



PwC Australia

# Transparency Report FY22

## Contents

CEO Message	03
Introduction	04
Principles of Governance	07
People	12
Prosperity	21
Planet	29
Mapping to WEF metrics	34

## Basis of Preparation

This is PwC Australia’s second firmwide Transparency Report and has been prepared based on the World Economic Forum International Business Council (WEF IBC) Stakeholder Capitalism Metrics to demonstrate our ongoing commitment to transparency, accountability and sustainable performance.

Further information on the data and disclosures provided in this report are available in the Basis of Preparation. As a professional services firm, not all WEF metrics are material for us and we have provided explanations where this is the case. We are committed to improving our reporting year on year and will seek to report on additional metrics where relevant to us in the years to come.

Data and disclosures relate to PwC Australia business operations for the financial year ended 30 June 2022 unless otherwise stated. Financial information disclosed is from the PwC Australia Group Consolidated Financial Statements.

The scope of the report excludes:

- offshore operations where PwC Australia has an equity interest unless specifically mentioned
- the business operations of PwC PNG unless specifically mentioned
- the business operations of PwC’s Indigenous Consulting unless specifically mentioned.

## Acknowledgement of Country and Traditional Owners

PwC Australia acknowledges and pays our respects to Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia, whose ancestral lands and waters we work and live on throughout Australia.

Our offices are located on the traditional lands of the Kaurna peoples in Adelaide, the Turrbal and Jagera peoples in Brisbane, Larrakia peoples of Darwin, Nggunawal peoples in Canberra, Wurundjeri peoples of the Kulin nation in Melbourne, the Awabakal peoples in Newcastle, Whadjuk peoples of the Noongar nation in Perth, Gadigal peoples of the Eora nation in Sydney and the Burramattagal peoples of the Dharug nation in Parramatta.

We honour the wisdom of, and pay respect to, Elders past and present, and acknowledge the cultural authority of all Aboriginal and Torres Strait Islander peoples across Australia.





## CEO message

### Welcome to our FY22 Transparency Report

It is with pleasure that I share our FY22 Transparency Report, in which we detail our commitments and progress across these areas: Principles of Governance, People, Prosperity and Planet.

FY22 has been an incredibly successful year for PwC Australia, but also a year of continuing challenges for our people, clients and communities. COVID-19, geopolitical strains, supply chain disruption, skills and workforce shortages, inflation, energy transition complexities and the ongoing need to digitise are just a sample of the challenges and opportunities we are all faced with. These challenges and opportunities have demanded a lot from PwC and our clients' teams.

Against this backdrop, I could not be prouder of the efforts of our partners and our wonderful team of people for the way they have served our clients and stakeholders, invested in their own and their team's growth, and looked after each other. Despite the complexities of the world today, I am optimistic for Australia. Watching our teams work side by side with our clients and communities over the past year to solve problems and deliver sustainable outcomes has been such a privilege.

The work our team has done to bring our purpose to life - to build trust in society and solve important problems - has allowed us to deliver record revenue and profit growth, make record investments in our peoples professional and personal development and work side by side with our clients to help them deliver on their own goals and aspirations.

Our focus has been on organic profitable growth. PwC Australia has invested in people right across our business, from our core services such as audit, tax, deals and consulting, to growth areas such as infrastructure, cybersecurity and energy transition. We have invested in Australian skills of the future with our Skilled Service Hubs in Western Sydney and Adelaide where we are on track to employing 2,000 people in the coming years in the skills of the future that will drive Australia.

Our people drive PwC's success. So we have invested significantly in improving their experience across financial and non-financial rewards, including a 108% increase in total incentive payments to our people (excluding special COVID-19 'thank you' payments) and delivering on our commitment to pay transparency.

Our significant investment in the learning and development of our people included our Signature Experience - The Outside, a four-day immersive learning experience for 2,700+ people, and the launch of Together Anywhere, a policy that allows our people to combine work with travel to reconnect with family and friends.

For our partners, we have used the growth we achieved this year to fund a record 148 new partner admissions and partners who remained on the same grade experienced, on average, an income uplift of approximately 10%. We continued to overlay our stringent merit-based model with a rigorous lens on partner fairness, equity and inclusion when reviewing performance and income of our partner group.

This focus resulted in a more diverse partnership group in line with our targets on gender and cultural diversity and improved gender and cultural diversity of our leadership teams and governance bodies.

Creating an equitable and inclusive firm has been a key focus and it will continue to be. With this goal in mind, we converted our non-equity partners to equity partners to ensure all of our partners share equally in the benefits of our partnership and we proudly welcomed all of PwC's Indigenous Consulting partners as PwC Australia equity partners.

In collaboration with PwC's Indigenous Consulting, our Elevate Reconciliation Action Plan is key to our commitment to support real change in the lives of First Nations peoples. In line with this plan, we now have a team of First Nations employees leading our First Nations employment and retention strategy, which will enable us to recruit many more talented First Nations people and build a pipeline of candidates for leadership.

Through the information contained in this report we hope to continue to build trust with our people, our clients and the community. Our PwC community of solvers will continue to work with our clients and communities to look at the world from different angles and work together to develop human-led, tech-powered ideas - for us, this is The New Equation.

I would like to thank our partners, our people and our clients for their support in financial year 2022. It is such a privilege to be able to represent PwC on your behalf. I am truly excited about the opportunities ahead and invite you to read more about our business through this report.

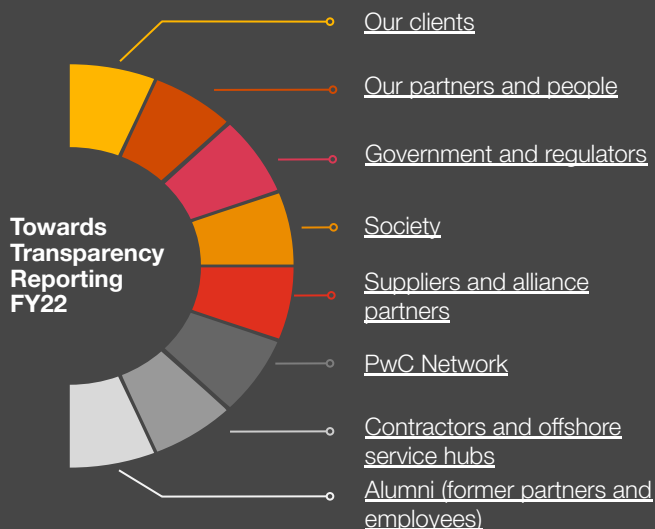
Tom Seymour  
CEO, PwC Australia



## Understanding the issues that matter

Our disclosures in this report focus on the four areas of Principles of Governance, People, Prosperity and Planet. As part of our everyday activities, we engage regularly with key stakeholder groups to understand their expectations and their views on how well we're meeting them. We do this by conducting targeted surveys, feedback processes and in-depth interviews, and through a variety of internal and external events, communications, forums and activities with our stakeholders. You can view more detail by following the links in the diagram below.

### Our stakeholders



The primary audience for our FY22 Transparency Report is our people. Through surveys, consultation and feedback from our people, including our People Council, we have identified the following topics that are important to them and which we have therefore included in our report:

- Reward including pay transparency
- Investment in people
- Diversity, inclusion & wellbeing
- Reconciliation
- Net zero / climate change
- Community investment

## Our values, purpose and strategy

### Our Values

Our five values and their underlying behaviours define who we are, what we stand for and how we behave. Our culture is grounded in our values, which support and celebrate doing the right thing. They are part of our day-to-day conversations and the heartbeat of our business. They guide our decisions and determine our success.

### Our Purpose

At PwC, our purpose is to build trust in society and solve important problems.

### Our Strategy

The New Equation was launched globally at the start of FY22 as our network strategy.

In Australia, we are realising The New Equation through a focus on our diverse community of solvers coming together in unexpected ways to solve important problems, build trust and deliver sustained outcomes. It is aligned with our local Beyond strategy of leading through growth: growth of our clients, of our people, and delivering impact for our communities.



**Act with Integrity**



**Make a Difference**



**Care**



**Work Together**



**Reimagine the Impossible**





## Summary of our metrics

Refer to the full report for context and the Basis of Preparation for definitions of our measures.

### Our People



9,288  
Employees



864  
Partners

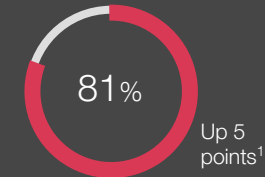


1,530  
New Graduates



148  
New Partner Admissions

### Employee Engagement

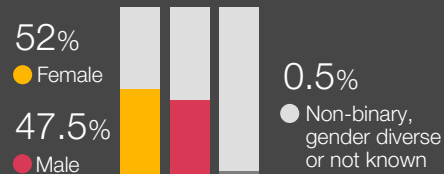


### Employee Turnover

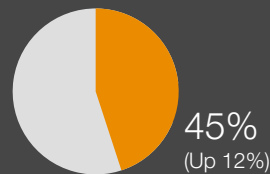


22% (Up 6%)  
Employee overall attrition

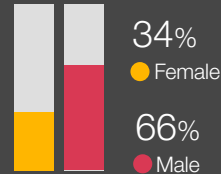
### Employee Gender



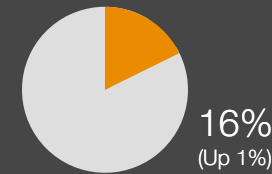
### Employee Diverse Cultural Backgrounds<sup>2</sup>



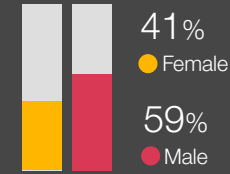
### Partner Gender



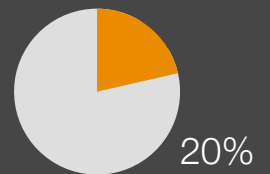
### Partner Diverse Cultural Backgrounds<sup>2</sup>



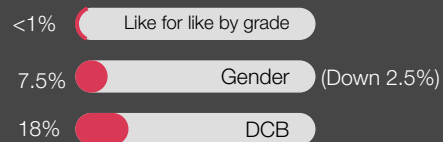
### New Partner Admissions Gender



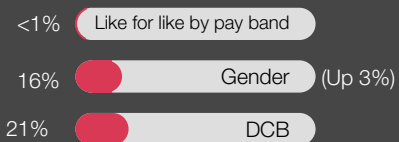
### New Partner Admissions Diverse Cultural Backgrounds<sup>2</sup>



### Employee Pay Gap



### Partner Pay Gap



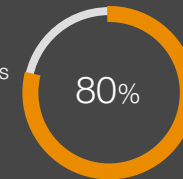
### Learning & Development



393,461 hrs  
(Up 35%)  
\$28m Investment

### Cultural Awareness

People completed First Nations cultural awareness training



### Serious Misconduct Matters Tabled



31  
Matters were tabled with People and Ethical Conduct Panel, of which 68% were substantiated. Up from 13 matters tabled in FY21.

<sup>1</sup> Results from our Global 'Mojo' Survey FY22.

<sup>2</sup> Unless otherwise stated Diverse Cultural Background (DCB) refers to non-European DCB, defined as being from a non-Anglo-Celtic or non-European background. For the purposes of reporting we rely on the self-disclosure of our people.

Note: Some metrics are being reported for the first time in FY22.



## Summary of our metrics

Cont ...

