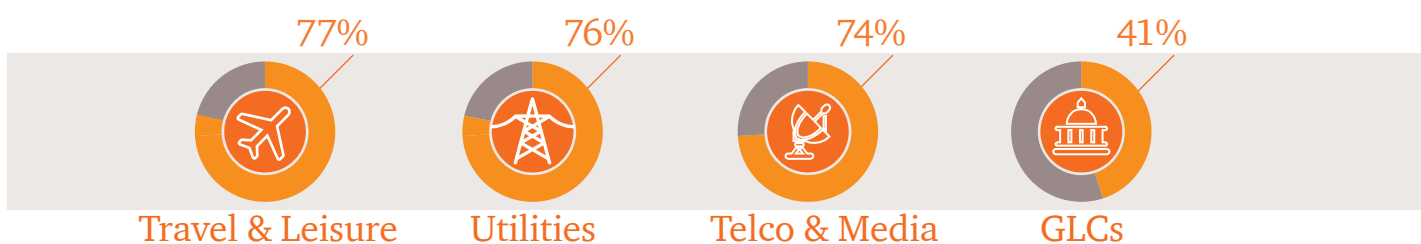


## Our Industries



**PwC ranks 1st in FBM\* 30 and Forbes 2000 market share – both in terms of number of clients and market capitalisation**

#1 in terms of market share in travel & leisure, utilities, telecommunication and media industries, and Government Linked Companies (GLC).



(by market capitalisation as of 30 June 2016)

\* FBM – FTSE (Financial Times Stock Exchange) Bursa Malaysia

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# Foreword

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## Joint message from Executive Chairman and Managing Partner

### A journey in building trust

The stakes are higher than ever for businesses in this age of disruption. Companies not only need to predict trends and reinvent their own products before a demand even exists. They also have to manage customers or stakeholders who can influence millions in mere minutes. Billions can be raised for charity through a viral social media campaign. One mis-tweet can destroy years of reputation.

Social enterprises have turned traditional business models on their heads, trading for the common good with the mantra ‘people, planet and profit’. Traditional businesses are starting to use crowd-sourced ideas to innovate.

These changes are some of the many developments happening at our doorstep, forcing organisations to rethink their values, management strategies and the way they build trust with their stakeholders.

A reevaluation of priorities is key. No longer can companies retain their license to operate if they pursue financial growth alone, considering how well-informed and discerning today’s stakeholders are. Sustainable growth and trust have become the most powerful currencies for businesses to keep their customers and people happy, and keep them.

At PwC, we believe that trust is achieved when we do the right thing for our clients, our people and our communities.

From our work in the community to uplift disadvantaged students, to building capacity for NGOs, or building our own talent pool –our intention is to do the right thing and help people maximise their potential. Collectively, these activities, over the long run, are our building blocks of trust.

We have also mapped our efforts as a responsible global citizen to the United Nations Sustainable Development Goals (SDGs) in our report this year. We're directly engaged in addressing 9 out of 17 goals through our CR initiatives.

[Click here to read more about the SDGs](#)



## Shaping the case for trust

Our Purpose - 'to build trust in society and solve important problems' continues to be the foundation of our efforts. We feel we can play a role to help build a stronger capital market, one in which our stakeholders can put their faith in.

Last year, we recognised Malaysian companies who are making the most efforts to build trust with their customers and investors through our inaugural Building Trust Awards. Our broader aim is to drive conversations and debates around trust as a strategic business asset.

This included sharing our findings on how companies were responding to the growing demand for better communication through Integrated Reporting (these activities are highlighted in the 'Responsible Business' section).



We are also increasingly sharing our views in various forums on the evolving face of risk in the form of corporate fraud, cybercrime, food fraud, financial risks, and climate change among other issues.

To help us serve the needs of the marketplace and our community, we need to build a strong talent pool. We continue building on the PwC Professional (outlined in the 'Workplace/ Diversity and Inclusion' section). More than a performance management framework, it defines the attributes, skills and capabilities of a PwC person who will be fit



for the future, who can help us stay relevant to the needs of our stakeholders.

With the increasing strategic importance of human capital in our business today, we have created a new position of People Partner for the Firm. Pauline Ho, our former Assurance Leader assumes this role, overseeing all talent matters across the firm.



## Evolving with the times

In these disruptive times, we continue to reassess our approach to corporate responsibility and redefine what good growth means for us and our stakeholders.

You'll notice that we have two reports this year – a shorter one which takes stock of our progress on our CR strategy, flagship programmes, global commitments and leadership ladders; and the full length report which has the details of these programmes.

This year, we have begun to quantify the impact of two programmes - Flexible Work Arrangements (FWA) and #FitPwC, in collaboration with our Economics and Sustainability & Climate Change teams. This marks the beginning of our journey to produce more measurable outcomes mapped to our business goals. We hope to continue doing this for most of our programmes, starting with better designed projects and data collection.

We are encouraged by the CR awards we have won so far i.e. HR Excellence Award 2014 for Corporate Social Responsibilities Practices (Gold), ACCA Malaysia Sustainability Reporting Awards (MaSRA) 2014 (commendation for Diversity & Inclusion) and Award for Best Workplace Practices in 2015.

However, we are mindful that we are still in the early stages of our journey, both in corporate responsibility and in building the conversation around trust in Corporate Malaysia. Benjamin Franklin said 'without continual growth and progress, such words as improvement, achievement and success, have no meaning'. With this in mind, we will continue to engage and learn through our interactions with our people and our stakeholders, on what it means to build trust and continue to live up to our purpose.

Happy reading and tell us what you think!



**Dato' Mohammad Faiz Azmi**

*Executive Chairman*

@mfaizazmi



**Sridharan Nair**

*Managing Partner*

@Sri\_PwC

# About this report

## **UBER FLIP instructions:**

This report is designed for reading off your laptop and/or gadgets, in an effort to be environmentally friendly. It has video and other interactive elements incorporated into it. If you have a need for a printed copy, do contact our CR team (details in the contact page).

Have fun reading!

Our report covers PwC's Purpose, what's important to us and how we'll bring this to life. It also covers how Corporate Responsibility (CR) will play a part in this, our journey thus far, and our commitment and plans for improvement.

We have been reporting our CR activities since 2009 and began reporting against the Global Reporting Initiative GRI G4 guidelines in 2012.

This report has been prepared in accordance with the GRI G4 Sustainability Reporting Guidelines and the GRI - Core Option. This is our third year using the GRI G4 as a Guiding Principle to shape our reporting framework.

We have the support of our Sustainability & Climate Change Consulting Team in verifying the report in line with GRI guidelines.

This full report and the summary which highlights achievements in FY16 covers the operations of PricewaterhouseCoopers Malaysia (PwC Malaysia) during the firm's 2016 financial year - 1 July 2015 to 30 June 2016.

It covers the operations for PwC Malaysia across all entities and lines of services outlined on page 9. There will be a separate report issued for the rest of the PwC SEAPEN Region firms which have presence in Thailand, Vietnam, Cambodia and Laos.



To guide us in drafting content for the report, materiality of aspects were completed in order to determine topics for the report. These are outlined in our prioritisation matrix on pages 30-31.

Throughout this report, you will find the KPIs that we have addressed, along with additional information on our CR initiatives and programmes. We

selected material aspects (as outlined in the GRI 4.0 guidelines) based on issues that are relevant to our business and feedback from our clients, people and potential recruits (students, fresh graduates and experienced hires).

There is no re-statement of information from earlier reports, issued from 2009 to 2015.

There were additional entities in 2013, PwC

Consulting Services and PwC Consulting Associates but these were formed due to structural changes within the firm and will not affect the overall reporting boundaries. PwC acquired Strategy& (formerly Booz & Co) in August 2014 and we are including Strategy&'s information and activities after July 2015.

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# Leadership structure

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## **Dato' Mohammad Faiz Azmi** **Executive Chairman**

External market involvement in the corporate, public sector and professional bodies through the following:

- Participates in major governmental efforts that affect the profession e.g. initiatives by the Malaysian Accounting Standards Board (MASB), Securities Commission, Bank Negara Malaysia
- Plays an active role in the leadership of professional bodies e.g. President of the Malaysian Institute of Accountants (MIA), a council member of the Malaysian Institute of Certified Public Accountants (MICPA)
- Relationship partner with key / top tier clients
- A well known local and global proponent of Islamic Finance e.g Chair of Islamic Finance Consultative Group (IFCG), International Accounting Standards Board (IASB)
- Engages government / government agencies on key business issues and policies





### **Sridharan Nair** **Managing Partner**

- Develops and drives firm-wide market strategy
- Drives revenue growth and profitability
- Builds and develops capacity of teams to deliver the firm's strategy
- Relationship Partner with key/ top tier clients

The Country Management Team (CMT) consists of the Managing Partner, Executive Chairman and leaders of these business units:

Assurance	<b>Soo Hoo Khoon Yean</b>	Risk & Quality	<b>Lee Tuck Heng</b>
Tax	<b>Jagdev Singh</b>	Markets	<b>Nurul A'in Abdul Latif</b>
Deals	<b>Tan Siow Ming</b>	People	<b>Pauline Ho</b>
Consulting	<b>Sundara Raj / Andrew Chan*</b>		

This team sets the strategic direction of the firm, ensures alignment in the execution of strategy and operations; and makes the call on resourcing, economic, environmental and social issues.

The CMT is accountable to the firm's Partners on strategy and the overall running of the firm. The oversight board, made up of partners, provides check and balance to the CMT's strategy and plans. The CMT shares the firm's strategy at townhall sessions and management conferences. These group meetings allow staff to provide feedback and gain clarity on the strategies shared.

\* With effect from 1 October 2016



# Awards

## What people know us for:

We've been honoured with a range of awards and accolades recognising our achievements in professional services, client relationships and as an employer.

Some of our recent achievements include...

CEO Champion

### Life at Work Award 2014

Sridharan Nair

Managing Partner  
PwC Malaysia

### ACCA Malaysia Sustainability Reporting Awards (MASRA) 2015 Best Workplace Practices Award 2014 Commendation Award for Diversity

#### HR Excellence Award 2014

- Employer Branding (Gold)
- Recruitment & Retention Strategies (Gold)
- Corporate Social Responsibilities Practices (Gold)
- HR Social Media & Technology (Bronze)

#### Malaysia's 100 Leading Graduate Employers Awards

- #1 Top Graduate Employer (2013, 2012, 2011, 2009)
- #1 in Consulting Sector (2013, 2011)
- #1 in the Accounting & Professional Services Sector (2013, 2012, 2010, 2009, 2008)

#### Graduan Brand Awards 2015

- #1 for Professional Services
- Top Recruiter for UK & Australia

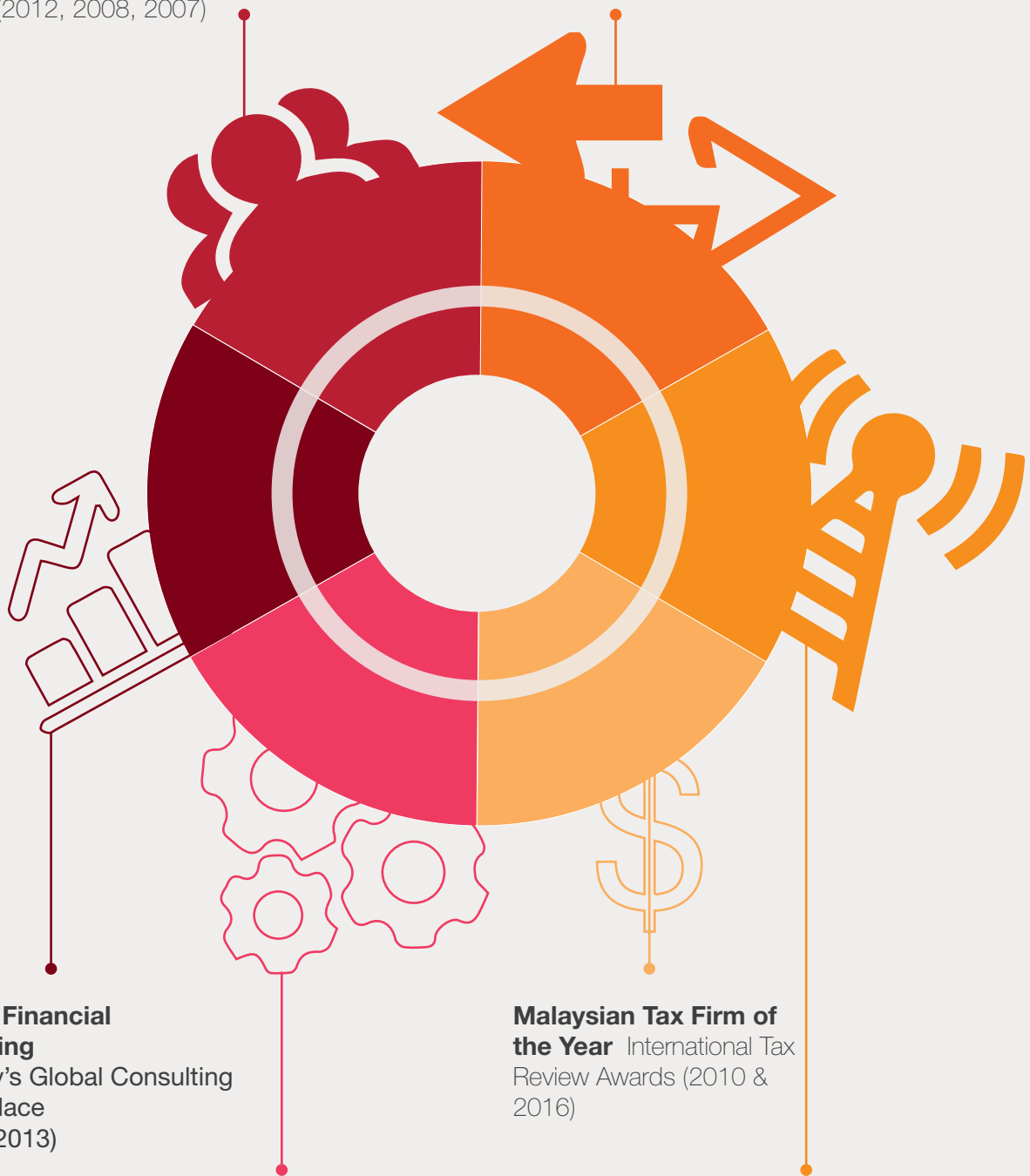


**M&A Transaction Support Firm  
of the Year**

Finance & Tax, National Mergers &  
Acquisition Awards (Malaysia)  
(2012, 2008, 2007)

**Transfer Pricing Firm of  
the Year**

International Tax Review  
Awards (2010)



**No. 1 in Financial  
Consulting**

Kennedy's Global Consulting  
Marketplace  
(2010 – 2013)

**Malaysian Tax Firm of  
the Year**

International Tax  
Review Awards (2010 &  
2016)

**Inaugural 'Outstanding  
Certified Business  
Continuity Professional'  
Award (2012)**

Ong Ai Lin  
Senior Executive Director  
PwC Malaysia

**Best Service Provider  
for Business Continuity  
Management**

DRI International (2013, 2014 &  
2016)

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# Firm strategy

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## How we create value



### PwC's Purpose

Build trust in society and solve important problems.

