



# Corporate Responsibility

Highlights 2009  
PricewaterhouseCoopers Canada

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## About PricewaterhouseCoopers LLP

PricewaterhouseCoopers LLP (PwC) is the Canadian member firm of the PricewaterhouseCoopers global network. PwC has more than 5,300 partners and staff in 23 locations from St. John's, Newfoundland and Labrador to Vancouver, British Columbia. Celebrating over 100 years of excellence in Canada, we provide industry-focused assurance, advisory and tax services for public, private and government clients.

## About the Corporate Responsibility Highlights 2009 publication

This document provides an overview of our Fiscal Year (FY) 2009 corporate responsibility (CR) actions and performance. FY 2009 runs from July 1, 2008 to June 30, 2009. For additional information about our CR initiatives please visit [www.pwc.com/ca/corporateresponsibility](http://www.pwc.com/ca/corporateresponsibility).

Have a question or comment about our Corporate Responsibility Highlights 2009 publication? Contact us at [corporate.responsibility@ca.pwc.com](mailto:corporate.responsibility@ca.pwc.com).

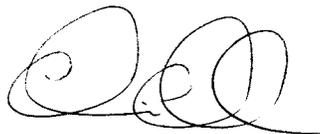
# A Message from Chris Clark, Chief Executive Officer

At PricewaterhouseCoopers Canada (PwC), we believe it is important to look beyond the bottom line and integrate corporate responsibility (CR) into everything we do as a business. We use a four quadrant model which includes our communities, the environment, our people and the marketplace to bring a holistic view to our CR initiatives.

By considering the wider impacts of our decisions in these four perspectives, we are better able to develop a comprehensive strategy that embeds CR in all our planning and processes. Our actions in these perspectives demonstrate the importance of our role as stewards of public trust, our understanding of our responsibility as leaders in our industry and our consideration of our communities and environment. As trusted advisors in the business community, we have a responsibility to consider all aspects of social and environmental sustainability in the advice we provide to the marketplace — both today and in the longer term.

In previous years, we have reported our actions in the community through our “PwC Canada in the Community Report.” In this, our inaugural Corporate Responsibility Highlights 2009 publication, along with a new section on our website ([www.pwc.com/ca/corporateresponsibility](http://www.pwc.com/ca/corporateresponsibility)), we have taken a broader approach to report on our activities across the CR spectrum of community, environment, people and marketplace. We now intend to publish our Corporate Responsibility Highlights annually to share publicly our key CR plans, actions and achievements. We hope that through our CR activities, PwC is setting an example and leading our industry both in Canada and around the world.

PwC is serious about its commitments to our people, our clients, the marketplace and our communities. We realize that we have work to do, but as we have outlined in this publication, we are making progress through meaningful actions to become an even more responsible business in today’s society.

A handwritten signature in black ink, appearing to read 'Chris Clark', with a stylized, cursive flourish.

Chris Clark  
Canadian Senior Partner and CEO

# The Corporate Responsibility Council

PwC's Corporate Responsibility Council, which was created in 2009, is responsible for overseeing the firm's CR strategy, providing direction on implementing key policies and actions and reviewing progress. The Council includes senior partners representing our lines of service, internal firm services and operations. The Corporate Responsibility Council members are:

[Chris Clark](#)

CEO and Canadian Senior Partner

[Serge Gattesco](#)

National Leader, Audit and Assurance Group

[Saul Plener](#)

National Leader, Tax Services

[Brent Hubbard](#)

National Leader, Advisory Services

[Tony Cancelliere](#)

National Leader, Internal Firm Services

[Hazel Claxton](#)

National Leader, Human Capital

[John DeLucchi](#)

City Leader, Vancouver

[Mike Harris \(Corporate Responsibility Council Chair\)](#)

National Leader, Sustainable Business Solutions

[Faye Mattachione](#)

Director, National Marketing and Communications

[Andrea Dicks](#)

Programs Manager, PricewaterhouseCoopers Canada Foundation

# Corporate Responsibility at PwC

At PwC, CR represents the way we integrate social, environmental and economic concerns into our values, culture, decision-making and operations in an accountable and transparent manner. We intend to lead our industry in integrating CR into all aspects of what we do — ranging from working with our local communities, minimizing our environmental impact, developing our people to their full potential, contributing to sound public policy and providing advice to our clients on their sustainability strategies.

## Our Firm Approaches CR from Four Perspectives



**Community** – PwC is committed to making a positive, lasting impact in our communities by sharing our time, knowledge and resources as well as inspiring and harnessing the dedication and capabilities of our people.



