



A journey in building trust:

Corporate Responsibility 2015-2016

Highlights and summary

www.pwc.com/my

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

Career building workshops for students

FY15

FY16

17 sessions

16 sessions

34 hours



64 hours

FY15

64% of our graduate hires are women



FY16

63% of our graduate hires are women

Joiners



FY15 276

FY16 242



FY15 436

FY16 345

TOTAL **712** **587**

Guest lectures at local university

FY15

FY16

13

sessions

39

hours

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

Leavers



FY15 193

FY16 203



FY15 300

FY16 287



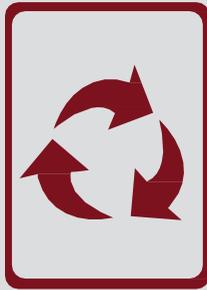
FY16

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

Building Trust Awards

Client satisfaction results:



FY15

FY16

Overall satisfaction scores

8.1/10

8.3/10

Total surveyed

146

202

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

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

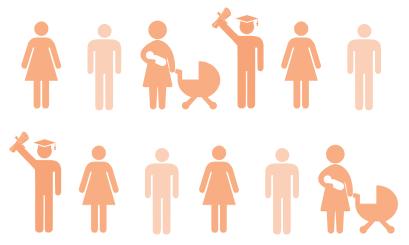
95 attendees at the Building Trust Awards (comprising clients, industry leaders and influencers)

9 Trust in Resilience articles

4 Client conversations on trust profiles

Speaking engagements and media profiling focused on diversity:

12 in FY16



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

Pro-bono speaking engagements on sustainability:

FY15

FY16



28 hours



38.5 hours

Time cost

RM79,290

RM113,930*

Content

Foreword:

Joint message from Executive Chairman and Managing Partner

About this report

CR strategy/Plans..... **14**

Our CR journey **18**

Community Engagement

Workplace / Diversity & Inclusion ...

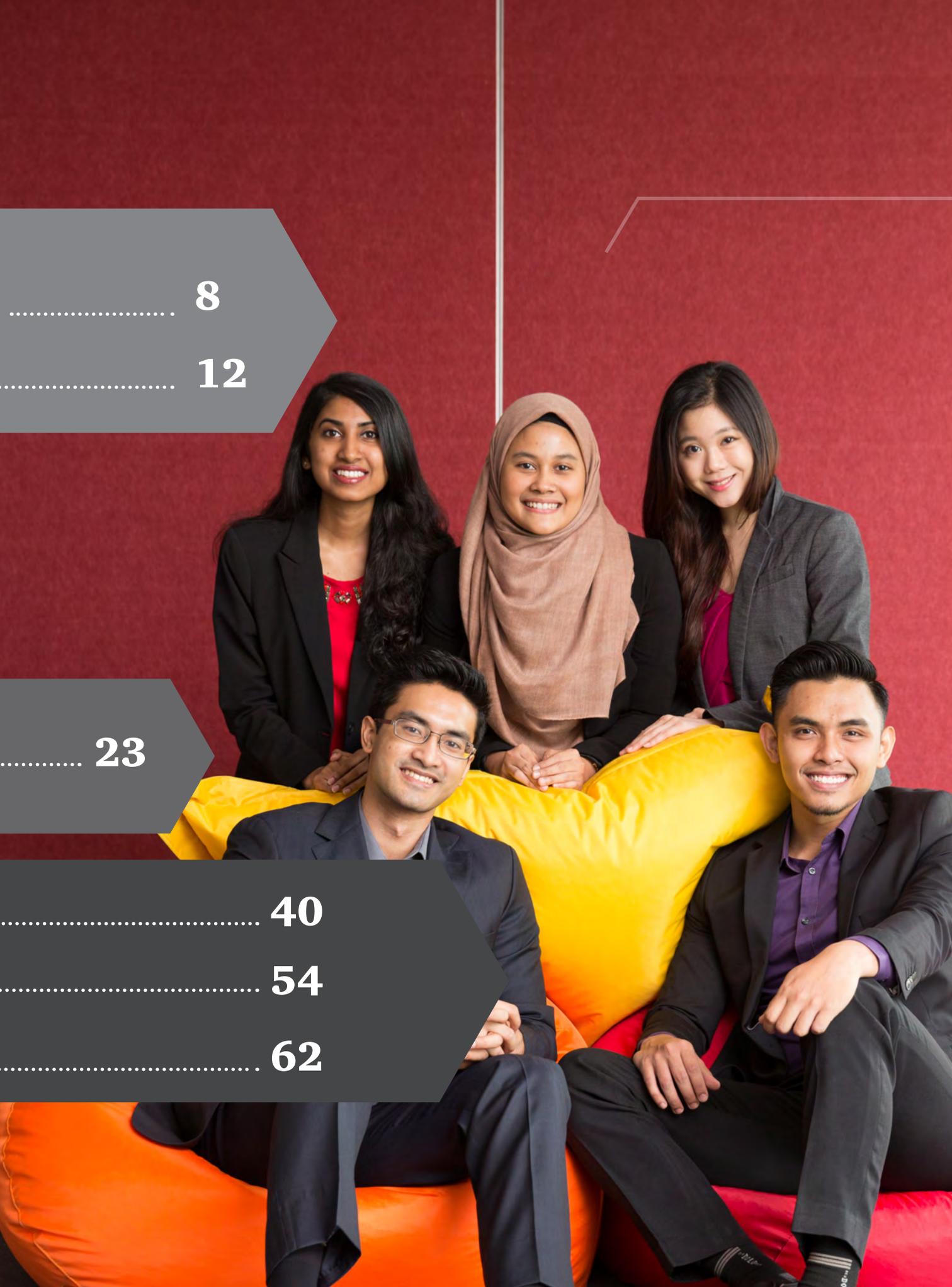
Responsible Business

Environment

..... 8
..... 12

..... 23

..... 40
..... 54
..... 62



Foreword



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 licence 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.