It is essential that we demonstrate this in our daily practice and engage regularly with our stakeholders on it.

They will be the ones who will ultimately determine whether we live up to it. We regularly assess what we do so that we can determine whether we are still in line with this stated purpose.

## Our purpose (why)

## Our mission (what)

## Our strategy (how)

## Our impact

### Our clients and society

- Issues/themes
- Expectations
- Global trends

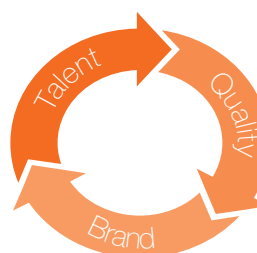
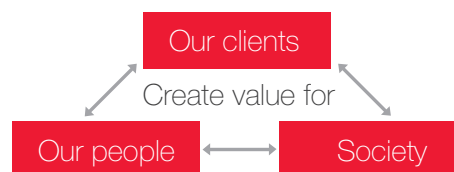
Build trust in society

&

Solve important problems

### Our people

- Talent and skills
- Training and experience
- Personal networks



Assurance



Consulting



Tax



Deals

### Society

- Greater trust in financial markets
- Contribution to the public debate
- Contribution to development of not for profit sector

### Clients

- Reliable financial and non-financial information
- Better insight for internal and external stakeholders
- Higher efficiency and effectiveness

### People

- Development
- Appreciation
- Social involvement

### Environment

- Initiatives to reduce our environmental impact

# Our CR journey

2000

Formed our Community Outreach Programme.



2006

PwC Malaysia's then Executive Chairman Johan Raslan chaired the Institute of Corporate Responsibility Malaysia (ICRM) from its inception till 2010.



2007

We stopped using polystyrene cups and plastic bottles in our office.



2008

Appointed a group of green marshalls – peer encouragement to use less paper.



Secondment of staff to World Business Council for Sustainable Development for 18 months to support the Vision 2050 programme.

Creation of Sustainability And Climate Change Consulting team.

Working partners to Starbiz - ICRM Corporate Responsibility Awards (launched in 2008)

2009

Work-Life Plus Programme launch. It included initiatives like Flexible Work Arrangements, Career Break and Time-Out.



2010

Monitoring our greenhouse gas (GHG) emissions, stepping up on our volunteering efforts – providing volunteering opportunities for our people at every milestone.





2011

2012

2013

2014

2015

2016

Inception of the Business Council for Sustainable Development Malaysia.



Tracking of volunteering numbers / hours.

Introduced a structured curriculum and impact measurement system for our mentoring and outreach programmes.

Printing set to double-sided printing for all computers.

Launch of FlexSpace, FlexMobile and FlexWear.



Skilled volunteering / capacity building.

Supporting women in returning to work.

Launch of Flex Benefits for managers and above.

Extended maternity leave from 2 months to 3 months.

Extended paternity leave from 2 days to 3 days.

Secondment of a staff for 2 years to TalentCorp to support development of local talents.



Organised workshop for NGOs on governance, transparency and accounting.

South East Asian Global Reporting Initiative (GRI) training partner.



Integrated Health Campaign - #FitPwC launched.

Introduced birthday leave for Managers and above.

Diversity and Inclusion focus on Valuing Differences and Unconscious Bias.

#lunchwitha-stranger initiated.

Joined the Malaysian Collective Impact Initiative.

Building Trust Awards



Unconscious bias pilot training for Managers and above.

Secondment of staff for 2 years to the Malaysian Institute of Accountants (MIA) from April 2016.

Collaboration with The Edge Education Foundation on Money & Me, a financial literacy programme

#ecofriendly campaign to save paper.



# Stakeholder engagement

**Our stakeholders are people or organisations whom we have worked closely with who have an interest in our business. We actively engage them to obtain feedback on issues that are of shared interest from issues on accounting development to corporate governance and talent attraction through the following channels:**

- Our people through the annual Global People Survey
  - Our people who volunteer on our CR programmes throughout the volunteering programme, through email and face-to-face interactions
  - Our clients through the annual client satisfaction survey
  - Regulators and professional associations through our participation as board or committee members
  - Our potential recruits through social media and their campus advisor throughout the year
  - Charity partners who benefit from our CR programmes at the end of each volunteering programme through personal feedback and survey forms
- Not only do this feedback help determine topics of interest for the report; more importantly, it helps us improve our services and programmes to further add value to our stakeholders.
- As mentioned in our 2013 report on plans for stakeholder engagement, we engaged our biggest group of stakeholders, our people, on issues that are important to them

via a survey in January 2015. Due to limited time and resources, we plan to engage our other stakeholders in stages and will do so in the next two to three years.

Our stakeholder engagement process was simple – we sent out an online survey to measure two perspectives. We asked managers and above the relevance of CR and impact of key issues to the firm,

as a business; for Assistant Managers and below, we asked them which topics were relevant to them to determine materiality, (see the following page for materiality matrix based on outcomes from our internal stakeholder engagement) and to get their feedback on current programmes. There was a good response and distribution in terms of levels and business units - 272 responded to the survey (12% of our staff).

We found the qualitative feedback valuable and insightful and will consider engaging our people more consistently.

The issues and feedback raised were analysed and validated at our highest governing entity, the Country Management Board and used to guide our CR strategy, outlined on pages 34 to 38.

## Update to our stakeholder engagement for FY16:

- **Partners:** One to one discussion with each line of service leader to understand the needs of the business and what we can do differently to serve our people and clients better. Results of this discussion were used to improve our programmes and to plan future ones. E.g. allow teams to encourage the Assurance team, who are not often in the office, to sign up for #FitPwC (a health and fitness programme)
- **Media:** Head of Marketing & Communications, Stephanie Caunter, is our media representative. The media expect us to provide Thought Publications that are relevant to the public and a point of view on key business topics e.g. economics, audit and tax matters and governance.
- **Clients:** Through our Client Satisfaction Survey, the 3 key areas where we performed well in were quality of our work, strength of our people (expertise and experience) and giving an added dimension. Where we continue to work on are instilling a feedback culture, diligent follow-up on client's feedback and prioritising the client's needs in the delivery.

## How we engage our stakeholders throughout the year

### Government Agencies\*

- We provide an active voice in sharing Malaysia's transformation initiatives
- We accept secondments (e.g. National Audit Department) and send our people on secondments (e.g. TalentCorp)
- We provide advice on strategy development and transformation process management

### Non-profit organisations

- Volunteering
- Charity events
- Capacity building

### Business and industry organisations

- PwC hosted client events
- Participation in conferences through speaking engagements and as board/committee members

### Client

- Client satisfaction survey
- Brand Health Index
- Staff secondments to selected clients

### Media

- Press conferences
- Profiling of our leaders via exclusive interviews, comments in the media and articles

### Graduates and youth organisations

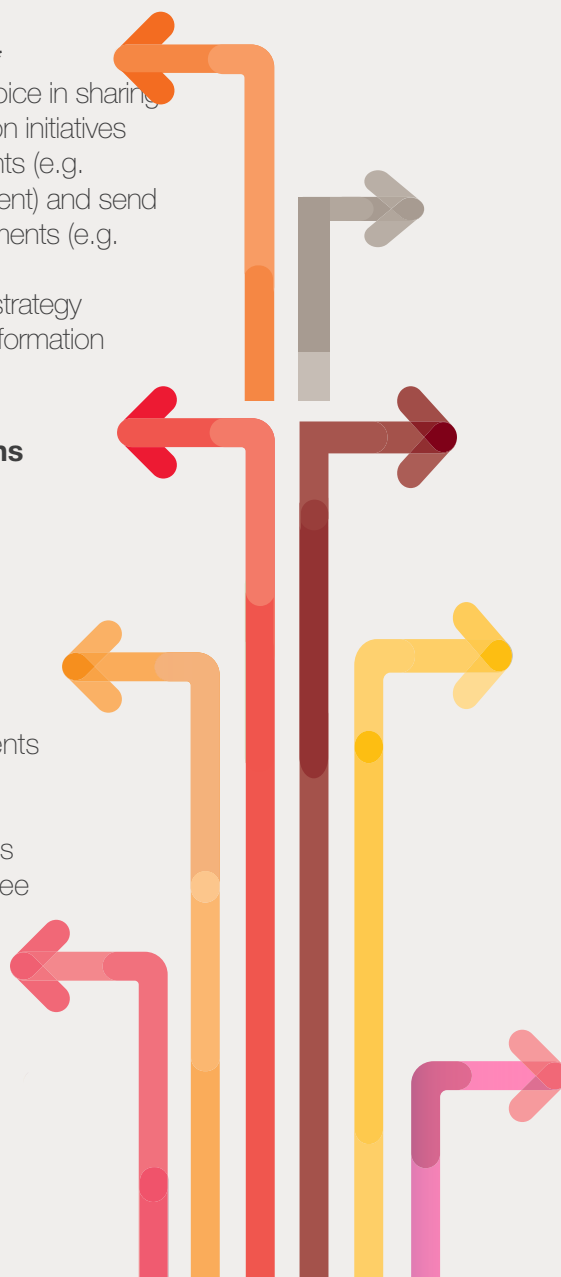
- Mentoring youth leaders
- Workshops and soft skills training
- Internships
- Volunteering opportunities

### People (Staff and Partners)

- Global People Survey
- Pulse survey
- Social media
- Great Place to Work (GPW) initiatives
- Townhall sessions
- Management conferences
- Kelab Sukan PwC through these annual events - family day, fun run, KSP night

### Universities and colleges

- Participation in campus roadshows
- Knowledge sharing
- Contribution to campus publications
- Guest lecturers



Stakeholder Engagement Channels

\* PwC Malaysia does not receive subsidies or grants from the government, who are not part of our structure.





# Materiality assessment

## **Materiality assessment: What's important to our stakeholders**

We focus our corporate responsibility activities and reporting on the issues of importance to PwC and our stakeholders.

Feedback from regular engagement with our biggest stakeholders, our people, helps us identify the issues that are most significant – or ‘material’ – to PwC.

We use a ‘materiality matrix’ to map the issues that our stakeholders are most concerned about against those that have the biggest impact on our business.

You'll read about topics that are significant to our stakeholders and to the business in this report. These are highlighted in the graph on the next page.

We're cognisant that as we continue to engage our other stakeholders (as listed on page 28) over the next 2-3 years, the materiality matrix and reporting content may change.



- 
- CR programmes for the community
  - Flexible work arrangements
  - Staff benefits & rewards
  - Training & Development
  - Non-discrimination
  - Helping other organisations be more effective in their CR
  - Demographic information

- Recycling and usage of recycled materials
- Employee engagement
- Focus on community within our vicinity
- Tracking our Green House Gas emissions
- Safety at the workplace
- Reducing energy consumption
- Championing CR agenda in Malaysia

- Thought leadership publications
- Attrition rates
- Data protection
- Biodiversity
- Anti-corruption training
- Our role on boards
- Safe channel for staff feedback

# Significance of Impact

## Relevance of topics to stakeholders

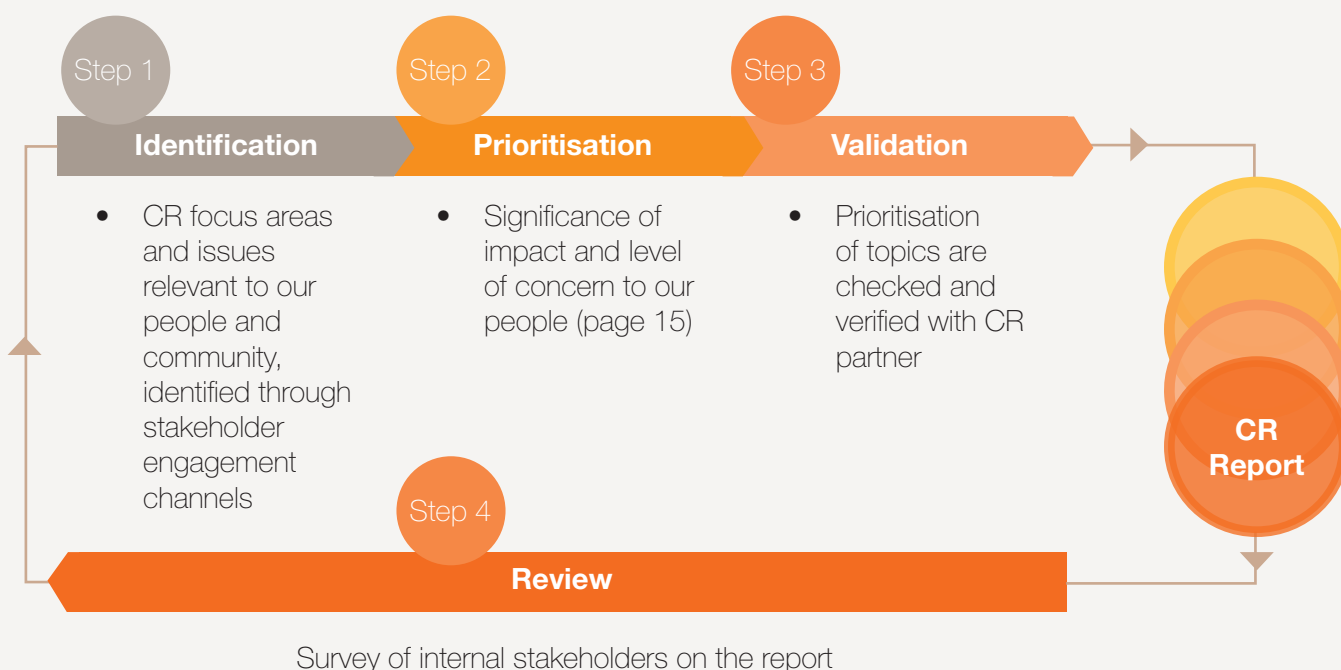
This table shows GRI performance indicators or topics which are important by stakeholders groups.

Internal Stakeholders	External Stakeholders				Performance Indicators
	Clients	Graduates	Local community	Others*	
Staff / Partners					
•		•	•		Investment in the community (EC7)
•		•	•		Local community engagement, development programmes (SO1)
•				•	<b>Environment stewardship</b> <ul style="list-style-type: none"> <li>• Energy consumption (EN3) &amp; Indirect energy consumption (EN4)</li> <li>• Greenhouse gas (GHG) emissions (EN15-17)</li> <li>• Initiatives to reduce (EN19) GHG emissions and mitigate environmental impact (EN27)</li> </ul>
•	•			•	Participation in public policy development (SO4)
•	•				Customer satisfaction survey (PR5)
•	•			•	Customer privacy and customer data (PR8)
•	•			•	Training on anti-corruption (SO4)
•		•			Training for employees (LA9)
•		•			Regular performance & career development reviews (LA11)
•		•		•	<b>Workplace</b> <ul style="list-style-type: none"> <li>• Breakdown of employees by gender, type for Diversity and Opportunity (LA12)</li> <li>• Equal employment opportunities – number of hires and turnover (LA1)</li> <li>• Benefits for employees (LA2)</li> </ul>

\*Media, business organisations, etc

## Reporting process

This outlines the process of identifying and prioritising topics which are material to us which are included in this report.



