

# Our non-financial scorecard



# Living our purpose

## Introduction

Our business and the context in which we operate has changed markedly over the last year, with the pandemic further highlighting the role of business in society. The importance of having our purpose - to build trust in society and solve important problems - at the core of our thinking remains critical

Being transparent about our performance is a key principle that underpins our purpose. And while the standards around sustainability and ESG data continue to evolve, we aim to make sure that our approach is transparent and that our data is as complete as possible. External assurance from our auditors allows stakeholders to be confident in the reliability of what we share which, in many cases, we've been disclosing for more than a decade.

This year the impacts of the pandemic can be identified throughout the various sections of our scorecard, particularly in areas where there have traditionally been dependencies on meeting in person – from training programmes, to volunteering, to carbon emissions from business travel.

Last year, we committed to achieving **net zero** greenhouse gas emissions by 2030, and reset our baseline year from 2007 to 2019. As this commitment supersedes our 2018-2022 environmental targets, we've introduced a new Net Zero section to the scorecard this year, to make the transition in our focus apparent.

## Our non-financial scorecard

This scorecard provides a summary view of our performance against the metrics that underpin our responsible business framework. We prioritised these areas from our [materiality assessment](#), which we developed based on inputs from stakeholders, and reflects where we feel we can make the most significant contribution, both through our client work and how we run our business. These areas also align with our priority UN Sustainable Development Goals.

The scorecard is intended to be read in conjunction with the narrative in our 2021 digital [Annual Report](#) and our [Purpose website](#).

## Responsible business framework

We hope you find our scorecard helpful in giving a clearer picture of our business and our impact.



# Independent assurance report

## Independent Limited Assurance Report to the members of PricewaterhouseCoopers LLP

We have been engaged by PricewaterhouseCoopers LLP (hereafter 'PwC') to provide independent limited assurance on PwC's 2021 non-financial scorecard.

### Our conclusion

On the basis of our procedures nothing has come to our attention that causes us to conclude that the non-financial data in the 2021 Annual Report has not been prepared in all material respects in line with the Reporting Criteria<sup>1</sup>.

This conclusion is to be read in the context of what we say below.

### Selected information

The non-financial data included within the scope of our assurance report appears in the 'Data and downloads' section of PwC's online Annual Report for the financial year ended 30 June 2021, and on PwC UK's Purpose website<sup>2</sup>.

It includes:

- all baseline and 2021 performance data for all metrics
- data relating to let area and full time equivalent employees for 2021 used in performance related ratios
- UK and Channel Islands

The scope of our work does not extend to any other information, although assurance was also gained in 2012-2019 inclusive, for the relevant data presented in those years. Details can be found within the assurance statements published in the Corporate Sustainability Annual Updates/Annual Reports for those years<sup>3</sup>.

### Professional standards applied and level of assurance

We conducted a limited assurance review in accordance with International Standard on Assurance Engagements 3000 – 'Assurance Engagements other than Audits and Reviews of Historical Financial Information' ('ISAE 3000'); and, in respect of the greenhouse gas emissions information, in accordance with International Standard on Assurance Engagements 3410 – 'Assurance engagements on greenhouse gas statements' ('ISAE 3410'), issued by the International Auditing and Assurance Standards Board. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement. It does not include detailed testing of source data nor the operating effectiveness of processes and internal controls.

## Independence and quality control

We have complied with the Institute of Chartered Accountants in England and Wales ('ICAEW') Code of Ethics, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. We apply International Standard on Quality Control (UK) 1 and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our work was conducted by an independent and multi-disciplinary team with experience in sustainability reporting and assurance.

### Understanding reporting and measurement methodologies

The Selected Information needs to be read and understood together with PwC's Reporting Criteria. The absence of a significant body of established practice on which to draw, and hence to evaluate and measure non-financial information, allows for different, but acceptable, measurement techniques and can affect comparability between entities and over time. The Reporting Criteria used for the reporting of the Selected Information are for the 2021 reporting year.

