

March 2023



Sustainability Report

PwC Singapore – Financial Year 2022



pwc

About this report

Contents

PwC Singapore's annual sustainability report 2022 presents the key aspects of our Environmental, Social and Governance (ESG) strategies and policies. This report covers our performance for the financial year ended 30 June 2022 (FY22) and is in accordance with the GRI standards - core option.

PwC Singapore has over 144 partners and a strength of more than 3,500 employees providing professional services, guided by our culture, values and purpose of building trust in society and solving important problems. This report tells our story and through it, we share what we have done as a firm during the year for our people, clients, community and the environment.

All data, statistics and information presented in this report are in relation to the Singapore firm's operations, unless otherwise stated. There were no significant changes to the size, structure, ownership or supply chain of PwC Singapore and its participating interests throughout FY22. This report has been internally assured and we have strong data collection controls and verification processes that ensure the information presented is accurate and complete.

Feedback

We are fully committed to listening to, and understanding our stakeholders' points of view, and welcome feedback pertaining to this report as well as to any aspect of our sustainability performance. Please refer to the last page for our contact details. A soft copy of this report can be downloaded from our website: www.pwc.com/sg.



Message from our Chairman

At a time when fundamental issues in the world - including technological disruption, climate change, geopolitical and social tensions - become increasingly intertwined with business risks and opportunities, we focused on bringing our refreshed global strategy, The New Equation, to life.

In this financial year, we teamed up - with our colleagues, clients, and community partners - to leverage the power of the collective and advance our environmental, social and governance (ESG) commitment and to deliver on two interconnected needs to our clients and society; to build trust and deliver sustained outcomes.

First starting from within our firm, we prioritised our people's personal and professional wellbeing so that they not only receive the support and empowerment to bring their best selves to work, but equally importantly, to be upskilled with the acumen, tools and mindset needed to be resilient and ready for the future. We did this through initiatives such as the newly-established Empowerment Circles where colleagues across all levels share experiences and ideas and support each in an honest and open environment, and through other mainstay services such as confidential counselling and psychotherapy.

In the area of upskilling, we remained committed to our vision of being a human-led tech enabled professional services firm that provides continuous upskilling opportunities available and accessible to all our people. The new ESG Essentials curriculum and ongoing Digital Academy programme ensure that over 3,400 of our people are equipped with in-demand skills that keep them relevant in a rapidly evolving environment. Leveraging our experiences and expertise, through our PwC Singapore Foundation, our people also spent over 5,700 skills based volunteering hours to upskill the social sector. Extending our impact beyond Singapore, our foundation also donated funds to an Indian non-governmental organisation, to provide medical equipment in a hospital in a rural part of India - offering medical care access to about 300,000 people in over 20 villages.

Our people's resilience and agility has enabled us to make progress towards our environmental goals. We remain accountable to our science-based targets of Net Zero by 2030 and our RE100 commitment. This year, in addition to achieving 100% renewable energy and 100% carbon offsets for all business travel emissions for the fourth consecutive time, we took steps to understand our emissions profile in preparation for our decarbonisation approach next year.

In the marketplace, we are amplifying our efforts to contribute in the areas of decarbonisation, climate risk and sustainable finance with the launch of the Asia Pacific Centre of Sustainability Excellence and the Singapore Low Carbon Network, set against the backdrop of Singapore's ambition to be a regional sustainability hub.

As a community of solvers, we are committed to making a positive and enduring impact. Every year, we build on our efforts and achievements of the last, creating momentum that propels us forward with greater velocity. We are ready to push forward with our 2023 plans, which will see us embarking on a disability inclusion agenda, decarbonising our operations, and deepening our culture to sustain a healthy, high-performing workforce.



A handwritten signature in black ink, appearing to read 'Marcus Lam', written in a cursive style.

Marcus Lam
Executive Chairman PwC
Singapore

About PwC

PwC Singapore

We provide organisations with the professional service they need, wherever they may be located. Our highly qualified, experienced professionals listen to different points of view to help organisations solve their business issues and identify and maximise the opportunities they seek. Our industry specialisation allows us to help co-create solutions with our clients for their sectors of interest.

PwC Global

With offices in 152 countries and nearly 328,000 people, we are among the leading professional services networks in the world. We help organisations and individuals create the value they are looking for, by delivering quality in assurance, advisory and tax services. Our people come from many different backgrounds and places, and they are the heart of our organisation. We invest significant resources in making PwC a great place to work. Guided by our purpose, culture and values, we work together to build trust in society and solve problems for clients and the communities in which we live and work.

Our key service offerings



Assurance

- General assurance
- Financial services assurance
- Risk assurance



Advisory

- Deals
- Strategy and management consulting
- Risk consulting
- Technology consulting



Tax

- Corporate tax
- Global structuring tax
- Goods and services tax
- Global mobility services
- Corporate support services



Key highlights - FY22

Our people

- ESG upskilling programme

3,311 employees + partners completed

- Digital upskilling programmes

1,237 employees + partners involved

16,167 participant hours



Community investments

6,233 general and skills-based volunteering hours

5,784 skills-based volunteering hours

525 beneficiaries reached

Our environment

100% renewable energy for Scope 2 electricity

100% offset of Scope 3 business travel emissions

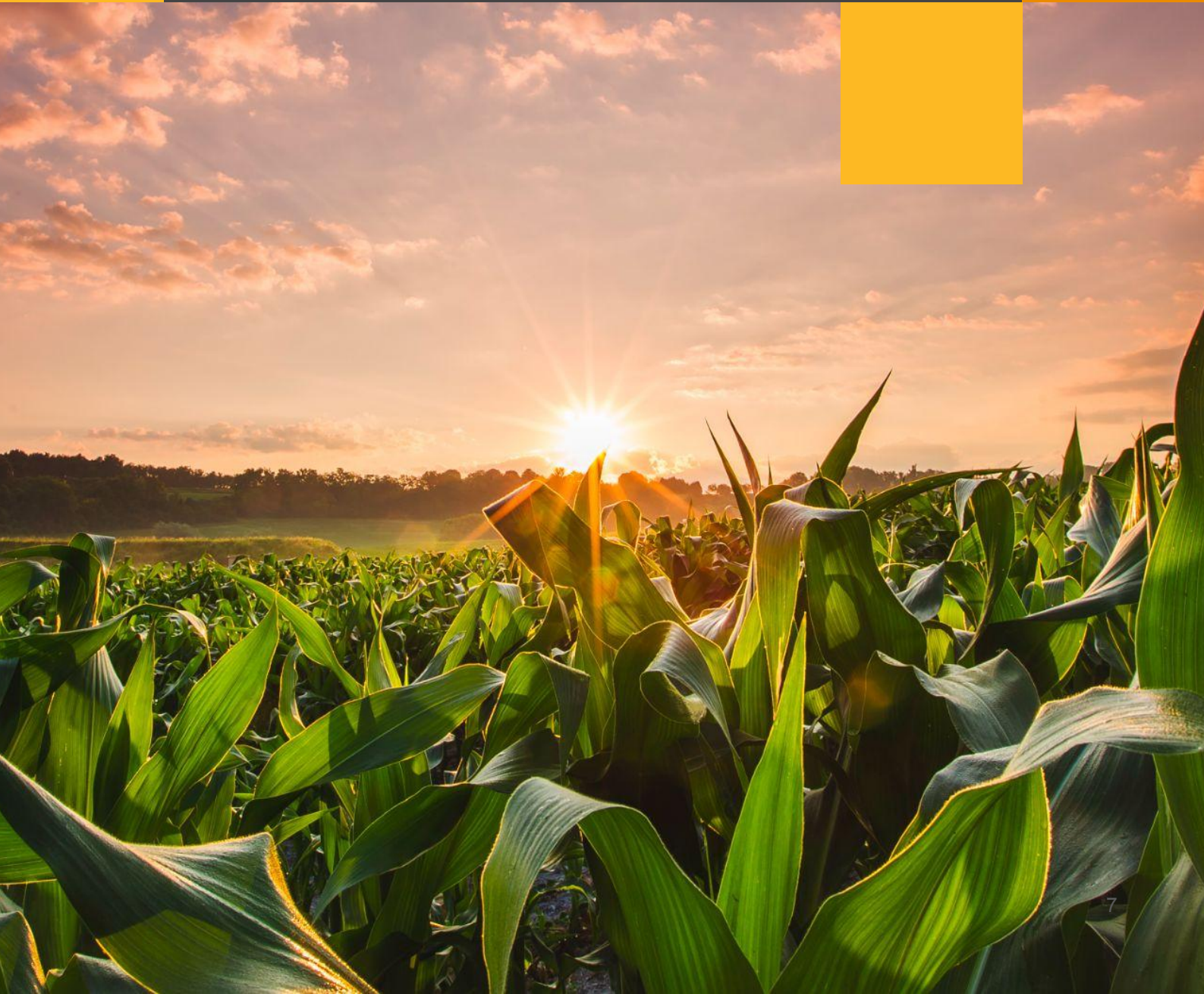


Contents



About the Report	02
Chairman's Message	03
About PwC	04
Overview	06
Key highlights - FY 2022	07
Stakeholder engagement	09
Our achievements	12
Our People	13
Wellbeing	14
Cultures and Values	16
Inclusion and Diversity	18
Upskilling our people	22
Data table	23
Corporate Responsibility	24
Data table	25
Our community investments	26
PwC Singapore Foundation	28
Environment	29
Data table	30
RE100 and offsets	30
Net Zero commitment	30
Our campaigns and programmes	31
Governance	35
Appendix	39
Contacts	43

| Overview



Introduction

To build trust in society and solve important problems, we need diverse talent. At PwC Singapore, we believe in bringing together the perspectives of individuals of different backgrounds, preferences, abilities and beliefs.