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# CR strategy

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In late 2014, we made a concerted effort to re-evaluate our CR strategy to ensure its relevance and impact, with our Sustainability and Climate Change team's help.

First, we engaged our biggest stakeholders, our people through a survey.

Then we took an inventory of our CR initiatives. We looked at the impact on our beneficiaries and the firm against our investments, time and programme costs.

Results of the inventory and the survey helped us set directions, plan forward and make plans that would be meaningful and sustainable for our beneficiaries and our people. We will continue working on programmes such as the Community Outreach Programme, workshops for charities and Diversity & Inclusion initiatives at the workplace. We also discontinued several – among them PageTurner, CR Challenge and Terry Fox Run - in our efforts to be more focused in our CR strategy. We also know that we'll need to work on better measuring our impact for the Community Outreach Programme, Polaris and our initiatives with Teach for Malaysia.

The strategy was validated with the Country Management Team and then shared with our people.



## Our strategy:

We'll continue our focus on Education and Capacity Building (helping people build skills to meet their goals) and aim to be more strategic and focused in our efforts. So, we've selected four flagship programmes to build on for the next three years. Please refer to the diagram in the next page for the flagship programmes, three year plan and how they fit into the current four CR quadrants.



The four CR quadrants are:

<p><b>Community engagement</b> by creating socio-economic value, using our skills and experience. We support communities with a focus on education and helping young people achieve their true potential.</p>	<p>Supporting <b>diversity</b> in our <b>workforce</b> and being more inclusive as well as promoting a healthy work-life balance.</p>	<p>Being a <b>responsible business</b> by creating value for businesses and our communities in the areas of ethics, integrity and trust, and using our core skills to lead the conversation and address issues central to sustainability today.</p>
	<p><b>Environmental stewardship</b> by respecting, understanding our impact on the environment.</p>	

This report covers initiatives and programmes carried out by PwC Malaysia within these four CR quadrants and how our activities support United Nation's Sustainable Development Goals.

## Overview of CR initiatives & how it maps to UN's Sustainable Development Goals



### Community Engagement



Focused on youth education and capacity building: Sustainable programmes, using our business skills for positive, measurable impact.

- **Community Outreach Programme\*** / Fund Their Future

- Teach for Malaysia
- Polaris
- Donations for disaster relief



### Workplace / Diversity & Inclusion



- Bringing together people from all backgrounds /experiences /skills / beliefs where they can be their true selves and be valued for their contributions.
- Creating a healthy workplace where people can thrive

#### Diversity & Inclusion \*

- Focus on valuing differences and discovering unconscious biases

#### Health & Wellness \*

- Sustained wellness campaign integrated with our people strategy (#FitPwC)

\* Flagship programmes

# Responsible Business



## Responsible Business (Marketplace)

Increasing Trust; driving Diversity & Inclusion and sustainability business practices through our knowledge and skills

- Using our knowledge and skills to enhance trust in the marketplace
- Leading the conversation on sustainability, Diversity & Inclusion issues
- Lending our expertise to help shape the profession through participation on boards / committees
- Discounted or pro-bono professional advice for charities
- Discounted Sustainability and Climate Change work



# Environmental Stewardship



## Environmental stewardship

Manage our footprint to mitigate climate change and improve our immediate surroundings

- Clean-up our **immediate surroundings** (Brickfields)
- **Commitment to reducing our CO2 footprint** (Using recycled material, video conferencing, double sided printing, reducing use of plastic bottles / styrofoam cups, use of energy star rated equipment)



**Growing our flagship programmes**

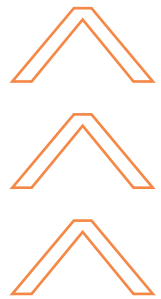
**2015**

## **Setting the foundation**

- Identify and work on CR flagship programmes:
  - Diversity & Inclusion
  - Wellness programme
  - Community Outreach Programme
  - Workshop for charities
- Work with stakeholders to improve and ensure programmes are sustainable with measurable impact
- Communicate, share and involve staff as volunteers

## **2016 Building momentum**

- Demonstrate that flagship programmes are successful and relevant
- Measurable social impact for beneficiaries, staff and firm
- Expand proven and successful model to reach more beneficiaries
- Collaborate on a pilot programme (expand on a successful model) for expansion to reach more beneficiaries/ more locations



## **2017 Scaling up**

- Ensure that flagship programmes are scalable – make implementation and reporting tools available.
- Collaborate with interested parties – expand our reach within the community/ network
- Measurable social impact for beneficiaries, staff and firm – for both PwC and for collaboration with interested parties

## Corporate Responsibility structure

Our CR strategy and plans are anchored by the CR team, which consists of two full time staff. There was an increase of an additional headcount in mid-2014 due to the increased scope of work. The CR team plans, implements, tracks CR and Diversity initiatives and reports to the Markets and Diversity Leader, who gives oversight. The yearly CR and Diversity progress and performance is shared with the Managing Partner and Executive Board.

At the global network level, all CR teams are led by the Global Corporate Responsibility Board (GCRB), which is chaired by our Network Vice Chairman, Richard Collier-Keywood. The GCRB comprises leaders from across the business, corporate responsibility leaders from our Network and PwC sustainability subject matter experts. In keeping with best practice, the Board also includes an external independent advisor.

The Board comes together every quarter to review performance and provide governance, oversight, input and direction to PwC's corporate responsibility global strategy in alignment with PwC's overall business strategy. It is also the forum for alignment across our network. The Board also plays an important role in reviewing and setting the direction of CR reporting across the global network. The global CR framework and leadership ladders<sup>1</sup> are consistently applied in all our programmes.

At the global level, PwC has partnered with the United Nations for R!SE – a disaster risk management initiative and HeForShe movement for gender equality. We also have strategic collaborations with United Nations Global Compact, World Resources Institute, World Business Council for Sustainable Development, Carbon Disclosure Project and the Global Reporting Initiatives.

<sup>1</sup><http://www.pwc.com/gx/en/corporate-responsibility/leadership-ladders.jhtml>



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# Community Engagement

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*“I’m satisfied with the actions PwC is taking to be socially responsible.”*

FY 16 **80%**

FY 15 **83%**

FY 14 **84%**

FY 13 **81%**

Source:  
Scores from PwC’s  
Global People Survey

## Why is this important to us:

We’re only as strong as the communities in which we operate in. So it makes good sense for us to be a responsible citizen, which includes supporting local communities with the skills and resources that we have. Besides making a difference in the community, our staff also benefit by learning new skills, gaining personal fulfilment and building deeper relationships with their community.

We are focused on helping disadvantaged youth achieve their potential and providing professional services to charitable organisations. We also ensure that our initiatives are sustainable and that we’re there for our beneficiaries for the long term.

***“I’m proud to work with our volunteers. They are always ready to lend a hand, bring their best to the table, and put in effort to help people and organisations improve.”***

Florence Tan,  
Corporate Responsibility Lead



## How we measure our CR programmes

	FY16	FY15	FY14	FY13	FY12	FY11	FY10	FY09
Number of volunteering activities	15	8	11	12	7	8	6	7
Number of staff volunteers	252	314	512	502	589	379	235	557
Number of volunteering hours	7,833	11,756	16,410	17,564	13,696	9,492	11,020	11,237
Number of full time equivalent CR team members	2	2	2	2	2	1	1	1
Number of discounted/ pro-bono provision of professional service projects	31	52	40	32	41	34	28	13
Provision of professional services (hours)	6,751	6,999	5,038	1,932	3,177	1,692	1526	632
Donations and grants (RM)	70,298	125,656	129,270	55,885	26,535	46,280	42,350	69,377
Emergency appeals (RM)	-	148,040	115,640	13,390	-	89,400	43,000	65,600

The decrease in donations and grants in FY10 onwards are partially due to an increased focus on emergency appeals and the CR Fund in PwC Malaysia. This number was also higher in FY09 due to a global project we participated in, which was discontinued in FY10. FY09 to FY13 data in the table above reflects only CR activities in PwC Malaysia. Data issued in CR reports in FY12 to 2009 reflects data for the PwC SEAPEN region

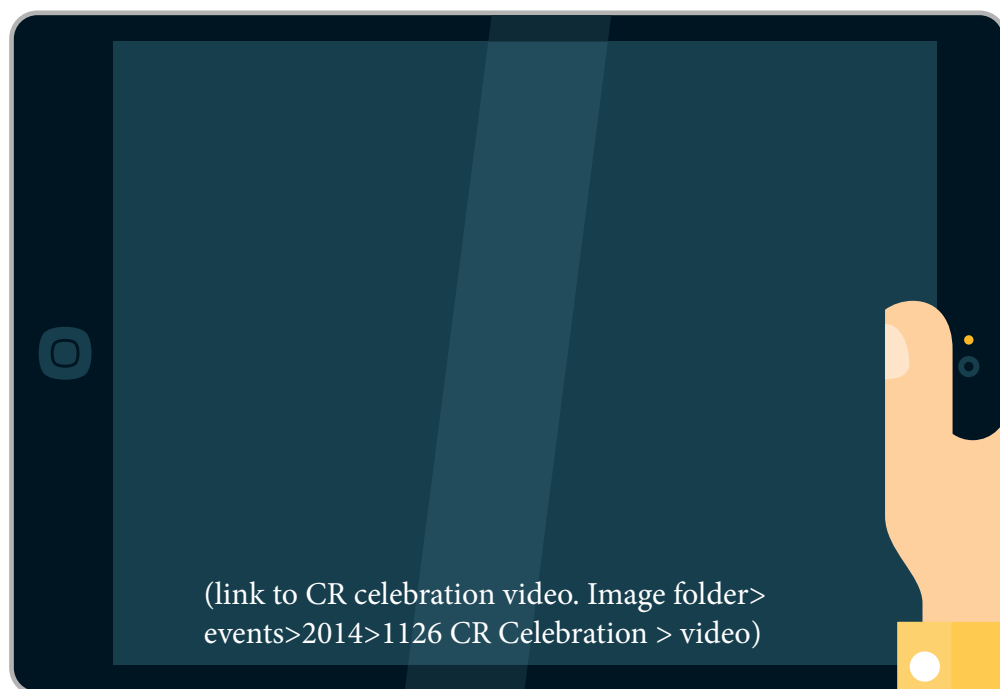


## Community Outreach Programme

The Community Outreach Programme (COP) started in 2000 and enables our people to volunteer at selected homes during the period of May to November. Each volunteer dedicates 2 weeks with the children to help them with their homework, address literacy and assist with administrative duties at the homes, which is also a way to help build capacity.

We also started the COP at the Methodist Girls School in 2012 where our people coach those who're weaker academically and help students of Orang Asli origin to catch up with their peers.

Following a good experience in 2014, we ended the COP in 2015 with a workshop in our office by Leaderonomics which focused on activities demonstrating the importance of teamwork, gratitude, tenacity and hard work – it was a great learning experience beyond the classroom and we're keen to host more of these workshops in the coming years.



Click on the tablet  
to watch the CR  
Celebration video

**Goal:** Ensure that our volunteering activities and impact on our focus groups are sustainable and measurable.



## **Sustainability: Fund their Future**

In FY13, we initiated the 'Fund their Future' programme which aims to sponsor vocational training for children at the homes we support, to ensure sustainability for the COP.

Equipped with skills, we want these children to have a brighter future and break out of the poverty cycle. We worked with EWRF (Educational, Welfare & Research Foundation Malaysia) and selected two candidates for vocational training in 2013. Unfortunately, both didn't finish the first year due to the lack of support outside the classroom.

We now understand the mentoring and support system that's needed to keep them in the programme and will build these priorities into the next cohort in 2016 / 2017.



## Measuring our impact:

We're starting a pilot on a measurement tool to gauge the impact of our COP volunteers starting from May 2015. This measurement tool was developed together with the charity homes, teachers and alumni of Teach for Malaysia, with the all-round development of the children in mind.

We don't just look at academic results but also at attendance, punctuality, adaptability, communication skills, independence, attitude towards learning and self-esteem.

We invest time to brief each volunteer group so that they understand the evaluation process. Evaluations are

carried out by our volunteers and results are compiled at the end of the year.

Here are the data we've collected from our first year - 2015, which is our baseline data. We're happy to note that the majority of the children are average (53% to 59%) while about 30% are higher than average.

Data is shared with the COP homes early 2016 and we received open conversations on how to improve further – our volunteers will need to be more forthcoming and objective in the evaluations and complete them promptly.



***“I have seen the Orang Asli students improve over the past 4 years with the help of PwC volunteers. They are more self-confident and willing to participate in class now. ”***

Methodist Girls School Teacher



**3 homes**



**84 children**



**1 school**

---

Over the past 15 years:

**1,998** volunteers

**143,947** hours

---







**24**  
weeks



**12**  
volunteer  
groups



**107**  
volunteers



**6,781**  
hours



**84**  
students



**534**

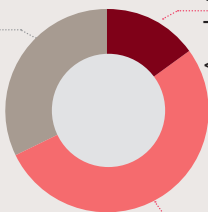
forms



**6.5**

forms per  
student

**32%**  
Good  
≥ 4.00

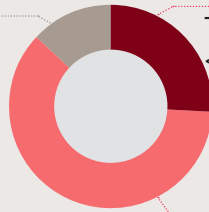


**15%**  
To Improve  
< 3.00

**53%**  
Average  
3.00-3.99

*Rumah Juara*

**13%**  
Good  
≥ 4.00

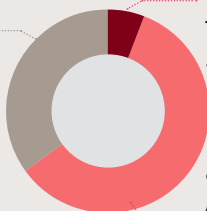


**26%**  
To Improve  
< 3.00

**61%**  
Average  
3.00-3.99

*Anbu Illam*

**35%**  
Good  
≥ 4.00



**6%**  
To Improve  
< 3.00

**59%**  
Average  
3.00-3.99

*Karunai Illam*

*Rumah Juara* average 7.9 forms

*Anbu Illam* average 5.4 forms

*Karunai Illam* average 5.7 forms







## Polaris

We reached out to economically disadvantaged secondary school students at Methodist Girl's School in Kuala Lumpur, through our Polaris programme. Our people, in their role as mentors help selected students evaluate and plan better for their future through a series of four workshops annually.

Our workshops are focused on helping the students understand themselves and choose a career relevant to their strengths and interests. They emphasise the power of communicating effectively; goal setting and planning; and personal grooming. Feedback from the school authorities is

positive and they have seen students who were on the programme last year improving and recommending the programme to their juniors.

