

Global commitments

As one of the world largest professional services firms, PwC is particularly aware of its obligation to take a leadership role in promoting the concept and practice of corporate responsibility. One very visible example of how we do this is by participating in the United Nations Global Compact (UNGC). The UNGC provides a policy platform and practical framework for companies committed to responsible business practices, including ten principles defined by the UNGC in the areas of human rights, labor, the environment, and anti-corruption. PwC's participation in the UNGC is established through a written commitment to uphold the UNGC's ten principles. By participating in the Compact, PwC's global network of member firms actively support the UNGC's ten principles in their respective geographies.

The UNGC is the world's largest corporate citizenship and sustainability initiative and brings together more than 5,100 corporate participants and stakeholders from over 130 countries. First and foremost, the Compact is concerned with building and demonstrating the social legitimacy of business and markets.

In addition to its direct participation in the UNGC, PwC has also collaborated with a number of UN agencies to assist in activities and programs that further support the principles of the UNGC. These efforts include our work with the United Nations Convention against Corruption and United Nations Office on Drug and Crime in combating corruption; the United Nations Central Emergency Relief Fund to supply disaster relief; the United Nations High Commission for Refugees to provide refugee support; and the United Nations Environment Program to address the risks of climate change.

As a signatory to the UNGC, PwC also participates in the related Communication on Progress (COP) process, which obligates signatories to provide annual disclosure to stakeholders on progress made in implementing the UNGC's ten principles. In this way COP helps to instill accountability and drive continuous improvement among Compact participants, and, at the same time, builds a useful repository of responsible corporate practices. Throughout this website and our Global Annual Review, you will see how PwC is working to incorporate the ten principles of the UN Global Compact in the way we operate in the marketplace, treat our people, interact with our local communities, and protect the environment.

UN Global Compact Principles

Human rights

- ▶ Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
- ▶ Principle 2: Make sure that they are not complicit in human rights abuses.

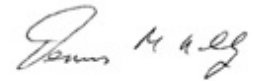
Labour standards

- ▶ Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- ▶ Principle 4: The elimination of all forms of forced and compulsory labour;
- ▶ Principle 5: The effective abolition of child labour; and
- ▶ Principle 6: The elimination of discrimination in respect of employment and occupation.

Contacts

Bronwyn Neeson
Global Corporate
Responsibility office

"Our signing of the Compact is important because it shows not only our commitment to the 10 principles, but also our willingness to commit our entire global network of member firms to these principles."



Dennis M. Nally
Chairman,
PricewaterhouseCoopers
International



Environment

- ▶ Principle 7: Businesses should support a precautionary approach to environmental challenges;
- ▶ Principle 8: Undertake initiatives to promote greater environmental responsibility; and
- ▶ Principle 9: Encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

- ▶ Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

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Preface

Corporate responsibility (CR) has been adopted by PwC's leadership in Central and Eastern Europe as an integral part of our Achieve Distinction strategy. The firms have identified strategic priorities for CEE; these include focusing on quality client relationships, creating a cutting-edge knowledge environment and a high-performance culture, and protecting our brand. We at PwC Russia are now working to better align our CR activities with these strategic focus areas.

Central to this process is transparency. The aim of this report is to communicate our objectives in these areas and reflect our CR agenda, but it is not a full account of all our activities, achievements and challenges. We want this report to show why CR is important to PwC Russia and stimulate stakeholder dialogue on the subject. Receiving your feedback will contribute to our continual improvement. We look forward to receiving your comments on this report and on our activities.

Highlights:

- Over 2,000 clients, including 124 of the Expert 400
- 2,123 staff
- 104 hours of learning and development per employee
- 70 professional qualifications received in 2009, including 54 ACCA qualifications
- Around 1,500 hours of pro bono lecturing in universities by PwC staff
- 220 volunteers, doing more than 2,000 hours of volunteering
- 29 corporate philanthropy projects

A letter from Peter Gerendasi, managing partner of PricewaterhouseCoopers Russia

Dear readers,

I would like to welcome you to PricewaterhouseCoopers Russia's first corporate responsibility (CR) report, for our 2009 fiscal year (1 July 2008 to 30 June 2009). All references to "2009" in this report refer to that period. Our next report will cover the period from 1 July 2009 to 31 December 2010; in the future, we intend to report on a calendar year basis.