Our community of diverse solvers will help create better solutions and sustained outcomes for our clients and our communities. The firm is committed to supporting our people to make this happen - to build rewarding careers and achieve their full potential.

While we come from various backgrounds and cultures, our values are what we have in common. Our shared vision has continued to enable us to make a difference and care for one another even as the Covid-19 pandemic disrupted our ways of working.

We shifted from face-to-face interactions to 100% virtual connections, and are now moving towards a hybrid working environment together. As we progress as one firm, we have reimagined the way we work and collaborate by leveraging the power of technology. In addition, we believe that building a culture of holistic wellness and inclusivity starts at the leadership level. Our leaders continue to empower our people to stay agile and adaptable - qualities that have been our lifeline as we navigated these unprecedented times. Looking ahead, PwC will continue to strengthen our unique culture, with our dedicated responsible business team leading the way.



Stakeholder engagement



We maintained the strong trust among our stakeholders and continued to uphold our engagement with them during the pandemic. Our communication with our stakeholders has enabled us to understand the issues facing society today, as we seek to address some of these through our business activities.



Outlined below are the ways in which we engaged some of our key stakeholders.

Stakeholder	How we engage them
Partners, employees, our global network	<ul style="list-style-type: none"> ● Firmwide news portal, digital screens and bulletin boards, are kept up to date daily ● Through this medium, we share business and social news, our people stories, upcoming campaigns, our achievements, ways the firm supports our enabling environment (inclusion and diversity messages, coaching culture, wellbeing), other firmwide announcements including resources/tools to support our people, communication of Leadership's strategic directions ● Regular pulse surveys, annual global people survey, focus groups, confidential ethics hotline as well as upward feedback programme has enabled the firm to listen to the voices on the ground and better understand the impact of our work on our people. ● Aims to drive collaboration across various lines of services and grades, to deliver on our purpose as one PwC ● Engage our staff effectively and support them to grow professionally ● Develop responsible and resilient leaders ● Attract and retain talent
Clients	<ul style="list-style-type: none"> ● Building trust and offering service excellence to our clients is a critical strategy. ● We regularly seek feedback from our clients on our services and build long-term relationships, including understanding how their values align with ours, through our client feedback review process. ● Where possible, integrating ESG in our service offerings and ensuring client satisfaction.
Suppliers	<ul style="list-style-type: none"> ● Engage in regular conversations, through virtual meetings and calls ● Perform anti-money laundering checks on our vendors ● Ensure that they acknowledge and adhere to our third party code of conduct, which covers areas such as environmental stewardship, fair employment practices and modern slavery.
Organisations in the social sector, supporting social enterprises, charities, non-profit organisations	<ul style="list-style-type: none"> ● Capacity build social organisations and individuals through education, training and upskilling ● Drive key collaborations with partners to bridge digital divide ● Play an active role in community engagement (through skills-based volunteering, general volunteering and donations) ● Champion environmental stewardship
Regulators	<ul style="list-style-type: none"> ● Hold regular dialogues with regulatory bodies to ensure governance and transparency, independence, ethics and quality, and data security and strengthen them where possible ● Enforce anti-corruption and anti bribery measures ● Support government bodies in developing regulations, policies and standards

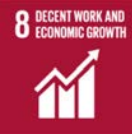






PwC Singapore integrates ESG into the firm's business strategy and this has enabled us to align our values to the that of our people, clients and communities we make a difference in.

The following lists our key initiatives for the year and how our initiatives have contributed to the SDGs. Social impact of these initiatives can be found in the various segments of the report.

UN SDG and related targets	Our initiatives/actions
 <p>Target 2.1 - By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p>	<p>Community Chest Fu Dai - Food donations, packing and distribution to low income households</p> <p>Food packing and distribution with food charities</p>
 <p>Target 3.4 - By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being</p> <p>Target 3.8 - Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all</p>	<p>Special Care Fund for mental wellbeing - Professional counselling/psychotherapy support for our people</p> <p>Monthly wellness wednesdays webinars - external experts sharing about physical, emotional, financial, mental and social wellbeing aspects</p> <p>Milestones trainings on mental wellness, for the year's promotees</p> <p>Workshops on mental wellbeing capacity building, for all managers</p>
 <p>Target 4.4 - By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</p> <p>Target 4.5 - By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations</p>	<p>SG Women in Tech Company (SGWIT) Pledge - pledge made towards inclusion of women in STEM careers</p> <p>STEM careers and skills for underprivileged youth</p> <p>TechWeCan - upskilling youths (50% females) in tech education</p> <p>Building digital/non-digital capabilities in the social sector</p> <p>Social entrepreneurship mentorship with Singapore International Foundation</p> <p>Series of four 'A future ready social sector' masterclasses for social sector</p> <p>Giving Week: Advisory clinics for social sector organisations</p> <p>Ecological Week: ESG webinar</p>
 <p>Target 5.1 - End all forms of discrimination against all women and girls everywhere</p> <p>Target 5.5 - Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life</p>	<p>PwC Singapore Lean In Network - support network of male allies and females</p> <p>TechWeCan - upskilling youths (50% females) in tech education</p> <p>Inclusion Week 2021: International Women's Day</p>



UN SDG and related targets	Our initiatives/actions
 <p>Target 8.2 - Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors</p> <p>8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead</p> <p>Target 8.5 - By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p> <p>Target 8.8 - Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment</p>	<p>PwC Singapore Empowerment Circles: employee-led support network groups on material topics such as sustainability, wellness, inclusion, confidence at work.</p> <p>Cash awards – Spot Award, Dedication Award, and Onward Award – were launched to appreciate and recognise individuals for their outstanding dedication and achievements.</p>
 <p>Target 10.1 - By 2030, progressively achieve and sustain income growth of the bottom 40 percent of the population at a rate higher than the national average</p> <p>Target 10.2 - By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p>	<p>Digital literacy and inclusion for elderly</p> <p>Elderly Digital upskilling with HCSA Highpoint clients. Virtual interviews upskilling webinar with NKF clients.</p> <p>Disability inclusion</p> <p>Inclusion Month 2022 activities</p>
 <p>Target 12.2- By 2030, achieve the sustainable management and efficient use of natural resources</p> <p>Target 12.6- Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle</p>	<p>100% renewable energy</p> <p>100% offset of our business travel emissions</p> <p>Annual sustainability report publication</p>
 <p>Target 13.3- Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning</p>	<p>Ecological Week: Coffee grounds upcycling workshop, Ecological Quiz, Bike Clean up, pre-loved cloth swapping.</p> <p>Also as above under SDG 12.</p>
 <p>Target 17.16- Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilise and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries</p> <p>Target 17.17- Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships</p>	<p>100% renewable energy</p> <p>100% offset of our business travel emissions</p> <p>Charity and Social Enterprise TGIF - fundraiser for Community Chest, which supports over 100 social service agencies in Singapore</p> <p>All collaborations and partnerships that supports our Responsible Business activities</p>