### Work done

We are required to plan and perform our work in order to consider the risk of material misstatement of the Selected Information. In doing so, our procedures consisted primarily of:

- Reviewing PwC's material issues and reporting boundaries
- Making enquiries of relevant members of management at PwC
- Evaluating the design of the systems of internal control for capturing and reporting the source data
- Performing sample tests on a selection of the data prepared by PwC: this included 12 sites, selected on the basis of their inherent risk and materiality to PwC
- Analytically reviewing the data included within the scope of our report: this included limited substantive testing of the Selected Information at corporate head office to check that data had been appropriately measured, recorded, collated and reported
- Assessing the disclosure and presentation of the Selected Information for the intended stakeholders

In addition, we review all the information relating to sustainability in the Annual

Report to assess whether there are any apparent material misrepresentations, misstatements or inconsistencies with the data we have reviewed.

### PwC's responsibilities

The Executive Board – on behalf of the members – are responsible for:

- designing, implementing and maintaining internal controls over information relevant to the preparation of the Selected Information that is free from material misstatement, whether due to fraud or error
- establishing objective Reporting Criteria for preparing the Selected Information
- measuring and reporting the Selected Information based on the Reporting Criteria
- the content of the 2021 Annual Report

### Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the Selected Information is free from material misstatement, whether due to fraud or error
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained
- reporting our conclusion to the members of PwC

This report has been prepared to assist PwC in reporting its non-financial performance. We permit this report to be disclosed in the 2021 online Annual Report and on PwC UK's Purpose website<sup>4</sup>, to enable the members to show they have addressed their governance responsibilities by obtaining a sustainability assurance report. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than PwC and PwC's members as a body, for our work, for this report, or for the opinions we have formed.



Richard Baker  
For and on behalf of Crowe U.K. LLP  
Chartered Accountants, London

26 October 2021

1. [www.pwc.co.uk/who-we-are/our-purpose/performance/assurance.html](http://www.pwc.co.uk/who-we-are/our-purpose/performance/assurance.html)
2. [www.pwc.co.uk/ourpurpose](http://www.pwc.co.uk/ourpurpose)
3. [www.pwc.co.uk/who-we-are/our-purpose/downloads.html](http://www.pwc.co.uk/who-we-are/our-purpose/downloads.html)
4. The maintenance and integrity of PwC's website is the responsibility of the members. The work carried out by us does not involve consideration of these matters and, accordingly, we accept no responsibility for any changes that may have occurred to the reported Selected Information or Reporting Criteria when presented on PwC's website.

# Non-financial scorecard

## Fair and trusted business

	Units	2022 target	Ongoing target	2021	2020	Base	Base year
<b>Embedding our Purpose</b>							
Awareness of our Purpose <sup>1</sup>	Percentage	–	80%	81%	N/A <sup>2</sup>	20%	2016
<b>Ethics and integrity</b>							
Breaches of external audit independence regulations <sup>3</sup>	Percentage	–	0%	0.23%	0.32%	0.24%	2012
Staff perception of ethical culture <sup>4</sup>	Percentage	–	80%	81%	N/A <sup>2</sup>	73%	2013
Issues raised via our Speak Up channels <sup>5</sup>	Number	–	–	82	48	32	2017
Dismissals for misconduct <sup>6</sup>	Number	–	–	10	19	14	2011
<b>Information protection<sup>7</sup></b>							
ISO 27001: major non-conformities raised	Number	–	0	0	0	0	2011
ISO 27001: minor non-conformities raised	Number	–	–	0	5	10	2011
<b>Pay transparency</b>							
Average partner pay vs average staff pay <sup>8</sup>	Ratio	–	–	14.8	12.2	12.8	2016
Average supplier payment days <sup>9</sup>	No. of days	–	<30	26.4	25.5	29	2013
<b>Responsible supply chain</b>							
Key suppliers with sustainability in commercial arrangements <sup>10</sup>	Percentage	80%	–	76%	77%	32%	2013
Key suppliers with Human Rights policy <sup>11</sup>	Percentage	80%	–	83%	89%	14%	2013
Payments to social enterprises <sup>12</sup>	£ million	10 <sup>13</sup>	–	1.4	1.1	1.2	2016