Although this is our first report, we actually embarked on our corporate responsibility journey years ago. At PwC, we believe that as market leaders and trusted business advisors in the business community we are responsible for improving the social and environmental sustainability of the world around us: we contribute to client success by providing services at high professional standards; we strive to be the firm people are proud to work for; we reach out to local communities and make efforts to match our capabilities and their needs; last but not least, we are becoming more conscious of the environmental footprint we leave. We have joined the ranks of businesses that care, but we want to be more than rank-and-file – we want to lead the way.

About 18 months ago we gave formal structure to our CR-related activities to make sure we had a long-term vision, an understanding of where we are on the CR map and what we are trying to achieve, and a good set of key performance indicators (KPIs) to help us measure progress. Now, we are presenting the first account of what we have been able to achieve in this short timeframe. We appreciate that there is much work yet to be done and we are determined to develop our CR strategy further. That said, we are proud of what we have accomplished so far.

Increasingly our clients are viewing corporate governance, business ethics, compliance and transparency as adding value and contributing to the sustainability of their business rather than a tick-the-box exercise. Internationally, the current environment places a premium on sustainable business that cares about the long-term impact it is having on its stakeholders. Without a doubt, as markets develop and Russia becomes more integrated internationally, this will become a more important factor in Russia. In anticipation of this, we are increasing our contribution to building a sustainable future by defining our strategy in this area and helping our clients do the same.

Globally, PwC firms approach CR from four perspectives: Marketplace, People, Environment and Community. We have done the same, and over the past year we have been harmonising our activities with these focus areas.

2009 was difficult for companies all over the world. We responded by focusing, more than ever, on our **clients** and value propositions. We intensified our dialogue with the business community about which issues mattered most and responded accordingly, launching a series of publications on managing business in a downturn, increasing

senior partner reviews of client engagements and helping shape the public agenda in a number of significant economic forums.

We rely on our **people** to maintain our leading position in the marketplace. Like all companies, we had to make some difficult decisions this year that affected our staff. As business contracted, we implemented flexible options that would allow us to retain our best teams and continue to serve our clients at the level that they expect from PwC. At the same time, we did not lose focus on high-level professional development and training programmes.

In order to balance the firm's needs with employee expectations, we conducted a series of focus groups with our partners and staff to determine which benefits could be reduced with the least impact and to develop options to reduce costs, such as unpaid leave and shortened work weeks. We feel that this employee engagement programme has allowed us to achieve a minimal reduction in personnel while maintaining excellent client service.

This year we launched our Small Steps **environmental** campaign, which also was developed with input from our people. A number of measures have been taken in order to reduce our consumption of paper and plastic and the amount of CO2 we generate as a firm. We are also working to raise the awareness of our people, clients and suppliers about environmental issues.

The financial situation also acted as a catalyst for us to review our **community** involvement. We have started to put more focus on capacity-building activities that leverage our core competencies and now are offering more knowledge sharing, more volunteer activity and more collaboration. We continued to promote our Charity Instead of Gifts initiative, under which funds allocated for corporate gifts are spent on annual New Year parties for children from Moscow-region orphanages and educational programmes for disadvantaged youths. We are proud that many Russian and international companies have joined in, and we have started to promote this initiative in the regions where we operate.

Finally, we are proud of the PwC Global Communities Recognition award which was given to the CEE region for its community activities; the Russian firm's contribution was key to this success.

For me personally, corporate responsibility is about the footprint that we as a business and we as individuals are making. We want to be recognised as a premium-class business other premium-class businesses want to partner with – in all territories in which we operate and at all times. We started by recognising our various responsibilities to our stakeholders. Now it is time to make good on these responsibilities by making them an integral part of our strategy and decision-making on a consistent basis across all groups and in all offices across Russia. We are at the beginning of an exciting journey, and we are determined to lead by example.

Peter Gerendasi
Managing Partner, PwC Russia

PricewaterhouseCoopers Russia: a few facts and figures

PricewaterhouseCoopers is the largest professional services company in the world. We provide industry-focused assurance, tax and advisory services to build public trust and enhance value for our clients and their stakeholders. More than 163,000 people in 151 countries across our network share their thinking, experience and solutions to develop fresh perspectives and practical advice.

PwC Russia forms a key part of the Central and Eastern Europe (CEE) region, which includes PwC firms in 26 countries and comprises about 7,000 partners and staff. In the CEE region, PwC Russia is the largest territory, both in terms of size of the practice and in headcount. The Russian firm has been recognised as one of the strongest and most strategically significant firms in the PwC network.

