



# How we hold ourselves accountable

## FY24 Trust Roadmap KPI table

Our stakeholders' sentiments around how well our intentions match our actions—and how well we embody competence, consistency and integrity in everything we do—underpin our trust measurement framework.

The following indicators are connected to each of our trust drivers and may transform based on internal and external factors. We will focus on continuous improvement by providing transparent, outcome-focused disclosures to evidence progress and learning. We plan to re-evaluate what is really important to you—our stakeholders—on a regular basis.

Disclosure	Measurement	Unit	FY21 as of June 30, 2021	FY22 as of June 30, 2022	FY23 as of June 30, 2023	FY24 as of June 30, 2024	Target FY25 by June 30, 2025	FY24 KPI narrative	
<b>Prioritize</b>									
Employee trust sentiment	<b>People Trust Index</b>	%	70	71	75	72	85 Represents top quartile performance	Our <i>People Trust Index</i> includes the most important trust elements identified by our stakeholders within our trust survey and that are connected to our 'prioritize' behaviours and actions. PwC Canada assigned its Data & Analytics team to examine the Trust Survey responses for calculating these metrics. This analysis incorporates a sophisticated machine learning element that accounts for both sentiment and non-sentiment biases using multiple variables. Effective April 1, 2023, PwC changed from annual to monthly surveys. Surveys were conducted between July 2023 and June 2024.	
	<b>Sentiment: Gap between fair vs. well</b>	% point difference Survey response % rate	3 points Fair 72 vs. well 75	2 points Fair 72 vs. well 74	4 points Fair 75 vs. well 79	3 points Fair 73 vs. well 76	0 point gap Fair 85 vs. well 85	The delta between our people trust survey responses for 1) how our people feel about how we treat them based on our values, versus 2) their perception of how fair we are in making decisions that affect them.  We want to close this gap every year while raising the bar for continuous improvement. Effective April 1, 2023, PwC Canada changed from doing an annual to monthly surveys. Surveys were conducted between July 2023 and June 2024.	
Client relationship management	<b>Client net promoter score</b>	%	New	57	62	N/A	N/A	Our client net promoter score (NPS) is comprised of responses from online and in-person surveys and measures the willingness of clients to recommend our services to others. This helps us to continually improve our relationships, the quality and impact of our interactions everyday. We administered an online survey between October and December 2022 and an in person survey between January and June 2023. A new PwC global methodology change was introduced for FY24 that resulted in the decommissioning of the NPS metric and introduction of the Customer Satisfaction Score (CSAT) metric.	
	<b>Client satisfaction score</b>	Satisfactory finding				Green	Maintain green	Our customer satisfaction score (CSAT) is comprised of responses from online and in-person surveys and measures our clients' level of satisfaction with our firm and our service offerings. This helps us to continually improve our relationships, the quality and impact of our interactions everyday. We administered an online survey between October and December 2023 and an in person survey between January and June 2024. Clients rate their experience from 1 (very dissatisfied) to 5 (very satisfied) via online and in-person surveys. The satisfaction score is the percentage of 4 and 5 ratings out of total responses. The average rating from both survey types determines the CSAT score.  <b>The overall score is rated per the following scale:</b> Greater than 90% (Green), 80-89% (Yellow); under 80% (Red).	
Workforce representation	<b>Women</b>	Firmwide	% of total	54	52	52	53	50 (at least)	Our workforce representation disclosures related to the percentage of staff and partners who identify as women, visible minorities, indigenous and persons with a disability are self reported data as at July 1, 2024. Reporting on race/ethnicity and gender is entirely voluntary. The headcount only covers active regular staff and partners, excluding contingent workers, fixed-term employees, interns, and those on leave of absence.  Note the following % of FTEs did not respond: <ul style="list-style-type: none"> <li><b>Visible minority:</b> Firmwide—23%, Professional staff—24%, Partners—28% and</li> <li><b>Disability:</b> Firmwide—30%</li> </ul> Due to a remapping exercise of the ethnicity categories in our data management systems, this resulted in an increase in both our visible minority representation percentages and non-response rates.  This data uses the four categories outlined per Employment Equity Act as opposed to using BIPOC or other categorizations.  <b>Note:</b> Five year targets are bench marked against the Government of Canada market availability statistics and we have maintained target levels where our current representation exceed current market availability.