**Environment** – PwC is committed to respecting the environment by raising awareness of the footprint we are leaving on the planet and taking measurable steps to reduce the environmental impact of our business operations.



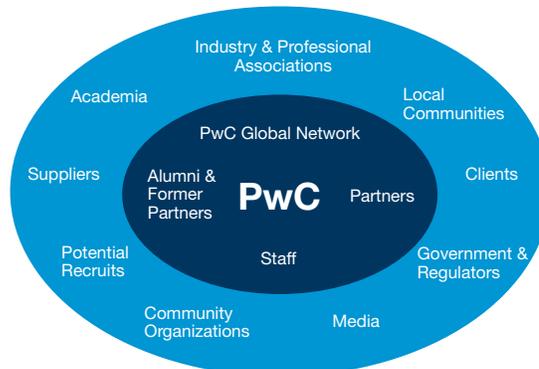
**People** – PwC is committed to investing in our people by providing a range of opportunities to support them in reaching both their personal and professional goals. We are focused on developing responsible leaders who can build trust-based relationships with each other and with our clients and stakeholders.



**Marketplace** – PwC is committed to responsible business practices and promoting responsible corporate citizenship. Whether with clients, vendors or other organizations, we promote sustainable practices and good governance.

Some of our firm's key CR achievements during FY 2009 in these four perspectives include the following:

- The PricewaterhouseCoopers Canada Foundation for its work in the community received the 2009 Best in Class Recognition Award among all territories within the PwC network.
- We celebrated our third annual Green Week. A variety of events were organized by PwC's local environmental committees and the Foundation. More than 2,000 trees were planted by over 230 staff and partners.
- PwC was selected as one of Canada's Top 100 Employers. This marked the fifth consecutive year that our firm received this external recognition as a top employer.
- We announced the winners of our inaugural CEO Award, which recognizes employees who have distinguished themselves by delivering an outstanding experience for our people and clients.
- PricewaterhouseCoopers was selected as the global advisor and report writer for the Carbon Disclosure Project (Global 500), which analyzes the world's largest corporations' responses to questions related to climate change.



At PwC, our stakeholders have impact on, and are affected by, our decisions, strategies and overall business approaches. We look at a broad spectrum of stakeholders in managing our corporate responsibility strategy.

# 16,800

total number of hours contributed to our communities through Team Volunteering over the past year

“I am proud to work for a firm that shows its commitment to the community by giving each of its employees a paid annual volunteer day. I enjoyed making a contribution and feel privileged to represent the firm in such a worthwhile cause.”

Julie Calvert, Manager, Toronto

## PricewaterhouseCoopers Canada Foundation

At PwC, we encourage our people to get involved in their communities as part of our goal to be a responsible and caring business. In 2004, we established the PricewaterhouseCoopers Canada Foundation to expand on our philanthropic activities. The mission of the Foundation is to make a positive, lasting change in our communities through the sharing of our time, expertise and resources.

Since its inception, the Foundation has enjoyed the widespread support of our people. Through several programs, including Team Volunteering, Volunteer Grants, Volunteer Recognition, Leadership Grants, and Volunteer Education and Engagement, the Foundation encourages participation in volunteering and giving activities, and donates much-needed funds to community organizations.

### Team Volunteering

Volunteerism is a core component of the Foundation’s programs and activities. Team Volunteering, the most visible of the programs, engages teams of our people in meaningful day-long projects with charities across Canada. Each year, PwC staff are entitled to one paid day out of the office to participate in a Team Volunteering activity. This past year, our staff participation rate in this program was 45% — our highest result to date.

### Leadership Grants

The Leadership Grants program supports the continued growth and effectiveness of staff and volunteers at Canadian charities. Through this program, the Foundation provides professional development grants to charity leaders across Canada. In FY 2009, the Foundation expanded this program to offer two streams of Leadership Grants: Individual Grants (providing individuals with grants up to \$2,500) and Team Grants (providing teams with grants up to \$5,000).

The aim of the Leadership Grants program is to provide a meaningful and motivating development opportunity for leaders that will benefit their current organization, their personal development and future roles.



Around the network, PwC people raised more than US\$4 million for the UNHCR.