The year 2009 marks the 20-year anniversary of PricewaterhouseCoopers in Russia. During that time, we have grown from a couple of offices with less than 30 staff to six offices – in Moscow, St Petersburg, Kazan, Ekaterinburg, Yuzhno-Sakhalinsk and Vladikavkaz – with over 2,000 people.

Our client base in 2009 comprises over 2,000 Russian and international companies, including 124 companies from the Expert 400 list, accounting for 62% of the list's revenue.

- 7 of the 10 largest ferrous metallurgy companies
- 5 of the 10 largest retail companies
- 6 of the 10 largest oil and gas companies
- 10 of the 10 largest banks
- 5 of the 9 largest telecommunications companies

PwC Russia has been recognised over 2009 with the following awards and rankings:

PwC's Global Communities Recognition Award 2008, PricewaterhouseCoopers in the Community category

No. 1 dream employer of young professionals, *Aktsia* newspaper rating of Top 50 audit and consulting firms, 2009

Second place in best employer for young specialists, Graduate consulting company and Career magazine, July 2008

Leader in audit and consulting services in Russia by revenue, Expert RA rating agency, March 2009

First place in Russia's largest consulting companies, Finance magazine, April 2009

Best tax practice in Russia, *World Finance* magazine, 2009

Russian transfer pricing firm of the year, *International Tax Review* magazine, May 2009

Best tax team of the year in Russia, *The New Economy*, September 2008

Russian lead financial advisor of 2009, *Acquisitions Monthly* magazine, 2009

Best auditing and consultancy firm for the insurance sector, Golden Salamander Award 2008

Corporate responsibility

For years, PwC Russia's community outreach programme has gone by the name **Connected to Russia**, which reflects the firm's commitment to becoming integrated into all aspects of the country, and not just in the business sense. We understand that in order to be truly successful as a company, we must have wider connections with the country we are in – with our clients, with our people, with the environment, with the community, and with our stakeholders as a whole.

[pop-out text Connected to Russia – take glossary definition when ready]

This mindset has led to the development of many initiatives: establishing a Charity Committee, launching the Small Steps programme, having professional staff lecture at local universities, offering internship programmes, assisting non-profit organisations to help them to better achieve their goals, and more. All these initiatives and activities have naturally grown into a corporate responsibility programme which is linked to our core business and responds to broadly defined social and environmental challenges.

Our corporate philosophy, which we call the PwC Experience, lays out the values and behaviours that we feel define PwC as a firm and distinguish us both in the eyes of our clients and our people. The four key behaviours are:

- Investing in relationships
- Sharing and collaborating
- Putting ourselves in each others shoes
- Enhancing value through quality

In many ways, the PwC Experience philosophy complements our goals in the area of corporate responsibility: both focus on relations with stakeholders, be they internal or external, both focus on increasing the positive impact we have, and both derive their strength from our core values of leadership, excellence and teamwork. Our CR programmes provide an excellent vehicle for embedding the PwC Experience behaviours. Consequently, efforts will be made to further develop our CR programmes in tandem with the PwC Experience.

Pop-out text:

Our Charity Committee was formed in 2004 and currently has 17 members. Traditionally, our focus has been on child welfare, education and culture. In 2009 we carried out 29 projects, managed by three subcommittees. Our corporate philanthropy programme provides the community with a combination of funding, professional assistance and staff volunteering. You can find more in the Community section of this report (page 24).

Pop-out text:

In 2008 PwC Russia started measuring its emissions (every three months) and launched the Small Steps campaign to reduce the firm's environmental impact. Our plan to create a greener office environment requires personal commitment from every employee.

Our CR agenda

Globally, PwC is a signatory to the UN Global Compact. In early 2009, PwC Russia also signed up to the Social Charter of the RSPP (Russian Union of Industrialists and Entrepreneurs). The Social Charter is a voluntary set of principles for businesses to follow focused around the community, investors and business partners, the authorities, workers and civil society.

Our choice is to do good business, act responsibly vis-à-vis all our stakeholders, have a long-lasting positive impact on the community, lead the way and articulate with confidence our vision of a sustainable future. At the same time, the work we are undertaking in CR is becoming more aligned with our overall business strategy.