We've also opened up the Polaris programme to be managed by the Penang office in FY13. In 2014,

Measuring our impact:  
Survey of participants

**29 volunteers**

58 hours in 2016

**19 volunteers**

38 hours in 2015

**33 volunteers**

66 hours in 2014

**17 volunteers**

34 hours in 2013

FY16

**50 students,  
4 workshops**

**86%** thought the  
workshops  
were good



the Penang team ran two workshops in schools on cyber security for Form 4 students.

**Future plans:** We are working on tailoring the programme so that it's scalable and we have long term plans to expand this programme to schools near our office in KL and Penang.

***“Polaris gave opportunity to students to share their opinions.”***

Polaris 2015 participant

**3.45**  
.....

I'm able to apply what I've learned

**3.77**  
.....

The content is relevant

**4.14**  
.....

The content is easy to understand

**3.36**



**3.92**  
.....

understanding of topics before and after the workshops

(on a scale of 5: 1- strongly disagree, 5 – strongly agree)



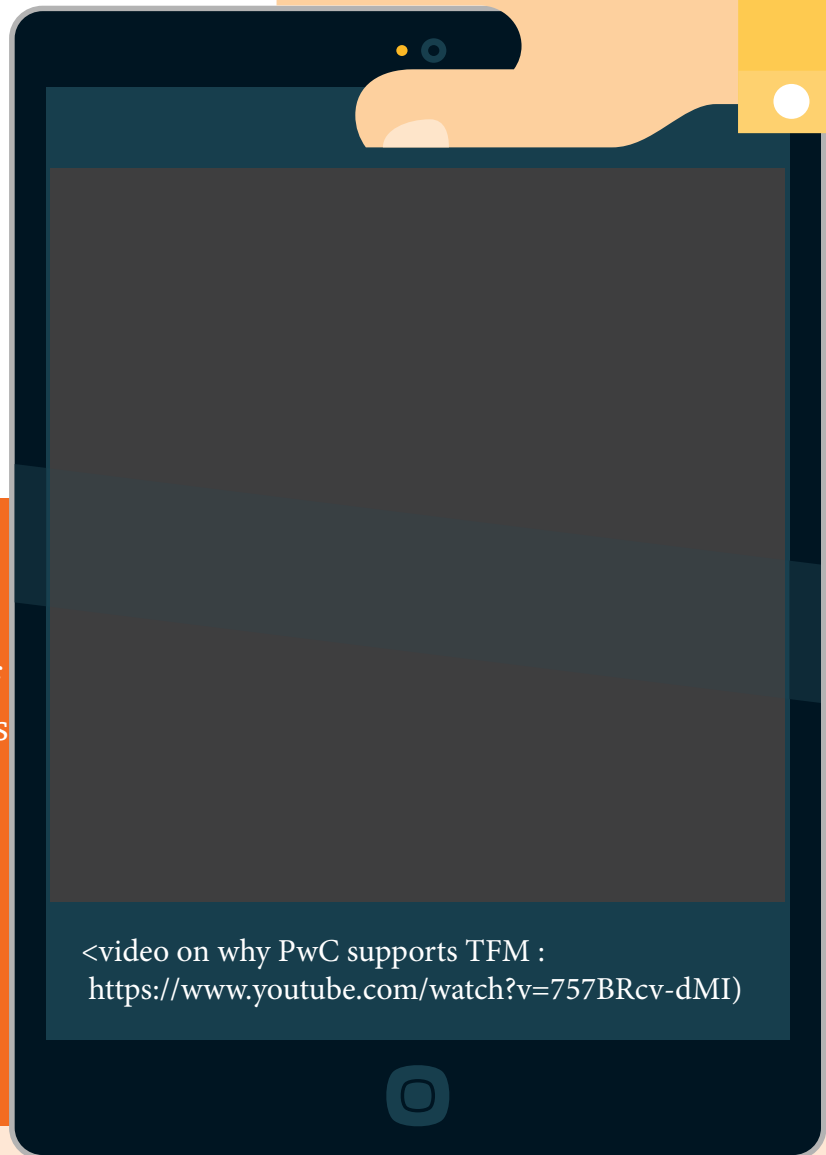
## Teach for Malaysia

### Maximising potential

Teach for Malaysia (TFM) is a not-for-profit organisation which focuses on equality in education.

We've been firm supporters of TFM and their cause from its inception.

In April 2016, [Teach for Malaysia](#) requested for help to review their finance policies, roles and a review of financial reporting. Outcomes were enhancements to their governance (financial policies and finance roles) and improved reporting for stakeholders, namely their Board of Trustees through better financial reporting templates.



***“PwC’s Assurance team assisted TFM in rethinking our finance and accounting processes as we scale up the organisation across 8 states and kick start our individual giving and fundraising strategy to ensure greater monitoring and tracking of expenses ”***

Dzameer Dzulkifli, Teach for Malaysia



Click on the tablet to watch Sri's video on why PwC supports TFM



**“ Money & Me taught me confidence and leadership. ”**

Money&Me participant

**RM600**

raised by 6 MGS students on Sales day.

## Money & Me

This financial literacy programme is done in collaboration with The Edge Education foundation. We ran eight workshops based on ‘Save, Spend and Earn’ for 30 students at Methodist Girls School, from March to July 2016, culminating in a two day Boot Camp in August 2016.

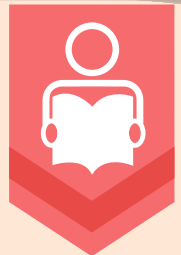
It was later followed by a Sales Day where students were encouraged to use what they have learned at Boot Camp to innovate, produce and sell merchandise.



**11**  
volunteers



**52**  
hours



**30**  
students



## Malaysian Collective Impact Initiative

PwC is a part of the Malaysian Collective Impact Initiative (MCII).

Objectives of MCII are :

1. Enhance student retention in school
2. Increase employability for school leavers

Aligning to national education initiatives, MCII works in Social Private-Public Partnership, with the school, students and the community to identify their needs and map these to member programmes in a coherent framework.

We acknowledged that the education issue is complex but we also saw an opportunity where we could come together across different sectors to work collaboratively.

We started work in July 2015 and have focussed programmes for 2 secondary schools: SMK Pandamaran Jaya and SMK Tengku Idris Shah. These programmes are run by Soroptimist International (SEEED Jobs for Life Programme) and EduNation.



SMK Pandamaran  
Jaya



**1,623** students



SMK Tengku Idris  
Shah



**2,112** students



**250**  
teachers

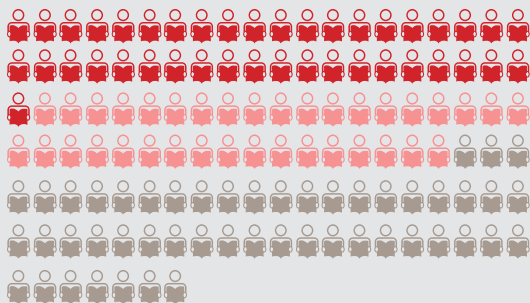
Other MCII members include:

- Agensi Inovasi Malaysia
- British Council
- Credit Suisse
- Hap Seng Group
- Hong Leong Foundation
- IOI Group
- Petrosains
- Prudential Assurance Malaysia Berhad
- Westports Holdings
- YTL Foundation

# Malaysian Collective Impact Initiative Outcomes

## SEED Jobs for Life programme

In the two programme cycles, **127 youth enrolled** for the programme



**41** participants graduated from Cycle 1 in Pandamaran, Klang

**36** are currently enrolled in Cycle 2 in Kapar, Klang



**Training hours:**  
Pandamaran : 72  
Kapar : 56



**Attendance:**  
Pandamaran : 68%  
Kapar : 78%

However, thus far **30%** of cycle 1 graduates are enrolling in higher education or specialised training courses



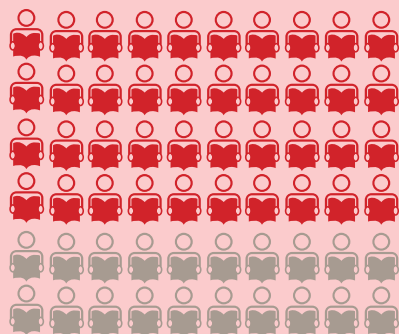
And, **another 30%** are currently being supported in applying for and securing a full-time position within the six month period.



## EduNation peer coaching programme

**66 students remain** in EduNation's programme

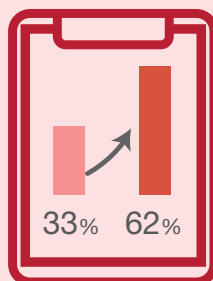
With **40** in SMK Pandamaran Jaya



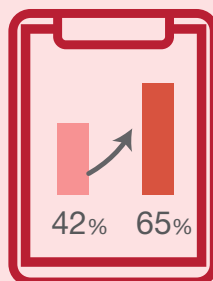
and **26** in SMK Tengku Idris Shah



**Initial Maths score vs end of the programme:**



SMK Pandamaran Jaya



SMK Tengku Idris Shah



**Sessions:**  
Pandamaran : 10  
Kapar : 11



**Hours:**  
Pandamaran : 22  
Kapar : 24



## Capacity building for charities

Maximising potential for NGOs through workshops is one of our flagship programmes.

The 2015 workshop focused on fund raising strategies and finance function effectiveness for charities and foundations who are our clients.

Results and feedback were encouraging but we will need to work in more time for peer-to-peer discussion and provide more insights.

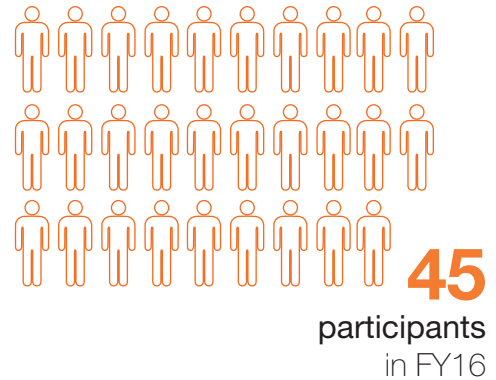
In 2016, we will be running 2 workshops in partnership with Yayasan Hasanah for their civil society partners. Topics are **Governance and Internal Audit** for charities and **Finance Function Effectiveness**.

Our long term plan for this is to look at how we can quantify our impact better.

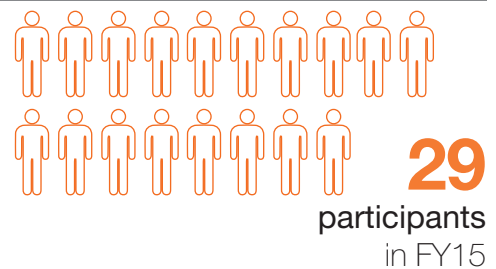




## Overall measurement



Most useful take-away: Excel tools for finance reporting



62% agree with being able to apply learnings  
73% agree that content is relevant  
69% agree that content is easy to understand

***“ It has helped shift our  
mindset and focus in  
fundraising and finance. ”***

Participant

Hear what the participants have to say about the workshop in 2014 :



Click on the screen  
to watch the video on workshop  
for non-profits

## Investing in students

Our Human Capital team, together with representatives from client-facing teams invest significant time in building the capacity of our local graduates – a total of 115 events and 538.5 hours in FY16 alone.

We've organised employability workshops on career awareness and skills; guest lectured at Sunway TES, University

Malaya, Nottingham University and Multimedia University.

We also provide support for Malaysian student societies in United Kingdom through sponsorship of their activities, soft skill workshops and helping students organise educational programmes e.g. United Kingdom & Eire Council (UKEC) Graduan career fair, ICAEW-MACFIS (The Malaysian Accounting and Finance Society) business challenge main event, ICMS (International Council of Malaysian Scholars and Associates) on the Malaysian Public Policy Forum, Generation

Corporate and MASCA (Malaysian Students' Council of Australia) We don't just do this for recruitment but to benefit Malaysian students and encourage them to return home.

For the past four years we have also been supporting the Peneraju programme in increasing the number of accountants for the nation. The first batch of six scholars joined us in December 2012 and we currently have 18 scholars employed. Three of them will have completed their professional examinations by December 2016.

We're a pioneer organisation in TalentCorp's inaugural Human Resources (HR) Internship Programme to raise visibility and appeal of HR professionals among students.



**17%** were **hired**  
from Career Readiness  
participants



PwC investments in university students

Type	FY16			FY15			Frequency
	Frequency	Hours	Time cost (RM)	Frequency	Hours	Time cost (RM)	
Guest lectures at local universities	7	21	28,665	13	39	64,995	10
Career skill workshops	16	64	123,200	17	34	75,310	15
Building career awareness (Office visits / campus talks / career fairs)	92	336	1,399,440	82	164	620,740	76
Partnering with universities: Industry Advisory Panel	-	-	-	8	32	94,560	8
Grand total	115	421	1,551,305	120	269	855,605	109





FY14		
	Hours	Time cost (RM)
	28.5	44,783
	30	66,450
	152	575,320
	32	94,560
	242.5	781,113



## Aspire to Lead

This is our second year running the Aspire to Lead programme. We hosted a group of 40 accounting students from both University of Nottingham in November 2015 and University Teknologi Mara (UiTM) in April 2016 for the Aspire to Lead workshop that focused on building confidence and preparing them for the transition from university to workplace.

The highlight of the workshop was a panel discussion with our staff, who are alumni of these universities. They shared their experiences and interesting insights on how to stand up for yourself, be more confident and speak up.

***“I have a great insight of working life and understand the importance of confidence. I understand that we need to step out of our comfort zone in order to achieve what we want.”***

Student

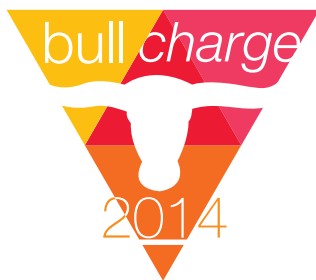


96% of students responding to our survey agree:

- Content is relevant
- Raise awareness on what to expect when transitioning from university to workplace
- Inspired to embrace ambitions & pursue goals



## Bursa Bull Charge & Rat Race



The Rat Race is one of our yearly CR events which we have participated in since 2000.

Every year, local and foreign companies in Malaysia are encouraged to take part in the Kuala Lumpur Rat Race.

Donning work clothes and assorted accessories like handphones and briefcases, the participating teams contribute funds to beneficiaries and charities all around Malaysia.

We've also participated in a similar run, Bull Charge, organised by Bursa Malaysia which started in 2014.

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# Workplace / Diversity & Inclusion

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What do Diversity & Inclusion mean to us?



## Having diverse people

Bringing together the perspectives of individuals of various backgrounds, life experiences, preferences and beliefs.



## Diversity at PwC

Bringing together the perspectives of individuals of all backgrounds, life experiences, preferences and beliefs to create better outcomes for our clients, people and communities.



## Valuing differences

Collective and individual's ability as PwC Professionals to thrive in a culturally diverse environment where each other's perspectives are appreciated and respected.



## A culture of inclusion

An environment where people can be their true selves, sharing their unique perspectives while knowing their contributions are valued.