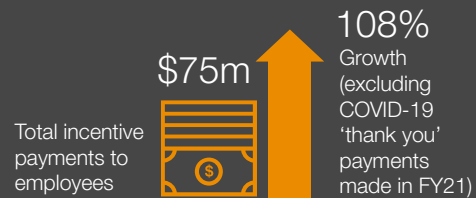
### Revenue



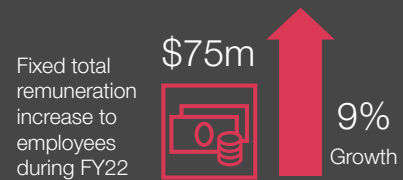
### Profit Growth



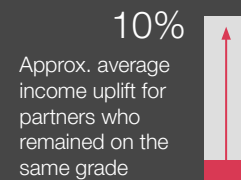
### Incentive Payments



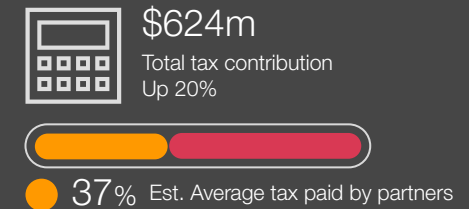
### Fixed Total Remuneration Growth



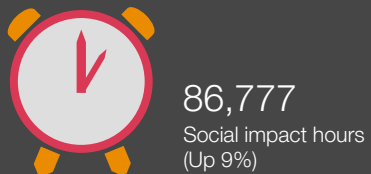
### Partner Income Growth



### Taxes Paid



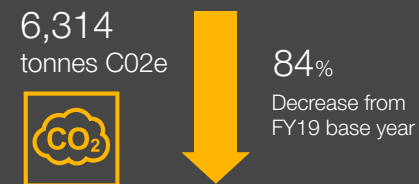
### Social Impact Time



### Board Roles



### Greenhouse Gas Emissions



### Renewable Electricity



<sup>3</sup> Revenue including PNG, excluding disbursements and other overseas entities where PwC has an equity interest.





# Principles of Governance

Building trust through our commitment to transparency and accountability, embedded in our day-to-day decision making

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## Our approach to governance

PwC is an Australian partnership that is established under the laws of the Australian Capital Territory and operates throughout Australia (PwC Australia). PwC Australia is owned by its partners. Partners are admitted to the partnership in accordance with the firm's partnership agreement and, in FY22, there were two types of PwC Australia partners: Equity and Non-Equity partners. Refer to the People chapter for further details of the composition of the partnership.

PwC delivers integrated solutions in audit, assurance, consulting and tax services. We deliver our capabilities through our three businesses, Assurance, Consulting and Financial Advisory, which are supported by our Enabling Functions.

Our purpose informs how we manage our business in the interests of our people and stakeholders. We are committed to strong governance, oversight and accountability, with a clear tone from the top on the behaviour we expect from our people. We seek to consistently apply the fundamental principles of objectivity, integrity and professional behaviour which underpin how we make decisions to deliver solutions and sustained outcomes.

PwC Australia composition of peak governance bodies		FY21	FY22
Board of Partners	% of women	40%	40%
	% of DCB <sup>1</sup>	20%	20%
Executive Board	% of women	47%	50%
	% of DCB <sup>1</sup>	0%	6%

<sup>1</sup> Unless otherwise stated Diverse Cultural Background (DCB) refers to non-European DCB, defined as being from a non-Anglo-Celtic or non-European background. For the purposes of reporting we rely on the self-disclosure of our people.

### PwC Australia's key governance bodies

CEO and Executive Board	<p>PwC Australia's Country Senior Partner (also known as our CEO) provides leadership for our partners and people, and sets short- and long-term strategic direction. PwC Australia's current CEO is Tom Seymour, who was elected in March 2020.</p> <p>The Executive Board are leaders of the firm appointed by our CEO. Under the leadership of the CEO, they are responsible for the management and administration of the firm. The 16 members of the Executive Board as of 1 July 2022 can be found on our <a href="#">website</a>.</p>
Board of Partners	<p>The Board of Partners is responsible for the governance and oversight of the firm. Its role includes supporting, monitoring and providing input into strategy; oversight of the firm's risk and quality processes; approving partner admissions and retirements; and approving major transactions or referring them to a partner vote. The Board of Partners currently consists of the firm's CEO plus 10 partners who are elected by partner vote. The members of the Board of Partners as at 1 July 2022 can be found on our <a href="#">website</a>.</p>
Directors of PwC Australia companies	<p>PwC provides some services through companies incorporated in Australia including PricewaterhouseCoopers Consulting (Australia) Pty Limited and PricewaterhouseCoopers Securities Ltd. PricewaterhouseCoopers Services Pty Limited employs the firm's staff and provides various support services to the partnership. The directors of those companies are responsible under the Corporations Act for appropriate governance.</p>

In addition to these governance bodies, we have numerous advisory groups and committees that support and advise management on environmental, social and governance matters, comprised of PwC Australia partners, people and external representatives. For example, these include:

- Markets Council
- Digital Strategy Council
- Firmwide Information Security Group
- People and Ethical Conduct Panel
- Audit Quality Advisory Board (AQAB)
- Employee-led People Council (see case study on next page)
- Mental Health Impact Board
- First Nations Impact Committee
- Net Zero Governance Committee
- Human Rights Governance Group
- PwC Foundation





## Our highlights in FY22

Key matters considered during the year by our governance bodies included strategy, culture, people, quality, performance, sustainability, technology, partner matters, market strategy, regulation and reputation. The oversight of our key strategic, operational, regulatory, compliance and emerging risks were also regularly considered.

Highlights included:

- We introduced The New Equation (read more on page 4).
- Increased the gender and cultural diversity of our Governance bodies collectively by 2% and 4%, respectively, to 46% female and 12% DCB.
- 99.4% of our people completed ethics and code of conduct training.
- We appointed Janette O'Neill as PwC Australia's inaugural Chief Sustainability Officer.
- Effective 1 July 2022, Tracey Kennair was elected as the new Chair of our Board of Partners. Tracey is the first female in this role.

### Our focus ahead

Our priorities for the coming year include continuing our Speak Up campaign which encourages our people to speak up when they see behaviours that don't align with our values and focusing on training and education around the standards of behaviour we expect. We also intend to refresh our stakeholder engagement and materiality assessment approach to inform our sustainability priorities and strategy for the year ahead.



### The People Council

The People Council brings the voice of our people to our Executive Board, providing insights and recommendations on issues which impact our people and challenge decision-making.

It is comprised of people from all locations, grades, businesses and dimensions of diversity. The one thing that's the same - they're all passionate about cultural change and have advised on numerous PwC policies and programs.

"The People Council is critical to helping us (as an Executive Board) communicate our decisions through their relationships with our people" - Tom Seymour.

"Our work to influence transparency on remuneration and build trust in a new people value proposition showed how important it is to engage our people to bring about change" - Roslin Ahamed Abdul Nizar.

Thank you to our members for FY22: Bareetu Aba-Bulgu, Bianca Pollifrone, Matt Stott, Jane Charters, Giuseppe Spanti, Daniella Alhadeff, Roslin Ahamed Abdul Nizar, Emily Elliott, Lara Morris, Holly Sullivan, Tracy Thelander, Ryan O'Connor, Kelly Mooney, Rory Young, Tilishia Moodley and Irene Yeung.



Janette  
O'Neill

### Our inaugural Chief Sustainability Officer

In March 2022, we appointed Janette O'Neill as PwC Australia's first Chief Sustainability Officer. Our vision is to create a more sustainable and equitable Australia and we're thrilled to have Janette leading our charge.

Every day, Janette is helping our clients respond to unprecedented and transformative shifts in environmental and social conditions. She is also leading our own sustainability agenda, including our commitment to reaching net zero greenhouse gas emissions by 2030.

"Organisations and governments are facing a wide range of complex, interconnected and disorderly environmental, social and governance issues. At PwC, we help clients to cut through the disorder. We bring a range of expertise, experience and technologies to solve problems, helping our clients to manage and mitigate risk whilst being a catalyst for environmental, social and economic prosperity."



## Tracking our performance

### Risk governance and oversight

The Board of Partners annually reviews the firm's material risk profile and risk management framework. The Board Risk Committee (BRC) assists and advises the Board in discharging its responsibilities for the oversight of risk management and monitoring the Firm's risk and quality policies and processes, including reviewing the effectiveness of our risk management framework. The BRC meets no less than quarterly.

The Executive Board has collective and individual accountability for the management of all strategic, operational, regulatory/compliance and financial risks, with risk matters tabled no less than quarterly. The Executive Board Risk Sub-Committee has delegated authority from the Executive Board to review and challenge the effective management of risks across the firm, and includes representatives from our businesses and functions.

### Risk management

Our risk management teams provide our people and partners with advice and guidance on a range of professional and regulatory issues to make better informed risk decisions, promote greater business efficiency, and enhance and protect our firm's reputation.

They include:

- The Central Risk team, who are responsible for risk oversight and challenge to our three businesses and Enabling Functions and are accountable for our firmwide risks.
- The Internal Audit function, who provide independent and objective advice on optimising risk management and efficiency of the firm's operations. The function reports directly to the Board Risk Committee.

- The Public Affairs Team, within the Reputation function, who understand and keep abreast of public policy developments that can impact our firm, clients and industry. This includes proactive engagement with policy makers, regulators, standard setters and professional and industry peak bodies. During FY22, we made 24 public submissions to these bodies covering important topics including tax reform, mental health, the development of sustainability standards and cyber.
- The Independence Office, who provide advice and support to ensure compliance with external independence regulatory requirements (regarding personal investments, business relationships and proposed services) to ensure PwC remains independent for its core function of providing independent audits.
- The Office of General Counsel, who provide legal advice to assist in identifying and managing legal risks and to comply with contractual obligations, relevant laws, regulations, PwC network policies and external professional standards.

There are a number of committees which meet regularly and as needed in the day to day management of risks. These include:

- The Business Risk Council, chaired by the Chief Risk Officer, and meets monthly. The Council is comprised of representatives from our businesses and functions. They are responsible for the oversight on the application of risk management and quality frameworks, systems and processes, ensuring coherence and connectivity across PwC in managing risks. They drive the risk transformation agenda and foster a risk aware culture, recognising good risk behaviour and promoting a shared understanding of acceptable and unacceptable risk decisions.
- The Risk and Reputation Panel, chaired by the Chief Strategy, Risk and Reputation Officer, which considers specific risk matters relating to significant reputation/brand, market and regulatory factors on client opportunities. In FY22, this Panel met 13 times.

### Quality management and oversight

At PwC, we define quality service as that which consistently meets the expectations of our stakeholders and complies with all applicable standards and policies.

Each business has an embedded Risk and Quality team, who support the businesses in identifying, assessing, managing and monitoring their risks and have responsibility for the systems and processes that facilitate the delivery of quality services to comply with all PwC Network and professional standards. They also oversee the training curriculum and conduct business and engagement reviews.

Other mechanisms providing quality advice include PwC Australia's Audit Quality Advisory Board (AQAB) and the PwC Tax Policy Panel (the Panel):

- The most recent [Audit Transparency Report](#) shares the AQAB's observations and recommendations. In FY22 there were five meetings held, representing the expected future cadence of meetings.
- PwC Australia (together with 35 countries across the PwC Global Network) has a Tax Policy Panel to which certain complex tax advice matters must be escalated. The Tax Policy Panel comprises senior partners and subject matter experts, who determine whether a potential tax project or advice position fits with our values and commitments, and aligns to [PwC's Global Tax Code of Conduct](#). In FY22, 60 matters were referred to the panel Chair, with 11 of these requiring a review by the full panel (indicating they were complex matters that needed to be escalated). In FY21, 56 matters were considered by the Panel, with 16 of these requiring a review by the full panel.

In addition to the PwC Global Tax Code of Conduct, we also comply with the [Tax Advisory Firm Governance - Best Practice Principles](#), released in August 2022. These Principles have been developed in Australia by PwC, EY, KPMG and Deloitte with input from the Australian Taxation Office and Tax Practitioners Board.



## Tracking our performance

### Regulatory and Reputation

The PwC Reputation function plays a critical role in supporting the Executive Board, partners and staff assess and respond to the needs and ambitions of our key external stakeholders - in particular our clients, governments, regulators, media (including social media), universities, suppliers and industry peak bodies. The function also supports our firm in the effective utilisation of our brand, ensuring that we not only comply with the brand requirements applicable across the PwC Network, but also to ensure that our brand in the Australian market effectively reflects our strategy, vision and purpose. Public Affairs also sits within this function and plays an important role in proactively engaging with government departments, regulators and standards setters.

### Business and ethical conduct

Our Code of Conduct is our core set of shared values and sets out the common framework for how we are expected to behave and how we do the right thing. It is our frame of reference for the decisions we make every day.