Shaping the case for trust

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

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.

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

[Link to UN's SDGs: http://www.un.org/sustainabledevelopment/sustainable-development-goals/](http://www.un.org/sustainabledevelopment/sustainable-development-goals/)



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 our talent framework, the PwC Professional (outlined in the 'Workplace/Diversity and Inclusion' section). More than a traditional 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

We've been reporting our Corporate Responsibility activities since 2008 and the report has grown to include other aspects of what we do for our people such as Diversity and Health. To make it easier for our readers, we've decided to produce two reports - a shorter one to give readers an overview and highlights, and the full length report, for those who would like the details, linked here.

This short report will show how we continuously improve our CR programmes and measured impact. Additionally, we also show how our activities support the United Nation's Sustainable Development Goals.

You can find the following in our full report :

- **About PwC**
- **Awards**
- **Leadership structure** – we have a new Country Management Team (CMT), effective July 2016. Please refer to page 19 in the full report.
- **Firm strategy**
- **Stakeholder engagement** – we update on stakeholder engagement with the CMT and media on page 27 in the full report.
- **Materiality assessment**
- **Relevance of topics in report to stakeholders**
- **Reporting process**



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!

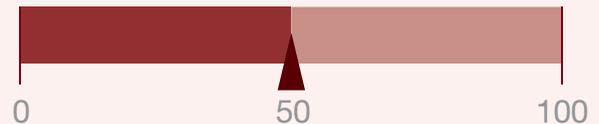
CR strategy/plans

Diagram in the overleaf represents our CR plans shared in our last report. Here's an update.



Setting the foundation: 2015

- We identified and made measurable progress on all our four flagship programmes.
- We have put thought into improving our programmes and making them measurable and sustainable. Read about COP and #FitPwC on pages 26 & 50.
- On communicating and engaging one of our main stakeholders, our people - we have quarterly communications, surveys, face-to-face engagement and volunteer briefings.



Building momentum: 2016

- Flagship programmes are well attended and receive good feedback on relevance and impact.
- Working with our advisory team to calculate impact better. Refer to #FitPwC and Flexible Work Arrangements on page 50 & 48.
- We can do better on reaching more beneficiaries and collaboration for expansion.

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 & ensure programmes are sustainable with measurable impact
- Communicate, share and involve staff as volunteers

2016

Building momentum

- Demonstrate flagship programmes are successful & relevant
- Measure 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
- Measure social impact for beneficiaries, staff and firm – for both PwC and for collaboration with interested parties



Our progress against PwC's global goals

PwC Malaysia is part of the PwC global network. At the network level, the global CR team provides a common vision, oversees the CR efforts and activities of all member firms to align and maximise the impact of our efforts.

This shared vision and alignment is done through two tools – the CR Commitments and Leadership ladders.

The **CR commitments** reflect the global CR strategy implementation timeline and enhancements to our CR reporting. Click on this [link](#) to see our progress on Commitments globally. The overleaf shows our progress in Malaysia.

Leadership ladders are a guide on strategy implementation to enable PwC firms to progress from foundation level CR activities to CR leadership.

The leadership ladders allow different firms in our network to progress and be at different maturity levels, while staying aligned to the global direction on sustainability. Each of the steps of the ladder considers four dimensions: behaviour change; strategy and policy; measurement and engagement; and impact assessment.

These are examples of what foundation levels cover:

- Leadership is accountable for CR
- Local CR strategy and business case is in place which is aligned to the

global strategy and reflects local priorities

- Basic level of stakeholder engagement
- Programmes to manage and improve CR impact
- Programmes to raise PwC people's awareness of CR issues
- Programmes provide opportunities for PwC people to engage and be involved in CR efforts
- Basic CR measurement systems

Our Leadership ladder status will be reflected in the respective sections of this report under Community Engagement, Responsible Business and Environmental Stewardship. An overview of the leadership ladders [here](#).

PwC's global corporate responsibility commitment

| Commitment | Component | Due date | Status |
|---|---|-----------------|-------------------|
| Harness the power of our Network to scale responsible business behaviours | Firm will align to the global CR strategy and use their skills, voice and relationships to be a catalyst for change through their CR activities | FY14 | Fully met |
| | Firm will assess themselves against the leadership ladders and develop clear progression plans | FY14 | Fully met |
| | Firm will set targets for improved performance in the questions relating to CR in the Global People Survey | FY14 | Fully met |
| Increase the positive social impact of our community activities | Firm will provide opportunities for their people to take part in volunteering activities that involve the contribution of their professional skills | FY14 | Fully met |
| | Firm will pilot output and outcome-based performance measurement for their community activities | FY16 | Fully met |
| Manage our impact on the environment | Firm will each implement a local environmental policy and environmental management approach to minimise negative impacts | FY14 | Partially met |
| Enhance the transparency and relevance of our CR reporting | Our reporting will be enhanced to include stakeholder engagement efforts | FY14 | Fully met |
| | Firms will put in place internal reporting structures to improve the efficiency and accuracy of reporting on their CR performance | FY14 | Partially met |
| | We will introduce performance-based targets for the network as a whole | FY16 | Not available yet |
| | We will gain assurance on FY2016 priority network key performance indicators | FY17 | Not met yet |

Our CR journey

2000

2006

2007

2008

2009

2010

Formed our Community Outreach Programme.



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



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



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.

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



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



Creation of Sustainability And Climate Change Consulting team.