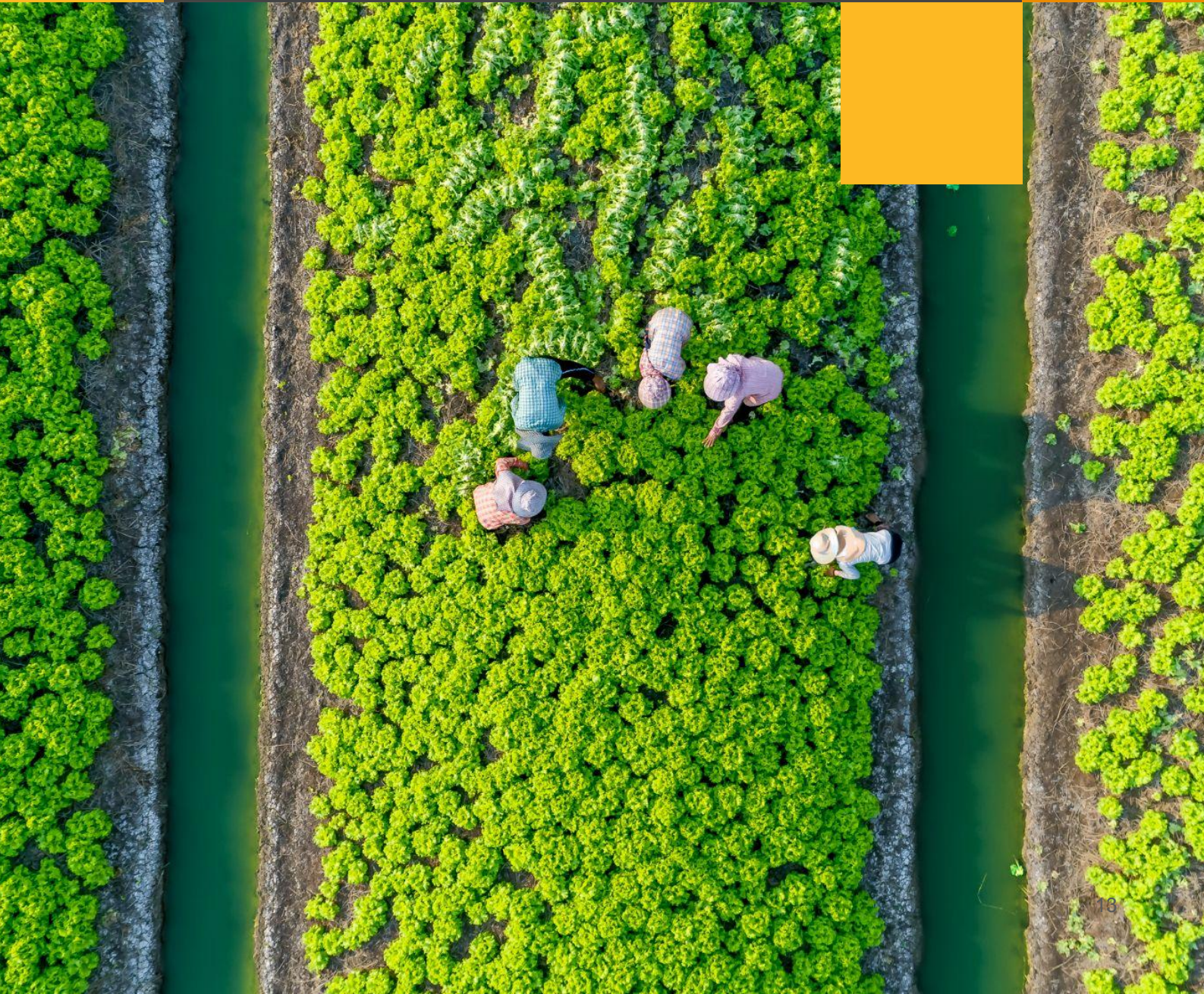
Our achievements



We recognise the importance of, and the need to, continually progress, improve the standard of our business, and strengthen our support for our people, communities and environment.

	<p>Singapore's 100 Leading Graduate Employers Awards 2022</p> <p>PwC Singapore was awarded Top Employer in the Accounting and Financial Management sector (Finalist) for the 11th consecutive year and 31st for the Overall Graduate Employer of the Year in Singapore.</p>
	<p>Champion of Good 2018 - 2022</p> <p>Champions of Good was launched in 2017 as a national recognition initiative under the Company of Good. It celebrates organisations that are exemplary in doing good and that have created a multiplier effect by engaging their partners and stakeholders on a collaborative journey.</p>

| Our people



Wellbeing

We aim to create a health-aware workplace culture where our people can be themselves. When they feel and perform at their best, we are able to deliver sustained outcomes and the exceptional service our clients expect. For us, this means being proactive in empowering our people to take ownership of their wellbeing while supporting others in doing the same.

In FY22, we focused on increasing the engagement and productivity of our people as they adapted to the new normal. Wellbeing is a leadership priority led by a dedicated team that is committed to effecting change guided by our values. Being agile in a continually changing environment, a suite of both push and pull programmes were ideated, designed, initiated, coordinated, and implemented. All programmes are anchored on our wellbeing framework of “Be Well Work Well”.

Counselling sessions

Following our commitment to our people to support their individual mental wellbeing needs, PwC extended the Special Care Fund to provide complimentary and confidential counselling and psychotherapy services. This was offered to our people in partnership with two leading organisations. This year, our people attended 741 sessions. Of the 443 participants, at least 60% attended more than one session and 100% of them who completed the feedback form rated the overall experience favourably.

Milestones training - Wellness

This annual initiative was conducted for the year's promotees, arming them with resources, support and knowledge to excel in their new senior roles as leaders. The programme covers topics including coaching, empathy and emotional intelligence, so that they feel better equipped to have safe conversations with their team, seek support, manage team stressors, boost mental health for sustainable high performance, and motivate their teams.

Workshops on mental wellbeing capacity building

A series of mental wellbeing capacity building workshops were held for all managers, and a guide was created to share recommended work-from-home employee behaviours. This helped managers better understand their responsibilities in supporting their team's wellbeing journeys through detection, maintaining approachability, open communication, intervention techniques, and appropriate resource referrals. All staff also have access to internal online learning platforms with curated wellbeing articles and videos, tips and best practices designed to help them optimise their wellness in a hybrid work environment.

Showing appreciation

With the external environment creating unforeseen stress and uncertainty, we made it a point to show appreciation for our people's resilience and hard work. Three cash awards – Spot Award, Dedication Award, and Onward Award – were launched to thank individuals for their dedication and achievements. These served as just-in-time recognition, celebrating and reinforcing outstanding behaviours that are important to us at PwC. Most of our client-servicing and internal-services staff enjoyed one or a combination of these awards as our appreciation for staying the course together.

Wellness Wednesdays

Over the course of the year, we held a series of webinars hosted by external experts covering physical, emotional, financial, mental and social wellbeing. Seeking to ensure that our people have the support and resources they need to meet challenges with confidence, these webinars were designed to help them navigate transitions in their personal and professional lives, and find work-life integration as they returned to the office. The sessions covered caregiving and parenting in a hybrid working environment, social intelligence, and understanding body language. We recorded a total of 234 registrations across four sessions.

Wellbeing



Encouraging physical wellbeing

Combining wellbeing with our dedication to supporting local social enterprises, the firm paid for masseurs from Singapore Association of the Visually Handicapped to give out massages to our people. Over three sessions, 108 staff benefitted from a neck and shoulder massage as well as foot reflexology.

We also sponsored over 400 employees' Virgin Active gym memberships on a first-come, first-served basis. With Virgin Active located in the same office building as us, this brings physical wellbeing closer and makes it more convenient for our people to stay fit and strong alongside their colleagues. The membership entitles them to unlimited access to Virgin Active's gym facilities and group studio classes.

Hear from our people:

"After attending one of the many wellbeing talks organised by the firm, I've learnt useful sleep techniques and relaxation tips. These help me achieve a sustainable lifestyle, maintain good energy levels throughout the day, and enjoy the mental clarity that I need to focus on my professional and personal life.



Krishna Koushik Kuchibhota
Manager, Assurance

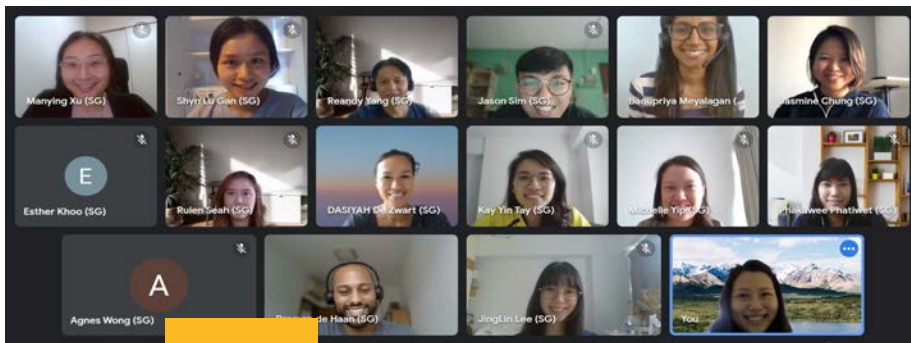
Culture and Values

Our values define our culture, who we are and what we stand for.

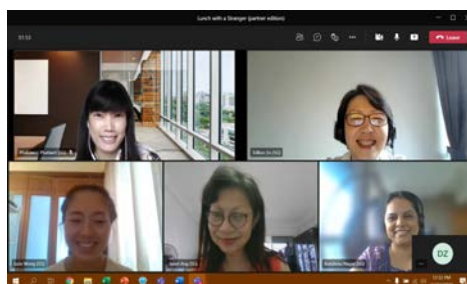
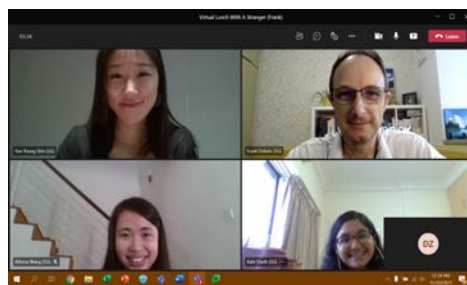
In honour of World Values Day on 15 October 2021, we celebrated our values with a month of initiatives to demonstrate and reinforce our strong culture and commitment to building an enabling, values-driven environment.

Coaching culture

Because coaching is a fundamental part of our culture, we launched a coaching guide with quick tips to facilitate impactful conversations and hosted four interactive sessions for coaches and coachees to learn the essentials.