PwC Australia is governed by a set of network-wide ethics and compliance standards, as well as local engagement and workplace policies. We annually conduct a maturity self-assessment on a variety of matters, including ethics and business conduct, independence, anti-money laundering, antitrust / fair competition, anti-corruption, information protection, firm and partner taxes, sanctions laws, internal audit and insider training. Expectations on compliance continue to evolve as network firms mature. During FY22 we strengthened our processes promoting compliance with training requirements. There were no incidents of corruption confirmed during FY22, relating to either the current or previous years.

Our Chief Strategy, Risk and Reputation Officer, is the firm's Business Conduct Leader and has oversight of the Ethics and Business Conduct Program.



0 incidents

Incidents of corruption confirmed during FY22 and FY21, relating to either the current or previous years.

PwC sets a strong tone from the top on the behaviours and culture we expect of our people, including following our business requirements and doing the right thing. We want PwC to be a place where everyone feels comfortable bringing their whole self to work, feels safe to ask questions or raise concerns, and is confident that issues will be handled in a sensitive and considerate way.

- The PwC Ethics Helpline is available to all PwC people and external stakeholders, including clients and third parties, to ask for advice or report concerns or unethical conduct. Reports can be made online or via phone. Issues can be reported anonymously and are taken seriously and handled in confidence.
- The PwC Australia Whistleblower Policy applies to the making of reports relating to PwC Australia, which qualifies for the whistleblower protections in the Corporations Act 2001.

We launched our Speak Up campaign in 2021 to encourage our people to Speak Up, Listen Up and Follow Up when they see behaviour that isn't right.

Our People and Ethical Conduct Panel (the Panel) is responsible for the oversight and management of serious conduct matters, including making decisions as to the consequences and communicating these to the Executive and Governance Boards.

The Panel is comprised of seven senior leaders and advisers with 57% women and 29% people from a Non-European Diverse Cultural Background. The panel also brings diverse perspectives, experiences and capabilities. Where appropriate, independent external counsel is sought. In FY22, this occurred on two occasions. In FY22, 31 matters were tabled with the Panel with 68% substantiated (in part or full). This increase in matters tabled compared to the 13 matters in FY21 is reflective of the impact of our Speak Up Campaign, increased communication and strong messages from our leaders and people on behaviour that is and isn't acceptable.

The Speak Up campaign seeks to reinforce our commitment to creating a work environment where our people are safe and feel they belong.

This is an area of the highest priority and we thank our people for raising issues of concern as well as their continued feedback on how we can continue to improve.

Of the matters substantiated:

- 11 (52%) related to bullying, harassment and other workplace misconduct
- six (29%) related to sexual harassment, and
- four (19%) related to data breaches

Actions taken for substantiated matters include:

- 52% written warnings (including financial penalties, counselling, and training)
- 5% counselling
- 43% exit from the firm.

### Audit Skills Hub

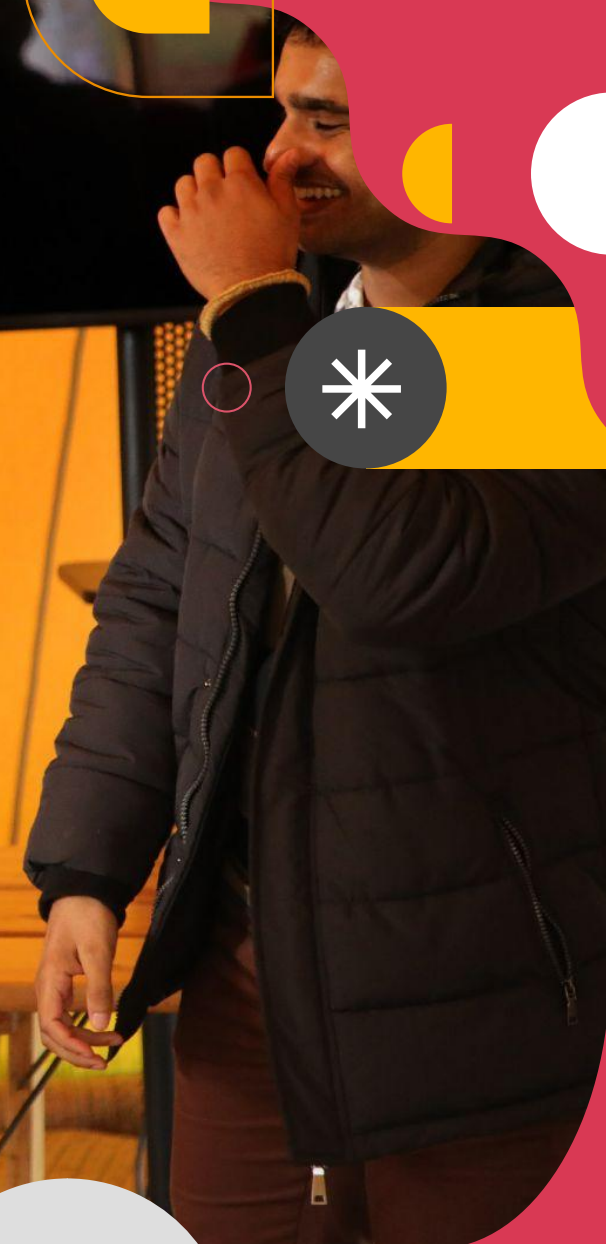
We continued to invest heavily in our Skilled Service Hubs, with ongoing investments in our hubs in Western Sydney and the opening of a new hub in Adelaide this year. These hubs provide both highly technical resources, as well as surge capacity resources, to support our internal firm operations and clients in the Australian market.

During the year we became aware of allegations made about working conditions in the Audit Skills Hub, which is one of our Western Sydney hubs. As a result we undertook a detailed review of this hub, with a key finding being that people at the hub felt disconnected from the opportunities that people in other PwC offices had. We implemented a number of changes including a greater onsite presence from PwC partners and business leaders at the hub, and introduced a number of initiatives to better align the employee experience with that of all our people across Australia.



# People

Realising the potential of  
our people in a rewarding,  
inclusive and flexible  
workplace







## Our approach to people

At PwC, our people are at the core of everything we do.

We want to provide purposeful and challenging work that our people enjoy, flexibility that helps them thrive in both work and life, and opportunities for genuine personal development and career growth, while continuing to build a diverse and inclusive workforce.

### Our People Value Proposition

Our refreshed People Value Proposition, The Deal Reimagined, encompasses:

- New Ways of Working
- Total Reward
- PwC Academy
- Workplace Experience

We rely on our people to hold us accountable to our intentions and engage regularly through employee networks to continually improve.

Learn more about our [culture and benefits](#) and our approach to [diversity, inclusion and wellbeing](#).

## Our highlights in FY22

### New Ways of Working

We continued our commitment to workplace health & safety and mental wellbeing, and for all our people to experience inclusion, connection and belonging.

- Launched a First Nations Cultural Leave policy for Aboriginal and Torres Strait Islander employees, providing two days paid leave and up to an additional five days unpaid leave, to connect back to community and maintain, develop and practice culture.

- Launched a new parental leave coaching and support platform for all parents.
- Launched our mobility program Together Anywhere that enables our people to work up to four weeks remotely in Australia or overseas in certain countries if they have working rights.

### Total Reward

We reimagined the deal we make with our people to recognise their contributions and performance, based on survey feedback. During FY22 we focused on equity in remuneration through gender pay gap audits; deepening training for, and emphasising the importance of having an inclusion mindset in performance moderations; and reviewing performance ratings, pay, incentives and promotion equity.

- Increased pay transparency by publishing our pay bands and launching an Incentive Estimator tool.
- Expanded our suite of employee benefits, by adding a Balanced Lifestyle Benefit of \$205 to invest in activities and interests that have a positive influence on our peoples' lives.
- Refreshed our suite of non-financial rewards based on survey feedback, including Perks@Work, our new 'deals and discounts' platform.

### PwC Academy

We increased and tailored the opportunities for our people to grow and develop.

- Launched our PwC Academy gateway offering a range of learning opportunities, including technical mastery, leadership and coaching, external certification and Career Lab.
- Launched our Signature Experience - 'The Outside' event for senior associates and managers.
- Utilised PwC's global ESG Academy to offer upskilling to our people on environmental, social and governance issues.

### Workplace Experience

When people work from our offices, we want them to feel energised and enabled, with access to the right spaces and tools to do their job and come together with their PwC colleagues and clients.

- Hosted Let's Connect events across our offices to bring our people together. We heard how our people were missing those all-important connections with their colleagues following significant periods of lockdowns and the impact of COVID-19. Many of these events are led by our employee networks.
- Launched webcast studios in Melbourne and Sydney supported by mobile studios for hybrid events (in person and online).
- Re-energised home zones and fun zones, and launched pop up social enterprise cafes and barista coffees in some of our offices.

### Our focus ahead

Our people priorities for the year ahead will be a continued focus on our People Value Proposition, building great career and development opportunities, focusing on mental health and wellbeing, our commitment to diversity and inclusion and supporting our people to be inspiring, values-driven leaders. We will also focus on standards of behaviour and accountability to create a workplace where everyone belongs.





## Tracking our performance

We use many different mechanisms to obtain feedback from our people to inform elements of our People Value Proposition. In FY22, these included:

- Global 'Mojo' survey - measures our people's engagement, centred around seven focus areas which tell us how people experience PwC, and how well we're living our values.
- Employee-led People Council - provides insight into priority issues impacting our people's experience, including engagement, development, recognition and reward.
- Employee-led networks - raises awareness of grassroots issues and promotes diversity, inclusion and wellbeing at PwC through their activities.
- On-and off-boarding surveys, 'pulse' surveys and other employee listening activities, including focus groups and deep dives.

Feedback themes from these mechanisms are key inputs to the People Strategy for the firm. For example, FY21 employee feedback around reward and recognition was a key driver for the firm's new Total Reward Strategy.

The Australian response rate to our most recent Global 'Mojo' Survey, conducted in April, was 79% (56% in FY21). Overall 81%<sup>1</sup> of our people are engaged at PwC compared to 76% in FY21. The Mojo Survey provides insights across the seven focus areas: Diversity & Inclusion; PwC Purpose, Values & Societal Impact; Leadership; Growth & Development; Innovation; Wellbeing; and Reward & Recognition.

During FY22, Diversity & Inclusion, PwC Purpose, Values & Societal Impact were the most favourable focus areas for our people. Our people are engaged by the firm's impact and leadership on important problems in society and want more opportunities to make a difference in this space in their work. They are pleased with the increased focus of the firm on creating a culture of belonging and flexible working.

The focus areas with the greatest opportunities were Reward & Recognition and Wellbeing. Although our people share that they are receiving more recognition in a way that motivates them, we continue to look for ways to balance recognition and reward. Despite our people feeling there is good progress in our intentions, we acknowledge there is work to be done to address systemic barriers that impact sustainable performance and wellbeing.



Tushar  
Khatreja

### Together Anywhere

After nearly two years of lockdowns and remote working, our people told us they wanted to combine work with travel so they could reconnect with family and friends within Australia and overseas. We launched our Together Anywhere program in December 2021. The program allows our people to work for up to four weeks remotely anywhere within Australia or overseas in combination with the equivalent time of annual leave. Our people can currently work in 14 countries under the program as long as they have residency rights (and all Australian citizens have the right to work in New Zealand). And it's just the start: we'll be adding more countries over time.

The program has been well received, with 258 of our people having been approved to use Together Anywhere to visit family or friends, or just soak up a foreign city.

Tushar Khatreja (Assurance) travelled to India to meet his newborn son after border closures prevented him from attending the birth - "My wife returned to India during her pregnancy to get support from her parents and the plan was always for me to return for the birth. This was not possible but as soon as the borders opened on 15 December 2021, I applied for Together Anywhere (which had just been announced) and was fast tracked through the process. Just over a week later I arrived in Delhi and was able to hold little Neel (by then five weeks old) in my arms."

<sup>1</sup> Results are presented in terms of favorability scores, which is the percentage of submitted responses that indicated 'Agree' or 'Strongly agree' for each question.