## Voluntary Sector Reporting Awards

In the fall of 2008, PwC collaborated with the CA-Queen's Centre of Governance, a partnership between the Institute of Chartered Accountants of Ontario and Queen's School of Business, to create the first Voluntary Sector Reporting Awards (VSRAs) in Canada. Designed to promote a higher quality of reporting, the VSRAs reward best practices in financial and non-financial disclosure, raise the standard of non-profit annual reports and encourage more voluntary sector organizations to provide their financial information online. In its first year, 50 nominations were received and \$20,000 in grants were distributed to recipients.

## National Volunteer of the Year Award

The National Volunteer of the Year is recognized for his/her outstanding achievements in the community and for demonstrating the PwC values of excellence, teamwork and leadership outside of the firm. The award recognizes an individual who is selected by a committee of PwC leaders and senior representatives from the charitable sector. The recipient is honoured at an awards ceremony, and his/her non-profit organization receives a \$10,000 donation from the Foundation.

Gerry Valois, of our Winnipeg office, was recognized as the 2008 Volunteer of the Year for his efforts with Canodia. Since founding Canodia in August 2007, Gerry has volunteered more than 1,000 hours to help the poorest children of Cambodia and teach the value of philanthropy to local students in Winnipeg. His personal drive and dedication have not only been central to the organization's success, they also make him a true role model both within PwC and his community.

## Community Relationships

The Foundation maintains several relationships with organizations that are focused on encouraging volunteerism and philanthropy in the Canadian business community. We believe that collaborating with these organizations gives us an opportunity to further our community investment across Canada. The following organizations helped us to continue to expand our community efforts:

- Imagine Canada
- London Benchmarking Group
- Volunteer Canada Corporate Council on Volunteering

## United Way

Through its involvement with the United Way, PwC provides vital support to communities and individuals across Canada. Every year, hundreds of volunteers make personal contributions and participate in office fundraising campaigns. These actions have allowed PwC to distinguish itself as one of the largest annual donors to local United Way campaigns across Canada. In FY 2009, we raised more than \$1.9 million.

## The Power of 10: Educating the Children of Darfur

In 2008, we celebrated the tenth anniversary of the creation of PricewaterhouseCoopers out of the two legacy firms Coopers & Lybrand and Price Waterhouse. To celebrate this milestone, our global network initiated a fundraising project known as The Power of 10 in collaboration with the United Nations High Commissioner for Refugees (UNHCR). As part of this project, PwC people across the global network raised money for the educational needs of refugees who fled from the conflict in Darfur. PwC people in 102 countries, including Canada, raised more than US\$4 million for the UNHCR — the single largest corporate donation that the UNHCR has ever received. Our donation is now supporting a sustainable education infrastructure of some 30,000 child refugees. To learn more, visit our website [www.pwc.com/darfur](http://www.pwc.com/darfur).

# Environment

# 24%

percentage of carbon dioxide emissions reduced in our business travel in the past year

“Getting outside and making a difference for the environment was great. Keep Green Week going. It was terrific! I really enjoyed meeting new people, learning about the environment, and making a difference in the park.”

Simone Dynes,  
Partner’s Assistant, Toronto

As part of our corporate responsibility strategy, in June 2007, we developed a three-year Environmental Action Plan (EAP) that provides a holistic framework to help us manage our environmental impact. Our efforts are focused on raising awareness of environmental issues among staff and in our communities, minimizing our energy consumption and greenhouse gas (GHG) emissions, and reducing our paper usage.

## Employee Engagement

We have undertaken a variety of initiatives to raise environmental awareness and engage our staff in environmental activities. Here are a few examples of our activities.

**Environmental Committees** – PwC has 14 Environmental Committees in most of our locations across Canada, consisting of more than 100 volunteers. These committees help to reduce the firm’s environmental footprint by promoting ongoing local awareness and organizing events during our annual Green Week and throughout the year. Sample projects include monthly newsletters, staff education

opportunities through Lunch and Learns, and fundraising activities in support of Earth Day.

**PwC’s Green Week** – Held every spring, Green Week provides an opportunity for PwC to promote environmental awareness and encourage sustainability both in and outside the workplace. During our 2009 Green Week, a variety of Team Volunteering events took place across the country involving over 230 of our people.