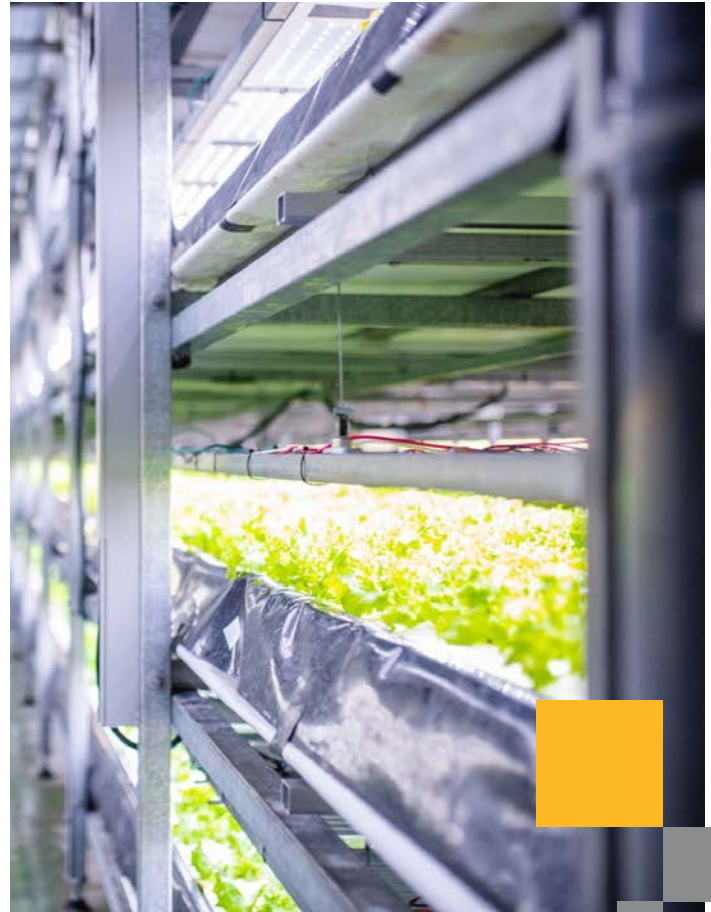
Another ongoing initiative is our 'Lunch With A Stranger' activity, which offers our people the opportunity to build their network and virtually connect with new colleagues. This year, we also had a 'Partner edition' to bring our people up close and personal with a partner. A total of 90 partners and staff joined the lunch sessions.



Culture and Values

World Mental Health Day

To mark World Mental Health Day on 10 October, we organised a virtual session to raise awareness of the importance of mental wellbeing. Participating colleagues were prompted to share their thoughts about how we can care for our own wellbeing and what we can do to support one another.



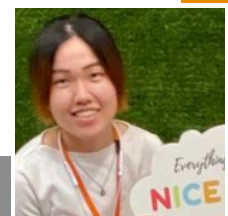
Culture Exchange

Every year, we host a Culture Exchange to obtain an outside-in view of other organisations' culture transformation journey. The series was launched in 2019 as part of efforts to promote our Culture & Values.

This year, our Chairman Marcus Lam and Culture & Values Leader Trillion So invited Tan Chong Meng, Group CEO of PSA International to speak. A total of 292 people registered for the opportunity to hear his experience as a leader of the national Alliance for Action (AfA) on Supply Chain Digitisation initiative as well as how he transformed PSA International from a terminal operator to a holistic cargo solutions player. Mr Tan inspired his team to "reimagine the possible" and challenge the status quo through innovation.

Hear from our people:

"I joined the Coaching Lunch & Learn sessions during Values Month to learn more about how to be a good coach and how to improve my own coaching conversations. During one of the sessions, we covered the GROW (Goal Reality Options Way forward) model. It really helped me to shape my coaching conversations and set realistic and achievable goals."



Sing Lee
Senior Associate

Inclusion and Diversity

At PwC Singapore, our Inclusion & Diversity strategy is putting our people at the centre of the way we interact with each other, and make decisions. Our policies, processes and structures support conscious and unbiased decision-making, enabling us to be a trusted and responsible employer.

Our initiatives are aimed at supporting our people to develop human skills that will enable us to value the different perspectives we bring, and think, act and lead inclusively.

Our efforts are globally aligned with PwC's reframed Inclusion First approach and New Equation strategy while maintaining a local 2+1 focus on gender, inclusive leadership and ethnicity.

At present, we have 3,500 employees from over 50 countries, 60% of whom are females.



To deliver on our priorities, we have committed to six aspirational targets such as, but not limited to, our Global People Survey Inclusion Index and % of gender representations in different parts of our business.



This year, we continued to be guided by our core value of 'Making a difference' as we enhanced our inclusion efforts through several key campaigns.

Empowerment Circles

We launched Empowerment Circles for employee-led groups to come together, discuss matters they care about, and support one another on their personal and professional journeys. This was in response to our people's desire to connect with like minded individuals on topics close to their hearts.

To introduce the programme, we facilitated a launch webinar in February 2022 and invited people to register for a Circle of their interest. We started with 10 Empowerment Circles focusing on environmental sustainability, wellbeing, working parents, social impact and volunteerism, confidence at work as well as inclusion in the workplace. The first Circle kicked off in March with 83 members.



Inclusion and Diversity

Inclusion Month

Inclusion Month offers opportunities for our people to connect, collaborate and learn about diversity from those around them. This year, we focused on enabling our people to benefit from the diverse experiences, life stories and career lessons of others by helping them meet with and hear from inspiring role models.

We continued our 'Lunch With A Stranger' initiative for people to build their network and virtually connect with other colleagues. This year, we ran two special iterations - the 'Partner edition' which brought together a total of 90 partners and staff as well as a 'International Women's Day edition' on 8 March where a 114 colleagues had lunch with a female leader to learn more about her career lessons and experiences. These were in addition to the regular lunch sessions, which attracted 107 sign-ups.

We also hosted a fireside chat with paralympic Steve Tee, our own Human Capital Senior Manager Emilio Choo, and an audience of over 50 colleagues.



Steve Tee is a paralympic cyclist who began tandem cycling in 2017. He was diagnosed with retinitis pigmentosa in 2004, resulting in visual impairment. He rides with the help of his pilot, Ang Kee Meng. Together, the pair have represented Singapore at numerous international competitions, notably the Tokyo 2020 Paralympic Games where he set new personal bests and national records.



Emilio Choo has been playing wheelchair basketball since 2002, 18 months after an unfortunate accident during National Service left him paralysed from the waist down. Emilio has represented Singapore in regional competitions since 2003, with key career highlights such as winning 2nd Runner Up at the 2003 ASEAN Wheelchair Basketball Championship and taking on the role of Singapore team captain at the 8th ASEAN Para Games in 2015. He has since picked up wheelchair badminton and volunteers to support patients undergoing similar experiences.

Steve and Emilio shared their sports and wellbeing journey, experiences of becoming a differently-abled person, and the support networks in their lives.

Inclusion and Diversity

As part of the month-long celebration, we also promoted the online Inclusive Mindset learning path which was developed by our Global Inclusion & Diversity team.

Through a variety of learning content, scenario-based exercises and personal reflection, the curriculum was designed to help our people gain insights and broaden their mindset.

Course participants learnt techniques to build a sense of belonging with their teams and behaviours to be a more inclusive leader. We gave a sneak peek of the learning path through an online weekly quiz posted on our internal portal throughout the month. A total of 656 colleagues took part in the Inclusion quiz and learnt more about different inclusion topics like unconscious bias, different types of bias, intersectionality and micro inequities. Here's some of the feedback and takeaways they shared with us:

“Don't assume and don't mix up Empathy with Sympathy. Find out by asking what help they need. Don't be judgemental when we see people with some disability.”

“I think 'seeing' the speakers in the flesh and hearing them share their difficult low points was the most inspiring. Thank you to the team for putting this together.”

Cultural celebrations

At PwC Singapore, we celebrate our diverse community of solvers — and that includes embracing their cultures and perspectives.

In observance of Ramadan, we invited our people to step in the shoes of our Muslim colleagues and experience what it's like to fast for a day. We held a virtual briefing session prior to the day of fasting with two Muslim colleagues explaining the significance of Ramadan and how to fast. We also offered two check-in moments on the day of fasting. Through the experience, participants discovered that Ramadan is more than abstaining from food and drinking between dusk and dawn, and reflected on this during the communal Iftar held in the office.



We captured these reflections in "The day I fasted: Celebrating Ramadan Iftar 2022" video that was posted on our social media accounts. It got over 120 likes.

Inclusion and Diversity

We also celebrated Deepavali as a firm, this time using photography as our medium of choice.

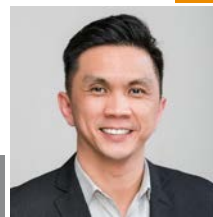
We invited our people to capture the festival of lights through the camera lens and tell us what it means to them.

Here are some of the photo submissions we received:



"I'm very fortunate and honoured to be able to share my sporting journey, alongside a fellow para-athlete, with our diverse PwC Singapore community. As a panel speaker, I was provided the opportunity to share my challenges and passions outside of work about unique sports that aren't widely known.

The firm's efforts to embrace inclusion and diversity is truly commendable. Post-event, it was heartwarming to hear that PWDs within the firm have come forward to share their own experiences, demonstrating how we Care and Work Together as One PwC family!"