## Employee-led networks

Our employee networks are a place for connection, support, learning, growth and giving back. They celebrate the wonderful diversity of our people and the causes we're committed to. They are an opportunity to connect, build relationships, be inspired and deepen our understanding of those around us.



Meredith  
Chester

Meredith Chester, Partner sponsor of our Inclusion@ networks, said: "Every one of our people who are involved in our grassroots, volunteer-led networks have a huge impact on creating an environment where people feel safe, included and belong. For many of us, being involved in the networks is how we fulfil our purpose."

Our employee-led networks include:

**Ability@PwC** supports people with disability; together with carers of people with disability and people interested in building a more inclusive workplace.

**BeWell@PwC** facilitates open and honest conversations about health and wellbeing to support our people.

**Cultural Connections@PwC** supports and celebrates cultural differences and increases cultural awareness across the firm.

**Families@PwC** supports employees to balance career and care and those looking to start a family in the future.

**Reconciliation@PwC** engages staff and deepens relationships with the Aboriginal and Torres Strait Islander community.

**Shine** strengthens our presence in the LGBTIQ+ community, raises awareness among our people, and provides support and networking opportunities.

**Symmetry@PwC** facilitates the development of both men and women through opportunities that connect, inspire and empower.

**Green Team** focuses on driving sustainable behaviour change to reduce our impact on the planet.

In addition to our employee-led networks, we also have **Social Impact Champions** who harness the skills, time, and resources of our people to make a social impact.





## Snapshot of our people

We welcomed our largest cohort of new graduates and new partners to the firm this year with 1,530 graduates joining the firm and 148 partners admitted. Overall, during FY22, 3,898 new people (partners and employees) were welcomed to our firm.

Our growth in people represents a 15% net increase in employees joining the firm and it was pleasing to see the balance between men and women remain at 52% women and 47.5% men with 0.5% non-binary, gender diverse, or not known.

We continue to track our entire Diverse Cultural Background population (inclusive of both European and non-European backgrounds) and on this measure 53% of our people are from a non-Anglo Celtic background (including European background). But our focus has been to ensure equity of opportunity and outcome for our DCB non-European employees who we know have experienced outcomes in career progression and pay equity that we need to monitor and address. Of our new hires 57% identified as coming from a non-European Diverse Cultural Background (DCB)<sup>1</sup> and make up 45% of our workforce.

With the talent market continuing to be challenging, our focus remains on attracting quality candidates to our firm at every level and ensuring they represent the society we work in and provide our services to.

We continue to improve the diversity of our partnership in line with our targets.

Of the 148 new partners we admitted, 41% are women and 59% are men, and 20% are from a non-European Diverse Cultural Background (DCB), bringing our partnership to 34% women and 16% people from a DCB.

There are no restrictions on age limits of our partners.

During FY22, our partners informed a decision to convert Non-Equity Partners to Equity Partners to have a more inclusive partnership. This means that as of 1 July 2022, 155 (or 99%) of our Non-Equity partners are Equity Partners and 1% of partners are Non-Equity partners.

Employee Turnover	FY21	FY22
Overall Attrition	15.7%	22.1%

We have continued to see higher levels of turnover during the FY22 year with overall attrition increasing by 6% to 22%. Our senior associates and managers are the cohorts with the highest turnover. We have continued to focus on the retention of our people during the course of this year with a refreshed People Value Proposition that focuses on four key pillars of building great careers and development, creating a workplace where people belong and feel cared for, great workplace environments and embracing flexibility and ensuring our people are rewarded and recognised appropriately. All of these initiatives support us to retain our people and reduce turnover. We also recognise and celebrate that the people who leave the firm are valuable alumni who we maintain a connection with and who take the skills and experience they have developed here to their new workplaces.

<sup>1</sup> Unless otherwise stated Diverse Cultural Background (DCB) refers to non-European DCB, defined as being from a non-Anglo-Celtic or non-European background. For the purposes of reporting we rely on the self-disclosure of our people.

<sup>2</sup> FY21 employee numbers have been restated to exclude PwC's Indigenous Consulting (PIC) in accordance with our Basis of Preparation.

<sup>3</sup> Non-binary, gender diverse, or not known.

<sup>4</sup> Partner numbers are at 1 July 2021 and 1 July 2022.

<sup>5</sup> We note that this metric has been restated due to more accurate partner DCB data being available as at the date of this report.

<sup>6</sup> New partners are defined as admissions from 2 July 2021 to 1 July 2022, inclusive.

Our People	FY21	FY22
<b>Employees</b>		
Number of employees	8,086 <sup>2</sup>	9,288
Avg. Age	33	33
Number of new graduates	946 <sup>2</sup>	1,530
Gender	52.5% F <sup>2</sup> 47% M <sup>2</sup> 0.5% N <sup>2,3</sup>	52% F 47.5% M 0.5% N <sup>3</sup>
DCB <sup>1</sup>	38% <sup>2</sup>	45%
Number of New Hires	New metric	3,835
Gender of New Hires	New metric	49% F 50.5% M 0.5% N <sup>3</sup>
DCB <sup>1</sup> of New Hires	New metric	57%
<b>Partners</b>		
No. of partners <sup>4</sup>	777	864
Youngest Partner <sup>4</sup>	31 yrs	27 yrs
Oldest Partner <sup>4</sup>	67 yrs	67 yrs
Partners over 55 <sup>4</sup>	11%	10%
Gender <sup>4</sup>	33% F 67% M	34% F 66% M
DCB <sup>1</sup>	15% <sup>5</sup>	16%
New partner admissions <sup>6</sup>	145 49% F 51% M	148 41% F 59% M 20% DCB <sup>1</sup>
Equity / Non- Equity Partners <sup>4</sup>	79% E / 21% N-E	99% E / 1% N-E





## A culture of belonging

We continue to work to address inequality in our workplace and our progress was recognised through numerous awards in FY22. While efforts have been made to ensure that everyone has equal access to opportunities to reach their full potential at work, we know this isn't always the case, which is why we have introduced targeted interventions to address this, such as with partner admissions, including:

- 40% partner admissions are women
- 20-25% partner admissions are from a non-European Diverse Cultural Background (DCB)

We have and continue to introduce a range of interventions to create an environment where everyone feels they belong - from policies, processes and training.

We know no two people are the same and understand that for many of our people, creating the right combination of work and family life is crucial. We recognise the importance of embedding policies and processes, such as flexible work arrangements to support all of our people, whether they are first-time parents, caring for adolescent children, supporting elderly parents or caring for a loved one with a disability or serious illness.

Another area of focus is our comprehensive policy, education and training approach to support people who are experiencing Domestic and Family Violence (DFV). Our policy provides access to unrestricted paid leave, financial support and support with work arrangements. We assist with safety planning on communication channels and work location, emergency office access and secure travel that may be necessary in situations of DFV. These policies extend to employees supporting someone experiencing DFV with up to 10 days paid leave available each year to assist family or close friends. Over 250 people across the firm are trained as first responders to ensure appropriate internal support for our people. This is a serious and complex issue for the entire community and we understand our important role in providing meaningful support.

	FY21	FY22
% of people accessing some form of <u>parental leave</u> who are men	42%	42%
% of people who accessed parental leave remaining with the firm after the first 12 months	94%	93%
Avg. duration of parental leave (weeks) taken by women	New metric	30 weeks
Avg. duration of parental leave (weeks) taken by men	New metric	16 weeks

	FY21	FY22
% of our people completed First Nations cultural awareness training	93%	80%



## Promoting reconciliation

PwC Australia supports reconciliation between Aboriginal and Torres Strait Islander peoples and all Australians. PwC Australia also supports the Uluru Statement from the Heart. We're committed to ensuring that our actions are informed by First Nations voices, especially on matters that disproportionately impact Aboriginal and Torres Strait Islander peoples, such as environmental issues.

Information on progress towards our firm's reconciliation efforts is available in our latest Elevate Reconciliation Action Plan (Elevate RAP) Progress Report. In FY22 we:

- Invested in dedicated First Nations recruitment and onboarding.
- Established an Indigenous Tech Academy (via a collaboration between PwC's Indigenous Consulting, Revolent Group and Salesforce) which aims to increase the representation of First Nations people in the technology industry.
- Worked with the Narrunga Nations and Point Pearce communities to conduct a project feasibility study for the building of an elder village on country.
- Maintained and developed new relationships with a number of Aboriginal and Torres Strait Islander organisations and enterprises, including Welcome to Country, Southern Cultural Immersion, Wirra Hub, and traditional owner organisations around the country.

PwC's Indigenous Consulting (PIC) continue to support us in delivering on our Elevate RAP commitments. PIC is majority-owned, led and staffed by First Nations' Australians. As at 30 June 2022 PIC has 5 partners and 54 employees.

Further information about how we are supporting the economic participation of First Nations peoples can be found in the Prosperity section.



## Project Unite

We are a highly diverse organisation. Our people identify as belonging to 162 distinct ethnicities hailing from at least 129 countries. However, being diverse is not enough. We also want to be an inclusive organisation.

During the year we experienced an incident at a trivia event that caused discomfort and offence to our people. Following this, we accelerated efforts to understand drivers of racial inequity and solutions to close gaps to create an equitable and inclusive firm for all of our people, regardless of their cultural background.

Through Project Unite, we used thorough data, analysis and research to better understand the firm's diversity and inclusion challenges. We also used storytelling to lift the cultural consciousness of our people, provide them with a better understanding of people's lived experience, and give our people the confidence to start and continue to have conversations on cultural inclusion and racism.

One aspect we focused on is Non-European Diverse Cultural Backgrounds (DCB) representation in leadership. We found that 84% of our DCB talent believe having more DCB leaders would make them stay longer at PwC. DCB partners currently comprise 16% of our partnership. We continue to target 20-25% DCB partner admissions, which we achieved in FY22.

Achieving more diversity at senior levels requires a culture of inclusion throughout the firm. Project Unite is now implementing a targeted set of structural and informal interventions. We are committed to continually reflecting and building a strong, culturally inclusive organisation.



## PwC Academy

The PwC Academy offers a range of learning opportunities, including technical mastery, leadership and coaching, external certification, and opportunities to stretch and push the boundaries across the five schools of Craft, Humanity, Leadership, Exploration and Social Impact.

During FY22 we invested \$28m in the development of our people, including \$15m in The Outside, and continued to invest in our people's development through 393,461 hours of training.

Learning and development hours	FY21	FY22
Total learning and development hours for partners and employees	291,842 <sup>1</sup>	393,461
Total investment in learning and development for employees	New metric	\$28m
Investment in learning and development for employees as a percentage (%) of payroll	New metric	2.4%

<sup>1</sup> FY21 employee numbers have been restated to exclude PwC's Indigenous Consulting (PIC) in accordance with our Basis of Preparation.



Frank Yu

## Our Signature Experience - The Outside

We called it The Outside, our people called it 'corporate Coachella'! The Outside was a world-class experience running across five weeks, featuring 35+ speakers (each week!), 500+ experiences and over 2,700 of our people.

Our vision was to create an immersive, highly experiential learning experience to future proof our Senior Associates and Managers with the insights, perspectives and unique skills they require to become the next generation of leaders. It was an investment in our people to reward and celebrate them, recognise their hard work and their value to the firm. The Outside was a self-curated journey of personal and professional discovery, with participants choosing from diverse streams of content and engaging with local and global thought leaders.

"How quickly we were able to break down barriers and show our authentic self. I was surprised there was no ask of me, no deliverable apart from my own personal growth. A true gift!" - Primrose Mba (Enabling Functions)

"The Outside was an out-of-body experience. Mainly because of how deeply personal the events were and how we were all encouraged to explore our inner self. The relationships we were able to build over the course of the experience were incredible. People came with an open mind and heart and were filled with what can only be described as chicken soup for the soul." - Frank Yu (Financial Advisory)



## Increasing our focus on mental health and wellbeing

We recognise the wellbeing of our people has been challenged during the COVID-19 pandemic with the ongoing lockdowns and demands of home schooling and caring responsibilities. We also acknowledge that mental health will continue to be a priority issue for our people as we navigate hybrid work and transitions that are happening in ways of working.

