

# *Staying on course* Corporate Responsibility

*Highlights 2011*  
*PwC Canada*



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## About PwC

PwC Canada helps organizations and individuals create the value they're looking for. More than 5,700 partners and staff in offices across the country are committed to delivering quality in assurance, tax, consulting and deals services. PwC Canada is a member of the PwC network of firms with close to 169,000 people in 158 countries. Find out more by visiting us at [www.pwc.com/ca](http://www.pwc.com/ca).

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## About the *Corporate Responsibility Highlights 2011* publication

This document provides an overview of our Fiscal Year (FY) 2011 corporate responsibility (CR) actions and performance. FY2011 runs from July 1, 2010 to June 30, 2011.

The *Corporate Responsibility Highlights 2011* document is our third annual publication and is for you, all of our stakeholders: PwC partners and staff, potential and existing clients, new recruits, government and regulators, media, industry and professional associations, alumni and former partners, local communities, community organizations, suppliers and academia. To write it, we pulled together the highlights from stakeholder engagement sessions and surveys conducted in June 2011. We hope you find it useful.

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 2011* publication? Contact us at [corporate.responsibility@ca.pwc.com](mailto:corporate.responsibility@ca.pwc.com).

## A message from Bill McFarland



At PwC Canada and across the PwC global network, we have a deep responsibility to embed good social, environmental and economic practices into our business operations. We also know we have an obligation to build public trust and promote ethical and transparent business practices. That's what sustainability means to PwC.

Our corporate responsibility strategy focuses our commitments and actions into four quadrants:

- **Community** – helping to build and empower community leadership
- **Environment** – reducing our environmental impacts
- **People** – inspiring responsible leadership
- **Marketplace** – supporting sustainable business practices and good governance

In this, our third Corporate Responsibility publication, we outline some of our achievements, along with the challenges we've faced along the way.

We are proud of this year's results. We've seen significant improvements in a number of areas, most notably the impact of our community engagement activities and the models we've begun to use to measure our successes. We've continued to develop our people's skills through Enhanced Working Practices and we've encouraged the development of a strong responsibility mindset by engaging our people in conversations

related to both our environmental and marketplace initiatives. We've also performed well against the targets in our environmental strategies, including embedding a sustainability focus into our procurement and event policies. Like many other organizations, we had to deal with the effects of the recent economic downturn. With competing business priorities, we've faced the challenge of finding the resources we need to ensure our programs operate at maximum effectiveness.

The issues of trust and integrity are at the forefront and dominate the public discourse on the efficiency of the capital markets. We will also lead conversations that highlight the importance of strong corporate responsibility practices, especially during times of great uncertainty.

As you'll read in the following pages, we still have much work to do. But I believe we're on the right track and I'm proud of the progress we're making. Corporate responsibility is another lever in creating and delivering additional value to our clients, our people and the communities in which we operate. We embrace this vision and we look forward to making it a reality.

A handwritten signature in black ink that reads "Bill".

Bill McFarland  
CEO and Canadian Senior Partner

# The Corporate Responsibility Council

PwC Canada's Corporate Responsibility Council helps to embed CR into the fabric of the firm. The Council provides leadership and direction on key policies and actions for implementation by overseeing our CR strategy and continually assessing our achievements and challenges. Comprised of senior partners from across our lines of service and functional units, the Corporate Responsibility Council members are:

**Bill McFarland**

CEO and Canadian Senior Partner

**Serge Gattesco**

Managing Partner, Audit and Assurance Group

**Chris Kong**

National Managing Partner, Tax Services

**Tracey Riley**

Managing Partner, Consulting and Deals

**Tony Cancelliere**

Chief Operating Officer

**Hazel Claxton**

National Leader, Human Capital

**Mike Harris** (Corporate Responsibility Council Chair)

Leader, BC Public Sector

**John DeLucchi**

City Leader, Vancouver

**Guy LeBlanc**

City Leader, Montreal

**Faye Mattachione**

Director, National Marketing and Communications

**James Temple**

Director, Corporate Responsibility and  
PricewaterhouseCoopers Canada Foundation

These are the current Council members as of December 31, 2011



*“At PwC, corporate responsibility is integral to everything we do. We understand that we have a obligation to not only embed environmental, social and economic concerns into our everyday business practices, but to promote these practices in the marketplace as well. That’s why a key component of our CR program is to develop responsible leaders.”*

**Mike Harris**

# Corporate responsibility at PwC

At PwC, corporate responsibility (CR) is about integrating social, environmental and economic integrity into our values, culture, decision-making and operations in an accountable and transparent manner. Put simply, we aspire to be a CR leader.

To achieve this goal, our global network developed a Global Corporate Responsibility Strategy and framework that focuses our commitments and actions into four quadrants: community, environment, people and marketplace. By considering the wider impacts of our conduct and decisions across these four areas, we're better able to embed CR in all our organizational planning and business processes. We set goals for each of these quadrants and developed a strategy to achieve them.

## **PwC's CR strategy**

In FY2011, we completed the final phase of our existing CR strategy by continuing to strengthen and develop the priorities identified in each of the four quadrants. We made significant progress, specifically with the development of our community engagement strategies and our approach to setting up models to measure our impacts. We also saw considerable success from strengthening our coaching, learning and development programs through enhanced working practices. Our progress was slower than planned in some of our priorities within the people, environment and marketplace quadrants. This was in part due to lack of resources within our functional teams. We addressed some of those performance concerns by allocating new internal resources to help manage our CR projects and refocusing our efforts to key areas where we feel we can have the biggest impact.

We will draft a new three-year strategic plan in FY2012 to guide our actions in this next phase of our CR program and we will report back on our progress against this plan in next year's CR publication. The current economic environment continues to present increased risk for many of our stakeholder groups. This includes increased attention and public debate on issues related to the role of business in society. The audit profession, as with every part of the financial system, has to learn lessons from the recent financial crisis. Professional services firms must continue to evolve to meet the changing needs of capital markets and to be transparent and accountable. This is an important debate. We'll continue to help the market strengthen standards that underpin trust in business. We will also work hard to provide leadership in the dialogue that will help shape our future. Developing responsible leaders will remain a critical component of our firm's overall approach in this area.



### **Community**

We are committed to helping build and empower community leadership. We will do this by sharing our time, knowledge and resources, as well as by harnessing the dedication and capabilities of our people.



### **Environment**

We respect the environment. And we are committed to taking the necessary and measurable steps to reduce the environmental impact of our business operations.



### **People**

We are committed to creating a culture of success for our people by engaging and motivating them to do their best and supporting them to reach both their personal and professional goals. We're focused on developing responsible leaders who can build trust-based relationships with each other and with our clients and stakeholders.