***“ No one is immune to unconscious bias, but everyone can do something about it. ”***

Suit Fang, Diversity Leader



### Our Goal:

We're committed to creating an inclusive environment where everyone can feel comfortable and confident being themselves and one that enables all to perform at their best.

### Why is Diversity and Inclusion important to us?

We respect and value differences at PwC. We know that when people from different backgrounds and with different points of view work together, we create the most value – for our clients, our people and society.

Our diversity initiatives and strategies are designed to attract, develop, and advance the most talented of individuals regardless of their race, religion, age, gender, disability status or any other dimension of diversity.





pwc

#ValuingDifferences

## A snapshot of our demographics

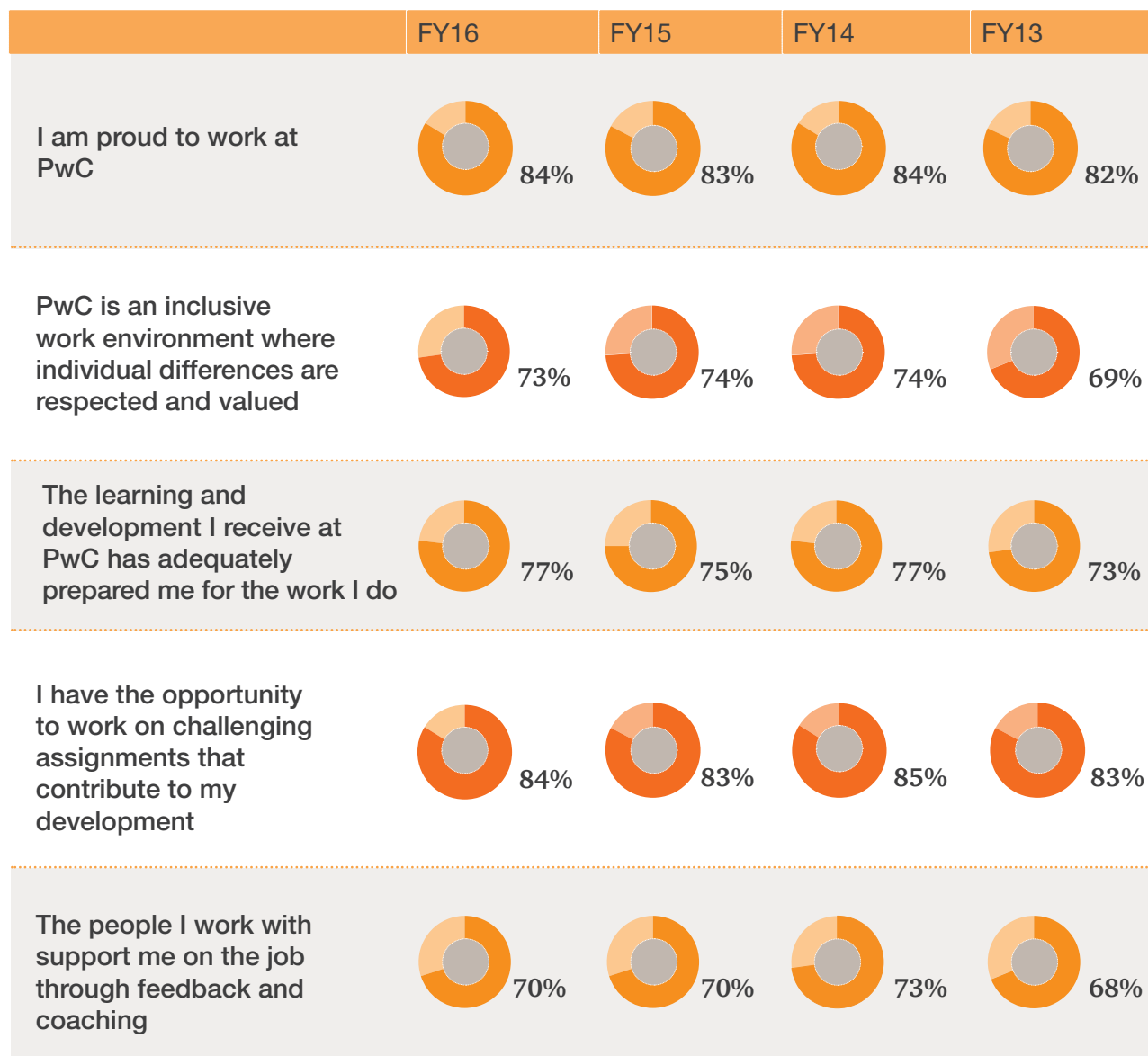
	FY16	FY15	FY14	FY13	FY12
<b>Total Staff (including Partners, Senior Executive Directors and Executive Directors)</b>	<b>Total: 2,435</b> M : 963 (40%) F : 1,472 (60%)	<b>Total: 2,379</b> M : 945 (40%) F : 1,434 (60%)	<b>Total: 2,207</b> M : 889 (40%) F : 1,318 (60%)	<b>Total: 2,023</b> M : 818 (40%) F : 1,205 (60%)	<b>Total: 1,909</b> M : 751 (39%) F : 1,158 (61%)
<b>Partners, Senior Executive Directors and Executive Directors</b>	M : 101 (61%) F : 66 (40%)	M : 95 (61%) F : 60 (39%)	M : 90 (60%) F : 59 (40%)	M : 86 (62%) F : 52 (38%)	M : 77 (60%) F : 52 (40%)
<b>Joiners (gender)</b>	M : 242 (41%) F : 345 (59%)	M : 276 (39%) F : 436 (61%)	M : 257 (42%) F : 349 (58%)	M : 227 (43%) F : 299 (57%)	M : 255 (42%) F : 351 (58%)
<b>Leavers (gender) / Attrition rate (%)</b>	M : 203 (21%) F : 287 (20%)	M : 193 (21%) F : 300 (22%)	M : 191 (22%) F : 248 (20%)	M : 157 (20%) F : 250 (21%)	M : 126 (18%) F : 296 (24%)
<b>Maternity (ML) and paternity leave (PL) taken (number of staff)</b>	ML : 57 PL : 18	ML : 35 PL : 19	ML : 42 PL : 17	ML : 35 PL : 20	ML : 31 PL : 17
<b>Learning and development logged (hours)</b>	165,822  Average: 68 hours per person*	211,410  Average: 89 hours per person*	193,218  Average: 88 hours per person*	179,576  Average: 89 hours per person	157,126  Average: 82 hours per person

Global average of training across all industries is 31.5 hours and USD1,208 per employee in 2013.

<https://www.td.org/Publications/Magazines/TD/TD-Archive/2014/11/2014-State-of-the-Industry-Report-Spending-on-Employee-Training-Remains-a-Priority>

\* Note for Gen Y : Those born in 1980 or younger.

## Global People Survey – Keeping a finger on the pulse of our people





## About our numbers...

We have consistently placed an emphasis on developing and retaining female talent in support of gender diversity at PwC though there isn't a formal policy in place.

**79%** of our employees are Gen Y



**40%** of Partners and Directors are women



**58%** of managers are women


We exceed the national target of at least women representation in senior management positions



**50%** of our Director promotees in 2016 are women

**3** of them, mothers





pwc

# *Opportunities for Malaysia*

*Trans-Pacific Partnership:  
Big opportunities.  
Great challenges.  
What's your move?*

MITI  
MALAYSIA







Training hours	FY16	FY15	FY14
<b>Learner's time (including exam leave and attending exams)</b>	137,161	167,237	157,209
<b>Internal instructor's time (client facing staff)</b>	13,581	13,133	13,285
<b>E-learns</b>	28,661	44,173	36,009
<b>Cost</b>			
<b>External training (RM)</b>	1,396,774	867,704	631,885
<b>Professional examination support (RM)</b>	3,230,537	2,750,031	3,087,214
<b>Internal training (RM)</b>	2,079,408	3,517,438	2,257,031
<b>Total Cost (RM)</b>	6,706,719	7,135,173	5,976,130





***We're proud to report that for both July 2015 and July 2016, 50% of Executive Director promotees are women and majority of them, mothers***

There's also an increasing trend in the number of mothers in the firm, based on the percentage of maternity leave.

In FY16, all 57 women returned from maternity leave. We have no data for retention yet.

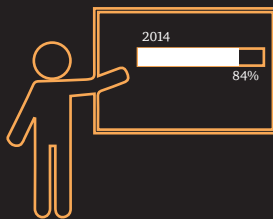
In FY15, there was an increase to 91% of women and 79% of men returning from parental leave, who stayed for at least a year, compared to 60% of women and 53% of men in FY14.

One of the measurements we use to determine whether we have been successful internally in bringing the PwC Experience to life is our annual staff satisfaction survey (the Global People Survey), in which all staff



can indicate what they think PwC is doing well in and where there is room for improvement.

In 2016, 89% of our staff participated in the Global People Survey, a slight increase from 86% in 2015.



For us, one of the most important deliverables from the survey is the People Engagement Index, which quantifies the relationship between PwC and its staff.



In 2016, the People Engagement Index (PEI) was steady at 71% over 2 years . We're slightly behind the global average of 77%.



# Diversity & Inclusion

Diversity and Inclusion (D&I) is one of our four flagship programmes, which we'll focus our efforts on for the next 3 years. In 2015 and 2016, the theme is "Valuing Differences" and discovering our unconscious biases.

Starting from 2015, our diversity week and awareness campaigns will focus on valuing differences and Unconscious Biases (UB) and how it affects our interactions and relationships. Here are two D&I initiatives we've started in late 2015 and 2016.

## New Diversity & Inclusion initiatives

### #Lunchwithastranger

A platform which we piloted in 2015 for people to meet over lunch. Objectives are to break down work silos, meet new people, dispel biases/stereotypes and promote inclusion. This has inspired spin-offs within the firm and in PwC Singapore. Seven other PwC network firms have shown interest

**2 to 7**  
**ambassadors**



**91 to 182**  
**participants**

(as of August 2016)

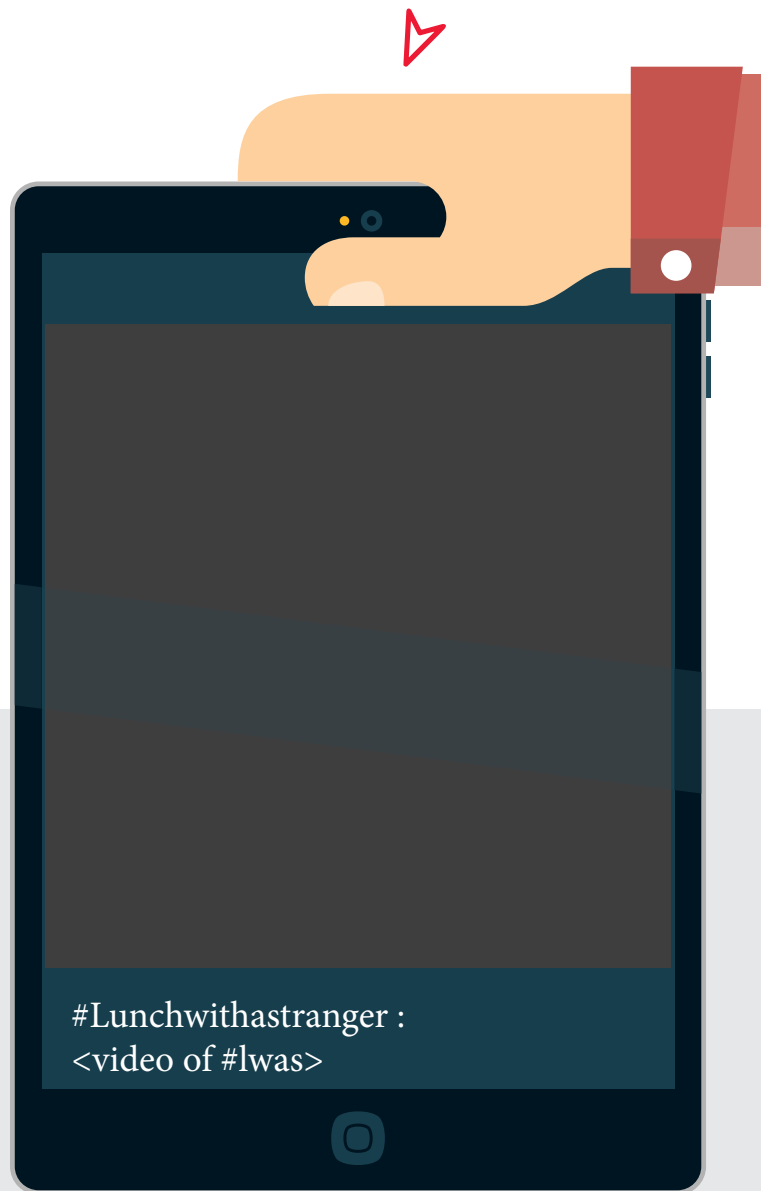


Click on the tablet to watch  
#lunchwithastranger Video

‘Tea on Thursday’ was inspired by  
#lunchwithastranger.

It is a platform for the Assurance team to  
meet the leaders, understand each other  
better and gain insights on being a ‘PwC  
Professional’. Since it was organised  
during the Assurance busy period, it was  
also an opportunity to de-stress over tea  
and snacks.

8 Partners | 14 Sessions | 44 Participants



### Great support from the firm:

**38%** Firm Services



**28%** Tax



**20%** Deals/Consulting



**14%** Assurance



**27%**

Men



**73%**

Women



## Unconscious bias training

We organised a 4 hour pilot Unconscious Bias (UB) training in July 2016 – so that our people understand the impact of UB on business value to an organisation, culture and people, especially for recruitment and promotions.

Following the pilot workshop, 20 people attended a 3 hour webcast organised by the Global D&I team : “Blindspot: The hidden biases of good people” by Harvard University professor Dr. Mahzarin Banaji.