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



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

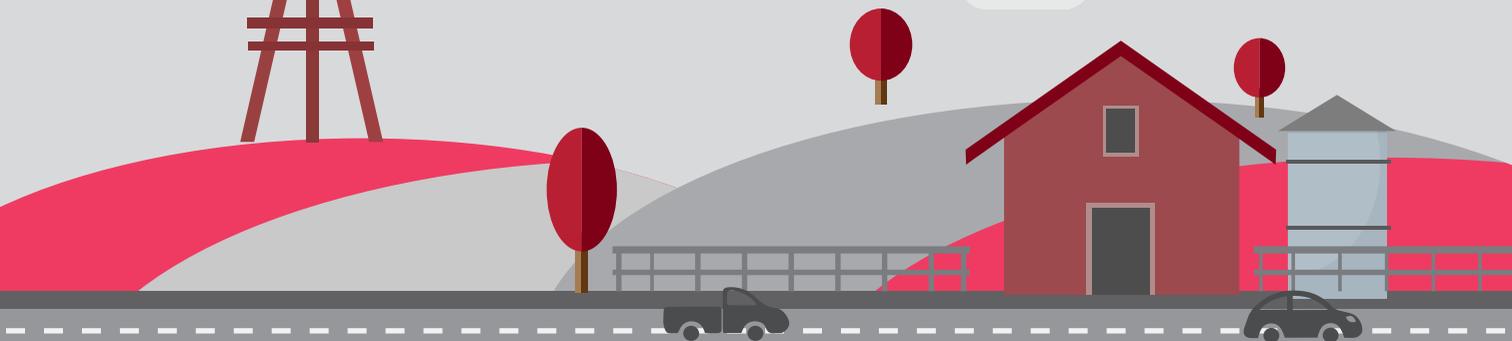


Unconscious bias pilot training for Managers and above.

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.



Overview of CR initiatives & how they map to UN's Sustainable Development Goals



Community Engagement



Focused on Youth Education & Capacity Building: Sustainable programmes, using our business skills for positive, measurable impact.

- **Community Outreach Programme*** / Fund Their Future
- Building Trust : **Workshop for NGOs**
- 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 bias

Health & Wellness *

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

* Flagship programmes

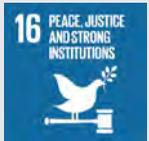
Responsible Business



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 advise 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)





“ We learn as much as we give in our CR Programmes. No better substitute in lessons on basic human values. ”

Sridharan Nair, Managing Partner

Community Engagement

Our commitment to People

As we take a step back to look at our firm's priorities and activities, it's clear that we invest heavily in helping people grow and improve themselves. This starts from primary school to university, and especially when they are employed with us.

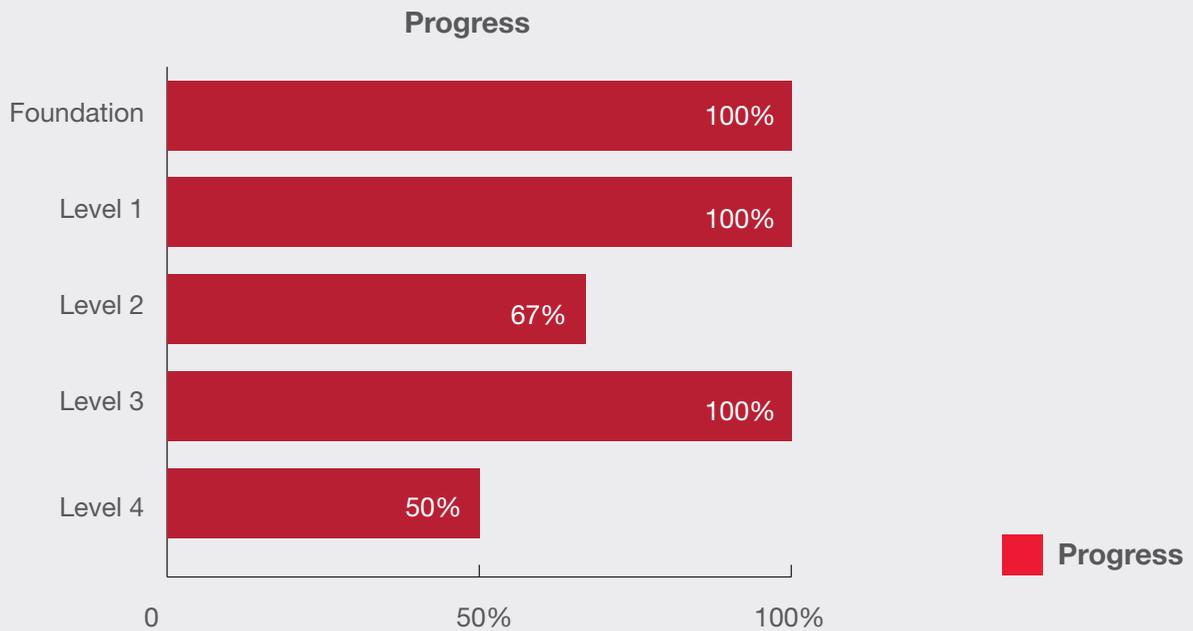


Our progress in Community engagement

Community engagement is our strongest Corporate Responsibility (CR) quadrant, being the most established of all our initiatives and it's reflected in our Leadership Ladders. Where we need to do better, for both level 2 and 4, is to quantify our impact

and outcomes, which we have started doing this year and will continue to do better in. The table in the next page shows our investments in the community – to help build capacity and help people and civil society organisations grow.

PwC's Leadership ladder on Community Engagement:





How we measure our CR programme

| | 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. FY16 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) is one of our flagship programmes that focuses on providing quality education. Read more about the COP [here](#).

Last year, we committed to measuring our impact and the progress of the children at the COP homes better. So, we collaborated with Teach For Malaysia fellows, teachers and the charity homes to shape an evaluation tool to measure non-academic progress - attendance, punctuality, adaptability, communication skills, independence, attitude towards learning and self-esteem.

We invested time to brief each volunteer group so that they understood the evaluation process. Evaluations are carried out by our volunteers and results are compiled at the end of the year.

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

Data was shared with the COP homes early 2016 and we had open conversations on how to improve further. We realised that our volunteers will need to be more forthcoming and objective in the evaluations and complete them promptly.