- Results relate to the number of staff who correctly identified our Purpose in the firmwide staff Youmatter survey. Ongoing target set with effect from July 2019.
- Data unavailable as the staff Youmatter survey was substituted for a tailored staff survey in response to Covid.
- Breaches of the auditor personal independence regulations reported to the regulator, as a percentage of Full Time Employees.
- Results are derived from the firmwide staff Youmatter survey question: "At PwC, I feel comfortable discussing or reporting ethical issues and concerns without fear of negative consequences". Percentage of PwC staff who 'agree' or 'strongly agree'.
- Number of issues raised through our 'Speak Up' channels from partners and staff, clients and third parties. All issues raised are considered although not all are substantiated.
- Data includes all permanent UK staff excluding dismissals for failed exams and missed performance standards, and includes partners who were required to retire from the firm as Enforced Retirements for Cause.
- A major non-conformity is a situation that raises significant doubt about the ability of the firm's information security management system to achieve its intended policy and objectives. A minor non-conformity is a single identified lapse which would not in itself raise significant doubt. Any minor non-conformities raised in 2021 were resolved and closed in the triannual recertification audit.
- Ratio of average partner pay (distributable profit) to average staff pay (base pay and bonus) increased in 2021, reflecting strong business performance.
- Calculated as the average days taken by the UK-based entities in the PricewaterhouseCoopers LLP Group to pay supplier invoices (excluding those from PwC network firms), from recording of invoice at our accounts payable processing center, as reported to the UK government.
- Based on inclusion of relevant sustainability criteria in 'request for proposals' (RFP) documents or contracts.
- Includes suppliers which have either a Human Rights policy or Modern Slavery statement. Based on responses to PwC's supplier survey.
- Payments to suppliers deemed as meeting social enterprise criteria by Social Enterprise UK (SEUK).
- Cumulative target covering spend between 2016 and 2022. 2021 cumulative progress: 81%.

## Empowered people and communities

	Units	2025 target	Ongoing target	2021	2020	Base	Base year
<b>Talent attraction and retention</b>							
People engagement score <sup>1</sup>	Percentage	–	80%	78%	83%	78%	2007
Voluntary turnover	Percentage	–	12 - 15%	10%	11%	14%	2008
Graduate turnover (after three years)	Percentage	–	15%	18%	21%	23%	2010
Spend on learning and development <sup>2</sup>	£ per FTE	–	–	652	1,258	913	2010
<b>Diversity<sup>3</sup></b>							
<b>New hires</b>							
Women	Percentage	50%	–	41%	41%	41%	2009
Minority ethnic groups <sup>4</sup>	Percentage	35%	–	35%	35%	21%	2009
Lower socio-economic background <sup>5</sup>	Percentage	–	–	11%	9%	9%	2020
<b>Partners</b>							
Women	Percentage	30%	–	23%	21%	19%	2017
Minority ethnic groups <sup>4</sup>	Percentage	15%	–	11%	9%	7%	2017
Lower socio-economic background <sup>5</sup>	Percentage	–	–	14%	11%	11%	2020
<b>Pay gap<sup>5</sup></b>							
Women (median)	Percentage	–	–	10.1%	11.6%	18.7%	2017
Minority ethnic groups (median) <sup>4</sup>	Percentage	–	–	-0.30% <sup>6</sup>	3.5%	11.7%	2017
Lower socio-economic background (median) <sup>7</sup>	Percentage	–	–	12.1%	–	12.1%	2021
<b>Employee wellbeing</b>							
Absence through sickness	Percentage	–	<3.5%	3.5%	3.5%	3.3%	2009
Work-life balance <sup>8</sup>	Percentage	–	75%	63%	N/A	67%	2008