We map and measure our footprint on four main focus areas:

- Marketplace
- People
- Environment
- Community

We manage our impact on society at large and the environment by categorising our footprint into one of these four focus areas, but this does not mean that each of them has a life of its own. We align our various initiatives where possible to improve our performance. At all of our locations across Russia, we manage our impacts and implement programmes to one common standard. Through consistency, we seek continual improvement in our activities.

Prior to our more systematic approach, many of our programmes and efforts in this area were operating in silos. Our objective over the past year has been to identify all of our activities in each of the four perspectives, as well as the relevant stakeholders for each. Doing so has led to the re-design of many of our CR-related programmes to ensure that they are better linked to our strategy and organisation.

Our impact on the Marketplace [page 11]

The largest impact we have is through the quality of our services, knowledge and behaviour. Our clients expect us to act in a fair and ethical way, enhance value through quality and be thought leaders. We help to improve transparency, trust and consistency in business processes. We work with the government and regulators and help shape the public agenda. We choose our clients carefully, treat them with respect and advise them on a sustainable basis. We are also a large buyer of services and products and have elaborated a purchasing policy which will increase our efficiency and introduce corporate responsibility parameters in our relations with suppliers.

Our impact on People [page 16]

Talent management, sustainable reward systems and a stimulating working environment are our focus areas for corporate responsibility from the people

perspective. This has shaped our high-performance culture, which is about investing in excellence through training, development, coaching and the experiences we provide to our people so that they may develop and grow, while at the same time promoting their health, safety and well-being. This is a culture based on mutual trust and respect in our dealings with each other.

Our impact on the Environment [page 21]

Even though we are not an industrial enterprise, we are conscious of the impact we have on the environment: we consume electricity, paper and plastic, and our people travel frequently. We are determined to reduce our environmental footprint by raising our people's awareness of the impact had by our individual and collective behaviours. We have taken Small Steps to reduce travel, reduce waste and recycle. We are also working with clients and suppliers to help reduce their impact on the environment.

Our impact on the Community [page 24]

We want to be a good corporate citizen. We take responsibility for the communities in which we operate. We have developed a corporate philanthropy programme which is managed by the firm's Charity Committee, and we have a programme for engaging with universities. We encourage volunteering and support disadvantaged social groups as well as NGOs primarily by sharing knowledge and time as well as by providing financial support.

Our stakeholders

Our stakeholders are groups or individuals who are affected by PwC's activities, or who can affect ours. As will be clear from the report, many internal and external stakeholders are important for us and as such, form the basis for our reporting.

In the past year we spent a lot of time formalising our stakeholder map. For a start, we identified key strategic stakeholders in each of the four CR focus areas and took stock of the status of dialogue with them. It became clear that with some stakeholders (like clients and our people) the dialogue was regular and active, while in other cases, the regularity and depth of stakeholder dialogue could be improved (for example, with suppliers and NGOs). We intend to use this report as a tool in our stakeholder dialogues, particularly around CR issues.

The chart below lists our major stakeholder groups and the various channels of communication we have with them.

Stakeholder	Engagement Topics	Engagement Pathways
Employees (current, former and potential)	<ul style="list-style-type: none"> - Job security and retention - Career development and opportunities - Ethics 	<ul style="list-style-type: none"> - Global People Survey (GPS) - Intranet - Focus groups - Coaching - Ethics Committee - Alumni Club events
Clients	<ul style="list-style-type: none"> - Business issues: challenges and opportunities - Satisfaction with PwC services 	<ul style="list-style-type: none"> - Client satisfaction survey - Senior partner review visits - Regular meetings
Suppliers	<ul style="list-style-type: none"> - PwC CR strategy and supplier requirements - Challenges for suppliers - Knowledge sharing on the CR agenda 	<ul style="list-style-type: none"> - Workshops - Regular meetings
Governments and regulators	<ul style="list-style-type: none"> - Regulatory environment - New or revised legislation 	<ul style="list-style-type: none"> - Regular meetings - Working groups (PwC lead participation) - Professional organisations
Universities	<ul style="list-style-type: none"> - Qualifications of new students - Developing responsible leaders of the future - Opportunities for new graduates 	<ul style="list-style-type: none"> - Rectors club - PwC champions - Lecturing
Local communities, NGOs	<ul style="list-style-type: none"> - Needs of local communities - Matching PwC competencies with community needs 	<ul style="list-style-type: none"> - Community events - Volunteering - Increasing NGO efficiency
Business and professional associations	<ul style="list-style-type: none"> - Matters of common interest - Shaping the public agenda 	<ul style="list-style-type: none"> - Active participation - Leading the way through chairing working groups and committees

Stakeholder engagement is an ongoing process, and as our situation changes, we will update this list to reflect these changes. Our aim is to systematise the process and ensure that it is done in a transparent and structured manner.