We know our people's wellbeing experience is impacted by a number of complex factors, and the workplace plays an important role.

As we shape the future of work at PwC, we will continue to develop the capability of leaders, and all of our people, to continue to focus on creating an environment where our people can thrive.

	FY21	FY22
People who feel their day-to-day stress levels they are currently experiencing with their work are manageable	55%	56%
People who were able to find a balance between work and their personal life that suited them	55%	60%
People who agree they work in teams that prioritise wellbeing	60%	71%
People who feel confident / equipped to recognise signs and symptoms of mental illness in myself and others	73%	75%

Source: Global 'Mojo' Survey, conducted in April 2022

While Lost-Time Injury Frequency Rate is down, our 'Mojo' Survey tells us that our people's perception of their wellbeing is likely impacted by the challenges of managing work and life, especially during the uncertainty of the COVID-19 pandemic.



345

Green Light To Talk advocates and trained Mental Health First Aiders



3.7%

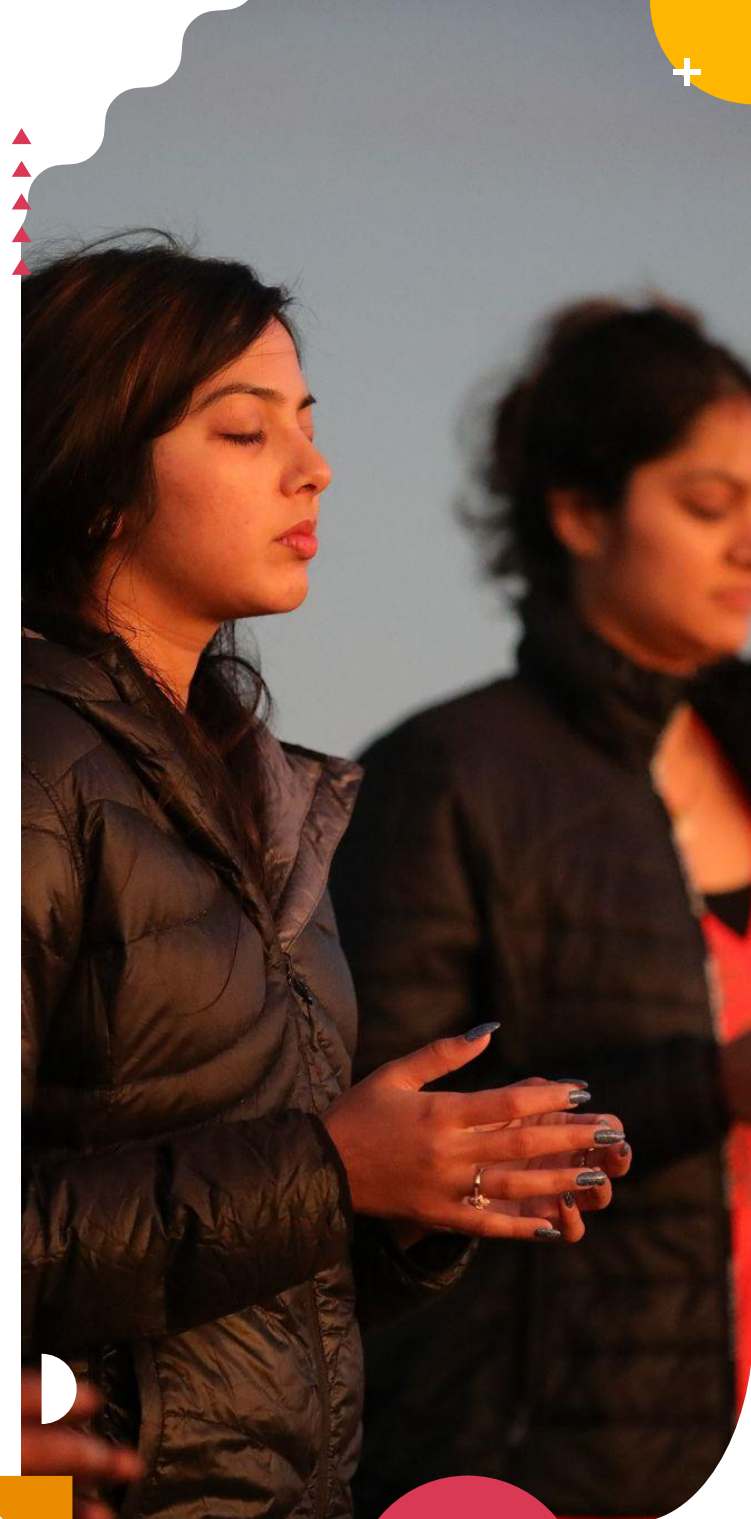
of our people are our Green Light To Talk advocates

	FY21	FY22
LTIFR (Lost-Time Injury Frequency Rate)	2.58	1.39
The utilisation of our C.A.R.E program	13%	17.5%
% of people who accessed Pandemic (COVID-19) Leave	New metric	40%

We are encouraged to see that perceptions of mental health literacy remain high so we can build a more proactive approach to wellbeing and move beyond compliance to driving wellbeing and performance simultaneously. Our involvement with the Green Light to Talk movement is one initiative helping to build an open dialogue around mental wellbeing.

Our employee assistance program, the C.A.R.E. Program, provides an avenue for our employees and their immediate family members to access confidential professional support such as psychological counselling. That people are accessing this service indicates a positive culture within the firm of people feeling comfortable reaching out for help when required.

We have a pandemic leave policy that allows employees to access up to five days of paid Pandemic Leave. This entitlement is over and above Personal/Carer's leave entitlements and looks to support our employees during the pandemic. In FY22 we saw 40% of our people access Pandemic Leave across the firm. Employees were able to access the leave for vaccination purposes or if they had a confirmed case of COVID-19.







## Pay transparency

### Gender and DCB pay gap

As part of PwC's new Total Reward Strategy we are committed to pay transparency, with a focus on building people's understanding of how their pay is determined, being transparent on our new pay bands, and having a more consistent approach to pay increases. In efforts to simplify pay structures and be more competitive in pay, we reduced the number of pay bands in the firm by 75% and extended our external comparisons to a wider range of relevant organisations.

To help our people understand the new pay bands we ran pay transparency sessions across all businesses. We also created a new bonus estimator to help our people get an estimated view of the potential value of any bonus based on their level, their performance rating, and business performance.

As part of our annual pay review, we applied the new pay bands as part of a new approach to external benchmarking, and have seen the average pay across all grades become more market competitive as a result.

We have seen our gender pay equity gap reduce by 2.5% over the past 12 months to 7.5%. Our gender pay gap like for like by grade has remained at less than 1% as it was in FY21.

We are also reporting our Diverse Cultural Background pay gap for employees for the first time this year at 18%. Both the gender and DCB pay gap outcomes reflect people earlier in their career being paid less than people at more senior levels that reflect a less diverse demographic. By improving pay transparency at all levels as well as continuing our focus on improving diversity at all levels in our promotion and recruitment processes we will continue to focus on closing the pay gap.

Partners are paid at the same level compared to others in the same pay band, with proposed partner target incomes from 1 July 2022 being between \$374,000 and \$4,042,500. Our partner pay gap data for FY22 is based on target income, whereas FY21 pay gap is based on actual incomes which are finalised in September each year. We have reported our DCB pay gap for the first time at 21% and our gender pay gap increased in FY22 by 3%. Both our gender and DCB pay gap outcomes are as a result of our female and DCB partner admissions increasing year on year in the early years of partnership. We are actively managing this gap through the decisions we make and we acknowledge that it will exist until our overall partnership profile is representative of our current admissions.

Gender and DCB pay gap		FY21	FY22
Employees	Like for like by grade (gender)	<1%	<1%
	Gender	10% <sup>1</sup>	7.5%
	DCB	New metric	18%
Partners	Like for like based on pay band (gender)	<1%	<1%
	Gender	13% <sup>2</sup>	16% <sup>3</sup>
	DCB	New metric	21% <sup>3</sup>

All PwC graduates are paid above the minimum wage.

Entry Roles: ratio to Minimum Wage	Women	Men
Associate	1.17	1.17
Long term vacationers	1.14	1.08
Intern/Trainee	1.06	1.06
Administrative	1.11	1.17

## Modern slavery and human rights

At PwC we take our ethical responsibilities seriously, and we will continue to review and strengthen our approach to human rights issues across our operations and supply chains.

Globally, PwC has been a signatory to the United Nations Global Compact since 2002 and prepares the [UN Global Compact Communication on Progress](#) on a global basis. Locally, we are also a member of the UN Global Compact Network Australia (GCNA) Modern Slavery Community of Practice.

PwC Australia has submitted a [Modern Slavery Statement](#), as required under the Australian Modern Slavery Act 2018, since FY20. Our Statement outlines how we identify, assess and address modern slavery risks to people in our operations and supply chains.

We expect the same level of integrity and business conduct from our suppliers as we do our own people. These standards are outlined in our [Global Third Party Code of Conduct](#) and include expectations that our suppliers shall not engage in or support human trafficking or modern slavery, including forced, bonded or involuntary labour.

Our approach to human rights is already well integrated into our existing business practices; for example, as part of our Human Capital, Procurement, Ethics & Compliance and Corporate Sustainability activities. We also expect our Suppliers to maintain working conditions that meet internationally declared human rights and standards. You can view our latest Human Rights Statement [here](#).

<sup>1</sup> FY21 gender pay gap for employees has been restated based on updated methodology.

<sup>2</sup> FY21 gender pay gap for partners has been updated based on actual incomes, which was finalised in September 2021.

<sup>3</sup> FY22 gender and DCB pay gap for partners is based on target income as actual incomes are not determined until September.



# Prosperity

Delivering sustainable outcomes  
for our people, clients and  
community



## Our approach to prosperity

Growth for PwC is beneficial for our people, our clients and our communities. It enables us to deliver on our purpose and achieve sustained outcomes.

We deliver our capabilities through our three businesses, Assurance, Consulting and Financial Advisory, which are supported by our Enabling Functions.

Our Beyond strategy sets out how we lead through growth by investing in:

- People at our core
- World class capabilities
- Impact for our clients and communities.

## Our highlights in FY22

### People at our core

Our people are central to our growth. We invest in our People Value Proposition to support our people to thrive at PwC. In addition to the investments outlined in the People chapter, in FY22 we made \$75m in total incentive payments to our people and invested in \$75m in fixed total remuneration increases.

### World class capabilities

We invest in world class capabilities to enable our clients to succeed through disruptive change.

In FY22, for example, we:

- Invested in areas critical to our clients including cyber, infrastructure and energy transition.
- Launched our Skilled Services Hub in Adelaide as our national onshore skills centre designed to support our clients within highly technical areas such as digital technology, cyber security and risk operations.
- Continued to invest in our digital and technology assets, and expanded our data and analytics capabilities.

### Impact for our clients and communities

We also support Australia's social and economic prosperity, not only through our work with clients, but through charitable donations, collaborations, thought leadership, advocacy and a seat at the table on national discussions.

In FY22, this included:

- Ongoing engagement with clients and community leaders to discuss key business and social issues in Australia.
- Thought leadership on important issues, including signature programs such as the Federal Budget, CEO Survey and Not-for-profit (NFP) CEO Survey.
- Generating \$13m of value through social impact time, workplace giving, donations and cash contributions.
- Contributing \$624m in taxes paid.
- Launching the Outsourced CFO service for charities and NFPs.

We were the 2021 winners of the Shared Value Collaboration of the Year at the Shared Value Awards 2021 (see page 28).

### Our focus ahead

Our priorities for the coming year include a steadfast focus on our people and culture as well as continuing to build our world class capabilities to address the most complex client and societal challenges. We aim to grow through strategic investments in digital transformation, cyber, infrastructure and energy transition, and by refreshing our sustainability strategy and maintaining our ongoing alignment to the UN Sustainable Development Goals.



Nijat  
Kurban

### Adelaide Skilled Service Hub

In February 2022, we officially launched our Skilled Service Hub (SSH) in the heart of Adelaide's CBD. The SSH provides high-tech capability at scale to support our businesses. As at 30 June 2022, the SSH had more than 320 employees.