Emilio Choo
Human Capital, Senior Manager

"#Diwali for me is #homecoming and this is the second year that I celebrated Diwali away from home amidst all the Covid-19 restrictions.

Diwali symbolises the spiritual victory of #light over darkness. Despite events surrounding us, Diwali provided the much-needed optimism to find light in my vicinity as I'm sure it did for many."

Upskilling our people

Digital upskilling

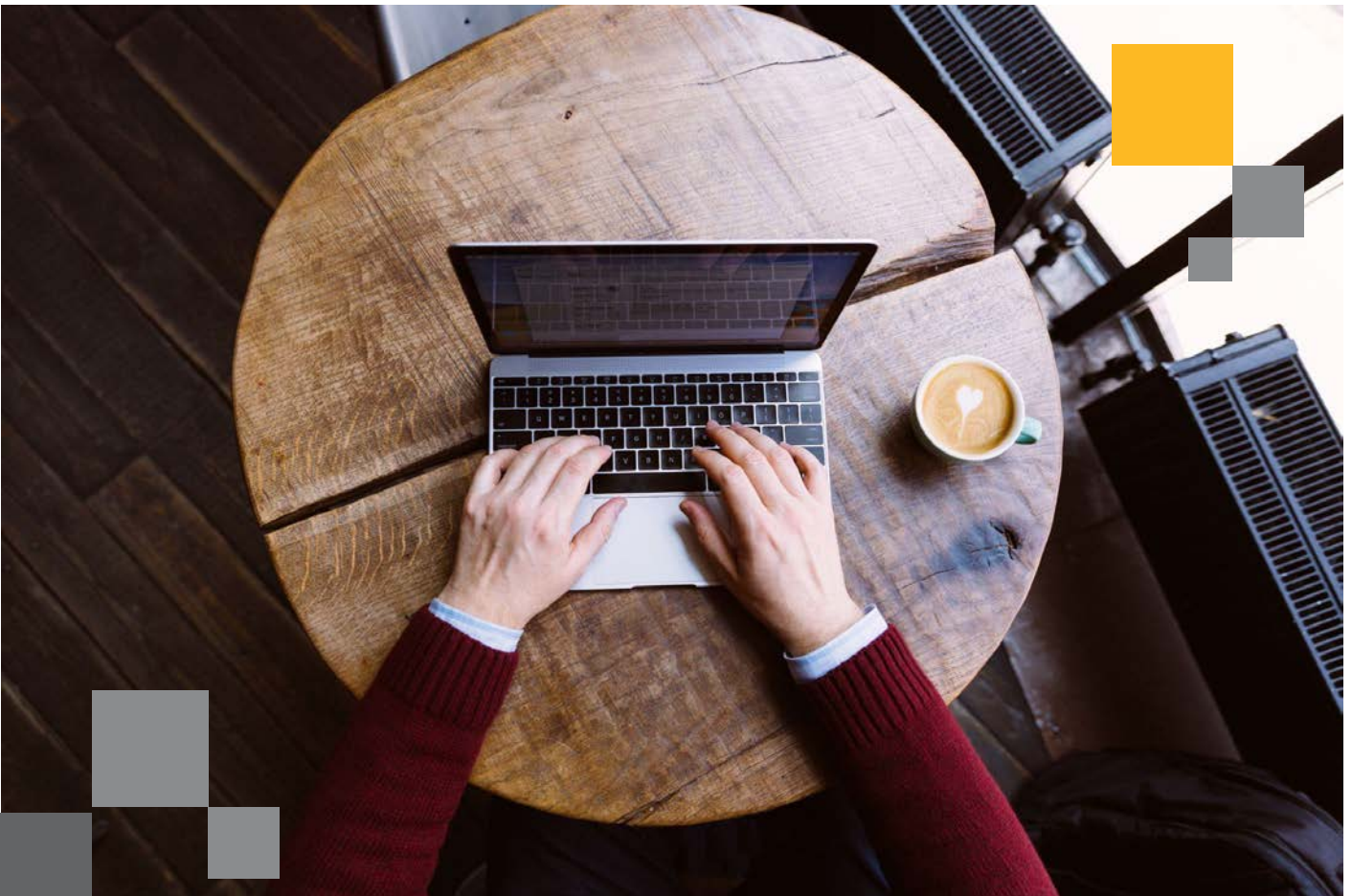
New technologies and innovation are at the forefront of Singapore's digital economy. With a clear trend of accelerated digitisation among our clients, it is important that our people keep pace.

Our Digital Academy leverages market-leading software and focuses primarily on supporting our people in building three core skills: data wrangling, automation, and data visualisation. These tools enhance the firm's collective digital fluency while providing each individual with a personalised curriculum to build their digital IQ.

Digital Accelerators are also embedded within our engagement teams and are dedicated to applying digital capabilities to each audit in addition to developing new digital solutions for the firm.

Since the formation of our Digital Academy in 2019, we have trained more than 1,494 partners and staff on data analytics, visualisation and automation. Not to be disrupted by the pandemic, we transformed the classroom sessions into a hybrid training model comprising an e-learning suite and virtual sessions.

We have also launched four waves of Digital Accelerators with 87 individuals undertaking digital learning paths that provide them with in-depth knowledge in data & analytics, intelligent process automation, and artificial intelligence. To date, 41 Digital Accelerators have graduated from the intensive programme and embarked on 61 digital-related projects to help transform the business.



ESG Upskilling

As a strategic priority for the PwC network of firms, Environmental, Social and Governance (ESG) features strongly in our new strategy “The New Equation”.

ESG issues such as climate change, regulatory change, sustainable development as well as trust and transparency are having an increasingly dramatic impact on businesses, investors, consumers, the workforce, and governments. While the Covid-19 pandemic has caused widespread disruption, it has also provided momentum and opportunity to rethink and reconfigure for resilience.

It is key that we understand ESG issues including climate change for more sustained outcomes for our world. To build “ESG consciousness” in our DNA, various training programmes were rolled out in the past year to upskill our teams.

This included raising awareness and training all our people to integrate ESG into our existing service offerings and create new cross-competency services that support our clients in becoming more resilient, agile, and sustainable in ESG.

We kickstarted the ESG upskilling journey with an “ESG Essentials” curriculum. Comprising bite-sized training, it provides robust foundational knowledge of the importance of ESG and trends such as climate change. A total of 3,311 employees completed the programme this year. Partners and Directors additionally attended an eight-module “Rapid ESG Upskilling Programme” to equip them for meaningful ESG conversations with their clients.

We believe that our efforts to upskill our people in ESG will pay off in our ability to help our clients address climate and sustainability challenges and opportunities.

Data table

		FY21	FY22
Total headcount		> 3,500	3,861
Average training hours per staff grade	Partner	28	69
	Manager & Director	31	78
	Non-managerial staff	44	139
Digital Upskilling programmes + Digital Academy	Total staff + Partners involved	612	1,237
	Classroom runs	16	24
	Total participant hours	3,405	16,167
Digital Accelerators Lift Off event	People involved	83	87
	Projects involved	59	66
Digital Fitness Assessment Application (DFA)	Users	2,168	NA
	Number of learnings consumed in app	33,000	NA
Gender split (% female)	In leadership team	13	13
	Senior management and leaders (directors and partners)	38	34
	Partners in PwC Singapore	32	29
Number of international assignments	Inbound	22	58
	Outbound	9	14



| Corporate Responsibility



Introduction

Caring for others and investing our time to support communities is something that our people take much pride in. Our community investments span the year, peaking with our annual Giving week campaign, which aims to raise awareness of the causes that we support and encourage our people to make a difference during the holiday season.

As with other years, we take pride in adopting a holistic giving approach by complementing skills-based and general volunteerism with financial donations. In FY22, as the world continued to battle with the effects of Covid-19, we saw the need to continue our upskilling efforts even though in-person volunteering initiatives had to be halted. Contributing over 5,700 hours of skills-based volunteering hours, our focus for the year was on upskilling communities and empowering them to participate in the digital world.



Data table

		FY21	FY22
Volunteering hours	Skills-based volunteering	6,018	5,784
	General volunteering*	1,531	449
	Total volunteering hours	7549	6,233
Beneficiaries reached	Total beneficiaries reached	2,086	525
Staff volunteers	Total number of volunteers*	545	357
Not-for-profit board seats	Number of boards	190	61
	Number of partners on boards	78	85

*drop in FY22 due to reduced in-person volunteering opportunities due to COVID-19

Our community investments and programmes

Upskilling is a key pillar of our New World. New Skills strategy, locally and globally. As part of our corporate responsibility efforts, we work in collaboration with social organisations in Singapore to support causes under the PwC Singapore Foundation - Education, Elderly and Disability.

This year, our programmes were focused on upskilling youth, upskilling vulnerable communities, and upskilling social organisations.

Upskilling youth

LinkedIn Career Conversations

In an event organised by LinkedIn and Halogen Foundation to support young people making school-to-work transitions, PwC volunteers shared their experiences and offered mentoring to the students.