### **Marketplace**

Our goal is to take a leadership role in bringing about positive change and improvements in our profession and the marketplace. We do this first by practising responsible, sustainable business practices, corporate citizenship and good governance. Second, by promoting these among our clients, vendors and other organizations. And third, we take an active role in contributing to the debate on issues impacting our marketplace.

# 17,100

total number of hours contributed to our communities through Team Volunteering in FY2011

## Our progress Community



*“Our firm is committed to helping connect our people with meaningful volunteer opportunities that allow them to share and develop their skills while learning more about the not-for-profit sector.”*

**James Temple**

Director, Corporate Responsibility and PricewaterhouseCoopers Canada Foundation

Over the past seven years, the PricewaterhouseCoopers Canada Foundation has helped our firm engage in dialogue with the community to better understand how we can work together to build and empower community leadership. Our focus has been on developing programs that use our people’s time, expertise and resources in ways that help to strengthen personal and organizational effectiveness. We call this capacity building.

In FY2011, we developed a new five-year strategic plan that focused on strengthening our existing governance practices and program policies, enhancing our knowledge about the not-for-profit sector and developing frameworks to help measure our community impacts.

We published a document entitled the Volunteer Continuum. It describes the role community programs can play in developing employee leadership skills, maximizing their level of commitment to the charitable sector and simultaneously increasing the effectiveness of their volunteer contributions.

In another initiative, we also collaborated with leading not-for-profit organizations, including Imagine Canada, Volunteer Canada and the HR Council for the Nonprofit Sector and were able to identify some initial performance measures and used them to revise our community

investment scorecard. Our scorecard reports on outputs from our volunteer experiences. These include everything from hands and hearts activities (e.g., number of trees planted) to how we help our people share their skills and experiences (e.g., number of people impacted through mentorships or pro-bono based brainstorming sessions). As we move into FY2012, we will focus on expanding this scorecard and our thinking around the ways to measure the social outcomes of our actions.

### Volunteering

Our people continued to highlight their passion for volunteerism. In FY2011, a total of 2,275 staff and partners participated in 329 firm-led team volunteer experiences, amounting to 17,100 total volunteer hours contributed back to the community. While results remained stable year over year (FY2010: 17,100 total volunteer hours in 319 activities), we put a greater focus on enhancing our administrative processes to ensure a standardized approach to collecting first-stage inputs and outputs for our new community investment scorecard.

We believe recognizing and celebrating the volunteer achievements of our people in the community is important. And we have created programs to do just that. In FY2011, a total of 81 PwC employees were nominated for a Volunteer of the Year Award, a result which has also remained stable year over year (FY2010: 81 total nominations). Nominees were chosen from a pool of 220 recipients from our Volunteer Grant Program (FY2010: 224), who each received \$300 awards for the not-for-profits where they volunteered and in recognition of their outstanding commitment to the community.

Our FY2011 winner of the PwC National Volunteer of the Year Award was Zaya Kadyrova, a former senior associate in PwC's Vancouver Office. Visit [pwc.com/ca/foundation](http://pwc.com/ca/foundation) to read more about her inspiring volunteer journey.

### Sharing our expertise

In FY2011, we published a new community-based discussion paper entitled Capacity Building: Investing in not-for-profit effectiveness. Capacity building is about ensuring a not-for-profit organization has the fuel to keep its engines running. For funders, it means providing the right mix of resources to enable not-for-profits to operate at maximum capacity. For not-for-profits, it's about educating everyone on the true costs of what they need to help them achieve their missions and keep their lights on.

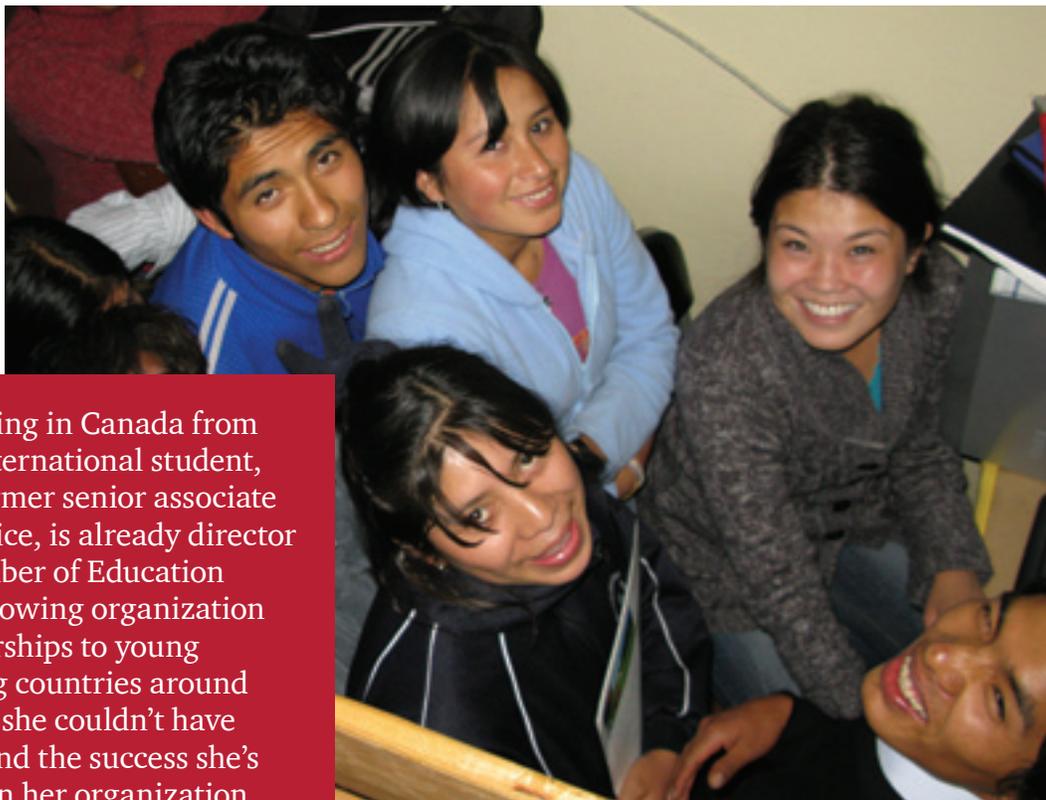
The discussion paper revealed there is a disconnect between how the Canadian market describes capacity building efforts and the actions that corporations could be taking to help address it in a more effective way. The paper was distributed to more than 20,000 Canadian charities through not-for-profit industry newsletters, webinars and live speaking engagements across the country. It was also presented at the 2011 Canadian Business and Community Partnership forum in June.