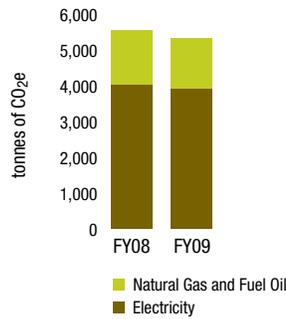
**Earth Hour** – On Saturday, March 28, 2009, at 8:30 p.m. local time, both PwC’s offices and staff across Canada participated in Earth Hour, an annual



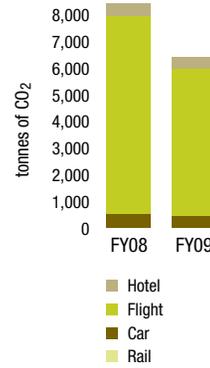
PwC recently celebrated the spring season with its third annual Green Week. A key component of PwC’s Environmental Action Plan, Green Week has become an excellent way to educate staff and partners on ways to reduce their environmental footprint—both at work and at home. Over 230 PwC staff and partners from across the country assembled for Green Week’s Team Volunteering events.

PwC has started to closely track its GHG emissions and is taking steps to reduce its climate change impact.

GHG emissions from facilities



GHG emissions from business travel



World Wildlife Fund event to raise awareness on energy consumption and climate change. We switched off lights in 92% of our total office space — up from 75% in 2008. In addition to turning off office lights, we also encouraged our people to participate at home.

## Climate Change

A major focus area is addressing the firm’s climate change impact. We have undertaken a carbon inventory and pursued a variety of initiatives to reduce our GHG emissions. Below are some of our key activities this past year.

**Carbon Inventory** – The comprehensive process of tracking our GHG emissions includes working with our many landlords and suppliers across the country. In FY 2009, GHG emissions generated by our facilities were 5,330 tonnes of carbon dioxide equivalent (CO<sub>2</sub>e) and emissions generated by our business travel were 6,380 tonnes of carbon dioxide (CO<sub>2</sub>).

**Emissions Reduction Plan** – As part of our plan to make PwC a more climate-friendly organization, this year we implemented a variety of initiatives to reduce our climate change impact. These include the following:

- Increased use of video-conferencing, tele-commuting, online training and flexible work arrangements to reduce overall travel. We also limited our business class travel, which is more emissions-intensive than economy

class. When booking flights through our internal booking site, we provide the amount of CO<sub>2</sub>e emissions for each flight option. For ground travel, staff are encouraged to rent compact cars and have the option to select hybrid vehicles.

- An ongoing **energy use** awareness campaign to encourage more efficient use of lighting, computers, PDAs, cell phones and other electronic devices. Through internal communications, our staff intranet and local environmental events, we provide tips and hints to reduce energy consumption.
- A **lighting and heating, ventilation and air conditioning (HVAC)** inventory in our major offices to identify opportunities for improved energy efficiency. As a result, the ambient temperature in select offices was increased by 1° Celsius during the summer and reduced by 1° Celsius in the winter.
- Major energy efficiency initiatives to “green” our **Information Technology** and computer systems. For example, we virtualized more than 250 servers in our data centres, which significantly reduced our energy usage this year.

## Paper Reduction Initiatives

To reinforce our Environmental Paper Procurement and Usage Policy, we implemented several initiatives to reduce paper consumption.

- In September 2008, we phased in new office paper, which includes 30% post-consumer content.
- Approximately 77% of installed printers have been set to double-sided printing. The remaining 23% will be reconfigured in FY 2010. Our photocopier fleet of approximately 240 machines was updated in August 2008. These machines are now set to double-sided printing and no longer print title pages.
- During the holiday season, we once again offered an “e-card” option that people can distribute electronically in place of traditional paper cards.

Other activities underway include online pay statements and annual compensation letters, electronic faxes and electronic scanning.

# People

# 86%

percentage of our people  
say they are proud to work  
at PwC

“If you are willing to take ownership of your flexible work arrangement, the firm is committed to coming up with mutually beneficial solutions.”

Karen Sawatsky,  
Senior Associate,  
Vancouver

People are the core of our business. Our success as a firm and in the marketplace very much depends on the success of our people. At PwC, we invest in our people by engaging and motivating them to give their best every day and helping them develop to their full potential in their chosen careers.

Our aim is to create the distinctive professional services firm for our people and our clients. We are committed to a long-term strategy that puts our people first and focuses on priority areas such as diversity and inclusion; work/life flexibility; coaching, learning and development; and recognition and rewards. Through investing in these and other areas, we believe we are developing responsible leaders who can build strong, trust-based relationships with each other and with our clients and stakeholders.

Our progress is acknowledged through both external and internal recognition. We have been named as one of Canada's Top 100 Employers for the past five years.