24
weeks



12
volunteer
groups



107
volunteers



6,781
hours



84
students

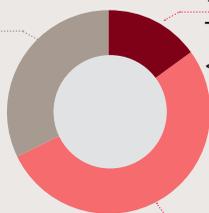


534
evaluation
forms



6.5
forms per
student

32%
Good
≥ 4.00

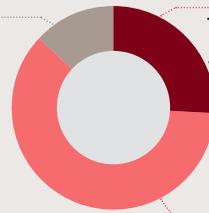


15%
To Improve
< 3.00

53%
Average
3.00-3.99

Rumah Juara

13%
Good
≥ 4.00

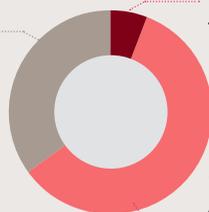


26%
To Improve
< 3.00

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





“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



Maximising potential

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.

In June 2016, one of our clients approached us to collaborate on one of their Corporate Social Responsibility programmes - which is to help small businesses run their operations better. The Financial Effectiveness team took on the projects. They evaluated a company which had asked for help in improving their finance processes, which will lead to better profits. The outcome is that the company agreed to the recommended change and have engaged the team for a further three months, on a heavily discounted fee.



12
hours



3
volunteers

“Polaris gave opportunity to students to share their opinions”
 Polaris 2015 participant

Polaris

We ran 4 workshops on the following topics for Form 4 students at Methodist Girls School, Kuala Lumpur.

We hope these workshops will give the students tips and knowledge to build their confidence to make the leap from school to university and then the workplace.

- Communication – August 2015
- Create the right impression - October 2015
- Setting goals and reaching their ambitions – February 2016
- Self confidence and communication – March 2016



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



RM600
.....

raised by 6 MGS students on Sales day.

“ Money & Me taught me confidence and leadership”

Money&Me participant



11
volunteers



52
hours



30
students

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.



NGO workshop

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**.

“It has helped shift our mind-set and focus in fundraising and finance”
Participant



45
participants



17
civil society
organisations



62%
.....

agree with being able to apply learnings

73%
.....

agree that content is relevant

69%
.....

agree that content is easy to understand



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



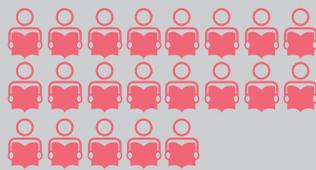
SMK Pendamaran
Jaya



1,623 students



SMK Tengku Idris
Shah



2,112 students



250
teachers

Other MCII members include:

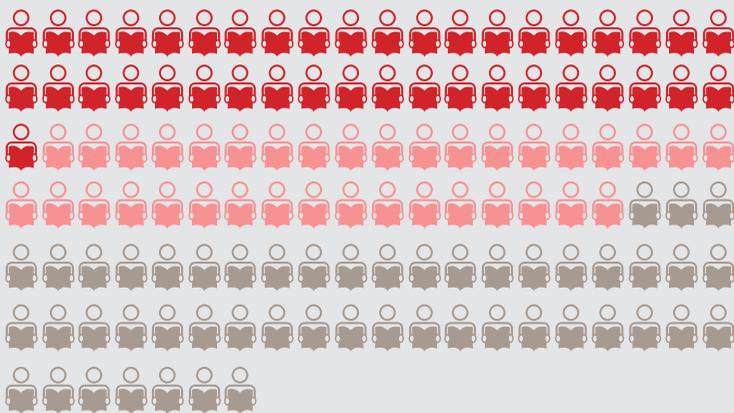
- Agensi Inovasi Malaysia
- British Council
- Credit Suisse
- Hap Seng Group
- Hong Leong Foundation
- IOI Group
- Petrosains
- Prudential Assurance Malaysia Berhad
- Westports Holdings
- YTL Foundation



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.

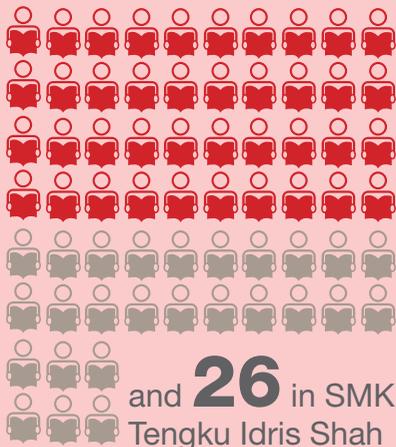




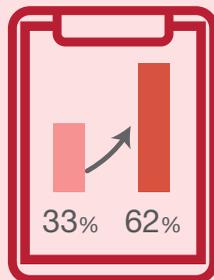
Education peer coaching programme

66 students remain in Edunation's programme

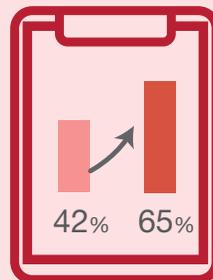
With **40** in SMK Pandamaran Jaya



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



We invest in students by

- Conducting career readiness sessions on campus to up-skill graduates to be job ready:
 - **150%** increase for hours spent on Building career awareness
 - **100%** increase for hours spent on Career skill workshops.
- Supporting the Peneraju programme in increasing the number of accountants
- Being a pioneer organisation in TalentCorp's inaugural Human Resources (HR)
- Internship Programme to raise visibility and appeal of HR professionals among students.
- Accepting school leavers as Trainee Associates and sponsor their professional examinations (ACCA).
- Upskilling interns in audit methodology.

for our nation for the past 4 years. The first batch of 6 scholars joined us in December 2012 and we currently have 18 scholars employed. 3 of them will have completed their professional examinations by December 2016.