Bootcamp for university students with Conjoint Consulting

Conjoint Consulting hosted a business skills bootcamp for university students aged 19-25, aimed at strengthening their stakeholder management capabilities by building on their questioning skills, developing robust recommendations and insights for clients, and learning how to manage client communications.

PwC volunteers facilitated the delivery of the workshop, participating in role-playing exercises as a client and serving as judges to provide feedback on the students' performance, contributing more than 27 hours of skills-based volunteering.

Singapore International Foundation's (SIF) Young Social Entrepreneurs (YSE) programme

PwC Singapore is a strong supporter of this programme, sending a team of volunteers every year to serve as mentors to social enterprises. This year, eight of our people from across different Lines of Services gave over 20 hours of skill-based volunteering to coach social entrepreneurs from across APAC on their business models and general business fundamentals prior to preparing them for their pitches. By capacity building and upskilling the young entrepreneurs on business skills, we were able to reach eight social enterprises in the region.

Upskilling vulnerable communities

Digital upskilling for the elderly with HCSA

We piloted a six-month training programme with HCSA Highpoint for ex-offenders, most of whom have lost touch with the digital world, including the basic digital tools we use in our daily lives. To help them, our volunteers from across the business committed more than 50 hours to curate and deliver a series of six webinars. The topics ranged from online browsing safety to food and transportation mobile apps as well as social communication tools like email, Facebook and Zoom.

We were able to impact about 36 lives, out of which around 70% were above the age of 50. At the end of the series, they were equipped with digital skills that are required to thrive in today's society and felt empowered to reconnect with their peers, family and the community after years of incarceration. This painting was made by one of the beneficiaries as a token of appreciation for one of the PwC facilitators.



Painting made by one of the HCSA beneficiaries as a token of appreciation for one of the PwC facilitators

Our community investments and programmes

NKF interview upskilling webinar

We partnered NKF to upskill 13 patients and boost their employability. Focusing on virtual interview skills that they would need in their job search, our volunteers shared tips on how to prepare for a virtual interview, a list of job search resources, and a checklist for future reference.

'Counting-on-you' Giving Bazaar



This was part of our wider, Giving Week campaign at PwC Singapore.

Organised by ISCA, the Big 4 firms (EY, Deloitte and KPMG and PwC Singapore) sponsored a virtual Christmas Bazaar to spread the joy of meaningful gifting. Collectively, \$32,276 was raised, with 100% of the proceeds going to 60 participating charities and social enterprises.

Upskilling social organisations

Outlook training for Kampung Senang

We worked with Kampung Senang to conduct an Outlook training session for about 20 staff. The training was curated specifically to address the needs of participants and the organisation so as to help them build internal capabilities.

After the session, participants shared that they feel more confident to use the tools within Outlook to deliver quality services to their clients. Kampung Senang provides child care, student care, and elderly services, mobility aids services, holistic and compassionate services, and educational programmes to the public.



General volunteering

In addition to skills-based volunteering activities, our people also gave their time to general volunteering, supporting vulnerable communities from low income families and those who are differently-abled.

Monthly food packing with The Food Bank Singapore and Food from the Heart



Volunteers at the food warehouses

Our community investments and programmes

PwC Singapore Foundation

Four years into supporting the community, the PwC Singapore Foundation stays committed to its causes - Elderly, Disability and Education. Along with dedicating our people assets towards skills-based and general volunteering, the firm also made financial contributions towards these causes. Beneficiaries include, but are not limited to, Disabled People's Association and Singapore Disability Sports Council.

Our contribution to Sustainable Environment and Ecological Development Society India, through PwC India Foundation, has helped train health workers to use medical equipment and granted access to medical care for about 300,000 people from about 20 villages.



An inauguration ceremony held on 12 Jan 2022 saw the handover of medical equipment to the local health department.

“This will be the first digital machine for imaging diagnosis in the district’s governmental healthcare system, with which we will be able to serve and provide proper and effective treatment to the population of Kosi Kalan, improving the overall public health condition in the Mathura District.”



Dr. Ajay Kumar Verma,
Chief Medical Officer, Mathura

“Being with PwC Singapore has enabled me to further my passion for community work. I’ve been a part of various corporate responsibility opportunities from guiding start-ups to coaching tomorrow’s young talent.

It’s a humbling experience to support social entrepreneurs, where fellow volunteers and I help to bridge, reinvent, and carve out experiences from the commercial arena to suit the constraints under which these entrepreneurs operate.”



Abhishek Shukla
Director, Tax

| Environment



Introduction



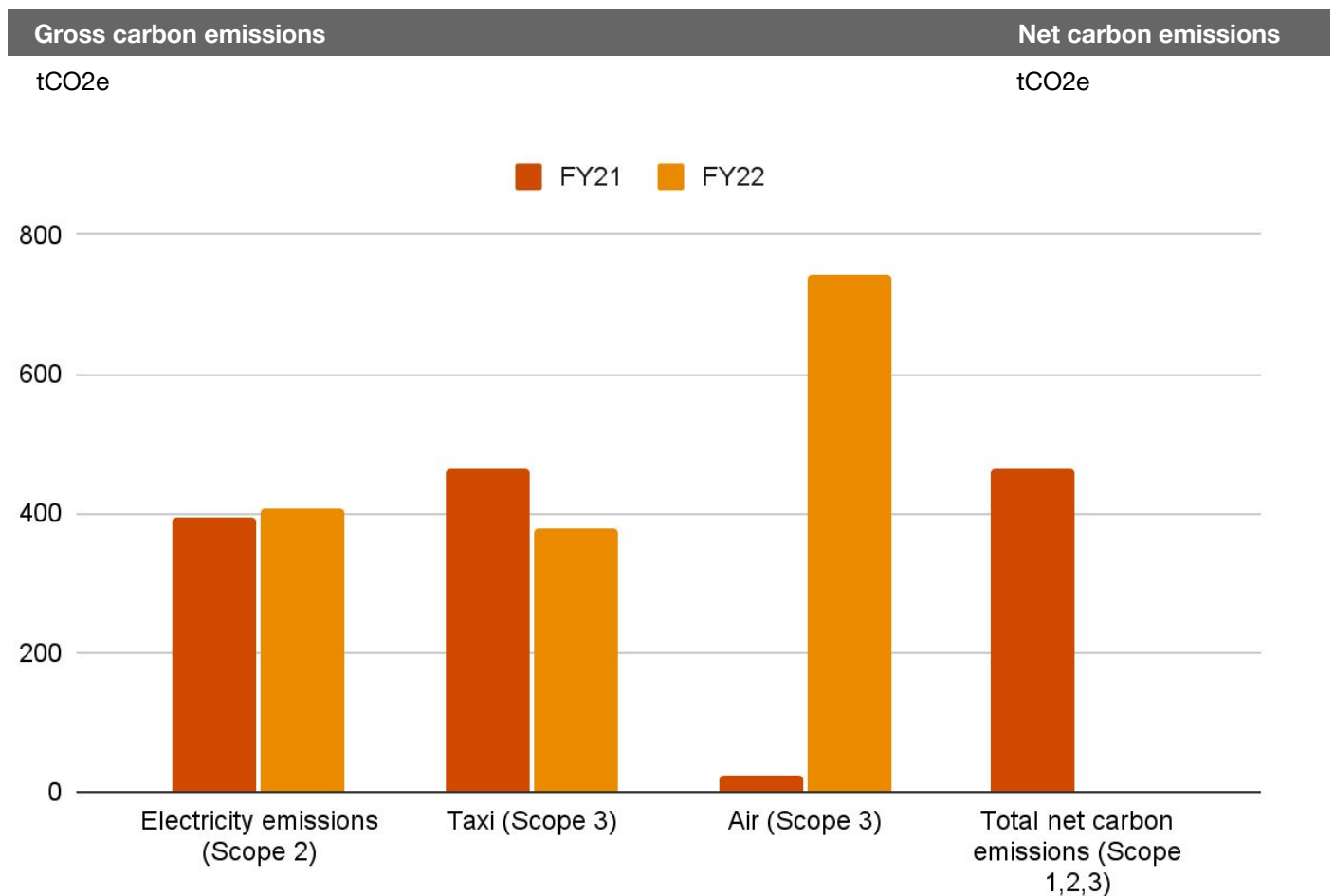
PwC has supported the TCFD since it launched its recommendation in 2017 and have been members of the Task force since 2016. In 2022, the network conducted our second TCFD report exploring the potential risks and conducting climate scenario analysis of our territories. Please refer to the report [here](#).

100% renewable energy and 100% carbon offsets

For the fourth consecutive year, we achieved our target of 100% renewable electricity and 100% carbon offsets for all business travel emissions. As a firm, we saw a 22% reduction in emissions from electricity and 85% reduction in emissions from air travel, from our base year FY19. Scope 1 emissions are not applicable to our local firm.

We purchased Energy Attribute Certificate, depicting our commitment as a RE100 member, a global movement of businesses committed to going 100% renewable. As part of our ongoing efforts to invest in offset portfolios that support vulnerable communities, we backed a project in Ghana that introduces the Gyapa efficient cookstove to local families. The Gyapa requires 50% less fuel and is less smoky, meaning it not only cuts carbon emissions, but also reduces exposure to toxic fumes, saves families as much as \$100 dollars annually, and protects Ghana's forests. In addition, we supported a collection of three projects related to the Amazon Rainforest, which aims to prevent deforestation across 105,000 hectares of pristine rainforest in the Amazon basin, protecting some of the world's most biodiverse habitats.