		Professional staff	% of total	46	49	49	51	50 (at least)	
		Partners	% of total	30	30	31	33	35 (at least)	
		Extended Leadership Team	% of total	36	48	48	56	50 (at least)	
		Partnership Board	% of total	35	33	46	50	50 (at least)	
	<b>Visible minority</b>	Firmwide	% of total	36	41	44	47	36 (at least)	
		Professional staff	% of total	34	45	49	50	36 (at least)	
		Partners	% of total	New	14	16	22	20 (at least)	
		Extended Leadership Team	% of total	14	20	20	20	30 (at least)	
	<b>Partnership Board</b>	% of total	21	17	23	21	30 (at least)		
% of total		21	17	23	21	30 (at least)			
<b>Indigenous</b>	Firmwide	% of total	0.50	0.59	0.61	0.43	3 (at least)		
<b>Disability</b>	Firmwide	% of total	0.60	0.71	0.85	1.05	5 (at least)		
<b>Build momentum: License to operate</b>									
Ethics	<b>Speak Up Index</b>	%	New	76	81	80	85	Our <i>Speak Up Index</i> is comprised of six questions covering awareness and comfort with channels for escalation, comfort with speaking up, whether enough information and training is provided, and the percentage of concerns raised and satisfaction with resolutions (note that given there are multiple inputs and the volume of responses may be small in a given year the <i>Speak Up Index</i> may be subject to variability from year to year). Effective April 1, 2023, PwC Canada changed from doing an annual survey to monthly surveys. Surveys were conducted between July 2023 and June 2024.	
Risk and quality	<b>Engagement compliance and quality reviews</b>	Firmwide	# hours	26,200	26,400	27,800	43,000	Maintain level of depth	Quality and compliance are at the heart of our mission and essential for our stakeholders. Our quality measures reflect our values, promoting transparency and continuous improvement.  PwC Canada follows standardized review processes that align with our network's standards throughout the year. These processes include client engagement compliance, adherence to risk management policies, and meeting regulatory requirements, showcasing our dedication to quality.  Our reviews are independent and objective, conducted by experts. Between July 1, 2023, and June 30, 2024, we've placed greater emphasis on engagement compliance metrics, dedicating more time to risk-related activities.  There was a material increase in hours based on an increased focus on pre-issuance reviews and increased testing and monitoring of our system of quality controls.
	<b>Engagement compliance reviews</b>	Firmwide	Satisfactory finding	Green	Green	Green	Green	Maintain green	PwC has a rating methodology for engagement compliance reviews. Files that are either 'Compliant' and 'Compliant with exceptions' are categorized as satisfactory.  <b>The Satisfactory finding is converted to a colour rating based on the following scale:</b> 95%+ (Green), 80%-94.9% (Yellow); under 80% (Red)
Personal independence	<b>Compliance tests identifying regulatory exceptions</b>	Firmwide	% of compliance tests	2	0.6	0.7	0.9	Annual reporting based on testing	As auditors of financial statements and providers of other types of professional services, we expect partners and staff to comply with the fundamental principles of objectivity, integrity and professional behaviour. We have many processes, systems, controls, policies that help us maintain our personal independence. Professional staff are subject to personal independence compliance testing on a random basis as a means of monitoring compliance with independence policies. Compliance results reported for FY24 are the testing results for the four quarter compliance periods ended Dec 31, 2023. The result represents the percentage of individuals with an external violation (i.e. breach of an external regulation or requirement) as a percentage of total tests conducted.
<b>Table stakes</b>									
New world. New skills.	<b>Beneficiaries digitally upskilled</b>	Society at large	Cumulative total upskilled	382,649	710,463	1,621,020	2,197,771	2,000,000	Our <i>New world. New skills.</i> commitment is focused on digitally upskilling at least 2 million Canadians to help bridge the digital divide by FY25.  Beneficiaries reached is an output metric that includes the number of individuals or organizations directly or indirectly impacted through PwC's financial, volunteer, or pro bono contributions and is considered significant based on assessment criteria outlined within PwC's global reporting manual. PwC Canada performed pro bono engagements which resulted in direct and indirect beneficiaries.  <b>Direct:</b> In FY24, PwC Canada assisted in developing a parents' and teachers' portal for Alloprof, resulting in the portal's visitors being direct beneficiaries of our New World New Skills program.  <b>Indirect:</b> PwC Canada designed training courses for its Women in Capital Markets initiatives and provided training to individuals from various organizations. We anticipate that these trained individuals will influence 10% of the total workforce within their respective organizations.