In the next five years, we expect the Hub to house up to 2,000 employees predominantly focused on digital and technology roles across cybersecurity, cloud, analytics and integrated infrastructure.

The SSH is critical to our growth strategy, supports our data sovereignty requirements and enables us to stay in front of the unprecedented change in high-technology areas. We're proud to invest in Australia and Australian skills of the future.

Nijat Kurban, a Trust & Risk Associate for Assurance, is part of the team driving change in our SSH - "I've been working alongside the CFO Assurance Sydney team to support an engagement reviewing and optimising a large retailer's payroll processes. Ultimately what we deliver for our client will transform their process into a digital-first state, eliminating hours of manual labour and allowing them to utilise resources in other areas."



## Tracking our performance

### Financial performance

In line with our ongoing commitment to transparency, we have increased our reporting on economic performance this year.

In the year ending 30 June 2022, PwC Australia delivered total revenue of \$3.0b and \$2.6b (including PNG and excluding disbursements and revenue from other overseas entities where PwC Australia has an equity interest), reflecting underlying revenue growth of 17% for the Australian firm and profit growth of 21%. This profit growth enabled us to continue to invest in our firm and our people. Our profit growth funded 1,200 net new employees and enabled us to make record incentive payments to our people of \$75m, which is an increase of 108% (excluding the special COVID-19 'thank you' payments made in FY21), and an increase in the fixed total remuneration of our employees during FY22 by \$75m, which is an increase of 9%. Our strong results in FY22 have also enabled us to increase the fixed total remuneration of our employees on 1 July 2022 by a further \$66m, which is an increase of 7%.

Our profit growth funded 148 new partners and average partner income growth of 7%. This meant that partners who remained at the same grade experienced on average an income uplift of approximately 10%.

PwC Australia achieved double digit growth across its three businesses, with growth coming predominantly from organic sources rather than acquisitions, leading to high profitability, with 0.1% of total revenue growth coming from businesses acquired during the year.

<sup>1</sup> FY21 revenue restated to include revenue from PNG, which is a wholly owned entity.

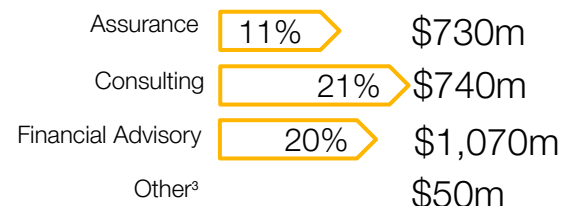
<sup>2</sup> FY22 Revenue by Business excludes disbursements.

<sup>3</sup> Other revenue of \$50m was revenue earned outside the three businesses.

<sup>4</sup> FY21 number was restated.

\$ million	FY21	FY22	Growth
<b>Revenue - Australia</b>	2,220 <sup>1</sup>	2,590	17%
Assurance			
Financial Advisory			
Consulting			
Enabling Functions			
Revenue - Overseas	210	250	
<b>Revenue - Consolidated</b>	2,430	2,840	17%
Disbursements	160	170	
<b>Total Revenue</b>	2,590	3,010	

### FY22 Revenue by Business<sup>2</sup>



### Business performance

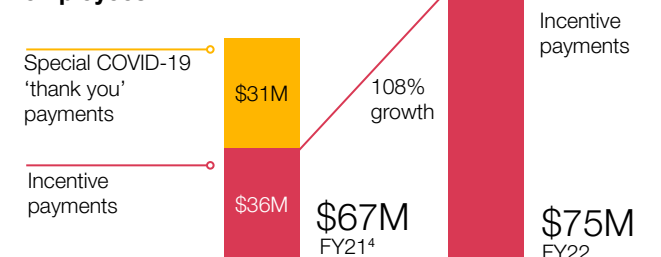
PwC Australia's Assurance business delivered a strong result this year, growing by 11% to \$730m. Assurance achieved double digit growth through its continued focus on quality and people across both its core assurance services, and the significant investment and growth in other risk and trust-based assurance services.

Our Consulting business grew significantly in FY22 across all of the business' industry sectors, delivering \$740m in revenue and growing by 21%. Much of this success has been underpinned by a focus on delivering value at the intersection of where human meets digital, with continued delivery of large scale programs of work across front office, corporate function and cloud transformation.

The Consulting business has also focused on building its Industry Platforms to help deliver sustainable change by being a value integrator to clients, as well as its Alliance Strategy and strengthening the digital ecosystem through its alliance partner relationships.

Our Financial Advisory business comprising Deals, PwC Private, Legal, Tax, and Integrated Infrastructure delivered over \$1b and 20% revenue growth overall, with all five businesses achieving strong double digit growth. The Deals and Integrated Infrastructure businesses were standouts, delivering close to 40% revenue growth respectively. During the year, the Tax business welcomed 16 partners and their teams who were formerly with Greenwoods.

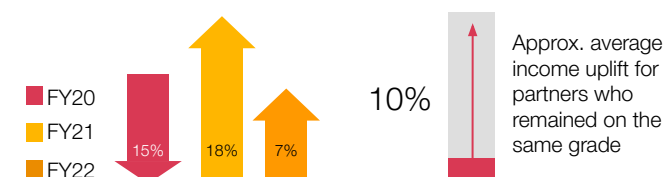
### Total incentive payments to our employees



### Fixed total remuneration increase of our employees



### Average partner income growth





## Tax transparency

This year, PwC Australia contributed \$624m in total taxes, up 20% from FY21. Total tax contribution is comprised of:

- Fringe Benefits Tax
- Payroll Tax
- Pay As You Go Withholding tax
- Stamp Duty
- Insurance Duty
- Corporate Tax
- Foreign taxes
- Non-recoverable GST
- Estimated taxes payable by PwC Partners

PwC is a general partnership and therefore income tax payable on the profits of the Partnership and Services Trust are solely the personal liability of the individual partners and beneficiaries, respectively.

The estimated percentage of tax paid by partners will vary from year to year as a result of tax adjustments experienced by the business. The average rate of tax paid by partners over the past 5 years is approximately 38%.

	FY21	FY22
Total tax contribution	\$520m	\$624m
Estimated average percentage of tax paid by partners	42%	37%

## Acquisitions and divestments

Revenue growth from businesses acquired (inorganic revenue growth) was 0.1% of total revenue growth for PwC Australia. In FY22, the following businesses were acquired:

- On 17 December 2021 we completed our acquisition of WebSecure Technologies Australia, an Australian IT security and risk management firm specialising in implementing Privileged Access Management solutions and recognised as the longest serving and largest boutique Australian implementation partner of global security company CyberArk.
- On 18 June 2022 the group completed its acquisition of Greenwoods and Herbert Smith Freehills' Australian tax practice, a team specialising in providing tax advice for ASX-listed and local and international businesses with interests in Australia.

The following divestments were made:

- On 28 April 2022 the group sold its global mobility, tax and immigration business as part of a global transaction with other PwC network firms.

PwC Australia is a signatory to the [Australian Supplier Payment Code](#), which is a voluntary initiative led by the Business Council of Australia to ensure small businesses are paid promptly and on time.







## Solving important problems

We strive to build trust and deliver sustained outcomes as we work on some of the most important problems facing our clients and Australia.

Along with continued investment in core services, in FY22 we invested in capabilities across infrastructure, cybersecurity and ESG. These areas were chosen as they are some of the most important problems facing our clients, organisations and government. The depth and breadth of our local and global capabilities mean we are uniquely positioned to support a broad range of stakeholders on these issues.

We do this by:

- Delivering thought leadership such as [Australia's hydrogen future](#); protecting against the war on talent and [thriving through hybrid working](#); new cybersecurity legislation to protect [Australia's critical infrastructure](#); and insights for the public sector from a [citizen survey](#).
- Supporting the NFP sector through sharing our skills and resources, including initiatives such as the [Make Room](#) project which is seeking to address the homelessness crisis in Melbourne.
- Collaborating with others on important social issues such as mental health (see case study).
- Actively participating in forums with industry bodies, associations and business groups.
- Building and maintaining strong relationships with all governments and opposition parties across Australia, as well as key regulatory and standard-setting bodies.

We bring insights to key issues that are top of mind for Australians, businesses and government. You can access all of our thought leadership [here](#).



Kristin  
Stubbins

## Our focus on mental health

Kristin Stubbins, Assurance leader, said: "Mental health is one of the biggest societal issues of our time and at PwC, mental health and wellbeing are not only a top priority in our strategy, but a daily conversation."

We've appointed a Mental Health Impact Board, are working on the platforms and assistance we provide our people to ensure they have evidence-based tools to seek help, and are investing in mental health literacy training. Importantly, we're sharing stories to reduce stigma in the workplace.

In addition to the focus on our people, we're also digitally transforming the way mental health and wellbeing services are delivered across Australia.

We collaborated with the Brain and Mind Centre at The University of Sydney to launch Innowell - a tool which uses technology to help people get more timely access to clinical care, provides transparency around their mental health assessment, and provides valuable data to clinicians.

We also have a partnership with Superfriend to provide mental health support to employees across a number of organisations.

Through our role as founding participants of the Corporate Mental Health Alliance (CMHAA), we collaborate with some of Australia's largest employers to build mentally healthy workplaces.

## Launch of Energy Transition business

As Australia transitions to a decarbonised economy, our Energy Transition business is helping industry and government realise their net zero and ESG ambitions. Our newest community of solvers comprises energy and ESG experts, working with clients to solve energy transition challenges - at an accelerated pace.

Our [Energy Transition team](#) was launched on 1 July 2022 and consists of more than 130 professionals with deep experience in energy and ESG strategy, transformational change, mergers and acquisitions, climate risk, governance and reporting, organisational design, capital raising, deals, responsible investment, climate technology, renewable energy infrastructure projects, regulatory economics, policy, tax and the law.

Energy Transition works in partnership with teams across the firm locally and globally and with broader alliances to shape new markets, bring renewable energy projects to life, and capture untapped opportunities.

Our people have professional backgrounds in energy, mining, utilities, technology, financial services, engineering, social impact and the public sector.

"I work closely with our private capital and infrastructure fund clients to help embed ESG considerations across their investment decisions from pre-deal due diligence to post-deal ESG-led value creation." - Kushal Chadha, Partner, Responsible Investment.

### Province Resources Limited

Australia will need the right regulatory and social infrastructure to build trust and deliver sustainable outcomes as it transitions to green hydrogen. But navigating the fast-evolving regulatory environment for this emerging technology can be challenging for project developers, investors and regulators.

PwC is assisting Province Resources with the development of the export-scale solar / wind-to-hydrogen HyEnergy Project in Western Australia.

We are delivering integrated infrastructure services spanning government approvals support, legal, commercial and regulatory advisory, and project management.

In late 2021, we also helped the HyEnergy Project to secure lead agency status with the Western Australian Government, recognising the development as a significant project.

### Marvel Stadium Upgrade

The AFL, in partnership with the Victorian Government, is working to revitalise Melbourne's 20-year-old Marvel Stadium and surrounding Docklands precinct to build on the venue's global reputation as a world-class sporting and entertainment hub.

PwC Australia's Integrated Infrastructure joined the integrated project management team in late 2018. Our team prepared the project delivery strategy, supported procurement of design consultants and technical advisors, and provided a full suite of project management services for this exciting revitalisation.

In mid-2019 we took on the challenge of preparing the project's functional and technical brief, and took on the role of design manager across this large project.

With completion of upgrades to the stadium in April 2022, the project successfully met the first key delivery milestone and remains on track for overall completion in mid-2023.

Our considered approach to planning, design and delivery allowed Marvel Stadium to maintain full commercial operation throughout construction without any reduction in crowd capacity. No events have been lost as a result of the project to date.

Our team continues to support the AFL in operational planning for the stadium and informing agreements with commercial partners, service providers, and current and future tenants to achieve the optimum commercial outcomes for the project.

### Sun Cable's Australia-Asia PowerLink

At PwC, we're proud to be a trusted partner to Sun Cable, working with them to create a community of solvers to help bring a world-leading renewal energy project to reality.