## Diversity and Inclusion

At PwC, we treat our colleagues, clients and others with whom we do business with respect, dignity, fairness and courtesy. We are committed to creating an inclusive work environment that gives our people a wide range of career and professional opportunities in an open, supportive and engaging workplace. We also take pride in the diversity of our workforce and view it as a competitive advantage to be nurtured and promoted.

We have a number of broad-based initiatives and programs that recognize the diverse backgrounds and experiences of our people related to gender; visible minorities; disability; culture; and sexual orientation (gay, lesbian, bisexual and transgender).

## In 2009, PwC was recognized as a Progressive Employer of Canada by Connect Moms, momcafé and Lisa Martin International.

- We have two gender initiatives at the firm, Women In Leadership and Retention of Women, with the collective goal of retaining, developing and advancing more women through to senior positions.
- Dedicated staff support the firm's diversity programs, such as employee resource groups and cultural diversity training, and provide advice to our people on opportunities and issues relating to diversity.
- A new section on our staff intranet includes information, programs and resources relating to diversity and inclusion.
- We collaborate with several community and outreach organizations that support and encourage workplace diversity, including Catalyst, the Conference Board of Canada's Council on Inclusive Work Environments, INROADS, Pride at Work Canada and Toronto Board of Trade's Diversity Forum. We also support organizations such as DiverseCity, which provides advice to help improve the representation of ethnic and racial groups in leadership positions.

### Work/Life Flexibility

The competing pressures of work, home and health can sometimes prove a challenge for our people to manage from day to day. Work schedules can be unpredictable at times due to the inherent nature of our business and the need to meet client expectations. At the same time, we recognize that our people are most successful when they have the flexibility necessary to meet the demands of their professional lives and accomplish things in their personal lives that are important to them.

At PwC, we provide our staff with the tools and resources necessary for them to achieve their flexibility and wellness goals. For example, our people can choose to work part-time and have access to flexible work arrangements. These options allow our people more opportunity to pursue family or personal interests.

We also offer several support programs and benefits to help our people to manage their day-to-day lives. Confidential counselling resources and a back-up child and family care benefit are just two examples of the support we provide.

Creating greater personal flexibility is a shared responsibility, which is why we encourage our people to discuss work/life flexibility openly with their managers and teams. Shifting workloads, limiting off-hour emails and redeploying people where they are needed most by our clients are a few examples of the actions we are taking today to provide flexibility for our people.

# 3,165

number of hours of cultural diversity training provided to our staff in the past year



A typical staff training session

## Coaching, Learning and Development

Our success is directly related to the performance of our people. To help develop responsible leaders who can build stronger and more effective relationships with their colleagues and clients, we focus on coaching, career development and continuous learning. We want to help them find success in their current roles as well as throughout their entire careers.

Each person at PwC is assigned a coach who provides professional development advice. Dedicated coaching days, quality reviews of performance feedback and ongoing career guidance are a few of the steps taken this past year to build on our efforts.

PwC's Talent Management program is about helping all of our people achieve their full potential while ensuring that we have the right people in the right roles to deliver value to our clients. It means differentiating our talent and helping our people to develop based on their competencies, skills and aspirations at various stages of their careers.

We are committed to a continuous learning culture that helps to develop the knowledge, skills and business acumen of our people. Our aim is to create development experiences and opportunities for all, and improve retention of our top talent. Whether through internal or external courses or on-the-job learning and knowledge sharing, we are investing in the professional development of our people to give them the right skills to succeed in building trusted business and personal relationships.

“I’m very honoured to have received the 2009 CEO Award for the People category. It means a lot to me personally that the firm recognizes and celebrates its people in a meaningful way for the work they do.”

David Webb, Manager, St. John’s

Our Global Mobility program provides our people with national and international work opportunities, either permanently or for a short-term secondment. These assignments are a great way of gaining valuable skills and experience.

As part of our efforts to develop well-rounded future leaders, we offer our people leadership development opportunities that encourage meaningful experiences, apply and expand their skills and learn how to become an effective leader. Two examples are outlined below.

Our firm participates in the global network’s Genesis Park leadership development program, which provides our top talent with the coaching, peer counselling and training they need to reach the highest levels of their career.

We also encourage our more senior people to be active in volunteering on boards, for non-profit organizations and professional and industry associations. Serving on such boards is an excellent way for our people to develop leadership skills as well as lend their time to the community and professional associations. Through the PricewaterhouseCoopers Canada

Foundation, we educate our people about the current needs that exist in the community and help match them with organizations where volunteers and board members are in demand.