| Type | FY16 | | | FY15 | | | FY14 | | |
|---|------------|------------|------------------|------------|------------|----------------|------------|--------------|----------------|
| | Frequency | Hours | Time cost (RM) | Frequency | Hours | Time cost (RM) | Frequency | Hours | Time cost (RM) |
| Guest lectures at local universities | 7 | 21 | 28,665 | 13 | 39 | 64,995 | 10 | 28.5 | 44,783 |
| Career skill Workshops | 16 | 64 | 123,200 | 17 | 34 | 75,310 | 15 | 30 | 66,450 |
| Building career awareness (Office visits / campus talks / career fairs) | 92 | 336 | 1,399,440 | 82 | 164 | 620,740 | 76 | 152 | 575,320 |
| Partnering with universities: Industry Advisory Panel | - | - | - | 8 | 32 | 94,560 | 8 | 32 | 94,560 |
| Grand total | 115 | 421 | 1,551,305 | 120 | 265 | 855,605 | 109 | 242.5 | 781,113 |



Workplace, Diversity & Inclusion



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

Chin Suit Fang, Diversity leader





Providing equal opportunities:

- Recruit from all local campuses, regardless of proximity to the city
- Pioneer firm that started Aspiring Accountant programme funded by TalentCorp, annual intake of non-accounting grad to qualify as accountants.
- Hiring non accounting graduates from December 2008.
- Currently employ people with disabilities – 3 visually impaired, 2 wheelchair users and 1 person of short stature
- 2 Career Comeback Ambassadors to encourage women to return to work

FY 16 highlights

40% of partners are women

58% of managers are women



79% of our employees are Gen Y



50% of our Director promotees in 2016 are women,

3 of them, mothers



| Measurables | FY16 | FY15 | FY14 | FY13 | FY12 |
|---|--|--|--|--|--|
| Total Staff (including partners, senior executive directors and executive directors) | Total: 2,435 M: 963 (40%) F: 1,472 (60%) | Total: 2,379 M: 945 (40%) F: 1,434 (60%) | Total: 2,207 M: 889 (40%) F: 1,318 (60%) | Total: 2,023 M: 818 (40%) F: 1,205 (60%) | Total: 1,909 M: 751 (39%) F: 1,158 (61%) |
| Partners, senior executive directors and executive directors | M: 101 (60%) 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%) |
| Joiners (gender) | 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%) |
| Leavers (gender) / Attrition rate (%) | M : 203 (21%) F: 287 (20%) | M : 193 (20%) F: 300 (13%) | M : 191 (22%) F: 248 (20%) | M : 157 (20%) F: 250 (21%) | M : 126 (18%) F: 296 (24%) |
| Maternity (ML) and paternity leave (PL) taken (No. of staff) | ML : 57 PL: 18 | ML : 35 PL: 19 | ML : 42 PL: 17 | ML : 35 PL: 20 | ML : 31 PL: 17 |
| Learning and development logged (hours) | 165,822 Average: 68 hours per person | 211,410 Average: 89 hours per person | 182,482 Average: 83 hours per person | 179,576 Average: 89 hours per person | 157,126 Average: 82 hours per person |





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. 7 other PwC network firms have shown interest.

2 to 7
Ambassadors



91 to 182
participants

(as of August 2016)





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



23
participants



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



Flexible work arrangement

We've provided staff the option of Flexible work arrangement (FWA) since 2000 where they can choose to work 2.5 to 4 days a week. While only a small portion of staff is on FWA (1% of staff force), we're making an effort to enhance programmes which allow staff to work flexibly and also to quantify the value of FWA.

We sent out a survey to ask people who were and are currently on FWA to gauge if FWA was key to keeping them at the workplace or even in the workforce for that matter.

10 out of the 16 who responded said that they would have left the workforce, if not for FWA – that's 63%.

We calculated the cost of hiring new staff to replace them, for example hiring cost and one year's training to get them up to speed. The total savings (and benefit of FWA) for the firm is RM518,600 per year for the 10 staff. We have not calculated the value of their retained knowledge or experience for their clients or teams.

The external impact or value of 10 staff who continue working versus leaving the workforce for the country is RM299,773. This value is the difference between our average staff salary per year and the equivalent earnings of a home maker, per year. Please refer to the appendix for our estimation of a home maker's earnings.

Refer to main report for full list of Workplace support / benefits.



PWC



16
respondents
(out of 20 people)

63%
.....

said that they would have left the workforce,
if not for FWA



Workplace

In our second year of #FitPwC, we doubled our participation rate for KakiJalan and GetFit classes. Our Stairathon is a mainstay.

In addition to increasing the number of active participants, we're making an effort to quantify the value of our health programmes.

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

17% said that participating in the various programmes have helped them reduce sick leave by one day a year. We estimate our active and unique participants to be 45 people. Of this pool, 17% is an estimate of eight people enjoying one day less of sick leave a year.

A day less of sick leave for 8 people is estimated to generate RM2,906 in benefits. This is purely based on our average salary, and excludes other benefits such as profits generated and health improvements.

Read more about our #FitPwC programme [here](#)