Plan going forward: propose training for a wider group with leaders of the firm and/or recruiting managers



***“The course really opened my mind, enabled me to acknowledge unconscious bias does exist, made me reflect my behaviour, and use quality information to eliminate misjudgement.”***

Pilot UB training participant





Click on the tablet

As part of our approach to appreciate all cultures in Malaysia, we celebrate the 4 main festivals together! Click to view our videos on the celebrations at PwC

**4.17**  
.....

I'm able to apply what I've learned

(on a scale of 5: 1- strongly disagree, 5 – strongly agree)

**94%**  
.....  
participants

course met objectives



**23**  
participants

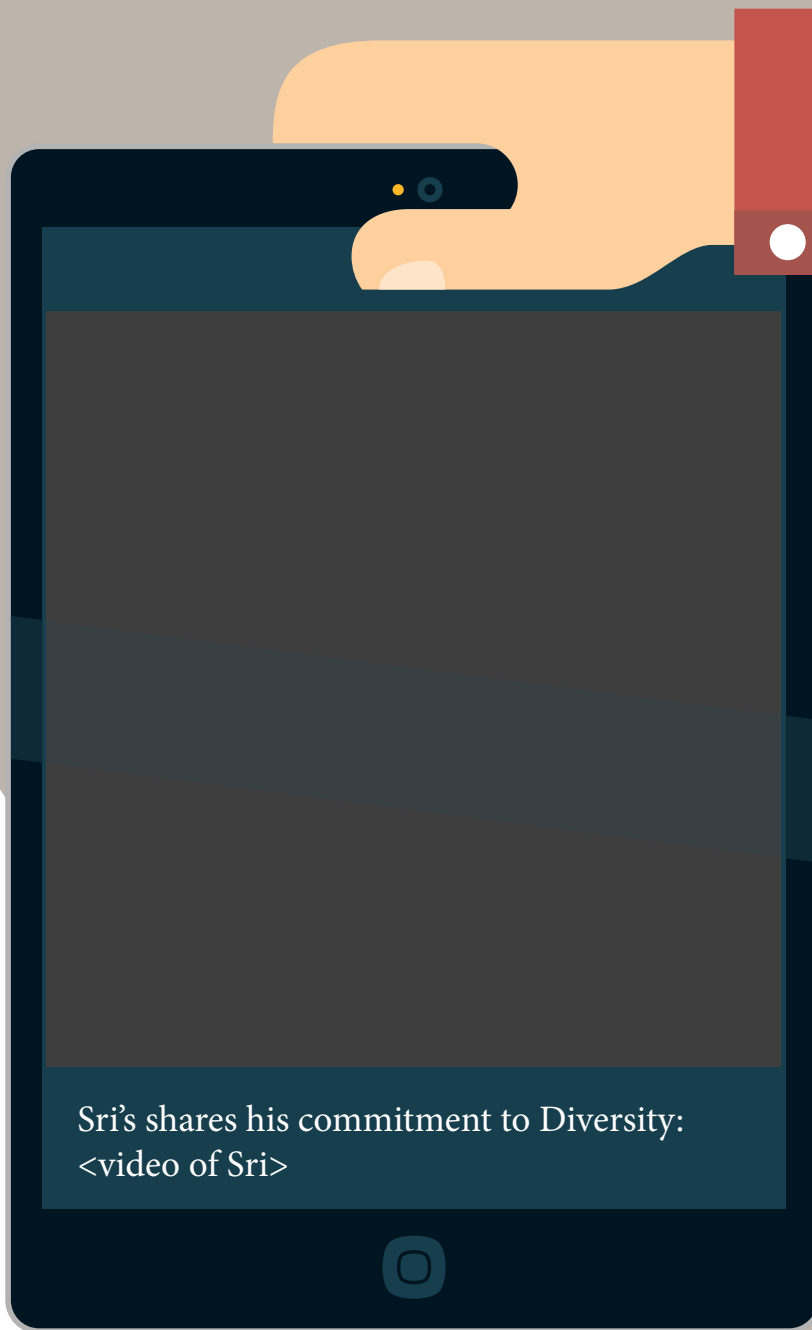


## Diversity advocates

Our Managing Partner, Sridharan Nair (Sri) is a Steering Committee member of the Malaysian chapter of the 30% Club – an initiative by the government and business community to improve gender diversity on boards, launched in 2015.

Sri also won the inaugural CEO Champion (Life at Work Award) at the Women Summit 2014, organised by Talent Corporation Malaysia Berhad (TalentCorp) and Towers Watson in collaboration with the Ministry of Women, Family and Community Development.





Sri's shares his commitment to Diversity:  
<video of Sri>



Click on the tablet  
to watch Sri's  
diversity video

Sri and Chin Suit Fang, Diversity Leader are mentors for MDeC (Multimedia Development Center) Leadership Dojo in 2016.

Suit Fang has also participated in the ICAEW-TalentCorp Women in Leadership programme as a mentor for 3 years - 2014 to 2016.



In addition to mentoring women, Teh LySha and Vinesh Naidu from Human Capital are mentors for Young Corporate Malaysians; and David Tay and Stephanie Caunter from the Business Development Team mentored teams from Youth Leadership Academy in 2016, organised by McKinsey.

In mid-2016, we participated in a roundtable discussion organised by the Ministry of Women, Family and Community Development on actions to achieve the national aspiration of 30% women in decision-making positions

In addition, PwC helped in continuing the conversation on diversity in the marketplace, contributing 12 stories in the print media on diversity in FY16, 14 in FY15 and 8 in FY14.



These are listed on our website:

[http://www.pwc.com/my/en/aboutus/read\\_watch\\_and\\_listen.jhtml](http://www.pwc.com/my/en/aboutus/read_watch_and_listen.jhtml)

#### Outcome for Womomentum (pilot mentoring programme for women):

#of sessions : 2 to 8



Mentee's experience 4.5 \*



Mentor's experience 4\*



3 out of 7 mentees were promoted to Executive Director in 2015 and another in 2016



\*5= Great experience



## Where talents thrive:

Womentum is a pilot mentoring programme for key women talents which started in March 2014 and ended in May 2015. We received very positive feedback on the experiences and outcomes for both mentors and mentees. Our talent team will review and extend the mentoring programme to both men and women moving forward, taking into account some of the learning points from the Womentum pilot.



The key Talent Development initiatives for FY15 were focused on our Executive Directors pool, tailored to building the capacity of new leaders within the firm.

PwC enlisted the coaching services of a prominent ex-CEO to help build the market orientation and presence of the target group. This investment in shaping our future leaders was designed to enable our key talents from across the firm to strengthen their leadership impact, communication and executive presence.

The participants gave the coaching programme a 4.44 average score (out of 5) in terms of learning effectiveness and reported significant personal and professional benefit. Considering this a successful pilot, the coaching programme has now been extended to a new group of Executive Directors and Partners in our Key Talent Programme for the new financial year.

## Making PwC a better place to work, for all

- Provide employment for **people living with disabilities.**

We have three staff who are visually impaired, two who use a wheelchair, and a person of short stature.



- **Maternity leave of 3 months** – higher

than the industry norm of 2 months, the additional month helps mothers adjust to parenthood better.



- Paternity and adoption leave of 3 days compared to the industry average of 2 days.



- Room and facilities for breastfeeding mothers.



- Reserved parking slots for pregnant ladies.



- **Flexible Working Arrangements** (FWA) to encourage our people with families or with dependents (E.g: aged parents) to continue their careers. The FWA programme has been in place since early 2000 and is now open to all, not just mothers. The take up rate is at 1% of total staff but we recognise that it's a long term effort to increase take-up rates.



- Our **“WorkLife Plus Programme”** (which includes the FWA, career break, and time-out options) has helped retain some of our working mothers. Here's what our people say about being on FWA : <https://www.youtube.com/watch?v=3PsOur2Q7XM>



- **Parents Network** meets once a month to share tips and experiences on balancing the responsibilities of being a working parent. It has received positive feedback and support from both mothers and fathers.



- **FlexSpace** allows managers and above to work from anywhere, when the situation calls for it. Our managers are also given a flex mobile allowance (covering calls, data and broadband subscriptions). This helps our people work while they are on-the-go.



- **Fun committees**, by staff for staff. There's an M.O.F. (Ministry of Fun) in Deals and a Junior Board in Consulting (which was mooted



by Consulting Leader, Sundara Raj), formed by staff to make PwC a better, enjoyable place to work.

- **Back2Work** programme - women who have left the accounting or tax practice for personal reasons are encouraged to rejoin the workforce. We'll support them by providing training and FWA options.
- A strong coaching culture at PwC. Although we don't have an official mentoring programme in place for women in leadership positions, our senior leaders (especially the men) have taken personal responsibility to work with promising women to support and guide them in their career progression.



- **CR Fund** is in place to give monetary assistance to staff who are in need due to family circumstances or who are victims of natural disasters.



- **Interest free Study Loan** assists non-graduate staff who do not have a basic degree/professional qualification to pursue a degree or professional qualification which is relevant to the respective staff's job.



- As part of the **Great Place to Work programme (GPW)**, we organise monthly Staff Wellbeing workshops to educate staff on topics such as safety, fitness, finance, image/dressing right, stress management and health (bone scan, eye scans and preliminary health checks).



## GPW workshops



### Chiropractic session (April 2016)

25 participants

### First Aid Workshop (August 2016)

20 participants

## GPW events

9 Sales events

8 Employee engagement events

Long Service Award 2015

Experience Award 2015

147 staff nominations

Ola Bola screening

in partnership with Astro Shaw

190 staff attended

## Yearly health checks:

2015 - 300 people

2014 - 183 people

2013 - 185 people





## Health campaign

Our health campaign, or #FitPwC is the last of our four flagship programmes. It's designed to get our people exercising more so that they can be healthier, happier and more productive in the long run. Inspired by our inaugural Fun Run in 2014, we wanted a year long, integrated programme, instead of just a fun day (one-off event). It's now in its second year.

We've collaborated with the PwC Sports club and the Human Capital team to run events throughout the year.

*Health campaign: #FitPwc*



## #FitPwC consists of :

- **KakiJalan** – people compete to get the most steps in 2 weeks, from May 2015 to September 2015
- **Stair-a-thon** – weekly stair challenge at the office
- **GetFit Classes** - weekly fitness classes
- **Training** for Rat Race, Bursa Bull Charge and the Inter-Accounting Firm Games
- **Yearly Fun Run**
- **Update for 2016 - #UrutPwC.** We bring in masseuse to provide 15 minutes head and shoulder massage for approx. 30 staff each session. There will be six sessions in 2016

## In the next 3 years,

we hope to measure our success through several outcomes - reduction in sick leave, hospitalisation and insurance costs, and lessening burden on public healthcare.







# 2015 eMotion Run

**350 participants**

**RM25,000 raised**

for our COP homes and Teach for Malaysia. Link to last year's video:

<https://www.youtube.com/watch?v=800i2TR3zEA>



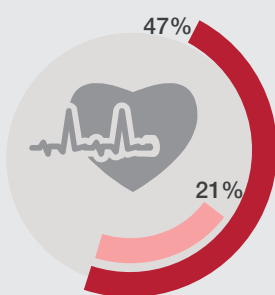




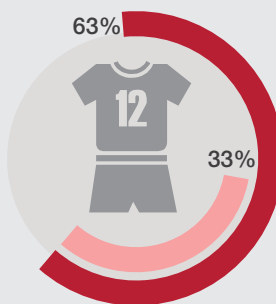
We sent out a survey at the end of 2015 to ask people if #FitPwC has helped them be fitter, exercise more often and they are healthier as a result.

#### 2015 results

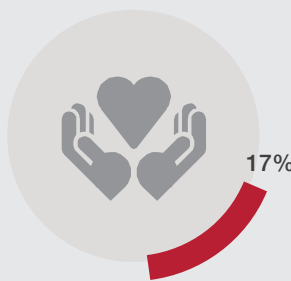
Before After



Fitness level  
High fitness level



Frequency of exercise  
Exercised >3x a week



Sick leave / productivity  
#FitPwC helped reduce  
sick days

Check out how we quantified our impact in the highlighted summary report <link>









**RM1,321** collected  
for charity from 4 #UrutPwC  
sessions

# #FitPwC 2016

Training hours	2016	2015i
<b>KakiJalan</b> (March – August)	68.6 million steps 220 registrants	34.1 million steps 200 registrants
<b>Stairathon</b> (March – August)	10 people	10 people
<b>GetFit class</b> (March – August)	18 people	5 people
<b>UrutPwC</b>	128 people	-



## PwC Professional

The PwC Professional is our new global leadership framework. We have fine tuned the competencies that our professionals need in order to deliver the PwC Experience and to play their part in implementing the firm's strategy. The PwC Professional framework reflects the changing world around us and defines the skills and capabilities our staff will need to thrive and be fit for the future.

This model recognises the importance of technical capabilities and increases the focus on people development, and on capabilities such as innovative capacity, building trusted

relationships, authenticity, self-awareness and the ability to work with others irrespective of physical and cultural differences. Whole leadership is an important cornerstone of this model (refer to diagram for the definition).

This framework is not a checklist or a tool but serves to inspire and motivate our people as they develop their career with PwC.

The competencies and behavioural characteristics that underline this model will shape our training programmes, evaluation processes and recruitment significantly.

FY16 update:

We have launched the PwC Professional in 2015 and have taken our people through the programme, emphasizing the importance of Real Time Development and immediate feedback through a method called "Take 5".

Launch

**71 workshops**

**2,228 staff trained**



### **Whole leadership**

I lead myself and others to make a difference and deliver results in a responsible, authentic, resilient, inclusive and passionate manner.



### **Business acumen**

I bring business knowledge, innovation, and insight to create distinctive value for clients and PwC.



### **Technical capabilities**

I apply a range of technical capabilities to deliver quality and value for clients and PwC.



### **Global acumen**

I operate and collaborate effectively with a mindset that transcends geographic and cultural boundaries.



### **Relationships**

I build relationships of high value which are genuine and rooted in trust.



## Performance appraisal, benefits and remuneration

We do not discriminate against men or women on wages. Promotions, increment and bonuses are based on fair and thorough staff review processes which are based on merit. Our salaries are benchmarked against industry peers. Our senior management (Executive Directors and Partners) are mostly Malaysians. We have very few

expatriates at the senior management level. Most foreign hires are either on secondments from other firms in the PwC global network or are recruited for a very specialised skill set.







## Training

We emphasise technical strengths and personal development in our training programmes. As mandated by the professional requirements for continuous education for certain groups of our PwC professionals (e.g. audit and tax), we expect our people to stay up to date with all of the latest technical developments.

We also expect them to maintain the skills necessary to invest in good relationships with clients and colleagues and to conduct themselves in accordance with our standards and values. Our training offerings are therefore put together to cover the development of both “hard” and “soft” skills. The softer side is given more emphasis through our KEY (Keep Enhancing Yourself) programme, managed by our Learning & Development team.

We have an extensive online curriculum available through our web platform, Xceler8, making it easier for our people to learn while on-the-go. At the start of the year, all staff complete a learning assessment which gives them a customised recommendation of learning resources according to their development needs. All our people are allocated a Career Coach who discusses their development opportunities for the year ahead, which include on-the-job learning and relevant internal and external training programmes.

In 2016, PwC started a collaboration with Coursera - the largest ‘massive open online course’ (MOOC) platform in the world. Coursera partners with 140+ top universities like Stanford, Yale, Princeton and organisations worldwide to offer online courses. As a start, we are working with Coursera to design and offer free-to-enroll online courses on business analytics to support the growth of our people.

## Ethics & Business conduct

Ethics and Business Conduct (E&BC) matters are featured in our internal communications regularly to inform our staff about the channels where they can reach out and highlight their concerns on incidences of misconduct in the workplace. There are six different channels - Speak Up! Box, ethics

champions, E&BC committee members, HR managers, engagement partners/managers, career coaches and the Speak Up! email.

We understand the need to maintain the privacy, confidentiality and trust of our people. That's why all Speak Up! reports and incidences of misconduct

go through and are dealt with by the HR managers overseeing the business unit and the E&BC committee members. The number and nature of these incidences are not shared to safeguard confidentiality.