In the last fiscal year, 337 PwC employees from across Canada served on a not-for-profit or registered charitable board of directors or board committee, representing a total of 488 directorships (including individuals who held multiple postings). This result is down slightly from FY2010 (377 individuals).

*"This is a very important conversation for the grantmaking community and the charitable and nonprofit sector. Imagine is pleased to acknowledge the leadership of PwC in promoting this dialogue and in working to strengthen the community-based organizations upon which so many Canadians depend."*

**Marcel Lauziere**

President & CEO, Imagine Canada  
Président et directeur-général,  
Imagine Canada



Ten years after arriving in Canada from Kazakhstan as an international student, Zaya Kadyrova, a former senior associate in our Vancouver office, is already director and a founding member of Education Generation, a fast-growing organization that provides scholarships to young leaders in developing countries around the world. Zaya says she couldn't have achieved her goals and the success she's experiencing today in her organization without PwC's support.

Zaya Kadyrova (right) volunteering with kids in Peru

## Other philanthropic initiatives

In FY2011, PwC contributed a total of \$2,533,000 in charitable donations and sponsorships to community organizations across Canada, increasing our total spend from \$2,030,000 in FY2010.

Included in this overarching total was \$200,000 in grants made to 51 registered charities that applied to the PricewaterhouseCoopers Canada Foundation's signature Leadership Grants Program. This program focuses on supporting professional development activities at Canadian charities. We made a conscious effort to increase awareness and outreach through media and the endorsement of not-for-profit industry publications. Our efforts paid off with a 50% growth in Leadership Grant applications (FY2011—391 total applications; FY2010—265 total applications). And as a result, FY2011 grants represented an increase in the amount of money donated year over year (FY2010: 54 charities and \$162,148).

As part of our efforts to strengthen our governance practice, we developed a disaster response policy to reflect the need to address the increased number of global disasters in a thoughtful and strategic way. We collaborated with other firms within the global network and reconfirmed that PwC Canada will direct disaster response donations toward capacity building. This will include actions that assist with the crucial challenge of sustaining the livelihood of families, small business people and industry workers in affected areas and helping with long-term self-help and mutual aid efforts.

In FY2011, PwC made \$70,000 in corporate donations to assist disaster relief efforts in Pakistan and Japan. Charitable beneficiaries included UNICEF Canada and Save the Children. Our employees also strengthened this support by making personal donations worth more than \$66,000.



Helping to build homes with Habitat for Humanity in Toronto



Organization Splash 2011, Art's Umbrella's Annual Art Auction & Gala

In FY2011, our people raised a total of \$2,182,000, up from \$2,156,000 in FY2010 with funds directed to the United Way Community Fund, which supports strategies to help improve the social conditions in towns and cities across Canada by taking a systematic approach to addressing the root causes of social problems.



Brown Baggin' It for kids in Calgary



Serving lunches to people in need at the Safehaven Project for Community Living in Toronto



Habitat for Humanity, Atlantic Region

***PwC volunteers helping to make a difference in their community.***



Providing some TLC to a group of Guide Dogs in Calgary

# 100

number of employee volunteers  
on the 14 environmental committees  
across 22 of our offices

## Our progress Environment

*Raising awareness with our people and in our communities is at the heart of our Environmental Program.*

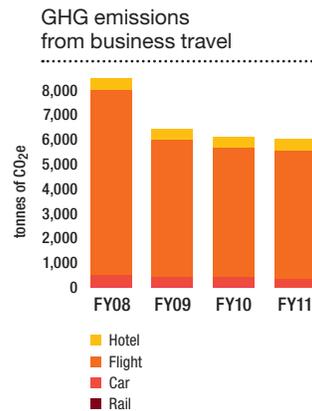
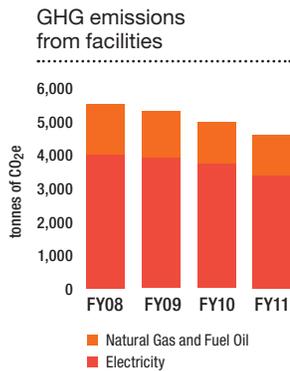
### **Engaging our people**

Our environmental network is the backbone of our Environmental Program. The network is made up of 14 local environmental committees across 22 offices in Canada and is 100% volunteer driven by our employees. These committees help raise awareness on the material issues at both local and national levels. They organize information sessions about the environment, lunch 'n learns, contests and events to engage and inspire our people and the firm to become more environmentally and socially conscious.

More than 100 committee volunteers invested more than 550 hours this past year. This represented a reduction in the total number of hours invested year over year (800 in FY2010) and is directly linked to membership challenges some of our committees faced at various times throughout the year. To address these challenges, we worked with the individual committees at both the local and national levels and created membership development strategies to help attract and retain engaged employees to their committees. We had some initial success; however, many of the new members did not begin their work on the committees until the end of the fiscal year. Their investment of time will be reflected in next year's document.

For the past five years, we have celebrated Green Week, an initiative taking place in all of our offices across the country that promotes environmental awareness and encourages sustainability both in and outside the workplace. This year we provided financial support to our local environmental committees so they could increase the impact of their local initiatives and events. We're pleased to say this action boosted employee attendance and helped to promote local awareness. In addition, 230 partners and staff took part in 17 green-themed team volunteering activities organized by the PricewaterhouseCoopers Foundation across the country.

On Saturday, March 26, 2011 at 8:30 pm, individuals and organizations across Canada and the world once again turned off their lights in support of Earth Hour, a World Wildlife Fund (WWF) event designed to raise awareness about climate change. This is the fourth year that PwC Canada and our people have participated in Earth Hour. In FY2011, we worked with our landlords to switch off the lights in 89% of our total office space. We also encouraged our people to personally participate through a contest where the office with the highest employee participation rate won a donation to the environmental charity of their local environmental committee's choice.



PwC continues to track its GHG emissions and work to identify new ways to reduce our climate change impact



### Climate change

One of our goals is to address climate change by continuing to track and reduce our carbon footprint. We do this by working with our many landlords and suppliers across the country to compile our carbon inventory, tracking our energy use and GHG emissions.

In FY2011, our total energy consumption from our facilities was 106,040 GJ and the associated GHG emissions were 4,760 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e), while emissions generated by our business travel were 5,940 tCO<sub>2</sub>e.

### Emissions reductions plan

As of June 30, 2011, we wrapped up the work carried out under the emissions reduction plan, which had several great successes and a few challenges:

#### Energy use awareness and energy efficiency

*Context:* PwC leases all of its office space, which limits our control over the amount of energy consumed by, and associated GHG emissions from, our facilities. Our primary sources of energy consumed, as well as GHG emissions, are made up of Scope 1 (natural gas and fuel oil consumption) and Scope 2 (electricity consumption) sources.

