



How we hold ourselves accountable

2023 Trust Roadmap KPIs 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	Target FY25 by June 30, 2025	FY23 KPI narrative	
Prioritize								
Employee trust sentiment	People Trust Index	%	70	71	75	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. Effective April 1, 2023, PwC changed from annual to monthly surveys. Surveys were conducted between April and June, 2023.	
	Sentiment: Gap between fair vs. well	% 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	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 April and June, 2023.	
Client relationship management	Client net promoter score	%		57	62	67	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 every day. We administered an online survey between October and December 2022 and an in-person survey between January and June 2023.	
Workforce representation	Women	Firmwide	% of total	54	52	52	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, 2023. Note the following % of FTEs chose not to respond: • Visible minority: Firmwide—11%; Professional staff—13%, Partners—14% and • Disability: Firmwide—31% This data uses the four categories outlined per Employment Equity Act as opposed to using BIPOC or other categorizations. These results do not include jobs at Acceleration Centres in other jurisdictions outside of Canada. Note: Five-year targets are benchmarked 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	50 (at least)	
		Partners	% of total	30	30	31	35 (at least)	
		Extended Leadership Team	% of total	36	48	48	50 (at least)	
		Partnership Board	% of total	35	33	46	50 (at least)	
	Visible minority	Firmwide	% of total	36	41	44	36 (at least)	
		Professional staff	% of total	34	45	49	36 (at least)	
		Partners	% of total	New	14	16	20 (at least)	
		Extended Leadership Team	% of total	14	20	20	30 (at least)	
		Partnership Board	% of total	21	17	23	30 (at least)	
	Indigenous	Firmwide	% of total	0.50	0.59	0.61	3 (at least)	
	Disability	Firmwide	% of total	0.60	0.71	0.85	5 (at least)	
Build momentum: License to operate								
Ethics	Speak Up Index	%	New	76	81	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 April and June, 2023.	
Risk & quality	Engagement compliance and quality reviews	Firmwide	# hours	26,200	26,400	27,800	Maintain level of depth	Quality and compliance are at the heart of our purpose and a top priority for our stakeholders. Our measures related to engagement quality and compliance are underpinned by our values and our culture of transparency and continuous improvement. PwC Canada undertakes a number of review processes throughout the year aligned to our network standards. These reviews include client engagement compliance in accordance with applicable risk management policies and regulatory requirements, and demonstrate PwC's commitment to quality. Our reviews are staffed in a way that ensures the independence and objectivity of the review team and that they have the appropriate level of expertise. Note: Prior year hours have been revised to align with the updated methodology. Please visit www.pwc.com/ca/en/about-us.html to download the most recent copy of Transparency Report that highlights additional information, specifically related to our audit practice and related services.
	Engagement compliance reviews	Firmwide	Satisfactory finding	Green	Green	Green	Maintain green	Satisfactory finding: 95%+ (Green), 80%-94.9% (Yellow); under 80% (Red)
Personal independence	Compliance tests identifying regulatory exceptions	Firmwide	% of compliance tests	2	0.6	0.7	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 FY23 are the testing results for the four quarter compliance periods ended Dec 31, 2022.
Table stakes								
New world. New skills.	Beneficiaries digitally upskilled	Society at large	Cumulative total upskilled	382,649	710,463	1,621,020	2,000,000	Our <i>New world. New skills.</i> commitment is focused on digitally upskilling at least two million Canadians to help bridge the digital divide by FY25.
Net zero	Greenhouse gas (GHG) emissions	Scope 1 (natural gas and fuel oil consumption)	Tonnes CO2e	1,154	1,244	1,174	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.
		Scope 2 (electricity and purchased heat consumption)	Tonnes CO2e	1,666	1,812	1,684		
		Renewable energy purchases	Tonnes CO2e	-1,592	-1,648	-1,541		
		Scope 3 (business travel: air, car rentals, rail, hotel stays)	Tonnes CO2e	330	2,087	8,768	9,300	
		Total emissions	Tonnes CO2e	1,558	3,495	10,085	11,000	
Pay transparency and equality	Women	Firmwide	% pay gap to men	New	94	96	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. PwC has used a third-party firm 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 2023 for FY23 and September 2022 for FY22. These results do not include jobs at Acceleration Centres in other jurisdictions outside of Canada.
	Visible minority	Firmwide	% pay gap to white	New	102	101	Maintain no gap	
Fair share of tax	Average range of partner statutory tax rate based on income from the firm	% partner	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. PwC Canada is part of a global network of firms and each member firm is a separate legal entity. Please see www.pwc.com/structure for further details.	
Economic contribution	Gross domestic product (GDP)	Society at large	\$ millions	2,233	2,462	2,633	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 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. Note: Government Tax Revenue items include taxes on production and products, personal income tax, and corporate income tax. Consistent with FY22, the total headcount used in the model is the full unadjusted population as at July 1, 2023 (including contingent workers, interns and fixed term). These results do not include jobs at Acceleration Centres in other jurisdictions outside of Canada.
	Jobs (full time equivalent)	Society at large	# jobs	15,740	17,956	18,272		
	Labour income	Society at large	\$ millions	1,395	1,536	1,653		
	Government tax revenue	Society at large	\$ millions	610	666	724		