- Results are derived from the firmwide staff Pulse survey questions: "I feel like I belong at PwC"; "My personal values align with the values demonstrated at PwC"; "I enjoy working at PwC"; "I am proud to work at PwC"; "I would recommend PwC to friends and family as a great place to work". Percentage of PwC staff who 'agree' or 'strongly agree'. Some of these differ to the YouMatter questions of previous years.
- Decrease in 2021 due to digital delivery or postponement of in-person learning and development during the year in response to Covid.
- Further information and metrics related to diversity can be found in the [2021 Annual Report](#) and the [2021 Diversity Pay Report](#).
- Minority Ethnic Groups: Includes individuals from Black, Asian and minority ethnic heritage. Data is based on voluntary disclosure.
- Only median figures are shown here. For further detail on pay gaps see our [2021 Diversity Pay Report](#) which presents mean and median pay gaps and bonus gaps, together with quartile information.
- Negative figure means that in 2021 the median pay point for minority ethnic groups was higher than for non minority ethnic groups.
- Based on parental occupation using the Social Mobility Commission's [recommended measure](#) of socio-economic background. Denominator used in calculations includes undisclosed data ('I don't know', 'prefer not to share' and incomplete responses). Proportion who did not disclose in FY21: New hires: 21%. Partners: 15%.
- Results are derived from the Youmatter question: "The people I work for make wellbeing a priority" in 2021, changing from "The people I work for are considerate of my life outside of work". Score represents percentage of PwC staff who 'agree' or 'strongly agree'. 2020 data unavailable as the staff 2020 Youmatter survey was substituted for a tailored staff survey in response to the Covid crisis.

## Empowered people and communities (continued)

	Units	Ongoing target	2021	2020	Base	Base year
<b>Community contribution<sup>1,2</sup></b>						
Total community contribution <sup>3</sup>	£ million	–	4.8	6.2	4.3	2007
Volunteered time	Hours	>50,000	29,989	47,286	37,400	2007
Proportion of people volunteering	Percentage	>25%	18%	19%	25%	2011
Skills-based volunteering	Percentage of volunteered time	>50%	59%	49%	58%	2011
Community beneficiaries <sup>2</sup>	No. of people	–	24,500	32,000	19,559	2012
Social mobility: secondary school students supported with skills development <sup>4</sup>	Number	–	16,902	18,058	5,300	2016
Workplace experiences provided <sup>5</sup>	Number	200	0	228	28	2015

1. Measured according to Business for Societal impact (B4Si, formerly known as LBG) principles.

2. Community contribution, proportion of people volunteering, skills-based volunteering and community beneficiary numbers have been rounded down to provide a prudent representation of activity.

3. Includes cash, time, in-kind and management costs. These figures exclude a significant amount of work undertaken for charities and social enterprises which does not meet B4Si recording criteria.

4. Students that meet either individual socio economic criteria or regional, school or partner organisation social mobility criteria.

5. People under 18 who have undertaken formal work experience, attended a state school, and: were in receipt of free school meals; or attended a school with higher than average free school meals uptake; or whose parents did not go to university. Work experience did not take place in 2021 due to Covid.

## Low carbon and circular business

	Units	2022 target	Progress	2021	2020	2007 base
<b>Carbon emissions<sup>1</sup></b>						
Total emissions	Tonnes CO <sub>2</sub> e	-40%	-96%	4,398	51,753	123,105
Scope 1	Tonnes CO <sub>2</sub> e	–	–	612	705	5,603
Scope 2 <sup>2</sup>	Tonnes CO <sub>2</sub> e	-100%	-98%	560	1,244	25,546
Scope 3 <sup>3</sup>	Tonnes CO <sub>2</sub> e	–	–	3,226	49,804	91,956
Carbon emissions offset <sup>4</sup>	Tonnes CO <sub>2</sub> e	100%	–	100%	100%	100%
Total emissions intensity (Scope 1, 2 and 3)	Tonnes CO <sub>2</sub> e/£m revenue	–	–	1	15	58
<b>Energy</b>						
Energy consumption	Million kWh	-50%	-61%	32	33	82
Electricity from renewable sources	Percentage	100%	–	92%	86%	0%
Energy from renewable sources <sup>5</sup>	Percentage	–	–	86%	80%	0%
<b>Business travel</b>						
Business travel emissions intensity	Tonnes CO <sub>2</sub> e/FTE	-33%	-99%	0.04	2.09	4.08
Distance travelled	Million km	–	–	4	164	234
<b>Carbon emissions: supply chain<sup>6</sup></b>						
Key suppliers with GHG reduction targets	Percentage	80%	–	64%	54%	39%
Key suppliers reporting emissions reduction	Percentage	–	–	84%	60%	33%
<b>Circular flows</b>						
Paper procured	Tonnes	-80%	-96%	36	149	844
Water supply <sup>7</sup>	m <sup>3</sup> (k)	-50%	-76%	50	84	206
<b>Total waste</b>	Tonnes	-75%	-89%	477	1,222	4,477
Recycling and reuse	Tonnes	–	–	429	1,102	2,483
Incineration to energy	Tonnes	–	–	48	120	1,408
Landfill	Tonnes	-100%	-100%	0	0	587
Proportion recycled or reused	Percentage	80%	–	90%	90%	55%
<b>Employee perception</b>						
Perception that environment initiatives drive positive societal change <sup>8</sup>	Percentage	80%	–	59%	N/A	71%