*Our approach:* We continue to work with our landlords to find creative ways to address our energy use. We also continue to drive behavioural changes in our people through national, regional and local communications, information posted to our intranet and the work carried out by the environmental committees. For example, during Green

*“We can all be leaders in supporting an environmental consciousness and sustainable decisions. From bringing a reusable coffee mug to work to choosing to keep your cell phone for one more year (even if it’s not the newest model), our day-to-day choices have the biggest impact on the environment and our communities.”*

*Wendy Lefebvre, Audit and Assurance*

Week, we launched a campaign to change printing habits by switching over to more energy-efficient photocopiers. These machines also use supplies that produce less waste.

#### Commuter habits

*Context:* In FY2011, we conducted our second annual commuter survey. We were disappointed to achieve a much lower participation rate—14% compared to last year’s 27%.

*Our approach:* We’ve used the experience to develop an action plan to increase participation next year. As part of this plan, we’re looking into new tools for conducting the survey and ways to increase employee engagement and the robustness of the data we collect.

#### Employees working from home

*Context:* As with every large organization, finding the right strategies that successfully integrate work-from-home arrangements is an ongoing process.

*Our approach:* We continue to provide our people with options such as flexible work arrangements, telecommuting and online training delivery. In FY2011, we offered an Enhanced Mobility pilot program in our Downtown Toronto offices designed to increase the number of employees who telecommute on a regular basis. This program provided participants with the resources and guidance needed to establish a regular work-from-home arrangement averaging one to three days per week.

#### Business travel

*Context:* Business travel is a necessary component of our operations as a professional services firm but we’re also committed to reducing our business travel.

*Our approach:* In FY2011, we continued to enhance our video-conference capabilities by updating and installing new technologies in several offices across the country. These efforts and those of other initiatives, have contributed to a our business travel remaining relatively stable over last year while we continued to grow our business.



Mulching Christie Pitts Park in Toronto



Transforming urban environments in Montréal



Vancouver Fruit Tree Project



Greening Gardens at the Centre for Addiction and Mental Health in Toronto



Transforming urban environments in Montréal

### **Energy and carbon reduction strategy**

In FY2011, we developed our energy and carbon reduction strategy. This three-year plan takes effect in FY2012 and will guide our efforts to address climate change and reduce our carbon footprint. The goals of the strategy are to:

- build on the ideas and work carried out under our emissions reduction plan to further reduce PwC's energy consumption and GHG emissions
- set challenging yet achievable targets to reduce PwC's energy consumption and GHG emissions
- provide levers to achieve the desired outcomes and reduction targets

We will move forward in a practical, conscientious manner to execute the strategy. Achieving these goals has key benefits:

- increase **conservation**
- decrease our **carbon footprint**
- enhance our **robust and transparent reporting**

### **Waste reduction and recycling**

We continue to work with our landlords and suppliers to reduce the amount of waste generated by our operations and increase recycling. The environmental committees are instrumental in engaging our people to do this by providing additional opportunities for recycling and raising awareness about this issue.

In FY2011, we updated our Sustainable Paper Procurement and Usage Policy. The policy's goal is to support sound paper practices and promote the sustainable use of forests and other natural resources. We've also increased the use of recycled paper throughout the firm. Our people continue to demonstrate their commitment to saving paper. In FY2011, we saw a reduction of paper usage by 11% or 7,433 thousands of sheets.

### **PwC Tower at 18 York Street in Toronto**

Construction neared completion in FY2011 on PwC's new building at 18 York Street in Toronto. With a commitment to achieving LEED® Gold certification for the building and our workspace, some of the environmental initiatives include:

- maximizing the use of recycled and regional materials as well as using a waste-management program to reduce environmental impact

- reducing water usage by up to 40% less than the LEED® baseline requirements
- consuming 30% less energy through high-efficiency heating, under-floor air supply, chilled water thermal storage and intelligent lighting
- includes a green roof and an urban forest integrated into its design



# 50%

the number of managers, senior managers, associate partners and partners that have received diversity training to date

## Our progress People



*“Since joining PwC I have been inspired by the firm’s leadership commitment to issues of diversity and inclusion. From the top down, there is a genuine desire to make PwC a truly inclusive environment where all our people can feel safe to be who they are and reach their highest potential.”*

**Sandeep Tatla**  
Director, Diversity and Inclusion

Developing responsible leaders is a fundamental component of our overall approach to Corporate Responsibility. Responsible leaders are trusted advisors who are committed to taking into account both current and future stakeholder needs in delivering value to our clients and each other. Enriching professional experiences, everyday coaching and high-quality learning and development opportunities equip our people with the knowledge to engage others in a meaningful and inspiring way.

In FY2011, we continued to help our people develop new skills through enhanced working practices, diversity and inclusion initiatives, coaching and supporting work/life flexibility. We also encouraged the development of a strong responsibility mindset by engaging our people in conversations related to both our environmental and marketplace initiatives. By giving our people the right tools, they can understand the impact of their actions on others, and the interconnectedness of our society.

### **Diversity and inclusion**

Over the past year, we have strengthened our focus on diversity and inclusion in both our Women in Leadership/Retention of Women (WIL/ROW) and broader diversity efforts. This has included revisiting our three-year diversity and inclusion strategy (struck in 2009) and realigning our FY2012 deliverables to revitalize our thinking in this area. We’ve set aspirational goals for gender diversity and aligned our WIL/ROW and broader diversity efforts to best leverage our resources.

Some of our other achievements this past year have included:

- **new resource investments** – we hired Sandeep Tatla to lead our national diversity and inclusion strategy. As a lawyer, adviser, strategist, educator, facilitator and trained mediator, Sandeep brings a multidisciplinary approach to the practice of diversity and inclusion to PwC, and is a regular speaker on various diversity-related topics.
- **diversity training** – in FY2011, we continued to offer our people a suite of diversity training programs that included cultural awareness and delivering/receiving feedback. To date, we’ve trained more than 50% of our managers, senior managers, associate partners and partners (approximately 20% of those in FY2011). We’ve set a target to train an additional 15% of this group in FY2012 and hope to maintain that level moving forward.