Data table



Our campaigns and programmes

Net Zero commitment

Under the stewardship of the Net Zero team in Singapore, consisting of a leadership office holder as well as corporate responsibility and ESG leaders and teams, the firm has set emissions reduction targets with FY19 being our baseline year, in line with our global Science Based Targets initiative (SBTi) commitment. Efforts towards an effective action plan that would enable our people to be responsible for their individual footprint and drive energy efficiency was initiated this year. Along with Schneider Electric, we conducted an energy efficiency assessment to understand our current state and explore energy efficiency improvements in our office.

Ecological Week

This year, the firm organised a series of activities for our people to turn their knowledge and beliefs into actions. Our annual Ecological Week's activities were inspired by 'Count Us In' steps that have been carefully researched by experts from the United Nations Environment Programme and more, ensuring the reduction of our carbon footprints if we commit to them as often as we can.

We encourage our people to make a pledge on the 'Count Us In' platform, using the recommended steps and actions to reduce carbon emissions and track their contribution. Over 65 people responded to our call, pledging actions such as 'walking and cycling more' and 'eating more plants', which aligned with other activities such as our annual Veganuary campaign as well as our bike clean-up initiative.



Bike clean up tour

Separately, over 280 people participated in our Ecological Week quiz to test their knowledge and learn more while 300 cups of beverages were quickly redeemed as people responded to our 'Bring Your Own Cup' initiative at our in-house cafe. We also hosted a pop-up workshop, where eager participants learnt how to upcycle used coffee grounds into body scrub.



Used coffee grounds upcycling workshop

This year, our annual partnership with Waterways Watch, which saw our volunteers participating in a beach kayak clean-up last year, took the form of a bike clean-up. A PwC contingent of 40 people volunteered about 120 hours of their time for this activity.



We wrapped up Ecological Week with a special edition of our TGIF drinks session, where everyone was invited to join our clothing swap. Many came by to swap their pre-loved clothes for a new outfit at our clothing pop-up store and, of course, they brought their own cups to tap the drink of their choice afterwards!

Our campaigns and programmes

Asia Pacific Centre for Sustainability Excellence

On 9 December 2021, we launched the Asia Pacific Centre of Sustainability Excellence (CSE) in Singapore, an important part of bringing our global strategy, The New Equation to life. Supported by the Singapore Economic Development Board, the CSE will be powered to leverage the strong climate ambition underlined by the Singapore Green Plan 2030, the country's close connectivity to the diverse economies across Asia Pacific, and its growing prominence as a regional sustainability hub.

The CSE plays a critical role in our ESG ambitions in Singapore and across the region, where we will focus on supporting organisations in areas such as decarbonisation, climate risk, sustainable finance, responsible investment, nature-based solutions, sustainability reporting and assurance, ESG upskilling, and capability-building for the ecosystem.



Launch of the Asia Pacific Centre for Sustainability Excellence

Singapore Low Carbon Network (SLCN)

In support of the Singapore Green Plan 2030, we have launched the Singapore Low Carbon Network (SLCN), a platform that aims to bring together enterprises and organisations across Singapore with ambitions to decarbonise. The SLCN serves to facilitate dialogue and learning between both public and private sectors, and aims to advance the sharing of best practices and insights on key carbon measurement and decarbonisation topics based on the member organisations' needs.

Through the SLCN, we hosted various dialogues this year, notably during Ecosperity Week. At our Pathways to Decarbonisation - Dialogue with Minister Grace Fu, we exchanged ideas and ways to navigate the climate-related challenges and discussed various top-of-mind topics such as sustainability reporting, implementing green innovation and technology, carbon credits and emissions, and what they mean for our people, clients and society.



Ecosperity Week 2022: PwC's discussion 'From ambition to action: Leveraging climate tech for a net zero world'



Group shot following the Pathways to Decarbonisation dialogue with Minister Grace Fu

Our campaigns and programmes

Doing our part for the Ecosystem

Engagement sessions

PwC believes that contributing to the ecosystem on sustainability helps to advance society as a whole. We continue to do our part to contribute to the ecosystem through updates and events that we provide for the SLCN and our stakeholders. These engagements range from discussions on climate change, decarbonisation, sustainability reporting standards and other environmental issues such as the ocean (which is a significant carbon sink).

For example, in 2022 we held a session with senior leaders on decarbonisation and climate technologies at Ecosperity 2022. PwC presented our findings on climate solutions such as Sustainable Aviation Fuels (SAF), hydrogen and others. This was followed by a dialogue session under Chatham House Rule.



PwC as part of Ecosperity Conversations, also hosted a webinar on energy transition in the region, including discussions around regulatory environments and incentives to help promote greater multilateral renewable energy projects in the region. Our experts also shared on what were the key takeaways from COP27.



Contributing to sustainability through leadership

PwC supports the stakeholders in the ecosystem through updates on sustainability related issues. These include the following:

Thought leadership - Sustainability Counts

In 2022, we also released “Sustainability Counts” publication which was a study conducted on Asia Pacific jurisdictions and their progress on sustainability reporting. The study was conducted with the support of NUS Centre for Governance and Sustainability. The publication also included updates on sustainability reporting standards including sustainability reporting regulations across the Asia Pacific region. We believe that having a robust sustainability reporting standards ecosystem will engender better outcomes in trust and transparency of sustainability information which is much needed to accelerate sustainability and climate related ambitions.

Our campaigns and programmes

Thought leadership - SCA Climate Disclosure Guide

PwC also supported the Institute of Singapore Chartered Accountants (ISCA)'s Sustainability and Climate Change Committee (SCCC) on issuing a through leadership publication on climate disclosures in line with the Taskforce for Climate Related Financial Disclosures. The objective is to assist companies in Singapore, including SMEs to be able to embark on climate disclosures particularly with the requirements under SGX for climate-related disclosures. In 2023, we will continue to expand our thought leadership on relevant sustainability topics.

Contributing to the upskilling of the ecosystem - ESG Essentials

Apart from upskilling our own people, we are also a partner for Enterprise Singapore under the Enterprise Sustainability Programme to deliver foundation training for SMEs in Singapore. We believe that upskilling is key in developing talent in the ecosystem to address sustainability issues and ambitions. This course is titled "ESG Essentials for SMEs - Kickstart your ESG journey. To date we have supported approximately 117 attendees of this programme.

Apart from the above, our Sustainability & Climate Change practitioners often support training to corporations, director and student community.



Contributions to sustainability-related platforms

Our Sustainability & Climate Change Practitioners also contribute their time to support various sustainability committees whose objectives are to advance and accelerate sustainability topics such as sustainability reporting standards and taxonomies, best practices and education.

Celebrating sustainable companies

PwC was also a supporter of the UN Global Compact Network Singapore's 2022 Singapore Apex Corporate Sustainability Awards which celebrate and recognise companies in Singapore on corporate sustainability.



| Governance



A. Our values

Our five values define who we are and what we stand for. They guide our behaviours in working together with each other, our clients as well as the community to create sustained outcomes that make a difference. We now have a stronger connection between our Purpose, values and the work we do every day, driven by the trust that we continue to build with all our internal and external stakeholders.



B. Our network

At PwC, our purpose is to build trust in society and solve important problems. We are a network of firms in 152 countries with nearly 328,000 people who are committed to delivering quality in assurance, advisory and tax services. PwC Singapore is a member firm of this network and is responsible for its own risk and quality performance.

PwC firms are members of PricewaterhouseCoopers International Limited and have the right to use the PwC name. Each firm member is a separate legal entity operating locally in countries around the world. As members of the PwC network, PwC firms share knowledge, skills and resources. This membership facilitates member firms to work together to provide quality services on a global scale to international and local clients, while retaining the advantages of being local businesses – including being knowledgeable about local laws, regulations, standards and practices.

- The CaTSH network

PwC China, Hong Kong, Macau, Singapore and Taiwan (jointly known as “CaTSH”) work together on a collaborative basis, subject to local applicable laws. Collectively, we have around 971 partners and a strength of more than 31,000 people.



C. Leadership and governance structure

Global Board is responsible for the governance of PwC International Limited, oversight of the Network Leadership Team and approval of network standards. The Board does not have an external role. Board members are elected by partners from all PwC firms around the world every four years.

Network Leadership Team is responsible for setting the overall strategy for PwC Network and the standards to which PwC Firms agree to adhere.

Strategy Council, comprising leaders from the largest PwC Firms and Regional Networks, agrees on the strategic direction of the network and facilitates alignment for the execution of strategy. The Executive Chairman of PwC Singapore is a member of the Strategy Council and maintains our relationships with the Network Leadership Team.

Global Leadership Team is appointed by and reports to the Network Leadership Team and the Chairman of the PwC Network. Its members are responsible for leading teams drawn from network firms to coordinate activities across all areas of our business.