In regards to internal Risk Management, it's mandatory for all staff to go through an annual e-learn for Risk & Quality. It's comprehensive and covers anti-bribery, anti-money laundering, anti-trust, confidentiality and data protection, independence, information and business security, and online risk.

One of our top priorities is to ensure that neither our clients nor PwC is compromised by any independence issues. To protect the audit relationship between our clients and PwC, partners and staff must meet the auditor independence requirements which cover the following four aspects:

- Financial (e.g. shares)
- Employment (e.g. cooling-off provisions, family members)
- Business relationships (e.g. joint ventures, promotional material)
- Scope of services (e.g. non-audit services performed for our clients by PwC)

Our policies, systems and processes focus on prevention, not just detection and remediation. They comprise:

- Annual independence compliance declaration from our partners and staff (on safeguarding data and client information)
- Integrated global systems and processes providing continuous electronic monitoring of investments and pre-engagement approval for all services
- Independence confirmations by audit engagement team members on the audit engagements they work on



- Independence compliance testing over selected partners and managers to verify compliance declarations
- Annual independence training for partners and staff
- Communicating annually to the Audit Committee of any matters that might reasonably be thought to bear on independence

In walking the talk, we also have a stringent gifts policy – all gifts must be declared to the Risk & Quality team and gifts above RM500 must be returned. We adhere to the Personal Data Protection Act 2010 (“PDPA”) for all staff and client information and data. We have not received any complaints regarding breaches of customer privacy and losses of customer data so far. Steps taken to ensure this are Non-Disclosure Agreements signed with clients on a case-by-case basis and yearly training for staff. Keeping client information confidential is also outlined in PwC’s Global Code of Conduct.

We contribute to the Employees Provident Fund, which is a compulsory savings scheme. Its primary aim is to provide a measure of security for old age retirement to its members. It also provides supplementary benefits to members to

utilise part of their savings for house ownership and other withdrawal schemes. PwC’s monthly contribution is 12% of a staff’s pay while the percentage of staff contribution is 11%.

We have also started a Retired Partners programme in 2014 to continue engaging those who’ve retired. One partner has even volunteered actively in a charity home we’ve supported under the COP.

We take great lengths to ensure the safety of our staff – there’s frequent communication on security in the office, a free shuttle service from the carpark to the office and an annual Business Continuity Planning exercise - a call tree simulation for emergencies.



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# Responsible Business

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## Goal: A responsible business leader

We believe that our responsibilities extend beyond our firm, clients or people, towards safeguarding the sustainability of our profession and shaping the development of the markets we are involved in. We encourage our people to actively engage with industry regulators and other stakeholders, including future members of the profession.

## Sustainability

Though it is still in its infancy in Malaysia, we have set up the Sustainability & Climate Change (S&CC) practice to advocate and develop the sustainability agenda here by sharing our global expertise. Since S&CC's inception in 2008, the team has participated over 150 sustainability engagements. PwC also encourages

robust and comprehensive sustainability reporting among Corporate Malaysia. PwC's South East Asian Consulting services in PwC Malaysia, PwC Thailand, PwC Singapore, PwC Philippines and PwC Indonesia became a Global Reporting Initiative (GRI) certified training partner for South-East Asian countries in June

2014. PwC Malaysia runs several workshops each year to train companies on applying GRI's sustainability reporting framework.

We also issue regular newsletters for clients themed, "Ahead on Sustainability". The consultants from our S&CC practice have also shared



Photo caption: NGO workshop, July 2015

***“In a increasingly challenging environment, charities will need to build trust and convince the public and companies of the benefits of their involvement by illustrating tangible outcomes”***

**Dato' Mohammad Faiz Azmi**



their point of views in The Malaysian Reserve, one of the leading business dailies in Malaysia.

PwC was also the knowledge provider for the Global Sustainability Forum organised by Bursa Malaysia and World Federation of Exchanges in July 2015. With over 70 public listed

companies in attendance, the Exchange brought together a diverse mix of capital market thought leaders from around the world. The dialogue “Global Sustainability and Impact Investing Forum”, focused on the role of exchanges in building a globally equivalent sustainable marketplace and

fostering the continued worldwide growth of Impact Investing. Andrew Chan, Sustainability and Climate Change Leader for PwC’s South East Asian Consulting services facilitated a panel and hosted a breakout session on using environment, social and governance (ESG) indicators in investment decisions.

Andrew Chan, S&CC leader and the team have also shared their point of view on sustainability issues at the following events and with the media :

## FY16:

### **Securities Commission's**

Series of Talks 2015  
'Sustainability Investing' - Andrew spoke about the latest trends in the sustainability landscape in July 2015.

Andrew moderated a panel discussion themed 'Advocating Shared Values from Sustainability' at the **ASEAN Cap10 Global Sustainability & Impact Investing Forum** in July 2015.

Andrew chaired a panel on '**Smart, Sustainable Cities and Climate Change Solutions**' at the Responsible Business Forum on Sustainable Development 2015 in Singapore.

Focus Malaysia quoted Elaine Chan, Associate Director, extensively on the need for businesses to step up to tackle climate change.

Natasha Yap, Associate Director and PwC UK's **Richard Bedlow** (former PwC Malaysia Executive Director) on communicating value through sustainability reporting (The Malaysian Accountant), Journal of the Malaysian Institute of Certified Public Accountants MICPA)

Natasha Yap on adoption of corporate sustainability in Malaysia in line with points from her panel discussion at the ASLI National Conference on Sustainability, Climate Change & CSR on 28 July (The Malaysian Reserve)



	FY16	FY14	FY15
Total hours invested in advocating sustainability at events	38.5	28	21
Total time cost (RM)	113,930	79,290	63,000



## Diversity & Inclusion

The People & Organisation team in PwC has been working with several organisations including Talent Corporation (TalentCorp) on various studies over the past few years :

- a study in 2013 to look into how to increase the number of women on boards in Malaysia (target was 30% by 2015)
- a study on increasing diversity in the workplace in 2013 and 2015 (<http://www.pwc.com/my/en/services/consulting-index/people-and-organisation.html>)
- developed a disclosure guide on diversity for listed companies in 2014 (<http://www.pwc.com/my/en/publications/diversity-n-inclusion-disclosures-2014.jhtml>)

Our leadership team has been strong advocates for diversity and have been continuing the conversation on diversity via various speaking engagements and media interviews:

- Stephanie Caunter, Marketing & Communication Executive Director wrote an article on the pitfalls of unconscious bias in the workplace which was featured in The Edge (EdGY section)
- Diversity Leader, Chin Suit Fang spoke on 'Climbing the corporate ladder' at CIMB's Middle Management Dialogue Series - Women in Leadership session
- People Partner, Pauline Ho's story on how she progressed in her career to be PwC's first female Assurance leader was featured in The Glasshammer, a career website for professional women in finance, consulting, tech and law
- Human Capital Leader, Salika Suksuwan, who had just completed her two-and-a-half year secondment at TalentCorp wrote an article in The Star on flexible work arrangements as the way forward for companies
- Consulting Senior Executive Directors Scott Constance and Michael Graham co-presented in a session themed 'Forward Thinking Boards: what Directors Think' at the Advanced Women Director's Programme organised by LeadWomen. It was targeted at senior women executives to groom them for board positions



- Pauline shared her views on trust as an enabler to the success of Flexible Working Arrangements (FWA) featured in Focus Malaysia
- Shona Especkerman, Associate Director was a panellist at the Diversity Summit hosted by Pfizer in collaboration with PwC and Shell. Her session was themed 'Best Practices in Advocating Changes Within Organisations: Challenges and Opportunities on How to Bring About Change'
- Andrew Chan, Sustainability Leader and Natasha Yap, Associate Director, presented at the Advanced Women Director's Programme organised by LeadWomen in November and December 2015, on the relevance of sustainability for business, the board's role in shaping a culture of sustainability and key questions for the board to ask management on sustainability
- Salika participated in a panel discussion themed 'What Makes a Good Workplace' at the ASEAN Work-Life Balance Conference
- Marina Mokhtar, Executive Director, was a panellist at Lean In Malaysia's 2nd Circle Dialogue. She spoke on her experience moving up the corporate ladder in the industry, sharing with leading female professionals from accounting firms
- Kartina Abdul Latif was a presenter at the Persidangan Kepimpinan Wanita 2016. She spoke about reshaping the workplace to meet the needs of millennials
- Focus Malaysia extensively quoted our people for FWA, Tax Executive Director, Taariq Murad and Assurance manager, Shoba Ananthanarayan in their story on FWA
- Sri addressed a group of HR leaders and business leaders at the Asian Talent Summit on the need for HR to be fit for the future. Diversity was one of the issues he addressed
- Salika was on a panel themed 'Career and Women' for Gamuda Talent Week



## Integrated Reporting

In August 2015, we launched ‘Inspiring Trust Through Insight’, a new report exploring where Malaysian companies are benchmarked in their journey towards Integrated Reporting <IR>. Our then Assurance Leader, Pauline Ho moderated the panel on how better insight through reporting leads to trust was timely. This was on the heels of another interesting dialogue she moderated, the recent MIA IR Investors’ Roundtable and Engagement Session with PLCs.

Richard Bedlow spoke at the CFO Circle 2015, hosted by Telekom Malaysia. He discussed the issues and concerns in implementing <IR> from the benchmarking exercise as well as best practices from other companies globally.

## Trans-Pacific Partnership

We were engaged by Malaysia’s Ministry of Trade & Industry and TERAJU to conduct an objective analysis of the potential economic costs and benefits of Malaysia’s participation in the Trans-Pacific Partnership Agreement.

Following the report, we also organised a forum “Trans-Pacific Partnership: Big opportunities. Great challenges” in April 2016, featuring Y.B. Dato’ Sri Mustapa Mohamed, Minister of International Trade and Industry (MITI) and Datuk J. Jayasiri, Deputy Secretary General (Strategy & Monitoring) / Chief Information Officer, MITI.

At the event constructive dialogues was exchanged between the public and private sector on the opportunities and challenges of the TPPA and how Malaysian businesses can prepare for this new environment.



**200**  
participants



### **Administrator to Malaysian Airlines System Berhad**

Our Executive Chairman, Dato' Mohammad Faiz Azmi was appointed Administrator to Malaysian Airline System Berhad (MAS) on 25 May 2015 to facilitate the takeover of airline services by a new legal entity, Malaysia Airlines Berhad (MAB) on 1 September 2015. We delivered a seamless transition of airline operations from MAS to MAB and effected the transfer without hitches. MAB commenced flying on 1 September with no disruption in customer experience. Post 1 September 2015, we continue to manage the orderly wind down of MAS in support of the rebuilding of the national icon.

### **Public Sector accounting standard**

The Government embarked on a transformation programme to convert from cash accounting to accrual accounting, in line with the International Public Sector Accounting Standards (IPSAS) from 2015. This project covers 25 ministries and 175 departments. We devised and executed a change management plan for the conversion process, assisted accounting manual preparation and provided technical support via a help desk to resolve queries and trained 200 trainers on the areas of assets and liabilities data compilation and accounting manuals usage.



## Driving conversations on building trust

In line with our firm's purpose to build trust in society, we launched our Building Trust Awards last year, a first in Malaysia, to recognise Malaysian public-listed companies which are making efforts to build trust with their stakeholders.

The winners were selected via:

- their excellence in corporate reporting based on the International

Integrated Reporting Council (IIRC)'s Integrated Reporting Framework

- the companies' public perception, according to investors and customers, through our in-house measurement framework and diagnostics tool. Trust profiles were created showing how their investors and customers perceive them to be performing from conversations

gathered through publicly available digital data (e.g. social media, investor forums, news sites)

Our broader aim is to move the needle in the Malaysian market through conversations and debates around trust as a strategic business.

Our initiatives include:

### Engaging businesses

- a thought leadership piece on trust in business (launched at





the World Economic Forum on ASEAN)

- a conversation with Andrew Fastow, former Chief Financial Officer of Enron. He shared lessons he learnt from his experience and how Boards/CEOs can ask the right questions to ensure companies not only follow the rules, uphold up the principles behind them 'Trust in Resilience' series in The Edge - articles on various topics related to trust



**4,847** clicks to the Trust in Business microsite/report (from Facebook, Twitter, PwC Insights client newsletter & Google search)



**1,905** views of the Trust in Business report teaser video on YouTube



**95** attendees at the Building Trust Awards (comprising clients, industry leaders and influencers)



**23** board members and C-suite attendees (a conversation with Andrew Fastow)



**9** Trust in Resilience articles



**4** client conversations (trust profile discussions)



**101** attendees for the YCM Trust debate

### Engaging clients

- Client conversations on the trust profiles methodology, which forms the basis of the Awards

### Engaging millennials

- A trust debate, jointly organised with Young Corporate Malaysians (YCM)
- A business case study activity for university students

## Beyond the Building Trust Awards

In June 2016, we organised a discussion with Andrew Fastow, former CFO of Enron on ‘**How to Build or Burn Trust in an Organisation**’. It was a thought-provoking 3-hour session, highlighting the role of leaders and businesses to do the right thing.

**Attendees :**  
**23** Board Members  
+  
**C-Suites**

The firm held a “**Building Trust Through Sustainability Reporting**” forum in August 2016 to help organisations in their sustainability journey. It was based on Bursa Malaysia’s latest regulation for public listed companies to report on environmental, sustainability and governance (ESG) indicators, and gave an insight into providing assurance on sustainability reporting.