- **new Diversity and Gender Toolkit for Coaches** – we provided all members of the firm who have coaching or performance review and management responsibilities with an interactive webcast that provides practical guidance on how to apply the diversity lens to the annual review process.
- **PwC Global Diversity and Inclusion Council** – our former CEO, Chris Clark, and Women in Leadership/Retention of Women (WIL/ROW) Partner Chair, Susan Allen, sit on PwC’s Global Diversity and Inclusion Council. The Council was formed in early FY2011 with four key objectives: educate and raise awareness, share and communicate best practices, identify and recommend global actions, and reinforce a diverse and inclusive culture. The Council members serve as advocates for diversity and inclusion within their local firms, review territory-developed targets and report the local office’s performance on diversity annually. This will be an important part of PwC’s diversity strategy in FY2012.
- **engaging men in our WIL/ROW initiative** – in FY2011, more than 30 male partners joined the national network of WIL/ROW Champions. These Champions facilitate gender-awareness discussions with partners and associate partners in their respective offices during regularly scheduled business meetings. The objective of these discussions is to enable all of our partners and associate partners to understand and speak to:
  - the business case for gender diversity
  - the WIL/ROW initiative and our four key focus areas:
    - raising gender awareness and engagement
    - skills development, coaching and evaluation
    - workplace environment, barriers and solutions
- **accountability and measurement:**
  - the influence of gender norms on men and women in the workplace
  - local and national gender metrics—our aspirational goals for gender diversity
  - local strategies and the small things we can do on a daily basis to foster gender diversity



**Monica Banting**  
Senior Manager, Women in Leadership

On the 100th anniversary of International Women’s Day, through the leadership of Monica Banting, PwC city leaders announced a partnership between WIL/ROW and the PricewaterhouseCoopers Canada Foundation. The goal was to cross-promote local volunteering events at charities such as Dress for Success that benefit women in our local business communities. These volunteering events are open to both men and women and offer a further opportunity to deliver on the PwC Experience, strengthening internal networks while giving back to women in our communities.



*“Using EWP, I’m learning how to work through complex business issues with guided help from my manager rather than waiting for my manager to provide the answers. These practices are helping me develop my technical skills and enhance my contribution to future client engagements.”*

**Sean Prawdzik**  
Senior Associate, Audit and Assurance Group



*“EWP has been of significant benefit to me as a senior manager on several projects. It has made me rethink how I interact with staff and in turn has allowed me to transfer knowledge and teach staff to make critical judgments and assessments.”*

**Julia Kontogiannis**  
Senior Manager, Internal Firm Services

**Global Mobility**

In FY2011, we continued to make progress on our Global Mobility strategy. Through this initiative, we look to match our high-performing talent with global secondments and work experiences that will help them broaden their skills and experiences within the PwC network of firms. In FY2011, 88 people (46 outbound, 42 inbound) participated in a Global Mobility secondment—an increase of 32 people (57%) from FY2010. Over the next year, we’ll focus on increasing the number of secondments to emerging markets so that our people can gain experience and build relationships in these increasingly important economies.

**Enhanced Working Practices and experiential learning**

During FY2008 and FY2009, we introduced the Enhanced Working Practices (EWP) program in key areas across the country. Based on the principle “teach, don’t tell”, EWP are practical, on-the-job routines, such as job shadowing, which can be used to accelerate and enhance the development of our teams and help develop stronger relationships with each other and our clients.

During FY2011, we expanded the reach of EWP across all our lines of service. Our people and clients have shared positive feedback on EWP including many examples about how the program has helped them accelerate skill development and service delivery.

In FY2012, we’ll continue to drive EWP across all of our lines of service, with greater emphasis on using EWP to deliver strong client service. We’ll also continue to measure the impact of the program through feedback from our teams and our clients.

## Coaching

Coaching is a core people priority at PwC. During FY2011, we continued to establish a strong coaching environment and looked for opportunities to improve the frequency and quality of coaching conversations that support the ongoing development of our people. Some of the specific actions we took in FY2011 include increasing the number of coaching workshops across the country that focus on feedback delivery and coaching methodologies, implementing group coaching training sessions and ensuring we have published toolkits and online resources to help inform our people. In FY2012, we'll continue to focus on creating learning opportunities (formal and "on the job") to revitalize coaching relationships and create a positive coaching culture. We'll do this through:

- continued focus on developing the coaching and leadership skills of our senior partners with the support of external coaching faculty
- enabling our HC staff to deliver coaching training and support coaching "on the job"
- measuring and reporting on the impact of our coaching programs

## Measuring our success: improvements in our overall Global People Survey (GPS) scores

Each year, PwC issues a Global People Survey (GPS) to all our partners and staff across Canada that asks them critical questions relating to their experiences working at our firm. The GPS serves as a key measure of how we're doing in delivering a distinctive experience to our people and provides us with a confidential channel for ongoing dialogue.

In FY2011, we saw improvements in our overall score and in our People Engagement Index (PEI). The PEI measures our people's pride in, commitment to and advocacy on behalf of PwC. We received high marks and/or saw improvements in several areas, including learning and development, providing constructive feedback, creating an inclusive environment and collaborating to bring fresh insights to our clients. We also received positive comments about our focus on EWP and our Marquee rewards program, both of which are integral to our living the PwC Experience and helping to bring responsible leadership to life.

Areas for improvement included enhancing our total rewards programs, better supporting work/life flexibility and making sure our people feel confident in voicing their opinions within the firm. We're focused on addressing these areas of concern and continuing to build on our strengths so that we can deliver a distinctive experience for our people.

For a sample of our results, please see the Key Performance Indicator table on page 24.



For the seventh year in a row, Mediacorp Canada Inc. named PwC one of Canada's Top 100 Employers. In addition, we were recognized as a Top Employer for Young People for 2011.

## Our progress Marketplace



*“As a recent graduate, I’m concerned about the impact business has on society. One of the top reasons I chose to work at PwC was because of the way it empowers people to become responsible leaders through its Corporate Responsibility program.”*

**Sheetal Gupta**

Senior Associate, Audit and Assurance

### ***Our role as accountants and professional service providers***

PwC has a responsibility to uphold and embody the trustworthiness and integrity expected of our services, expertise and relationships. We also have a responsibility to enhance ethics, transparency and trust within business and society. By promoting responsible leadership and business practices in all aspects of our operations, we can play a positive leading role in not just helping our clients solve complex business problems in today’s changing economic landscape but also in working towards a more ethical, responsible marketplace.

We play a significant role in the world’s capital markets and take pride that our services, particularly external audits, help to improve the credibility, transparency and reliability of financial statements that help guide investors and stakeholders to make informed decisions. This builds trust and promotes good governance practices. PwC must continue to evolve to meet the changing needs of the capital markets and be ever more transparent and accountable.