Management and governance of CR at PwC Russia

CR at PwC Russia is led by the CR steering group, which reports to the country managing partner. The steering group is led by the partner responsible for CR overall and includes the leaders for each of the four perspectives. They are responsible for setting the CR strategy in alignment with the firm's overall strategy, as well as for overseeing its implementation. Each office in Russia has a CR champion to help oversee implementation locally. On a quarterly basis, the CR leader reports to the Operations Committee, the main management team of PwC Russia.

The CR leader is on the regional CEE, Central Cluster and global CR leadership teams. Our report

Using our four-focus framework overlaid with our stakeholder issues, we came up with a list of material issues to cover in our first report. We plan to continue reporting on these issues, and, using input from our ongoing stakeholder dialogue, we will continue reporting on our material CR impacts.

The report covers illustrative examples of PwC Russia's activities and, in the interest of readability, is not exhaustive. In the coming months, we plan to publish more examples of our work in this sphere online.

We have chosen to use the Global Reporting Initiative Sustainability Reporting Guidelines version G3 (GRI G3) in order to present a balanced picture of our activities.

Marketplace

The biggest impact we have as an organisation stems from our day-to-day work: how we operate in the market and how we serve our clients. We believe our firm plays an important role in the economy by helping organisations do business with confidence and achieve sustainable success.

Our objectives

Our mission in the marketplace is to build public trust and enhance value for our clients and other stakeholders. Our key stakeholders include current and potential clients and the business community at large, regulators, regional governments, professional and business associations, PwC Russia alumni, the media and our suppliers.

Client service delivery

Our primary obligation is to add value for our clients by providing high-quality services. Through our annual global CEO surveys and other industry and topical research, we assess which issues are of the greatest importance and make our contribution to the resolution of those issues.

To monitor our progress, four years ago we introduced an annual client feedback programme and regular personal senior partner reviews to gather feedback from clients' top management in order to ensure we continue to serve clients with high quality. Last year we sent 307 feedback requests; of the 100 responses we received, 96% gave PwC a positive appraisal. We organised 45 senior partner review visits to clients last year.

The value and quality of PwC services and advice are highly recognised by our clients. According to the results of the Client Feedback Survey, in 2009 PwC Russia's loyalty score was 8.7 out of 10. This was higher than PwC's average for the Central and Eastern Europe region as a whole. **46% of PwC Russia clients would recommend our services to others.**

Shaping the public agenda

It is important to use our influence to initiate dialogue on issues that are critical to the long-term well-being of the Russian economy. In this way, we hope to improve the way business is done in Russia. Key priorities for shaping the public agenda in 2009 were in the following areas:

- **Developing accounting and auditing in Russia.** Working closely with regulators; providing training on IFRS to the Russian Central Bank; supporting business and financial education at major universities;
- **Enhancing corporate transparency.** Developing and supporting initiatives like the Russian Corporate Philanthropy Ranking and the Russian Sustainability Reporting Awards; collaborating with the Independent Directors Association and International Business Leaders Forum;
- **Improving the investment climate.** Helping develop Russian transfer pricing legislation; signing cooperation agreements with regional administrations (in

2009, the Republic of Tatarstan and the Sverdlovsk and Krasnodar regions) and publishing guides to investment in those regions; sponsoring and speaking at major economic forums (e.g., the St Petersburg International Economic Forum).

[pop-out text]

Corporate philanthropy ranking with *Vedomosti*

PricewaterhouseCoopers and *Vedomosti* newspaper conducted a survey of corporate philanthropy programmes in Russia to assess their overall effectiveness. The survey also sought to evaluate the strategy behind and organisation of these programmes, in addition to examining the transparency of information provided. We developed a survey methodology with consideration for Russian market specifics. The project was implemented from June 2008 to March 2009 and pursued the following goals:

- to disclose the actual amounts of money donated by Russian companies;
- to activate discussion on the effectiveness of spending on corporate philanthropy.

We began preparations for the next year's ranking in May 2009. In order to make the underlying concepts clearer for respondents, we planned a seminar and wrote guidance on corporate philanthropy. We also reworked the questionnaire to make it more user-friendly.