**Attendees :**  
**43** Board Members

Many of our Partners and Directors serve as board/committee members in various professional bodies and industry organisations. In Malaysia, these include:

- Financial Reporting Foundation
- Malaysian Accounting Standards Board (MASB)
- Malaysian Institute of Accountants (MIA)
- Malaysian Institute of Certified Public Accountants (MICPA)
- Islamic Finance for Labuan Offshore Financial Services Authority
- Association of Chartered Certified Accountants, Malaysia (ACCA)
- American Chamber of Commerce
- Association of Chartered Islamic Finance Professionals in Malaysia
- International Accounting Standards Board (IASB) Committee on Islamic Finance

## Key appointments :



- Executive Chairman, Dato' Mohammad Faiz Azmi, is the new Chair of Islamic Finance Consultative Group (IFCG), which is part of the International Accounting Standards Board (IASB)
- Executive Chairman, Dato' Mohammad Faiz Azmi, was appointed President of the Malaysian Institute of Accountants (MIA) in July 2015. He has previously served as a Council Member of MIA in addition to being the chair of the MIA Capital Market Advisory Committee. He was also past Chairman for MASB from 2009 to 2012
- Dato' Mohammad Faiz Azmi represents PwC on Peneraju Professional Akauntan, a programme by the Government to increase the number of accountants in Malaysia
- Dato' Mohammad Faiz Azmi also chairs the Asian-Oceanian Standard-Setters Group on Islamic Finance
- Managing Partner, Sridharan Nair is a member of the Steering Committee of Malaysia's 30% Club launched in May 2015 to increase the number of women holding top decision-making posts in the private sector
- Chief Risk Officer, Lee Tuck Heng was appointed Chairman of the Auditing and Assurance Standards Board (AASB) (MIA) in July 2013
- Loh Lay Choon, Chairperson, NACRA (National Annual Report Awards) organising committee 2014

Our Partners and Directors are also regular participants at seminars, conferences and career fairs, either as speakers, moderators or panel members, in their various capacities. Some recent events, both local and international, held in Kuala Lumpur which featured speakers from PwC Malaysia include:

Global Islamic Finance Forum (GIFF)

World Congress of Accountants (WCOA)

World Capital Markets Symposium (WCMS)

Organisation for Economic Co-operation and Development (OECD)

Bank Negara Malaysia's Annual Financial Industry Conference

PwC has also been the knowledge partner for the World Islamic Economic Forum (WIEF) 2007-2014



### Moving the bar, year on year

We don’t rest on our laurels, instead we seek to continuously improve on our relationships, products and services. Our Customer Satisfaction Survey (CSS) focuses on obtaining and analysing feedback from our key clients. We’ve received 202 surveys for FY16, a 38% increase from FY15 and are happy to have exceeded our target of 8 out of 10 for the past two years. Feedback and expectation of clients and areas where we continue to work on are highlighted under stakeholder engagement, page 27

	FY16	FY15	FY14
Overall customer satisfaction scores firmwide	8.3	8.1	8.0
Total surveys	202	146	123





As a responsible business, we take great care in selecting responsible businesses and individuals to work with or provide us goods and services. For example, our iT team does due diligence and risk assessments on critical service providers which covers iT security, business continuity planning in the event of

disasters as well as checks on references, conflict of interest, financial interest and background check based on anti-money laundering policies. The same process is done for selecting charities or non-profits we support or partner with for our Corporate Responsibility activities.

We also actively filter out potential leads and opportunities that we believe would compromise our integrity.

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# Environmental Stewardship

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*“Looking through a sustainability lens, we’re reminded that organisations that want to endure should maximise value, not profit”*

Andrew Chan, Sustainability & Climate Change Leader, PwC’s South East Asian Consulting services

Our overarching ambition is to minimise the environmental impact of PwC's operations and demonstrate our commitment externally through appropriate reporting. As a provider of professional services PwC has a relatively low environmental footprint but believes good environmental stewardship is part of an organisation's licence to operate.

We are always looking at opportunities to develop more environmentally-efficient business practices, understanding our greatest impacts through carbon measurement and reporting, and putting in place behavioural change programmes.

However, our greatest potential for influence is to impact the environment positively through our work with clients, which is done mainly through the Sustainability & Climate Change team, highlighted in the Marketplace section.

### **Measuring our carbon footprint**

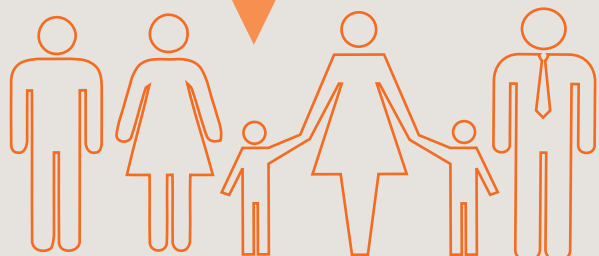
We've been measuring and tracking our carbon footprint for our Kuala Lumpur office since FY10.

We track, measure and report emissions under the following categories:

Direct emissions (scope 1)  
– emissions from vehicles  
under PwC's control

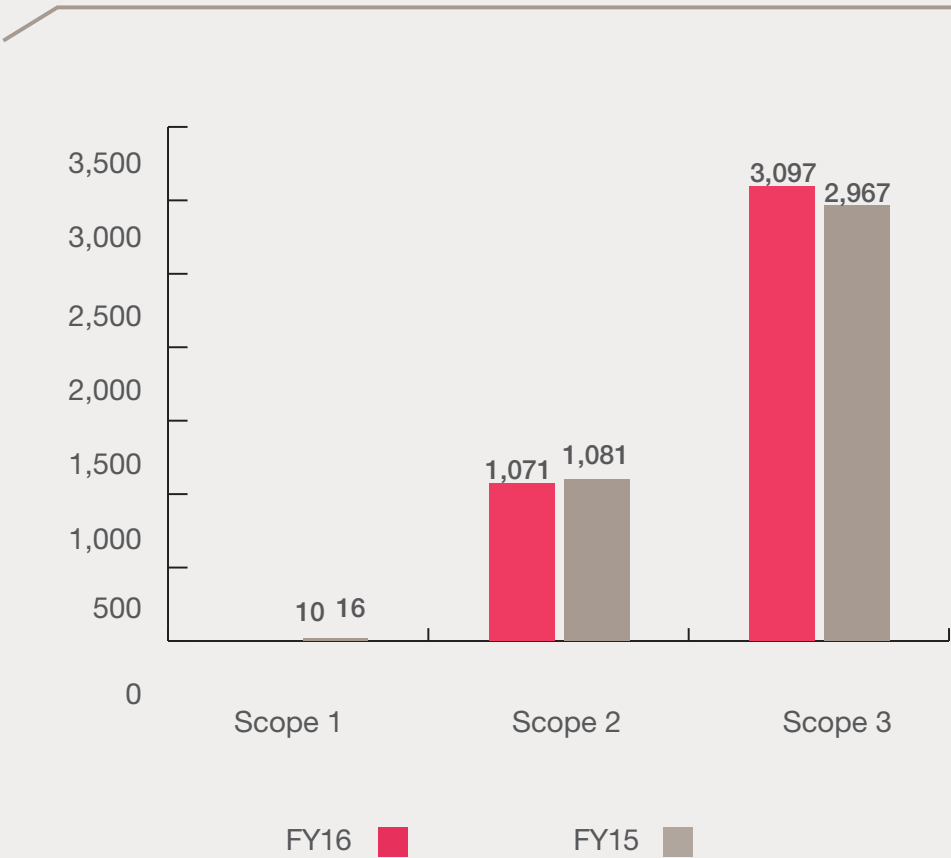
Indirect energy emissions  
(scope 2) – emissions from  
electricity consumed within  
the office deemed to be within  
PwC's operational control.

Other indirect emissions (scope 3) – emissions relating to  
paper use, business-related travel, electricity transmissions  
and distribution losses, and base-building emissions



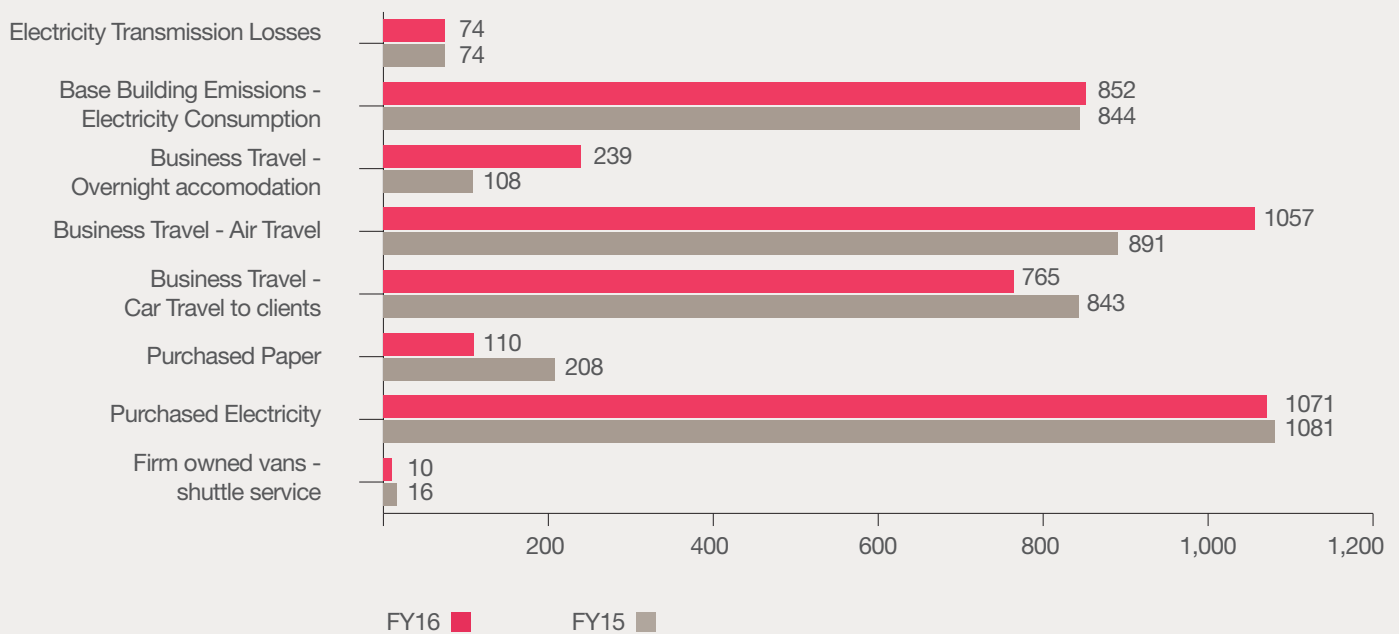
The biggest emission source is electricity consumption, which comes from electricity, electricity transmission and distribution losses, and base-building emissions.

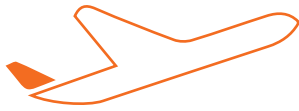
Emissions by Coverage (actual)





## Emissions by Activity





.....

The second largest emission source is air travel. Our people have opportunities to engage in cross-border assignments and this contributes to the travel miles.

.....

We logged a total of **8.9** million kilometers which amounted to **1,057 tonnes** of carbon dioxide in FY16,

a significant increase compared to **7.5** million kilometers and **891 tonnes** of carbon dioxide in FY15.





**1,873** video conferencing  
was used in FY16

We've recycled **15.5** tonnes of paper in Kuala Lumpur in FY16 and over 119 tonnes since 2007

"I am satisfied that PwC is responding appropriately to address the impact of our business activities on the environment."

**76%** (FY16) **76%** (FY15) ,  
**75%** (FY14) (Global People Survey results)

CO <sup>2</sup> Emissions (tonnes)	FY16	FY15	FY14	FY13	FY12	FY11	FY10
<b>Electricity consumption</b>	1,995	1,999	1,747	1,744	1,807	1,627	1,616
<b>Purchased paper</b>	110	208	266	203	189	116	87
<b>Overnight accommodation</b>	239	108	207	155	156	164	174
<b>Air travel</b>	1,057	891	791	468	946	993	1,114
<b>Car travel</b>	775	859	740	609	637	559	581
<b>TOTAL</b>	4,178	4,065	3,751	3,179	3,735	3,459	3,572
<b>Emission intensity, tonnes per staff</b>	1.72	1.71	1.70	1.57	1.96	-	-

We're taking steps to lessen our impact on the environment:



- #eco-friendly project 2016  
To be consistent with our goal of becoming a more eco-friendly organisation, we've identified opportunities to reduce the consumption of paper and printing. Our aim is to reduce the current usage of A4 paper by 5% in one year. Firm-wide, we use more than 25,000 reams of A4 paper annually



- Invested in an app in 2016 – IQ app to create a paper-less onboarding experience, reducing at least 13,650 pieces of paper a year (approximately 69 kg a year)



- Document Management System (DMS) has been implemented for Tax since May 2014. It compels users to save files in a central storage with hopes to reduce paper filing and encourage greater collaboration between users



- We've seen a decrease in paper usage after we implemented a new printing system which monitors each individual's usage since FY12
- We've stopped printing internal magazines since 2010





- Use of recycled paper for Human Capital letters, which includes offer letters. We have used 146 reams in FY15



- Use of technology to work across borders, without the travel. We have Webex facilities for calls/discussions with teams across the PwC global network, a Skype room and two video conferencing facilities. We've had 1,873 video conferences in 2016 so far and will continue to encourage usage



- Most of our waste is made up of paper and ink cartridges and these are recycled. There are recycling bins situated next to every printer and proceeds from the recycled paper are channelled into our CR Fund which gives monetary assistance to staff in need



- New desk and locker system, starting from July 2015 with emphasis on maintaining a clutter free desk and keeping or using less paper
- Participated in Earth Hour since its inception in Malaysia in 2008

In 2016-17, we hope to allow our staff to participate in a local conservation programme to increase awareness on the importance of environmental stewardship, as well as our role in reducing our environmental impact.

	FY16	FY15	FY14	FY13	FY12	FY11	FY10
<b>Recycled paper (tonnes)</b>	15.5	66	8.3	7.9	5.5	4.2	4.0
<b>Recycled ink cartridges</b>	1,149	1,283	1,252	1,324	942	-	-
	FY16	FY15	FY14	FY13	FY12	FY11	FY10
<b>Purchased paper per staff (kg)</b>	17kg	33 kg	45 kg	38 kg	37 kg	-	-

The big reduction of purchased paper per staff, from FY15 to FY16 is because we consume 52% less A4 paper



## GRI G4 Content Index

### For ‘in accordance’ : Core

General Standard Disclosures		Page	External assurance
	Strategy & Analysis		
G4-1	Statement from the most senior decision maker of the organisation about the relevance of sustainability to the organisation	12 & 13	-
G4-2	Provide a description of key impacts, risks and opportunities and its impacts on the performance of the organisation	12 & 13	-
	Organisational Profile		
G4-3	Name of organisation	8	-
G4-4	Primary brand, products and services	8, 9	-
G4-5	Location of organisation's headquarters	9	-
G4-6	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	10	-
G4-7	Nature of ownership and legal form	8	-
G4-8	Markets served	8, 9	-
G4-9	Scale of reporting organisation	8 & 10	-
G4-10	Total workforce by employment type, employment contract, and region, broken down by gender	64	-
G4-11	Percentage of employees covered by collective bargaining agreements	PwC Malaysia does not have any trade unions and therefore no collective bargaining agreements.	-
G4-12	Describe the organisation's supply chain	93,107	-
G4-13	Significant changes during the reporting period on size, structure or ownership	15	-
G4-14	Precautionary approach or principle is addressed by the organisation	37	-
G4-15	List externally developed economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or which it endorses.	37	-
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G4-17	Operational structure of the organisation, including main divisions, operating companies, subsidiaries and joint ventures	8	-
G4-18	Process for defining report content	30, 31, 32, 33	-
G4-19	List all the material Aspects identified in the process or defining report content	30, 31, 32, 33	-
G4-20	Boundary of the report	16, 17	-
G4-21	Aspect materiality outside organisation. Identify entities for which Aspect is material and report any specific limitation regarding the Aspect Boundary outside the organisation	30, 31, 32, 33	-
G4-22	Explanation of the effect of any re-statements of information provided in earlier reports and reasons for them	16, 17	-
G4-23	Significant changes from previous reporting periods in the scope of boundary, or measurement methods applied in the report.	16, 17	-

General Standard Disclosures		Page	External assurance
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G4-25	Basis for identification and selection of stakeholders with whom to engage	26, 27, 28	-
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## Specific Standard Disclosures

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