RM1,321 collected for charity from 4 Urut PwC sessions

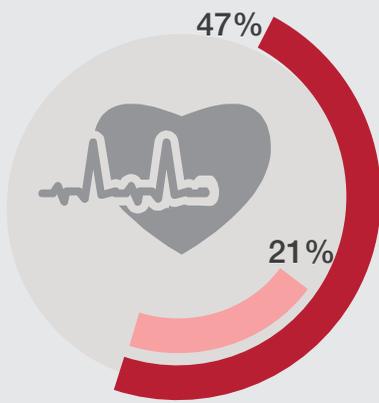


2015 emotion run
RM25,000 raised for charity
360 people participated

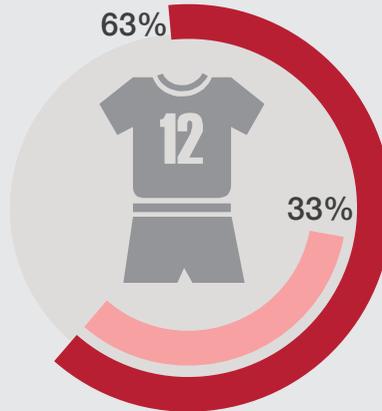


2015 stats

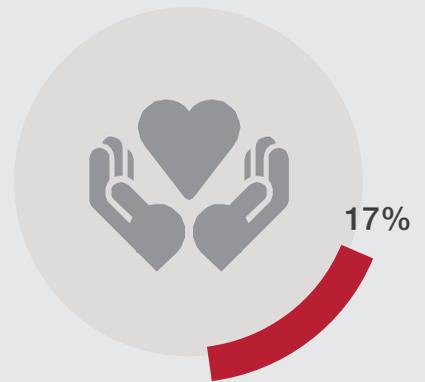
Before After



Fitness level
High fitness level



Frequency of exercise
Exercised >3x a week



Sick leave / productivity
#FitPwC helped reduce sick days

| | 2016 | 2015 |
|---|---------------------------------------|---------------------------------------|
| KakiJalan (March – August) | 68.6 million steps 220 registrants | 34.1 million steps 200 registrants |
| Stairathon (March – August) | 10 people | 10 people |
| GetFit class (March – August) | 18 people | 5 people |
| UrutPwC | 128 people | - |



Workplace

In 2016:

68 hours
.....

Average of training per staff

RM2,754
.....

Average investment in training per staff

| Global People Survey items | FY16 | FY15 | FY14 | FY13 |
|---|------|------|------|------|
| I am proud to work at PwC | 84% | 83% | 84% | 82% |
| PwC is an inclusive work environment where individual differences are respected and valued | 73% | 74% | 74% | 69% |
| The learning and development I receive at PwC has adequately prepared me for the work I do | 77% | 75% | 77% | 73% |
| I have the opportunity to work on challenging assignments that contribute to my development | 84% | 83% | 85% | 83% |
| The people I work with support me on the job through feedback and coaching | 70% | 70% | 73% | 68% |



We're 70% higher than the minimum required hours set by the International Federation of Accountants (IFA) and Audit Oversight Board (AOB).

For example, the International Education Standard (IES) 7 by IFA states that each member must complete at least 120 hours of relevant professional development activity in a 3-year period.

AOB 2015 report quoted that the average training hours spent by the audit staff in Malaysia is higher than 40 hours per year.

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

Learning hours for FY16 is from our learning platform, Xcelerate while FY15-14 from iPower, our resource monitoring platform

Responsible Business

“ 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,
Executive Chairman



Responsible business

We work with regulators, industry players and clients to create awareness and help shape the country's Corporate Governance and sustainability agendas.

For the leadership ladder in this quadrant, we will need to

work on the foundation level - to make available learning resources on CR to all staff in PwC.

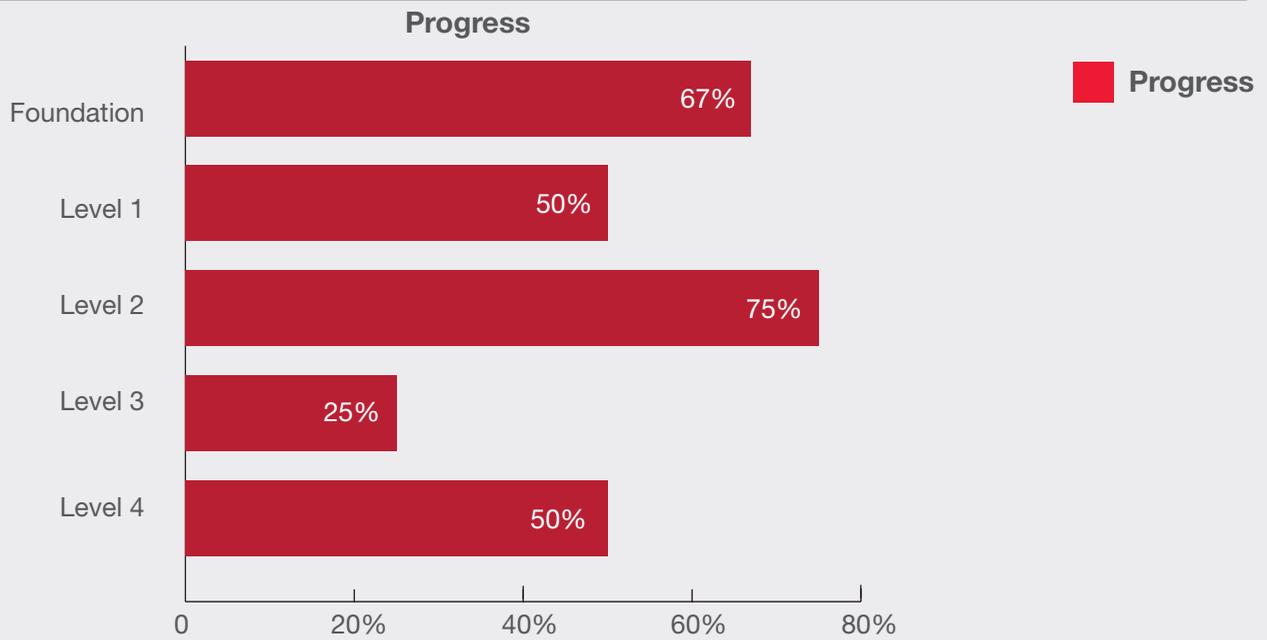
In November 2015, we collaborated with Asian Institute of Chartered Bankers (AICB) on a Recovery &

Resolution Planning (RRP) report. It outlines how Financial Institutions can equip themselves with better tools and funding options when the next financial crisis hits. Read the report [here](#).

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



PwC's leadership ladder on Responsible business



Trans-Pacific Partnership Agreement

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, which featured 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 were had between the public and private sector on the opportunities and challenges and how Malaysian businesses can prepare for this new environment.



200
participants for
the TPPA event



unities aysia

tnership:
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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 asset.