Local governance structure

PwC Singapore has a management team referred to as the Leadership Team (“LT”). Members of the LT are appointed by the Singapore Executive Chairman and are responsible for the management of the firm’s operations and partnership matters. The LT is led by the Executive Chairman who is responsible for leading and managing the firm, including the setting and implementation of the overall firm’s strategy. The LT members meet monthly, with additional meetings called when required.

The Extended Leadership Team (“ELT”) serves as a crucial sounding board to the LT. ELT meets up with the LT on a quarterly basis and provides important advice to the LT on management and operational matters. Members of the ELT are appointed by the Executive Chairman.

The Governance Board (“GB”) represents the partners with respect to the business and operations conducted. The GB is also responsible to the partners on internal partnership matters (including partnership admissions and withdrawals), acts as a sounding board for early discussions of strategic matters affecting partners, provides feedback and advice to the management on issues of concern to the partners, and advises the management on policies which may affect the rights, responsibilities, benefits and obligations of partners. The current GB comprises three partners who are elected by the firm’s partners for a four-year term.

The responsible business team also remains accountable to the partners it reports to - our Inclusion & Diversity leader, our Cultures and Values leader, our Corporate Responsibility leader, our ESG leader as well as our Wellbeing leader.

D. Ethics and compliance

At PwC, we adhere to the fundamental principles of the International Ethics Standards Board for Accountants (IESBA) Code of Ethics for Professional Accountants which are integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. Partners and staff uphold and comply with the standards developed by the PwC Network and leadership in PwC Singapore monitors compliance with these obligations.

If there are concerns over a breach of our high ethical standards, we can reach out to one of the Ethics Champions, Business Conduct Leader, Human Capital or trusted manager or partner to discuss the issue, or raise it through the Ethics Helpline via phone or writing in.

● Our Code of Conduct

PwC sets a clear standard of professional behaviour expected when interacting with our clients, competitors or colleagues, serving as a frame of reference as we go about our work. We adhere to our global code of conduct, which is based on PwC’s purpose and values and set out a common framework about how we are expected to behave and do the right thing. If we come across a situation which is inconsistent with our code of conduct, we speak up fairly, honestly, and professionally.



We also take compliance with these ethical requirements seriously. All employees, including all members of our leadership and management teams, receive regular communications relating to various compliance matters. All partners and staff undertake annual mandatory training, as well as submitting annual compliance confirmations, as part of the system to support appropriate understanding of the ethical and compliance requirements under which we operate. This is to strengthen the employees' understanding and confirm their compliance with the PwC Network Standards and Independence policies which cover a variety of areas including ethics and business conduct, independence, anti-money laundering, antitrust/fair-competition, anti-corruption, information protection, firm's and partner's taxes, sanctions laws, internal audit and insider trading.

In FY22, 99.9% of our employees completed the annual compliance and ethics training. This is to confirm our employees' understanding of the compliance with the firm's Risk Management Standards and Independence Policies.

Information concerning anti-bribery and anti-corruption is also available to all clients and other business partners through external communications channels. PwC Singapore operates in a heavily regulated environment and conducts business within the framework of applicable professional standards, laws, regulations and internal policies.

We are externally regulated by the Accounting and Corporate Regulatory Authority (ACRA), Singapore's national regulator of business entities, public accountants and corporate service providers. A key part of our overall sustainability strategy is to integrate strong ethical and transparent business practices within our entire enterprise and all the work that we do.

- **Our framework for deciding the right thing to do**

We are purpose led and values driven, and our purpose and values are our guiding principles in deciding the right thing to do. Our RADAR decision making framework helps us analyse ethical dilemmas, and decide on the right thing to do.

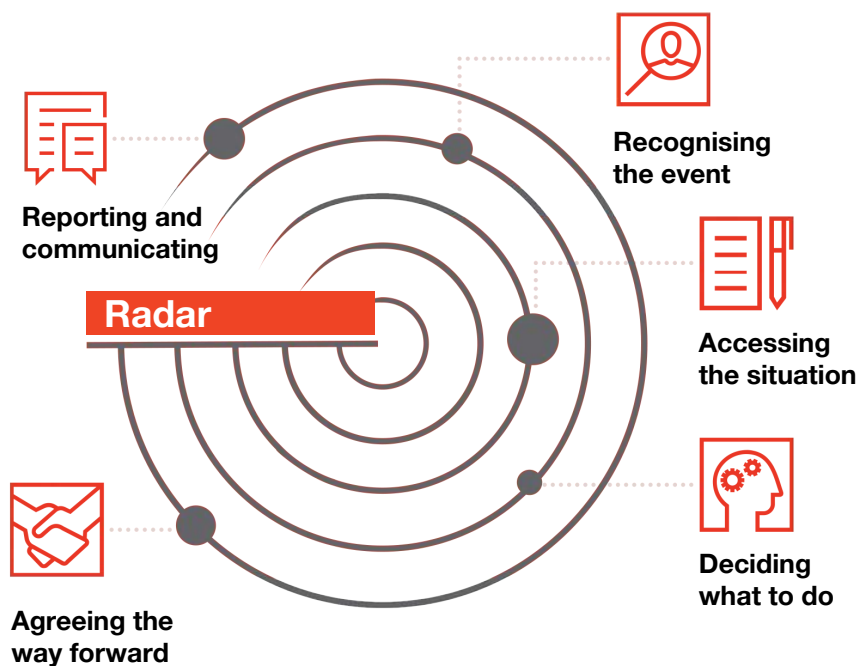


Image from <https://www.pwc.com/qx/en/about/ethics-business-conduct/code-of-conduct.html#8>

| Appendix



Appendix 1



This report has been prepared to “In accordance – Core” of the GRI Standards guidelines

Disclosure Number	Disclosure Title	Page Reference No.
General Disclosures		
102 - 1	Name of the organization	4
102 - 2	Activities, brands, products, and services	14-34
102 - 3	Location of headquarters	4
102 - 4	Location of operations	4
102 - 5	Ownership and legal form	37
102 - 6	Markets served	36
		4
		As our entities are made up of limited liability partnerships and private limited companies, we are not required to disclose our financial statements and this is in line with industry practice due to commercial sensitivity. As our entities are not listed, there is no capitalisation information available.
102 - 7	Scale of the organisation	
102 - 8	Information on employees and other workers	8, 18
102 - 9	Supply chain	The procurement system is decentralised for specific items and each business unit procures its own required items. PwC Singapore has an underlying Supplier Code of Conduct which guides us in the choice of suppliers that PwC Singapore chooses.
102 - 10	Significant changes to the organization and its supply chain	3
102 - 11	Precautionary Principle or approach	2
102 - 12	External initiatives	26-28, 32-34
102 - 13	Membership of associations	-
102 - 14	Statement from senior decision-maker	3
102 - 16	Values, principles, standards, and norms of behaviour	36-38

Disclosure Number	Disclosure Title	Page Reference No.
102 – 18	Governance structure	37
102 – 40	List of stakeholder groups	9
102 – 41	Collective bargaining agreements	PwC does not have collective bargaining agreements
102 – 42	Identifying and selecting stakeholders	3
102 – 43	Approach to stakeholder engagement	9
102 – 44	Key topics and concerns raised	8
102 – 45	Entities included in the consolidated financial statements	We do not publish a public consolidated financial statement.
102 - 46	Defining report content and topic Boundaries	5
102 – 47	List of material topics	
102 – 48	Restatements of information	NIL
102 – 49	Changes in reporting	NIL
102 – 50	Reporting period	2
102 – 51	Date of most recent report	2 March 2022
102 – 52	Reporting cycle	2
102 – 53	Contact point for questions regarding the report	2
102 – 54	Claims of reporting in accordance with the GRI Standards	2
102 – 55	GRI content index	40
Specific Disclosures		
GRI Standard: Energy 2016		
103 – 1/2/3	Management Approach	30
302 – 1	Energy consumption within the organization	30
302 – 2	Energy consumption outside the organization	30
302 – 4	Reduction of energy consumption	30
Specific Disclosures		
GRI Standard: Emissions 2016		
103 – 1/2/3	Management Approach	30
305 – 1	Direct (Scope 1) GHG emissions	30
305 – 2	Energy indirect (Scope 2) GHG emissions	30
305 – 3	Other indirect (Scope 3) GHG emissions	30
305 – 4	GHG emissions intensity	-
305 – 5	Reduction of GHG emissions	30
Specific Disclosures		
GRI Standard: Occupational Health and Safety 2018		
103 – 1/2/3	Management Approach	14
403 – 7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	14



Disclosure Number	Disclosure Title	Page Reference No.
Specific Disclosures GRI Standard: Training and Education		
103-1/2/3	Management Approach	22-23
404 – 1	Average hours of training per year per employee	8
404 – 2	Programs for upgrading employee skills and transition assistance programs	22-23
Specific Disclosures GRI Standard: Diversity and Equal Opportunity		
103-1/2/3	Management Approach	18
405 – 1	Diversity of governance bodies and employees	18
Specific Disclosures GRI Standard: Local Communities		
103-1/2/3	Management Approach	25
413 – 1	Operations with local community engagement, impact assessments, and development programs	25-28



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The materials contained in this publication were assembled on September 2021 and were based on information available at that time.