### Recognition and Rewards

A key people priority for the firm is to ensure that the recognition and rewards offered to our people are meaningful and timely. Through monetary and non-monetary rewards, we formally recognize those people who deliver great results while living our firm’s values of excellence, teamwork and leadership. Our aim is to thank people, value their contributions and celebrate success, whether for day-to-day efforts or major contributions.

Our inaugural 2009 CEO Award is just one example of how we recognize individuals and teams who have distinguished themselves and delivered an outstanding experience for our people and clients. The 2009 winners for each of the three award categories were: People – David Webb, St. John’s; Client – Marissa Maitland Hare, Calgary; and Team – AbitibiBowater client service team, Montreal.

We realize that our success as a firm in the marketplace is very much dependent on the success of our people. For this reason, our approach to corporate responsibility means that we will continue to invest in our people, and support them both professionally and personally.

# \$1.03 billion

PwC Canada's revenue for our Fiscal Year 2009

## Our Role as Accountants and Professional Service Providers

We help our clients solve complex business problems and enhance their ability to build value, manage risk and improve performance.

As public accountants, we recognize our obligation to uphold accounting profession standards and ensure public trust in our capital markets. We play an active role in the development of professional standards and policies to ensure transparency in our financial reporting and integrity in our capital markets.

In addition to public accountants, we have a range of other energetic and inspirational people from all backgrounds – business, engineering, finance and the arts – providing trusted business advice in the audit, advisory and tax fields to public, private and government clients of all sizes. The marketplace also looks to us for our industry knowledge, from automotive, forestry and telecom to real estate and banking. It is not enough for us to be technically proficient in our chosen fields; nor is it enough to know our individual clients' businesses well. Today, our clients rely on us to provide them with timely insight and advice to help them address a range of business issues.

We also have a duty to act as responsible global citizens and take an active role in helping create a more sustainable world through our efforts with clients, vendors and other organizations.

## How We Do Business

PwC conducts its business within the framework of applicable professional standards, laws and regulations, together with PwC policies and standards. The firm acknowledges that these standards do not govern all types of behaviour and, as a result, we have developed an Ethics and Business Conduct program. A key component of this program is our Code of Conduct, which is an integral part of the way we work every day. The code is based on our core values of excellence, teamwork and leadership. It defines expectations for PwC and our people, as well as the expectations that our clients, stakeholders and others set for us. Other components include two toll-free telephone helplines. The internal Ethics Helpline is available to all partners and staff. The external PwC Canada Complaints and Business Conduct Hotline allows callers to leave a message on any ethics or business conduct matter relevant to the Canadian firm.



PwC explored initiatives that could help ensure the future sustainability and prosperity of the forest products industry in New Brunswick, Nova Scotia and the State of Maine.

Risk management, security and quality are important issues for PwC's business operations. We address these critical issues through a variety of policies and programs designed to ensure that the firm adheres to the highest standards and practices. For example, our Anti-Money Laundering program includes a microsite and a training module that help staff and partners understand their responsibilities and the processes for reporting suspicious activities.

PwC also has a fully developed independence policy that helps guide our business activities and relationships. Being independent means we conduct business without any financial interests in, or personal or business relationships with, our audit clients and their affiliates. This is a prerequisite for performing audits and other attest services, and promulgated by regulators and standard-setters for the accounting profession. To help facilitate adherence to the Canadian independence policy, all partners and staff are required to participate in interactive independence training sessions.

## Our Role in Creating a Sustainable Society

As a significant provider of services relating to corporate responsibility and sustainability, PwC has an opportunity to not only enhance our clients' ability to manage risk, identify opportunities and increase business value, but also inspire others to take action. Clients look to PwC for our experience in sustainability as well as the credibility we bring in establishing trust with stakeholders and the wider public.

Our Sustainable Business Solutions practice is investing in the long-term success of clients from both a strategic and operational perspective. We help them to understand their fundamental sustainability challenges and opportunities, and incorporate effective solutions for corporate responsibility, climate change, sustainability reporting and assurance, supply chain risk management and sustainability management systems.

We also maintain leadership roles in a number of strategic sustainability organizations. Sam DiPiazza, global CEO of the PricewaterhouseCoopers network until June 30, 2009, chaired the World Business Council for Sustainable Development, a CEO-led association of 200 global companies that promotes business policies that contribute to social and economic progress and the general principles of sustainable development.