Net zero	<b>Greenhouse gas (GHG) emissions</b>	Scope 1 (natural gas and fuel oil consumption)	Tonnes CO2e	1,154	1,244	1,174	906	1,700	We have joined PwC's global network of firms in a commitment to achieve net zero greenhouse gas (GHG) emissions with 2030 goals. This commitment includes near-term SBTi validated targets and to reduce absolute emissions by 50% against a FY19 baseline. PwC Canada has also established a GHG cap to mitigate post COVID emission increases. Our FY19 baseline is 22,031 tCO2e total emissions and our 50% absolute reduction cap is 11,000 tCO2e.  Corporate Sustainability (CS) data is monitored and measured by member firms in line with leading practice reporting principles, which are aligned with the Greenhouse Gas Protocol (GHG Protocol) standard. These principles include accuracy, completeness, consistency, context, relevance, stakeholder inclusiveness and transparency. These reporting principles guide us in the application of common reporting standards. For more technical information, read our PwC Network Environment Report.
		Scope 2 (electricity and purchased heat consumption)	Tonnes CO2e	1,666	1,812	1,684	1,512		
		Renewable energy purchases	Tonnes CO2e	-1,592	-1,648	-1,541	-1,377		
		Scope 3 (business travel: air, car rentals, rail, hotel stays)	Tonnes CO2e	330	2,087	8,768	9,178	9,300	
		Total emissions	Tonnes CO2e	1,558	3,495	10,085	10,219	11,000	
Pay transparency and equality	<b>Women</b>	Firmwide	% pay gap to men	New	94	96	99	Close the gap	Our pay transparency and equality disclosures are related to the percentage gap in compensation between individuals who perform work that is substantially similar or of equal value, in terms of skill, effort, responsibility, and working conditions. Over the past year, we have reviewed the factors that are part of our analysis of equal value, and refined them to better match the reality of our employee experience. For example, we refreshed our leave pay to continue to reflect leading industry practice.  PwC Canada has used its internal analytics team to undertake a statistical analysis that has adjusted for known variables to more accurately demonstrate how different factors (e.g., location, experience, education, performance) contribute to pay, and how those contributions may differ across competencies. The analysis includes only PwC active, regular staff, and excludes partners, contingent workers, those on secondment, interns and those on a leave of absence. The metrics are based on self reported data as at July 2024 for FY24, July 2023 for FY23 and September 2022 for FY22. These results do not include jobs at Acceleration Centres in other jurisdictions outside of Canada.
	<b>Visible minority</b>	Firmwide	% pay gap to white	New	100	100	100	Maintain no gap	
Fair share of tax	<b>Average range of partner statutory tax rate based on income from the firm</b>	% partner		44-53	44-53	44-53	44-53	No target Tax brackets are set	PwC Canada operates Ontario partnerships. As a partnership, income is taxed in the hands of the partners and each partner pays income tax in each of the provinces which PwC Canada operates. The tax rates are calculated based on calendar year data and not fiscal year. PwC Canada is part of a global network of firms and each member firm is a separate legal entity. Please see <a href="http://www.pwc.com/structure">www.pwc.com/structure</a> for further details.
Economic contribution	<b>Gross domestic product (GDP)</b>	Society at large	\$ millions	2,233	2,462	2,633	2,760	No target Impacts are connected to firm performance and measured annually	PwC plays an important role in building a more resilient society, and our business generates significant qualitative social and economic benefits. This analysis was provided by our Canadian Economics and Policy practice. Figures refer to "total economic impact", which is the sum of the direct, indirect and induced economic impacts as determined by the input-output model. As such, PwC's operations in turn produce indirect spending by our suppliers. These spill-over activities impact the Canadian economy in many ways, including contributing to macroeconomic factors such as jobs, GDP and government tax revenue, as identified in this table.  <b>Note:</b> Government Tax Revenue items include taxes on production and products, personal income tax and corporate income tax.  Consistent with FY23, the total headcount used in the model is the full unadjusted population as at July 1, 2024 (including contingent workers, interns and fixed term). These results do not include jobs at Acceleration Centres in other jurisdictions outside of Canada.
	<b>Jobs (full time equivalent)</b>	Society at large	# jobs	15,740	17,956	18,272	17,254		
	<b>Labour income</b>	Society at large	\$ millions	1,395	1,536	1,653	1,733		
	<b>Government tax revenue</b>	Society at large	\$ millions	610	666	724	773		