Many of our priorities that helped to guide our marketplace initiatives in FY2011 reflect our ongoing efforts to integrate good corporate responsibility practices into our own business operations and look for opportunities to lead the debate on issues impacting our profession. One of the areas we focused on was developing new thought leadership publications. Because we have a diverse and experienced workforce with wide-ranging skills and knowledge—including business, science, the arts and engineering—we have a rich resource of perspectives, insights and leading-edge thinking we can tap into for these publications. Our thought leadership material is being created to inform leading conversations on issues related to a more sustainable society and to help our clients find innovative ways to embed a long-term mindset into their own decision-making processes.

### **How we do business**

In FY2011, we reviewed some of our procurement policies and conducted stakeholder engagement sessions within the firm to better understand these policies and gain feedback on where we can improve. As a result of the review and these sessions, we updated our Sustainable Paper Procurement and Usage Policy. We also updated our Sustainable Events Guidelines, an internal document for event planners to help them reduce the environmental impact of events and increase their social and economic benefits to the surrounding communities where the events are hosted. We'll continue to review and update these policies over the coming year and have developed regular review schedules for each document. As well, the review of the procurement policies and stakeholder engagement sessions helped us develop our Energy and Carbon Reduction strategy.

### **Our focus on ethics and transparency**

A key component of our overall CR strategy is supporting strong ethical and transparent business practices across the entire enterprise and all that we do. One of the ways we do this is by developing our people's responsible leadership skills but we have numerous other initiatives. These include:

- our code of conduct
- ethics hotlines
- e-learn sessions
- risk management Canadian independence training
- identifying money laundering
- reporting responsibilities
- privacy policies
- obligations to report under rules of professional conduct

All of our people are required to participate in interactive independence training sessions as well as complete an annual confirmation with respect to their personal responsibilities as they relate to independence and firm compliance. In FY2011, we achieved a 99.8% completion of compliance confirmation, down

slightly from 100% in FY2010. A small number of individuals failed to complete the required information by the firm's deadline and have had this reflected on their performance evaluations.

### **Our role in creating a sustainable society**

As a business, we believe it is our duty to help clients, vendors and other stakeholders move toward adopting more sustainable practices. We have integrated this commitment into our Sustainable Business Solutions (SBS) practice, which provides Consulting and Deals, Tax and Audit and Assurance services to a wide range of clients. Our team consists of professionals with specific credentials related to sustainable business practices and has experience spanning a range of industry sectors including retail, entertainment and media, mining, energy and utilities, and forest and paper. We monitor and contribute to the regulatory environment, developing thought leadership and, of course, helping our clients identify and manage the risks and opportunities associated with sustainability and climate change issues.

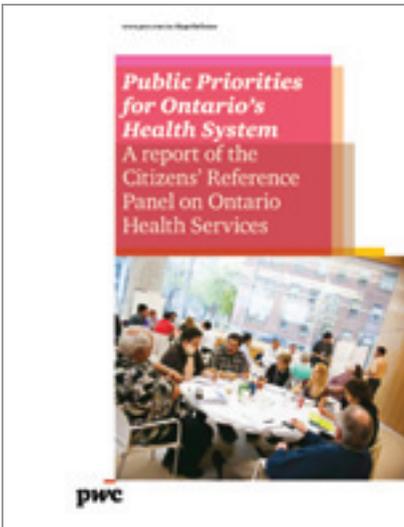
We also understand that sustainability must go beyond the corporate community. That's why in FY2011, we undertook various types of pro bono-related activities with community-based organizations: traditional contributions of our professional skills and the integration of skilled strategic planning work through the PricewaterhouseCoopers Canada Foundation team volunteer program.

For example, the Not-For-Profit Apprentice program brings together employees from across the firm with all levels of experience to volunteer their time through our existing Team Volunteering program. The team brainstorms options to help not-for-profits address critical organizational challenges. The focus is to uncover new skills that people have (beyond what they do at the office day to day) and look at issues from as many angles as possible. The end results are simple solutions that can be customized to help strengthen a not-for-profit's organizational effectiveness and develop approaches to reduce skill gaps. The objective is not the production of a report—it's about collaborating in ways that match passionate, highly-skilled people with a new type of pro bono experience. A total of five pilot projects were completed in FY2011. We plan to double this number in FY2012 and measure our success through scorecards highlighted in the community section of this report.



*"I'm proud of the work I do at PwC. As part of our national team of sustainability specialists, I develop innovative solutions that help our clients become better corporate citizens while addressing their key business issues, risks and opportunities."*

**Shelley Hyatt**  
Consultant, Sustainable Business Solutions



### **Connecting with the market and thought leadership**

As a way to help lead conversations related to our corporate responsibility initiatives and the ways we've integrated this into our business operations, we launched the following initiatives in FY2011:

- as GHG emissions and other related environmental challenges continue to be a priority for global business, in FY2011 PwC assisted in the development and delivery of a Canadian Institute of Chartered Accountants (CICA) course, *GHG emissions – risk, reporting and assurance*. As environmental risks continue to change the landscape of transparent reporting and disclosure practices, proper accounting techniques have to evolve to address these issues. Our people participated as expert instructors and facilitated participant discussion with a case study approach.
- we brought together 28 randomly selected residents in Ontario as part of a project called the Citizens' Reference Panel. Consisting of one male and one female from each of Ontario's 14 Local Health Integration Networks (LHINs),

the panel shared perspectives on the future sustainability of Ontario's healthcare system. Moving beyond a public opinion poll, we engaged MASS LBP, a Canadian organization dedicated to facilitating innovative public engagements, to help inform the thinking of the government, policy makers and healthcare providers by providing insight into citizens' attitudes and views on how we can build a more sustainable and cost-effective healthcare system across the province. As a result of this initiative, we launched a new piece of thought leadership, which is being considered by the Ontario Government to help inform its new platforms for health reform. You can download it by visiting [www.pwc.com/ca/shapethefuture](http://www.pwc.com/ca/shapethefuture).

- a survey administered through our Private Company Services team found only 21% of respondents currently have a CR plan aligned to business goals and 29% plan to have one in the next three to five years. This is largely because the majority of Canadian private companies view it as a "nice-to-have" rather than a priority. This research demonstrated that companies of all sizes have yet to be convinced of the business case for corporate responsibility.