[pop-out] Russian Sustainability Reporting Awards 2008

PwC was a founding member and has been a supporter of the Russian Sustainability Reporting Awards (RSRA) since 2005. In the four years of its existence, the number of reports entered has risen from just over 10 to 24 for 2007 reports. Apart from the overall number of reports increasing, the quality of reports has also risen dramatically over the period of the awards' existence.

The goals of RSRA are to share best practices in sustainability reporting amongst Russian companies, encourage excellence through awards, and encourage transparency through reporting. PwC's role has been to develop the methodology and to act as auditors of the process, ensuring the criteria is applied equally and consistently by the jury in line with the methodology. The criteria have been developed in order to demonstrate sound practices in sustainability reporting, which should act as a driver for improvement.

Along side the Russian Sustainability Awards, PwC Russia is also active in the European Sustainability Reporting Association (ESRA) which has similar goals as RSRA, but on a European level. As sustainability reporting is still a new and evolving practice, our participation in RSRA, ESRA and other such initiatives ensures we are on the leading edge of developments in sustainability reporting globally, and allows us to help spread this best practice here in Russia.

Since 2007 RSRA has been lead by the Russian Government's Federal Council, demonstrating the importance that the Russian Government places on robust sustainability reporting. This has acted as a platform for companies and other organisations to voice their views on the matter through parliamentary hearings held in conjunction with the reporting awards ceremony.

Working with regulators

PwC operates in a highly regulated industry with far-reaching rules on issues such as professional ethics and independence. The firm invests heavily in internal quality control systems, trainings and support mechanisms to ensure a compliance culture.

PwC uses different channels of communication to engage regulators in dialogue, from participating in their briefings, surveys, delegations and projects to providing advice and sharing global best practices. On the global level, PwC is a member of the Regulatory Working Group (formerly the Global Regulatory and Legislative Working Group). In Russia, several PwC partners and staff are active members of the committees and commissions of the Russian Audit Chamber, a non-commercial self-regulatory organisation with more than 2,500 members.

Thought Leadership

We invest a considerable amount of time and effort into research and innovation. Our Thought Leadership reports on key market trends enable us to sustain active knowledge sharing with our clients and the greater business community. Knowledge transfer – both as part of site work and through specialised training solutions – is part of our client service philosophy. We issued over 100 Thought Leadership reports in 2009.

[Pop-out] Under the Time of Change project, we accumulated global experience on managing companies in a downturn and provided advice in a number of areas. We published this information on a website created specially for this purpose, with weekly or bi-weekly updates including articles, blog posts and podcasts. Together with the Russian Managers Association, we conducted a survey of 100 Russian companies from various sectors to reveal how the crisis had affected their strategies and plans. The project ran from November 2008 until June 2009.

For the third year running, we conducted the survey Career Opportunities for Women in Business, which examines issues surrounding career growth for women in Russia. The survey results were presented to our clients, the government, educational institutions and other organisations.

Professional and business associations

PwC cooperates with a number of professional and business associations to broaden our impact on the market, support the creation and distribution of knowledge, and share best practices. We use professional and business associations as platforms for ongoing stakeholder engagement and as forums to debate important professional, social and economic issues.

In an effort to make our participation more valuable and focused, this year we reviewed the list of associations we work with and the level of our cooperation with them. As a result, we cancelled our membership in some, but strengthened our role and involvement in others. PwC partners chair the tax committees of the International Cooperation and Investment Council and the Association of European Businesses;

our people are members on various committees of the RSPP, the Russian Managers Association, and the American Chamber of Commerce.

Alumni

Our alumni form the backbone of many large Russian and international businesses. We established the Alumni Club to provide channels for the firm and former employees to keep in touch; these include a quarterly bulletin, a website and various events. Maintaining a dialogue with former staff helps us to deepen our market and industry knowledge and, as an added bonus from the people perspective, some alums ultimately decide to return to the firm.

The Alumni Club comprises more than 2,000 registered members, of which 400 are executives in high-level positions in Russian and international companies, the government and professional and business associations.

Mass media

Media is one way for us to reach out to large numbers of interested parties like business and government in order to discuss trends and topical issues. In 2009 we held 15 events for the media, among them press lunches, briefings, conferences, and trainings on topics such as M&A in Russia, the banking sector in a downturn and international financial reporting standards. In September 2008 to June 2009, our share of voice among the Big 4 was around 52% – almost twice as much as the closest competitor. PwC attracted 3,277 positive publications, making us the highest rated of the Big 4; the number of negative hits was 257.