Sun Cable's Australia-Asia PowerLink (AAPowerLink) is a \$30+ billion project to build a 5,000km transmission system from solar panels in the Northern Territory to Singapore. It is expected to supply up to 15% of Singapore's electricity needs, starting from 2028.

The project will also accelerate both Singapore and Australia's progress towards lower emissions and climate targets.

PwC's Integrated Infrastructure team has developed an innovative project delivery model for AAPowerLink, bringing together technical, commercial and risk advisory partners in an Integrated Project Delivery Team (IPDT).

Appointment of the IPDT in October 2021 was a major milestone for the technical development of the project, leading into the major capital raise and financial close (expected in FY23). It follows the highly successful initial capital raising process we led in 2019, which secured equity investment to enable the project to proceed, most notably from Atlassian's Mike Cannon-Brookes and Fortescue Metals Group's Andrew Forrest.

Our work on developing the IPDT model won the 2022 Advisory Excellence Award at the prestigious National Infrastructure Awards.

PwC is continuing to assist with project development, procurement of component suppliers and progress towards financial close.







## Community contribution

At PwC, our community contribution includes:

- PwC's Foundation Trust, which is funded by individual donations from our generous partners and people.
- Giving appeals, which help our people support the causes they are passionate about.
- PwC OnBoard, which bridges the gap between corporate Australia and the NFP sector by connecting our people across the firm to board and advisory roles with NFPs they are passionate about.
- Social Impact Time, which provides our people the opportunity to volunteer, mentor, or work on pro bono and low bono projects.
- The Impact Assembly, which designs and facilitates collective leadership on social issues. One example is The Constellation Project, a unique cross-sector collaboration with a vision to end homelessness by delivering practical solutions that can be scaled, with a specific stream dedicated to Australia's First Nations peoples.

Social impact time	FY21	FY22
Skilled volunteering hours	14,762	11,669
Unskilled volunteering hours	1,528	2,075
Pro bono hours	20,214	16,483
Low bono hours	42,864	56,550
Total Hours	79,368 <sup>1</sup>	86,777

Social Impact Time increased on last year. While we have seen a decrease in skilled volunteering hours due to the continuing effects of COVID-19, we have also recorded a corresponding increase in unskilled volunteering as our people returned to the office, looking to reconnect with their teams, post-lockdowns.

The increase in low bono hours is, in part, attributable to the NFP sector continuing on a path of accelerated transformational work, particularly in the digital space, that was brought forward by the impact of COVID-19.

<sup>1</sup> FY21 numbers were restated.

## Board roles including community and NFP board roles

	FY21	FY22
Number of people holding board roles	573 <sup>1</sup>	666
Number of board roles	784 <sup>1</sup>	908

## Social investment

	FY21 \$000s	FY22 \$000s
Value of Social Impact Time	12,586	10,772
Workplace Giving	993	1,056
Foundation Trust	165	331
Other fundraising	217	395
Other firm donations & contributions	578	604
Total Social Investment	14,539	13,158

Overall, Social Impact Time and donations from the firm and our people increased on last year. However, financial value shows a slight decrease on last year which is mainly due to an increase in low bono engagements with the NFP sector.

Our key appeals during FY22 included:

- The Asia Pacific COVID-19 crisis (Australian Red Cross)
- The Afghanistan crisis (Australia for UNHCR, Mahboba's Promise, CARE Australia)
- Give the World a Shot (UNICEF Australia)
- Ukraine emergency appeal (UNICEF Australia)
- The QLD / NSW floods (Australian Red Cross, Better Together Brisbane Relief Fund)
- Indonesia COVID crisis (Save the Children Australia)

The PwC Foundation grants program awarded four grants of \$25,000 plus a highly commended \$10,000 grant to NFP organisations working to address homelessness. The Foundation also supported the development of a blueprint of a First Nations Elder Village with a two-year commitment of \$50,000 per annum.



## Upskilling for the digital world

Our Cybersecurity and Digital Trust team is supporting Infoxchange to build skills, resources and knowledge across the NFP sector.

Infoxchange is a social enterprise that provides technology tools and support to help NFPs deliver greater impact.

Our team volunteered their time and skills to develop a suite of tools and resources available on Infoxchange's [Digital Transformation Hub](#) to support NFPs in cyber security upskilling and assist them on a broader transformation journey.

Additionally, members of our Cyber practice hosted [free webinars](#) and workshops for NFPs on cyber threats, and are currently working on pairing our people with NFPs as mentors to support their ongoing upskilling journey.

Ambika Aggarwal, Director in Cybersecurity and Digital Trust - "Creating a cyber conscious and literate workforce is the first line of defence for organisations to help counter malicious cyber activity. Cyber upskilling by NFPs will not only empower the Australian workforce, but will also have a compound effect on the cyber safety of Australian communities."

Our work with Infoxchange is part of the firm's global program '[New World. New Skills.](#)', which has a broader focus on digital inclusion.



## Collaborations

At PwC, we seek to play a meaningful role in building the nation's prosperity by collaborating across sectors to reshape the future of business to achieve sustainable economic and social prosperity. One example is our membership of the Shared Value Project, the peak body for advancing the adoption of shared value in the Asia Pacific.

## SHARED VALUE PROJECT

### Shared Value Award

PwC Australia was the 2021 Winner of the Shared Value Collaboration of the Year award for the Western Sydney Operations Delivery Centre. This award celebrates an outstanding project or initiative which brings a business solution to a social / environmental issue through a collaboration or cross-sector partnership.

We have partnered with Western Sydney University to access top performing students (analysts) in their final or post graduate year of study. The analysts work alongside experienced PwC people who provide oversight, training, methodologies and quality control.

The shared value lies in providing purposeful and meaningful employment for undergraduates and postgraduates working under the guidance of highly technical experienced professionals while increasing our capacity and access to talent to organically develop the workforce of the future and deliver scale, efficiency and cost effectiveness for our clients.



Belinda  
Louis

### Providing affordable finance function services for NFPs

PwC Australia has a long track record of working across the NFP sector in a pro-bono and low-bono capacity, and we're passionate about helping organisations have a positive impact.

This year, we extended our premium outsourced finance function services to the NFP and charity sector in a cost-effective way.

While many charity and NFP leaders recognise outsourcing back office functions would benefit their organisation (alleviating resource constraints and skills shortages, and improving process and cost efficiencies), they often find it difficult to know where to start.

We've made it easy by offering a full end-to-end CFO service package or the option to select individual services tailored to specific needs.

"We believe this specialised and affordable offering can save NFPs and charities time and money so they can focus on delivering on their purpose. We've found clients love the insights we bring on how to optimise their finance function, how to make things simpler and gain more meaningful insights from data." - Belinda Louis, Financial Advisory Partner.



INDIGENOUS  
TECH  
ACADEMY

### Indigenous Tech Academy

In February, PwC's Indigenous Consulting (PIC) launched the Indigenous Tech Academy, a collaboration between PIC, PwC Australia and the Revolent Group.

PIC is majority-owned, led and staffed by First Nations' Australians and combines a deep understanding of Indigenous culture and values of respect, truth and self-determination, with the powerful capabilities of the PwC network.

Exclusively designed for Aboriginal and Torres Strait Islander students, the Indigenous Tech Academy commenced virtually with eight students undertaking a 12-month program which builds work-ready tech skills and Salesforce platform knowledge.

Upon completion, participants will be offered full-time roles within PwC Australia and PIC.

"This innovative program will take school leavers from all around the country, provide them with paid training, mentoring and support, and help them through a 12-month program to build work-ready technology skills." - Gavin Brown, CEO PIC.





# Planet

Contributing to an equitable and sustainable transition to a net zero economy





## Our approach to environmental sustainability

We have a long-held commitment to managing our impact on the environment and supporting environmental sustainability. That is why we've made a worldwide commitment to reach net zero greenhouse gas (GHG) emissions by 2030, in line with a 1.5°C pathway to mitigate the most severe impacts of climate change.

Our commitment is focused on driving progress across four pillars, as set out below.



### Operations

As part of our focus on decarbonising our operations, we are committed to:

- Reduce absolute scope 1 & 2 GHG emissions by 50% by 2030<sup>1</sup>.
- Reduce absolute scope 3 business travel GHG emissions by 50% by 2030<sup>2</sup>.
- Transition to 100% renewable electricity by 2022.
- Transition our offset portfolio to 100% carbon removals by 2030.

Our emission reduction targets were independently validated by the Science Based Targets initiative (SBTi) in July 2021.

We're also proud to continue our certification as a Climate Active carbon neutral organisation, which we have held since 2008.



<sup>1</sup> Compared to our FY19 baseline

<sup>2</sup> Compared to our FY19 baseline



### Supply chain

We will continue to engage with our key suppliers and support them to reduce their own climate impact. We commit that 50% of the PwC network's global purchased goods and services suppliers (by emissions) will have set their own science-based targets by 2025.

Our collaborative procurement practices enable us to be fair, responsible and sensitive to the needs of our stakeholders while encouraging suppliers to manage their own environmental performance.



### Clients

Building on our existing work in sustainability, we will support our clients in their efforts to make a net zero future a reality for all.



### Climate agenda

We will continue our long-standing program of research and collaboration with business, policymakers and community organisations to accelerate the transition to a net zero economy.

Learn more about [our commitment to environmental sustainability](#).







## Our highlights in FY22

In FY22, we continued to mature our approach to delivering against our net zero commitments and a embedding broader focus on environmental management, including the following highlights.



### Operations

- Achieved our goal to transition to 100% renewable electricity in all of our Australian offices, in line with our global membership of [RE100](#).
- Achieved certification as a [Climate Active](#) carbon neutral organisation for the 14th consecutive year. In addition, a selection of our people became Climate Active registered consultants to support our clients to achieve their own carbon neutral ambitions.
- Implemented bins for hard-to-recycle materials in some of our offices (including e-waste bins for mobile phones, and bins for soft plastics and coffee cups).
- Achieved certification as a bronze-level Carbon Literate Organisation by the [Carbon Literacy Project](#).
- Achieved 60% growth in membership of our Green Team (from 250 members in FY21 to 400 members in FY22), which is a passionate and engaged people network focused on driving sustainable behaviour change.



### Supply chain

- Engaged some of our key suppliers in discussions about sustainability and how we could collaborate to reduce our collective emissions impact.
- Developed a new sustainable supply chain strategy that includes a framework for assessing the ESG credentials of existing and potential suppliers.



### Clients

Launched a new Energy Transition business on 1 July 2022 to support all clients in their decarbonisation journey, bringing together expertise from across the firm in one team (see case study on page 25).



### Climate agenda

As a global PwC network we joined Carbon Call, a group of leading organisations committed to developing more comprehensive and integrated carbon accounting solutions.



### Carbon Literacy Program

In FY22, we became one of the first employers in Australia - and the first professional services firm anywhere in the world - to offer accredited carbon literacy training to our people via the Carbon Literacy Project. Building our individual and collective climate knowledge is a critical step towards achieving net zero by 2030.

"The Carbon Literacy Project provided me with fantastic building blocks and was an opportunity to build my knowledge and better understand key environmental concepts, which assisted me in understanding what I could do to make a difference and also help others to follow suit." - Sanjeet Ajgaonkar, Senior Manager, Financial Advisory

"It's given me a better understanding of the technical climate aspects and the confidence to lead conversations with my peers." - Sabina Bertuzzi, Senior Associate, Financial Advisory.

### Task Force on Climate-related Financial Disclosures (TCFD) reporting

Globally, PwC has supported the TCFD since the launch of its recommendations in 2017, and we've been members of the Taskforce since 2016. Our first [TCFD report](#) for the PwC network, issued in October 2021, represented an important step to leading within the business community on climate-related challenges.



## Tracking our performance

### Reducing our emissions in line with our targets



**6,314**  
tCO<sub>2</sub>e

Our total GHG emissions in FY22<sup>1</sup>



**94%**  
reduction

In absolute scope 1 & 2 GHG emissions from FY19 base year, exceeding our target of 50% reduction.