## Sponsorships

We announced a new sponsorship strategy called Team PwC in early FY2011. The concept: sponsor high-level Canadian athletes who reflect the diversity of our people. To select the athletes, we developed a two-phase approach. First, we combed the Canadian sports landscape and selected athletes we felt would resonate with our people and set a tone for what Team PwC was all about. Second, we introduced these athletes to our staff as the inaugural members of Team PwC, and then asked our people to vote on three additional athletes (from 11) they wanted to support. In April 2011, the complete Team PwC was announced to staff. This team includes nine Canadian athletes from a wide range of sports:

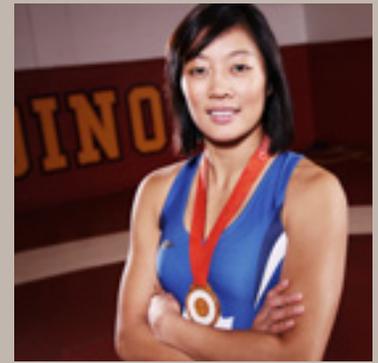
PwC also continued to invest in education. In FY2011 we donated \$571,000 to post-secondary institutions across Canada, up slightly from \$535,000 in FY2010.

The National Business Book Award is a prestigious \$20,000 award sponsored by PwC, recognizing outstanding talent in Canadian business writing. The winner of this year's National Business Book Award was Ezra Levant for his book, *Ethical Oil: The Case for Canada's Oil Sands*, published by McClelland & Stewart Ltd.

PwC Canada is also a major sponsor of Canada's CFO of the Year Award. This annual accolade is given to a senior financial leader who has made an outstanding contribution to business in Canada through vision and leadership, corporate reporting and performance, social responsibility, innovation and business complexity. This year's winner was Gordon Maron, a 40-year veteran of the PCL family of companies, who has been a fundamental player in the international success of this contracting organization.



Charles and François Hamelin, David Forster (PwC) and Ryder Hesjedal



Carol Huynh (Ewan Nicholson Photography)

### Team PwC

<b>Jennifer Abel</b>	Diving (staff selection)
<b>Ryan Cochrane</b>	Swimming (staff selection)
<b>Matt Hallat</b>	Para-skiing
<b>Charles Hamelin</b>	Short Track Speed Skating
<b>François Hamelin</b>	Short Track Speed Skating (staff selection)
<b>Ryder Hesjedal</b>	Cycling
<b>Carol Huynh</b>	Wrestling
<b>Scott Moir and Tessa Virtue</b>	Ice Dancing (staff selection)



National Business Book Award winner Ezra Levant (right) with Gino Scapillati, PwC Canada's National Managing Partner, Markets.

# Our corporate responsibility performance

This table presents our progress against priorities identified in our 2010 Highlights report and defines our key priorities moving forward.

Quadrant	FY2010 Priorities	FY2011 Update
<b>Community</b>	<ul style="list-style-type: none"> <li>developing a five-year strategic plan</li> </ul>	<p><b>ACHIEVED</b> We developed a new five-year strategic plan. See the community section.</p>
	<ul style="list-style-type: none"> <li>enhancing the Foundation's brand internally and externally</li> </ul>	<p><b>ACHIEVED</b> We issued thought leadership including a strategic framework for volunteering (Volunteer Continuum) and the Foundation's strategic approach to community investment (Capacity Building). See the sharing our expertise section.</p>
	<ul style="list-style-type: none"> <li>strengthening our performance measures to ensure they continue to provide meaningful information on program outcomes</li> </ul>	<p><b>ACHIEVED</b> We developed a new community investment scorecard to help measure and benchmark social impact data. See the community section.</p>
	<ul style="list-style-type: none"> <li>increasing participation by our people in team volunteering</li> </ul>	<p><b>ACHIEVED</b> We added new initiatives to help increase the number of skill-based experiences to attract more participation in team volunteering. See the volunteering section.</p>
<b>Environment</b>	<ul style="list-style-type: none"> <li>develop a climate change strategy to identify new opportunities for energy and emissions reductions</li> </ul>	<p><b>ACHIEVED</b> We created an Energy and Carbon Reduction strategy for the period from July 2011 to June 2015. It includes a plan to reduce our energy use and overall carbon footprint with specific goals and targets for meeting these objectives. See the climate change section.</p>
	<ul style="list-style-type: none"> <li>enhance support for our local Environmental Committees through funding, management support and other operational activities</li> </ul>	<p><b>ACHIEVED</b> The national committee chair continues to support the efforts of our Environmental Network and provide funding for local committee events throughout the year. See the engaging our people section.</p>

## FY2012 Key priorities

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- develop a logic model to better understand what inputs, outputs, outcomes and impacts we hope to achieve through our community investment activities
- deepen our people and firm's relationships within the not-for-profit sector to help build capacity through strengthening organizational effectiveness and empowering community leadership



***FY 2012***

- 
- increase the breadth and depth of the integration of our environmental programs and initiatives across our offices in Canada and increase our people's engagement in environmental activities
  - build out the specific actions we need to take in order to meet the targets set out in our energy and carbon reduction strategy and begin to implement those actions and measure the results and impacts
-

Quadrant	FY2010 Priorities	FY2011 Update
<b>People</b>	<ul style="list-style-type: none"> <li>continue our efforts to turn our diversity and inclusion strategy into action</li> </ul>	<p><b>ONGOING</b></p> <p>We revisited our three-year diversity and inclusion strategy (struck in 2009) and realigned our FY2012 deliverables setting aspirational goals for gender diversity and aligning our WIL/ROW and broader diversity efforts to best leverage our resources.</p> <p>See the diversity and inclusion section.</p>
	<ul style="list-style-type: none"> <li>manage our global mobility program to better meet our strategic business and talent needs</li> </ul>	<p><b>ONGOING</b></p> <p>We identified the need to increase our number of secondments to emerging markets.</p> <p>See the strategic mobility section.</p>
	<ul style="list-style-type: none"> <li>implement more impactful experiential learning programs</li> </ul>	<p><b>ACHIEVED</b></p> <p>We expanded the reach of our Enhanced Working Practices (EWP) initiative across all our lines of service. Successes have included positive feedback from our people and our clients, with many examples about how EWP has helped them accelerate skill development and service delivery.</p> <p>See the enhanced working practices section.</p>
	<ul style="list-style-type: none"> <li>continue to differentiate our talent pools and build robust development plans for our people with the greatest potential</li> </ul>	<p><b>ONGOING</b></p> <p>We increased the number of coaching workshops across the country that focus on feedback delivery and coaching methodologies.</p> <p>We implemented group coaching training sessions, ensuring we published toolkits and online resources to augment development plans.</p> <p>See the coaching section.</p>
<b>Marketplace</b>	<ul style="list-style-type: none"> <li>further integrate corporate responsibility into our procurement practices through the revision of documents and review and enhancement of firm-wide practices</li> </ul>	<p><b>ONGOING</b></p> <p>We undertook several stakeholder engagement sessions with representatives from both procurement and facilities departments and began the review of our policies and practices. This resulted in the revision of our Sustainable Paper Procurement and Usage Policy and our Sustainable Events Guidelines document.</p> <p>See the how we do business section.</p>
	<ul style="list-style-type: none"> <li>continue to lead the debate on issues impacting our profession through the services we provide, the development of thought leadership and general participation in working groups and other forums</li> </ul>	<p><b>ONGOING</b></p> <p>We developed thought leadership to address a broad range of issues: corporate responsibility practices in private companies, strengthening the capacity of the not-for-profit sector and engaged citizens in a reference panel on healthcare in Ontario.</p> <p>See the reconnecting with the market and thought leadership section.</p>
	<ul style="list-style-type: none"> <li>continue to find innovative ways to help our clients embed sustainability into their business strategies, operations and practices.</li> </ul>	<p><b>ONGOING</b></p> <p>Our Consulting and Deals, Tax and Audit and Assurance professionals helped companies address the strategic, compliance, operational, reputational, financial and reporting implications of CR through project work as well as various training seminars.</p> <p>See the our role in creating a sustainable society and the connecting with the marketplace and thought leadership sections.</p>