Suppliers

We have established the minimum standards that we expect suppliers to adhere to as a condition of doing business with PwC; this is something we intend to expand on in the coming years.

In the past year, we have focused on the following:

- Developing a procurement policy aimed at streamlining all significant purchases through the firm's procurement team;
- Incorporating social and environmental considerations when making purchasing decisions;
- Establishing and maintaining trusted long-term relationships with our suppliers, which will enable us to encourage them to subscribe to appropriate business ethics standards.

Our supply chain plays a vital role in upholding our reputation. We prefer to be associated with responsible suppliers. One such example is our long-term business partner Swissotel, which has received ISO certificates for compliance with ISO 9001 (quality management), ISO 14001 (environmental management) and OHSAS 18001 (occupational health and safety) standards.

Going forward, our concrete action plan includes:

- Ensuring compliance with the PwC Russia Purchasing Policy, raising staff awareness and sharing knowledge and collaborating with our suppliers on responsible practices;
- Starting a dialogue on how PwC is viewed by suppliers and acting on feedback received;
- Taking further steps to ensure all preferred suppliers are compliant with statutory registration requirements.

Challenges and plans for the future

Our strategic goal is to further strengthen our market position and remain the distinctive professional service provider. The market relies on us to deliver high-quality services, to develop innovative solutions to the challenges businesses face in a changing world, and to act as responsible leaders for a sustainable future – we aim to satisfy these needs.

Our key challenge is to encourage and support the development of sustainable business practices and corporate responsibility within the firm and the Russian business community. In terms of the firm's public policy goals, we will continue to contribute to shaping a competitive economy through greater transparency, effectiveness and diversification and further improve Russia's attractiveness for investors.

People

At PricewaterhouseCoopers Russia, our people are our core asset. We invest in the training and development of our staff and offer many opportunities for all employees to realise their potential. We recognise and reward excellence. We provide an environment which fosters professional and personal growth and where people are comfortable to work. This, in turn, allows our people to provide exceptional service to clients. For us, the CR mindset as far as people are concerned is about considering the impact our actions have on morale and motivation; treating all people with respect, in a fair and transparent way; and finally, inspiring people to be responsible leaders.

Our objectives

PwC Russia aims to be ranked as the employer of choice in the Russian market. We want PwC to be a great place to work and are committed to providing a safe, progressive working environment for our staff. Our recognition and reward programmes are designed to reflect our desire to make sure our people are motivated and appreciated. We seek to attract and retain the best and brightest people and to provide engaging career paths – we employ the kind of people who will take PwC's success into the future.

Fostering growth

Our response to economic downturn

Given the current climate, we have adapted our policy from fast-paced recruitment to retaining key talent. Having survived the 1998 financial crisis, we know how important it is to retain people to support the growth of the business in the post-crisis years. Our response to the downturn therefore is focused on laying the foundation for future growth – we call this Fit for the Future. We are actively communicating with our global network to find successful solutions in keeping our talent on board and continuing professional training. We implemented a variety of alternatives to keep headcount reduction to a minimum.

Internal transfer is one solution: we give opportunities for our people to develop in new areas of service. External secondments, with the help of Global Mobility, provide another way for our people to share knowledge, gain exposure to new ideas and establish new relationships. In 2009, 54 of our people went on outbound secondments. We also gave our employees the option of flexible working hours. With staff input from focus group dialogues, we were able to retain most of the benefits available pre-crisis, including voluntary medical insurance and appreciation awards.

Learning & Development

At PwC, we see it as our responsibility to both our clients and people to train and develop employees to enable them to provide excellent service and to realise their full potential. Despite the downturn, we considered it essential to retain all our core

training programmes, including the Assurance Academy for auditors and all milestone programmes (inductions, the Leading Teams course and the New Managers Academy).

In 2009, 832 employees were studying for an ACCA (Association of Chartered Certified Accountants) qualification, and 54 employees became new affiliates or licence holders. We achieved a 69% pass rate during the most recent examination period, in June 2009.

We have redistributed our resources in favour of internal tutors and local programmes and have introduced a more precise training curriculum based on specific business needs across the lines of service. Our Learning & Development specialists are working to adjust our programmes, maximising on-the-job training and complementing this with knowledge sharing and formal training.