We achieved this by:

- Working with our building managers to implement energy efficiency measures within our offices.
- Transitioning to 100% renewable electricity for all of our offices. Our sourcing strategies included purchasing 100% GreenPower for six of our major offices, purchasing renewable electricity certificates from a wind farm based in Victoria, and other purchase options in line with RE100 technical criteria.



**83%**  
reduction

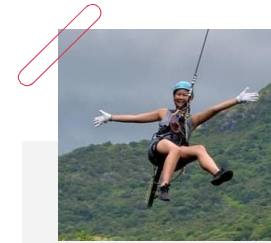
In absolute scope 3 business travel GHG emissions from FY19 base year, exceeding our target of 50% reduction.

As COVID-19 restrictions have eased our people have returned to a moderate level of business travel; as such, our business travel emissions have doubled since FY21. We are focused on managing the rebound in business travel by:

- Embedding a 'virtual first' preference for all client and firm activities.
- Continuing to refine and share our interactive dashboard on air travel emissions.
- Supporting our people to upskill in key sustainability initiatives by offering a range of internal and external education opportunities.
- Implementing a new travel booking tool to help our people make sustainable choices.
- Engaging with key travel suppliers on opportunities to collaborate on shared emission reduction goals.

GHG emissions by scope (tCO <sub>2</sub> e)		FY19 base year	FY21 previous year	FY22 current year	Change in FY22 from FY19 base year
Scope 1	Stationary combustion	77	24	30	-61%
Scope 2	Electricity	4,529	802	0	-100%
	Heating, hot water & steam	502	221	287	-43%
<b>Total scope 1 &amp; 2 GHG emissions</b>		<b>5,108</b>	<b>1,047</b>	<b>317</b>	<b>-94%</b>
Scope 3	Business travel	35,013	3,003	5,997	-83%
<b>Total scope 3 GHG emissions</b>		<b>35,013</b>	<b>3,003</b>	<b>5,997</b>	<b>-83%</b>
<b>Total GHG emissions</b>		<b>40,121</b>	<b>4,050</b>	<b>6,314</b>	<b>-84%</b>

<sup>1</sup> Our GHG emissions were calculated in line with the reporting boundary, methodology and emission factors set by the Global PwC Network and Science Based Targets initiative. This figure includes all scope 1 & 2 GHG emissions and scope 3 business travel GHG emissions (air, land and accommodation) for our Australian operations. Note: our Climate Active submission for FY22 will differ from the metrics reported here due to differences in the reporting boundary used and different emission factors.



Quincy  
Lan

### PwC Green Team

Quincy Lan, a Manager in Financial Advisory, is passionate about sustainability at home and at work. She joined the Perth chapter of our Green Team.

"When I joined the Green Team, Plastic Free July was just around the corner. It was the perfect opportunity to start a Plastic Free July campaign within my work team."

With the support of other leaders in the Perth office, it soon became an office-wide challenge. "The best thing about the challenge was making everyone aware of their personal impact on the environment."

"When it comes to climate change, every person and every action counts. Initiatives like Plastic Free July help us to raise awareness about environmental issues, encourage more sustainable behaviours and enable our team to contribute to PwC's net zero commitment."





## Our focus ahead

We've made progress against our net zero commitment in recent years, but there's still more we need to do.

Our priorities for the coming year include implementing continuous improvements to our measurement and disclosure activities, reducing direct emissions by identifying further opportunities for energy efficiency, managing our business travel impact through a focus on behavioural transformation, and continuing to purchase high-quality carbon credits to offset our emissions.

We will also continue to engage with suppliers on our environmental commitments; incorporate a climate lens into strategy, governance and risk decisions; and communicate with our people to build on our culture of care for our planet and natural resources.



## Climate Leaders Coalition

Decarbonising our economy in line with a 1.5°C pathway will require organisations to cooperate in unprecedented ways. In August 2021, we committed to provide pro-bono support to the [Australian Climate Leaders Coalition](#), which brings together 48 CEOs from Australia's largest organisations working to achieve shared decarbonisation goals.

Our contribution to the Climate Leaders Coalition has been to provide expertise in decarbonisation, supply chain, reporting, assurance and traceability. In addition, PwC's [The Impact Assembly](#), a social venture designed to enable collaboration for social change, has provided expertise in collaboration and systems change to support the Climate Leaders Coalition's work on addressing scope 3 greenhouse gas emissions throughout end-to-end supply chains.

"We have seen a recent shift in large organisations needing to take a much more holistic view of their supply chains," said Joanne Bowen, Director in The Impact Assembly. "This has increased the need for cross-sector collaboration to improve the availability and transparency of data between customers and suppliers, as well as to identify practical initiatives they can work on together to reduce emissions."

"Tackling scope 3 emissions is not an individual sport, it's something we all have to face into together. It will require us to work in new and different ways. Collaborations across the supply chain are absolutely crucial, and so is knowledge sharing. The Climate Leaders Coalition's work aims to provide important insights through practical case studies from specific supply chains. It's led by CEOs and supported by experts so we can provide learnings and solutions for business leaders who are looking to address scope 3 emissions in earnest." - Stuart Irvine, former CEO Lion, Climate Leaders Organising Committee and lead of scope 3 collaboration.

The Climate Leaders Coalition is seeking to provide a range of resources and practical guidance to help other organisations approach decarbonisation through a systems change lens.





# Mapping to WEF metrics





**This report has been prepared in accordance with the World Economic Forum International Business Council (WEF IBC) Stakeholder Capitalism Metrics.**

## 1. Principles of Governance - Core metrics and disclosures

WEF Theme	Disclosure included in our FY22 report	Report section
Governing purpose	Our Purpose	Introduction
	Our Values	
Governance body composition	Governance bodies - gender (%): <ul style="list-style-type: none"> <li>Executive Board</li> <li>Board of Partners</li> </ul>	Principles of Governance
	Governance bodies - diverse cultural background (%): <ul style="list-style-type: none"> <li>Executive Board</li> <li>Board of Partners</li> </ul>	Principles of Governance
	List of advisory groups and committees	Principles of Governance
	Risk governance and oversight mechanisms and approaches	Principles of Governance
	Number of submissions to policy makers, regulators, standard setters and professional and industry peak bodies	Principles of Governance
	Audit Transparency Report	Principles of Governance
	Number of meetings with external Audit Quality Advisory Board	Principles of Governance
	Number of tax advice matters referred to the firm's Tax Policy Panel	Principles of Governance
Material issues impacting stakeholders	Overview of our key stakeholders and the topics that are important to them	Introduction
Anti-corruption	Ethics and Code of Conduct training	Principles of Governance
	Number and nature of incidents of corruption	Principles of Governance
Protected ethics advice and reporting mechanisms	A description of internal and external mechanisms for seeking advice about ethical and lawful behaviour and organisational integrity; and reporting concerns about unethical or unlawful behaviour and lack of organisational integrity.	Principles of Governance
	Serious misconduct matters tabled, substantiated and the categorisation of those matters	Principles of Governance



## 2. People - Core metrics and disclosures

WEF Theme	Disclosure included in our FY22 report	Report section
Diversity and inclusion	Number of employees	People
	Number of new hires	People
	Number of partners	People
	Gender profile (employees)	People
	Gender profile (new hires)	People
	Percentage of employees from diverse cultural background (non-European background)	People
	Percentage of employees from diverse cultural background (non-Anglo-Celtic background)	People
	Average age of employees	People
	Gender profile (partners overall)	People
	Gender profile (new partner admissions)	People
	Percentage of partners from diverse cultural backgrounds (partners overall)	People
	Percentage of partners from diverse cultural backgrounds (new partner admissions)	People
	Percentage of partners that are Non-Equity Partners or Equity Partners	People
	Youngest partner	People
	Oldest partner	People
	Percentage of partners 55 years or older	People
	% of people completing the Global 'Mojo' Survey	People
	Employee engagement score (%)	People
	% of people accessing some form of parental leave who are men	People
	% of people who accessed parental leave remaining with the firm after the first 12 months	People
	Avg. duration of parental leave (weeks) taken by women	People
	Avg. duration of parental leave (weeks) taken by men	People
	PwC's Indigenous Consulting partners	People
	PwC's Indigenous Consulting employees	People
	Elevate Reconciliation Action Plan	People

WEF Theme	Disclosure included in our FY22 report	Report section
Diversity and inclusion (cont'd)	% of people who feel their day-to-day stress levels they are currently experiencing with their work are manageable	People
	% of people who were able to find a balance between work and their personal life that suited them	People
	% of people who agree they work in teams that prioritise wellbeing	People
	% of people who feel confident / equipped to recognise signs and symptoms of mental illness in myself and others	People
	Employee-led networks	People
Pay equality	Employee pay gap (like for like by grade)	People
	Employee gender pay gap	People
	Employee DCB pay gap	People
	Partner pay gap (like for like based on pay band)	People
	Partner gender pay gap	People
	Partner DCB pay gap	People
	Proposed partner target income range	People
Wage level	Ratios of standard entry level wage by gender compared to local minimum wage	People
Risk for incidents of child, forced or compulsory labour	Responsible supply chain activities	People
Health and well-being	Percentage of people who accessed Employee Assistance Program	People
	Number of discrimination and harassment incidents, status of the incidents and actions taken	Principles of Governance
	Lost time injury frequency rate (LTIFR)	People
	% of people who accessed Pandemic (COVID-19) Leave	People
Skills for the future	Learning and development hours	People
	Learning and development investment (\$)	People
	Investment in learning and development as a percentage (%) of payroll	People
	Percentage of people who completed First Nations cultural awareness training	People





### 3. Prosperity - Core metrics and disclosures

WEF Theme	Disclosure included in our FY22 report	Report section
Absolute number and rate of employment	New graduates	People
	New partners	People
	New joiners (partners and employees)	People
	New employees	People
	Percentage of new employees from diverse cultural backgrounds	People
	Gender profile (new employees)	People
	Employee growth (%)	People
	Overall employee turnover	People
Economic contribution	Total revenue	Prosperity
	Revenue - Australia and Australian businesses	Prosperity
	Revenue growth in Australia businesses	Prosperity
	Revenue - Overseas	Prosperity
	Revenue - Consolidated	Prosperity
	Revenue growth from businesses acquired	Prosperity
	Disbursements	Prosperity
	Profit growth	Prosperity
	Average partner income growth	Prosperity
	Approximate average income uplift for partners who remained in the same grade	Prosperity
	Total incentive payments to employees	Prosperity
	Fixed total remuneration growth (employees)	Prosperity
	Increase in fixed total remuneration on 1 July 2022 (employees)	Prosperity
	Total social impact time	Prosperity
	Total social impact investment (\$)	Prosperity
	List of acquisitions and divestments	Prosperity



### 3. Prosperity - Core metrics and disclosures (cont')

WEF Theme	Disclosure included in our FY22 report	Report section
Economic contribution (cont'd)	Number of people holding Board roles including community & NFP board roles (number of people holding board roles)	Prosperity
	Number of Board roles including community & NFP board roles (number of board roles)	Prosperity
Financial investment contribution	Since PwC is a network of privately owned separate legal entities, these metrics are not relevant to our structure	N/A
Total R&D expenses (\$)	PwC Australia has continued to prioritise ongoing investments into the future of our business, despite the heightened economic challenges of the past year. This includes our investments in new partners, technology costs and business development	N/A
Total tax paid	Estimated average percentage of tax paid by partners	Prosperity
	Total tax contribution	Prosperity

### 4. Planet - Core metrics and disclosures

WEF Theme	Disclosure included in our FY22 report	Report section
Greenhouse gas (GHG) emissions	Total greenhouse gas emissions	Planet
	Change in total greenhouse gas emissions from FY19 base year	Planet
	Climate Active carbon neutral organisation certification	Planet
Task Force on Climate-related Financial Disclosures (TCFD) implementation	TCFD implementation	Planet
	Actions related to the Net Zero commitment	Planet
Land use and ecological sensitivity	No sites owned, leased or managed are in or adjacent to protected areas and/or key biodiversity areas	N/A
Water consumption and withdrawal in water-stressed areas	PwC Australia does not withdraw water, and while our water consumption is limited to daily needs, we put measures in place to minimise water consumption in our offices wherever possible	N/A