## FY2012 Key priorities

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- continue our efforts to operationalize our diversity and inclusion strategy
- manage our global mobility program to better meet our strategic business and talent needs
- continue to differentiate our talent pools and build robust development plans for our people with the greatest potential



***FY 2012***

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- continue to review and enhance our procurement practices on a firm-wide basis
  - refine our marketplace strategy to identify further opportunities to:
    - lead the debate on issues impacting our profession
    - help our clients embed sustainability into their business strategies, operations and practices

# Key performance indicators

Quadrant	Performance Indicator	Unit	FY2011	FY2010	FY2009	FY2008
<b>Community</b>						
Giving	Charitable donations and sponsorships	Thousands of CAD	2,533	2,030	2,192	2,203 <sup>1</sup>
	Contributions by partners and staff to United Way <sup>2</sup>	Thousands of CAD	2,182	2,156	1,917	1,826
Employee engagement	Participation in team volunteering events	Number of staff & partners	2,275	2,283	2,400	2,182
	Time spent by partners and staff in team volunteering events <sup>6</sup>	Hours	17,100	17,100	18,000	16,400
	Volunteer grants	Number of grants	220	224	262	214
<b>Environment</b>						
Employee engagement	Time dedicated by volunteers in PwC Environmental Committees	Hours	550	800	1,030	970
Earth Hour	Participation in Earth Hour	% of office space	89	90	92	75
Greenhouse gas emissions <sup>3</sup>	Scope 1 (natural gas and fuel oil consumption)	Tonnes of CO <sub>2</sub> e	1,330	1,360	1,440	1,450
	Scope 2 (electricity consumption)	Tonnes of CO <sub>2</sub> e	3,440	3,670	3,890	4,040
	Scope 3 (air travel, car rentals, rail travel and hotel stays)	Tonnes of CO <sub>2</sub> e	5,940	5,970	6,380	8,420
Business air travel	Distance flown by PwC partners and staff	Thousands of kilometers	48,034	48,232	48,660	60,340
Paper usage	Office paper consumption <sup>6</sup>	Thousands of sheets	58,915	66,348	68,350	93,600 <sup>4</sup>
<b>People</b>						
Workforce	Partners	Number of partners	420	425	413	423
	Staff	Number of staff	5,311	5,303	4,973	4,837
	Voluntary departures	% Staff	16	12	12	15
Employee satisfaction	"I would recommend PwC as a great place to work."	% Favourable	71	70	78	77
	"I am proud to work at PwC."	% Favourable	81	80	86	87
Diversity and inclusion	Women <sup>6</sup>	% Staff & partners	56	57	58	59
	Members of a visible minority <sup>6</sup>	% Staff & partners	28	27	27	26
Work/life flexibility	Reduced schedule	% Staff	4	4	4	4
Coaching, learning and development	"I have the opportunity to work on challenging assignments that contribute to my development."	% Favourable	74	73	76	78
	"The learning and development I receive at PwC have adequately prepared me for the work I do."	% Favourable	74	75	77	76
<b>Marketplace</b>						
Revenues	PwC Canada revenues	Millions of CAD	1,096	1,034	1,030	986
Non-charitable sponsorships	Education sponsorships	Thousands of CAD	571	545	475	505
	Other sponsorships	Thousands of CAD	1,517	1,826	1,604	1,612 <sup>1</sup>
Business conduct	Completion of annual compliance confirmation <sup>5</sup>	% Staff & partners	99.8	100	100	100

1 For FY2008, total "Charitable donations and sponsorships" and "Other sponsorships" represent actual costs incurred. Apportionment between community and marketplace was estimated.

2 FY2011 value corresponds to the calendar year 2010 campaign. FY2010, FY2009 and FY2008 values correspond to the 2009, 2008 and 2007 calendar year campaigns respectively.

3 Due to rounding, the subtotals may not add to the total. 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 third parties. Where this information was not available, estimates were made based on average consumption. As a result, GHG emissions have been estimated for approximately 12% of PwC's total square footage. Scope 3 emissions related to business travel were calculated using data provided by Amex Canada Inc and calculation model provided by Data Insights for FY2011 and Atmosfair for FY2008-FY2010. GHG emissions from Hotel stays, Rental Cars and Rail have been estimated in FY2011 based on averages of prior years. Emission factor sources used in calculating the carbon footprint are taken from: National Inventory Report 1990 – 2008: Greenhouse Gas Sources and Sinks in Canada, Environment Canada, April, 2010; and Climate Change 1995, The Science of Climate Change: Summary for Policymakers and Technical Summary of the Working Group I Report, IPCC, 1995.

4 FY2008 value was estimated for the first half of the year.

5 The annual compliance cycle is from September 1st to August 31st. Therefore, the FY2011 value refers to the cycle ended August 31, 2010.

6 Previously reported values have been re-calculated due to changes in indicator definition or calculation methodology, to enable year-over-year comparison.

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## *Looking ahead*

We are proud of the progress we have made this year and are aware of the challenges and opportunities going forward. In FY2012, we will be looking for ways to continue to embed more good corporate responsibility practices into our business operations and to promote conversations that highlight the importance of being a leader. The public is demanding trustworthiness, efficiency and accountability from the capital markets, financial institutions and business. At PwC, we understand that the only way to earn that trust is to operate with integrity and a deep commitment to sustainable and responsible business practices. We embrace this commitment and will play a leading role in helping others do the same.

## *United Nations Global Compact*

As a global network, PwC is a signatory to the UN Global Compact, which consists of 10 core principles focused on the areas of anti-corruption, human rights, labour standards and the environment. Through this participation, PwC 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 the *Corporate Responsibility Highlights 2011* 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 2011* 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 2011* 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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