In 2008, PricewaterhouseCoopers became the global advisor and report writer for the Carbon Disclosure Project (Global 500), which analyzes the world's largest corporations' responses to questions in relation to GHG emissions, risks, opportunities and strategies associated with climate change.

## Thought Leadership

In addition to delivering client services, our people have the opportunity to participate in the development and promotion of educational thought leadership. Our clients and stakeholders rely on us to provide them with a depth and breadth of insight and perspective in order to understand their broader challenges and help them address their business issues. Our people are highly knowledgeable of, and credentialed and experienced in, a number of business issues and industry topics. Thought leadership is delivered to our clients and stakeholders through a number of means, including client meetings and business forums, industry and line of business publications, white papers and news releases.

## Procurement Practices

PwC recognizes the importance of sourcing products that reflect the firm's approach to corporate responsibility. This focus extends beyond procurement to consider product disposal as well. Underlying this responsibility is PwC's Supplier Code of Business Conduct, which is provided to all suppliers and outlines our ethical, environmental and social expectations in the development and sale of their products.

PwC has also implemented new purchasing practices that incorporate concerns regarding energy efficiency, e-waste, hazardous materials usage, packaging and paper-use criteria into our national procurement process for new electronic equipment. Vendors are asked to present product roadmaps with highlights of their "green" strategies and results. These new practices have been instrumental in selecting environmentally friendly electronic equipment that we are currently phasing in across our operations.

## Sponsorships

PwC provides financial and in-kind support for a variety of national awards, academic institutions, athletes and philanthropic organizations. We select sponsorships that reinforce PwC's brand, reflect our firm's values and strategic priorities, and result in benefits for the community, our people and the firm. Several examples are included below.

**CFO of the Year Award** – This annual award is presented jointly by PwC, Financial Executives International Canada and The Caldwell Partners International to a chief financial officer of a Canadian corporation who displays an outstanding commitment and contribution to the Canadian business community.

**Education** – PwC invests in education through significant financial assistance to post-secondary institutions across Canada, contributing nearly \$475,000 this past fiscal year.

**Alpine Canada Alpin** – PwC is the exclusive auditor, tax and business advisor to Alpine Canada Alpin (ACA). We also provide financial and in-kind support to the ACA Podium Club and sponsor individual skiers Jean-Philippe Roy and Geneviève Simard.

**The National Business Book Award** – This prestigious \$20,000 award, which is sponsored by PwC, the BMO Financial Group and media partner The Globe and Mail, recognizes outstanding talent in Canadian business writing.

“There are a lot of expenses involved in getting 50 skiers out on the slopes. The funds we receive from PwC are critical to how we operate both on and off the hill and in our ability to create winners.”

Paul Kristofic, Head Coach for Alpine Canada Alpin



# Our Corporate Responsibility Performance

We track and report the following figures as part of our overall commitment to being a responsible firm.

Quadrant	Performance Indicator	Unit	FY 2009	FY 2008
<b>Community</b>				
Giving	Charitable donations and sponsorships	Thousands of CAD	2,192	2,203 <sup>1</sup>
	Contributions by partners and staff to the United Way <sup>2</sup>	Thousands of CAD	1,917	1,826
Employee engagement	Participation in team volunteering events	Number of staff & partners	2,400	2,182
	Time spent by partners and staff in team volunteering events	Hours	16,800	15,270
	Volunteer grants	Number of grants	262	214
	Time dedicated by volunteers in supporting PricewaterhouseCoopers Canada Foundation committees	Hours	1,530	830
<b>Environment</b>				
Employee engagement	Time dedicated by volunteers in PwC Environmental Committees	Hours	1,030	970
	Participation in Green Week quiz	Number of staff	324	519
Earth Hour	Participation in Earth Hour	% of office space	92	75
Greenhouse gas emissions <sup>3</sup>	Scope 1 (natural gas and fuel oil consumption)	Tonnes of CO <sub>2</sub> e	1,440	1,450
	Scope 2 (electricity consumption)	Tonnes of CO <sub>2</sub> e	3,890	4,040
	Scope 3 (air travel, car rentals, rail travel and hotel stays)	Tonnes of CO <sub>2</sub>	6,380	8,420
Business air travel	Distance flown by PwC partners and staff	Thousands of kilometers	48,660	60,340
Paper usage	Office paper consumption	Thousands of sheets	68,350	93,600 <sup>4</sup>
<b>People</b>				
Workforce	Partners	Number of partners	413	423
	Staff	Number of staff	4,973	4,837
	Voluntary departures	% Staff	12	15
Employee satisfaction	"I would recommend PwC as a great place to work."	% Favourable	78	77
	"I am proud to work at PwC."	% Favourable	86	87
Diversity and inclusion	Women	% Staff & Partners	55	56
	Members of a visible minority	% Staff & Partners	32	32
Work/life flexibility	Reduced schedule	% Staff	4	4
Coaching, learning and development	"I have the opportunity to work on challenging assignments that contribute to my development."	% Favourable	76	78
	"The learning and development I receive at PwC have adequately prepared me for the work I do."	% Favourable	77	76
<b>Marketplace</b>				
Revenues	PwC Canada revenues	Millions of CAD	1,030	986
Non-charitable sponsorships	Education sponsorships	Thousands of CAD	475	505
	Other sponsorships	Thousands of CAD	1,604	1,612 <sup>1</sup>
Business conduct	Completion of annual compliance confirmation	% Staff	n/a <sup>5</sup>	100