1. Calculated using UK Government GHG conversion factors for company reporting (May 2020). Includes associated 'well-to-tank' and 'transportation and distribution' factors.
2. Electricity emissions under the GHG protocol 'Market Based' approach. Emissions per 'Location Based' approach for 2021: 4,902 tonnes CO<sub>2</sub>e.
3. Restated to include emissions from accommodation related to business travel.
4. All offsets are Verified Carbon Standard (VCS) and, since 2017, from REDD+ projects. Retired on behalf of PwC by registered broker.
5. Includes biodiesel, biogas and electricity purchased under a REGO or RGGO backed renewable tariff.
6. Based on responses to PwC's supplier survey. Base year 2014.
7. Includes estimated data using Full Time Employees.
8. Results are derived from the firmwide staff Youmatter survey question: "PwC makes a positive difference in society through taking action on our environmental impact e.g. carbon emissions, recycling, energy consumption and our use of renewable energy" (replaces "PwC drives societal change through its environmental initiatives" in 2021). Score represents the percentage of staff who 'agree' or 'strongly agree'. Base year 2010. Data for 2020 unavailable as the staff Youmatter survey for that year was substituted for a tailored staff survey in response to the Covid crisis.

## 2030 net zero summary<sup>1,2</sup>

	Units	Net zero targets			Progress	2021	2020	2019 base
		2030	2025	Ongoing				
<b>Total scope 1 and 2 emissions</b>	Tonnes CO <sub>2</sub> e	-50%	-	-	-62%	1,172	1,949	3,048
Scope 1	Tonnes CO <sub>2</sub> e	-	-	-	-	612	705	830
Scope 2 <sup>3</sup>	Tonnes CO <sub>2</sub> e	-	-	-	-	560	1,244	2,218
Scope 3	Tonnes CO <sub>2</sub> e	-50%	-	-	-96%	3,226	49,804	80,755
<b>Total scope 1, 2 and 3 emissions</b>	Tonnes CO <sub>2</sub> e	-	-	-	-95%	4,398	51,753	83,803
Carbon emissions offset <sup>4</sup>	Percentage	-	-	100%	-	100%	100%	100%
Carbon emissions removed	Percentage	100%	-	-	-	0%	0%	0%
Supplier emissions with a science-based target <sup>5</sup>	Percentage	-	50%	-	-	15%	7%	2%
<b>Carbon emission intensity</b>								
Revenue intensity	Tonnes CO <sub>2</sub> e/ £m revenue	-	-	-	-	1	15	24

1. Calculated using UK Government GHG conversion factors for company reporting (May 2020). Includes associated 'well-to-tank' and 'transportation and distribution' factors.
2. Metrics relate to new UK firm targets, which are aligned with the PwC Network's global Net Zero commitment (approved by the Science-based Targets Initiative, SBTi). A new baseline of 2019 has been set, which also includes emissions from accommodation used while travelling on business.
3. Electricity emissions under the GHG protocol 'Market Based' approach. Emissions per 'Location Based' approach for 2021: 4,902 tonnes CO<sub>2</sub>e.
4. All offsets are Verified Carbon Standard (VCS) and, since 2017, from REDD+ projects. Retired on behalf of PwC by registered broker.
5. Proportion of PwC emissions from purchased goods and services produced by suppliers that have set Science Based Targets (SBT) to reduce their own impact.





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[www.pwcannualreport.co.uk](http://www.pwcannualreport.co.uk)

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