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, but uphold the principles behind them



- ‘Trust in Resilience’ series in The Edge - articles on various topics related to trust

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



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

Environment

“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

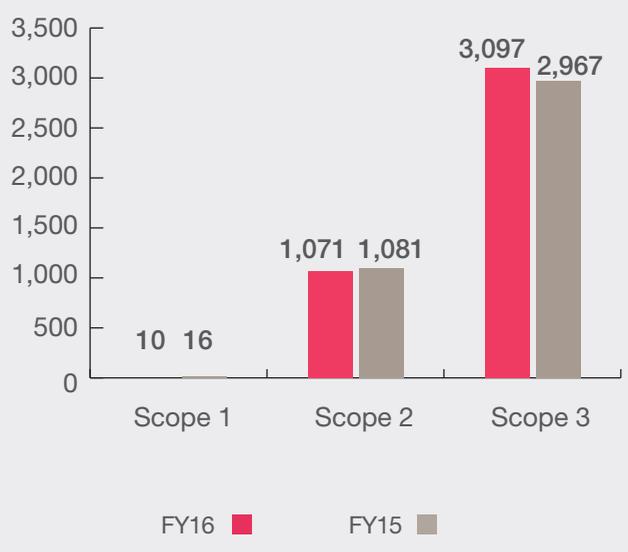




Environment

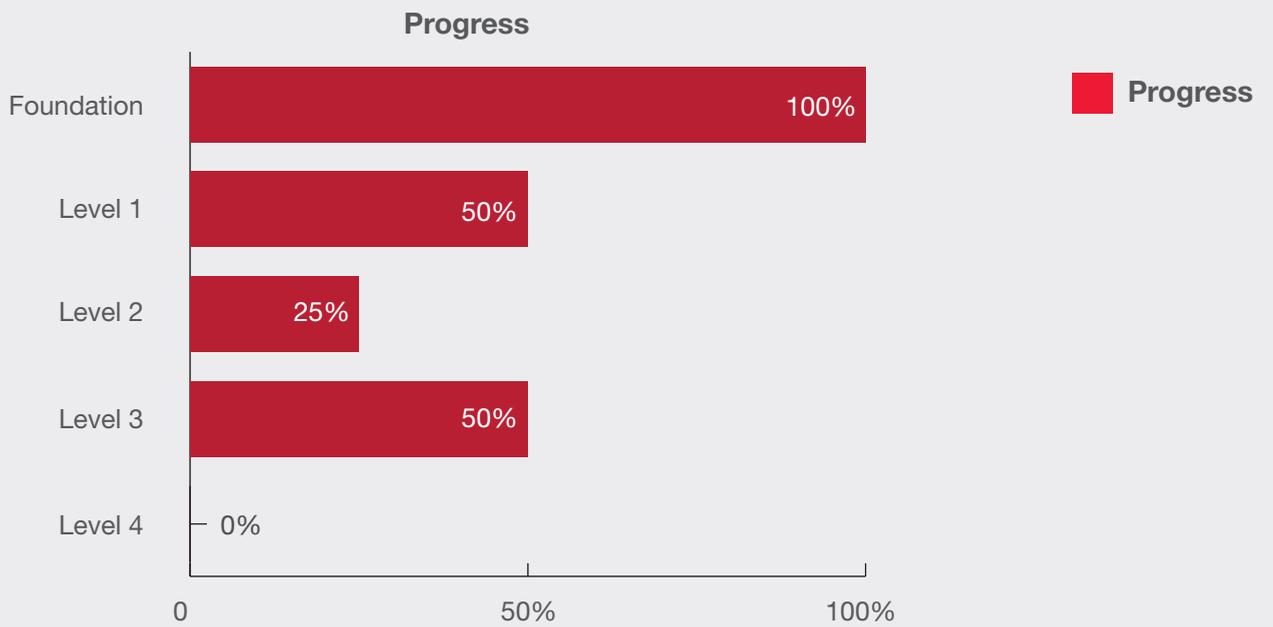
While we report on our Green House Gas emissions since 2010 on all 3 scopes, we'll need to do better on having clear environmental policies and plans to manage our impact firmwide and targets to achieve them. Also as an aspiration, environmental considerations need to be embedded in core business operations and value chain.

Emissions by Scope (Actual)