1 For FY 2008, total "Charitable donations and sponsorships" and "Other sponsorships" represent actual costs incurred. Apportionment between Community and Marketplace was estimated.

2 FY 2009 value corresponds to the calendar year 2008 campaign. FY 2008 value corresponds to the calendar year 2007 campaign.

3 Emissions were calculated using the "GHG Protocol": A Corporate Accounting and Reporting Standard (Revised Edition)" developed by the World Resource Institute and the World Business Council for Sustainable Development. Scope 1 and 2 calculations are based on consumption data provided by 3rd parties; where this information was not available, estimates were made based on average consumption. Scope 3 emissions were calculated using data provided by Amex Canada Inc and calculation model provided by Atmosfair.

4 FY 2008 value was estimated for the first half of the year.

5 Data not available as current annual compliance confirmation is in progress.

# Looking Ahead

While we are pleased with our success over the past year, we see FY 2010 as an opportunity to build upon our achievements. Outlined below are our priority areas for this year.

Quadrant	Priority
Community	<ul style="list-style-type: none"><li>• Encourage additional participation in our PricewaterhouseCoopers Canada Foundation programs</li><li>• Find new opportunities for our people to lend their professional skills and knowledge to charities</li></ul>
Environment	<ul style="list-style-type: none"><li>• Reduce greenhouse gas emissions</li><li>• Improve on our paper-use practices</li><li>• Enhance support for our local PwC Environmental Committees</li></ul>
People	<ul style="list-style-type: none"><li>• Implement new diversity and inclusion initiatives</li><li>• Encourage work/life flexibility among our people</li><li>• Improve coaching, learning and development opportunities</li><li>• Promote the use of new rewards and recognition programs</li></ul>
Marketplace	<ul style="list-style-type: none"><li>• Further integrate corporate responsibility into our procurement practices</li><li>• Enhance compliance requirements through training and programs</li><li>• Help clients to put sustainability at the heart of their corporate strategies</li></ul>

## United Nations Global Compact

As a global network, PricewaterhouseCoopers is a signatory to the UN Global Compact, which consists of ten core principles focused on the areas of anti-corruption, human rights, labour standards and the environment. Through this participation, PricewaterhouseCoopers globally has committed to aligning the UN Global Compact's principles into our decision-making processes, business strategy and daily business activities throughout all levels of the firm.



## Forward-looking Information

Certain information included in this Corporate Responsibility Highlights 2009 publication and related information on our website contains "forward-looking information." Forward-looking information means disclosure regarding our expectations concerning future events, conditions or results based on assumptions about future economic conditions and courses of action. In some cases, forward-looking information can be identified by terminology such as "may," "will," "should," "expect," "anticipate," "believe," "estimate," "predict," "potential," "continue," "plan" and similar expressions or the negative of these terms or other comparable terminology. Although the firm believes that it has a reasonable basis for the forward-looking information included in this Corporate Responsibility Highlights 2009 publication and in the related information on our website, such information is subject to a number of risks, uncertainties and assumptions that may cause actual events, conditions or results to differ materially from those contemplated by the forward-looking information. Some of the factors that could cause such differences include social, legislative or regulatory developments, financial market conditions and general economic conditions. The firm does not undertake any obligation to update publicly or to revise any of the forward-looking information included in this Corporate Responsibility Highlights 2009 publication and in the related information on our website after the date thereof, whether as a result of new information, future events or circumstances or otherwise.

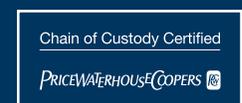
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