PwC's leadership ladder on Environment

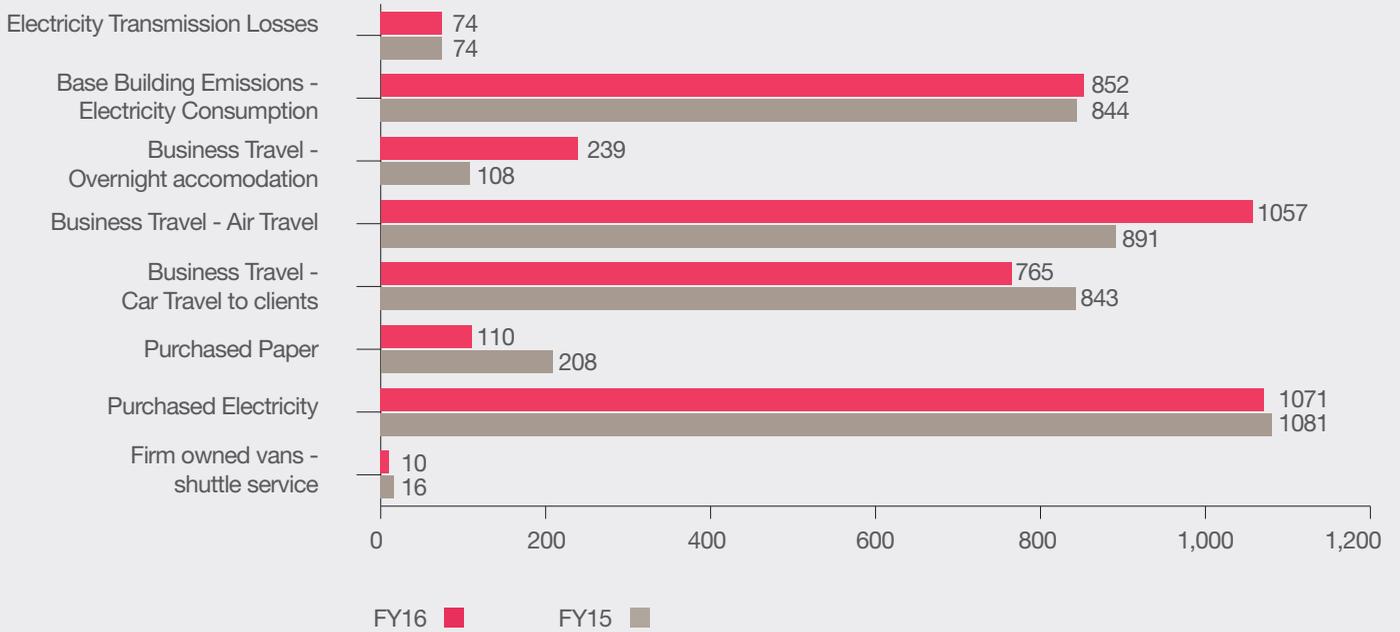


Year by year comparison of our emissions

| CO2 Emissions (tonnes) | FY16 | FY15 | FY14 | FY13 | FY12 | FY11 | FY10 |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Electricity consumption | 1,997 | 1,999 | 1,747 | 1,744 | 1,807 | 1,627 | 1,616 |
| Purchased paper | 110 | 208 | 266 | 203 | 189 | 116 | 87 |
| Overnight accommodation | 239 | 108 | 207 | 155 | 156 | 164 | 174 |
| Air travel | 1,057 | 1,891 | 791 | 468 | 946 | 993 | 1,114 |
| Car travel | 775 | 859 | 740 | 609 | 637 | 559 | 581 |
| TOTAL | 4,178 | 4,065 | 3,751 | 3,179 | 3,735 | 3,459 | 3,572 |
| Emissions intensity, tonnes per employee : | 1.72 | 1.71 | 1.70 | 1.57 | 1.96 | - | - |



Emissions by Activity





#eco-friendly project

To be consistent with our goal to be 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.

What we've done:

- Replace 80 gsm paper with **70 gsm for draft prints**
- **All staff will print double-sided and in B&W**
- Encourage everyone to hold **paper-less meetings and review routine work electronically**
- Stop wastage of paper
- Reuse paper without confidential information
- Invested in an app – IQ app to create a paper-less onboarding experience. Resulting in RM11,000 cost savings.

| | FY16 | FY15 | FY14 | FY13 | FY12 | FY11 | FY10 |
|-------------------------|-------|-------|-------|-------|------|------|------|
| Recycled paper (tonnes) | 15.5 | 66 | 8.3 | 7.9 | 5.5 | 4.2 | 4.0 |
| Recycled ink cartridges | 1,149 | 1,283 | 1,252 | 1,324 | 942 | - | - |



119

tonnes of paper recycled since 2007

Goal : Reduce **5%** print by May 2017



Reduced : **200,000** pieces of paper (April – June)



Recycling toners

Our used toners are sent to Fuji Xerox Eco-Manufacturing Plant for recycling, which complies with Department Environment permits and regulations on transboundary shipment as well as The Basel Convention.

We meet the zero landfill policy where 100% of the toner shell is recycled.



Appendix

For A : Assuming home maker's daily work hours is 16 hours a day and a week, 112 hours.

For C : Assumption is based on working for 40 hours per week which equals to 2080 hours per year.

For jobs where we can't find data, we'll use the minimum wage of RM1,000

(Malaysia minimum wage as of 1 July 2016 : RM1000 (Peninsular) RM920 (East Malaysia))

| Home maker's task | Occupation title | Hours per week | Hours per year | Mean hourly wages | Mean annual earnings | Mom's annual earnings | References |
|-------------------------------|-----------------------|----------------|---------------------|------------------------|----------------------|-----------------------|---|
| | | (A) | (B) (A*52 weeks) | (C)(D / 2080 hours) | (D) | (B * C) | |
| Housekeeping & maintenance | Housemaid and cleaner | 16 | 832 | 5.77 | 12000 | 4800 | *Minimum wage |
| Cooking/ meal planning | Chef | 20 | 1040 | 11.41 | 23730 | 11865 | http://www.payscale.com/research/MY/Job=Kitchen_Chef/Salary |
| Driving | Chauffer and driver | 10 | 520 | 9.38 | 19500 | 4875 | http://www.payscale.com/research/MY/Job=Delivery_Driver/Salary |
| Chauffer and driver | Chauffer and driver | 7 | 364 | 14.26 | 29660 | 5190.5 | http://www.payscale.com/research/MY/Job=Tutor/Salary |
| Tutoring | Tutor and instructor | 40 | 2080 | 5.77 | 12000 | 12000 | *Minimum wage |
| Nurse injuries | Nurse | 1 | 52 | 14.23 | 29600 | 740 | http://www.payscale.com/research/MY/Job=Registered_Nurse_(RN)/Salary |
| Grocery shopping | Personal shopper | 4 | 208 | 22.56 | 47060 | 4706 | http://www.payscale.com/research/MY/Job=Personal_Assistant/Salary |
| Managing finance | Accountant | 1 | 52 | 28.56 | 59410 | 1485.25 | http://www.payscale.com/research/MY/Job=Accountant/Salary |
| Decorating the house | Interior designer | 1 | 52 | 15.97 | 33220 | 830.5 | http://www.payscale.com/research/MY/Job=Interior_Designer/Salary |
| Event /Activity planning | Event co-ordinator | 7 | 364 | 13.23 | 27520 | 4816 | http://www.payscale.com/research/MY/Job=Event_Coordinator/Salary |
| Running miscellaneous errands | Personal assistant | 5 | 260 | 22.63 | 47060 | 5882.5 | http://www.payscale.com/research/MY/Job=Personal_Assistant/Salary |
| | | 112 | 5824 | | | 57,190.75 | - |



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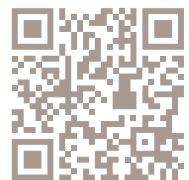
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