PwC applies the 70:20:10 philosophy to provide individualised approaches to help talent in the firm fully realise its potential through:

- stretching on-the job assignments and leadership of the firm's strategic initiatives (70)
- coaching and exposure to senior leadership, learning from role models (20)
- formal professional and business skills trainings and leadership development programmes (10)

We continue to develop new programmes: for example, Tax and Legal Services has formed the Tax Academy, which includes a mandatory technical training and business skills curriculum and is aimed at consultants and senior consultants over the first four years of their career with PwC.

We consider it vital to recognise the achievements of our employees. We offer appreciation awards and management awards for jobs well done and seniority awards for those who are celebrating milestones working with the firm.

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Leadership Programmes

The regional Apollo and Leadership Challenge programmes are targeted at developing the leadership potential of high performing managers. Each programme is characterised by learning through experience and exchange in a challenging and participatory environment, with a high degree of involvement from senior leaders and clients.

Genesis Park is a four-month residential global leadership programme designed to accelerate the development of our best people into outstanding business leaders. The length of the programme, the inter-cultural mix, and the focus on business issues and personal development make Genesis Park a high-value opportunity for staff.

David Khokhobaya, associate, participant of The Leadership Challenge:

"I'm very happy that I was able to take this course, as it has allowed me to get an outsider's look at myself and better understand the role I play in the firm's day-to-day life and what is expected of me as regards our future achievements. Most

importantly, I learned more about myself, my abilities, and ways to develop my leadership qualities.

I was impressed by the high level of professionalism shown by the trainers, the number of partners from the CEE region firms that took part in the programme, as well as the involvement of top management from some of PwC's largest clients."

Well-being

We believe that maintaining a healthy, balanced lifestyle is essential and provides a number of benefits for our staff. All employees are provided with comprehensive medical insurance that covers them not only at work-related activities, but also abroad. We run an annual Wellness Month campaign in May, during which our employees can receive professional psychological support, health check-ups and discounts on spa services. The well-being of PwC Russia staff is further supported by free yoga classes, an office doctor, a staff football team and other benefits.

A progressive workplace

Communication

We recognise that a robust feedback cycle is critical to being a responsible employer. That is why we have various channels available to PwC employees for providing their questions, comments and concerns to management. Every page of our intranet portal, Your Connection (YC), features a feedback button labelled "Speak out". Employees have the option of sending their feedback anonymously. Over half of the suggestions sent in throughout the year were put into practice.

Formal surveys form another pillar of staff feedback. The most comprehensive of these is the Global People Survey (GPS), which is conducted by an external service provider in all PwC offices around the globe. This anonymous survey allows us better understand issues and assess what needs to be done to make PwC a better place to work each year.

One key function of the GPS is to determine the PwC People Engagement Index, a combination of perceptions including satisfaction, commitment, pride, loyalty, a sense of personal responsibility, and willingness to be an advocate for the organisation. In 2009, the People Engagement Index for PwC Russia was 73% – higher than the PwC CEE regional result of 66%. Further, 81% of respondents answered favourably to the statement: "I believe I had the opportunity for personal growth and development at PwC".

The GPS is also an important way in which we determine areas for improvement. After receiving the survey results, management then engages people in focus group discussions and forms an action plan to address weaknesses. This year's action plan focuses on clear, honest and transparent communications at all levels.

The response rate from the 2009 GPS in PwC Russia was 62% (PwC CEE: 70%); this is something we are looking to improve next year.

Employee engagement in the form of focus groups has been used in other decision-making as well. When benefits were reviewed consequent to the downturn, working groups comprising employees from all levels and lines of service were used to determine what should be kept and what could be spared. HC developed recommendations based on employee opinions and brought the report to the operational team for a decision.

Ethics

PwC Russia prides itself on its reputation for doing business with integrity. Our strict ethics policy and Code of Conduct help us maintain the trust that we have developed with our clients and people.

We have a whistleblower system in place for potential ethics violations. Complaints may be sent via the internal Ethics Helpline or using an anonymous email address. The Ethics Committee, which is headed by a partner, reviews all complaints and takes appropriate action in response. The Ethics Committee reports to the Operations Committee on a quarterly basis.

We have taken measures this year to improve the visibility of our ethics policy within the firm, increasing the regularity of communications on ethics issues, running “train the trainer” sessions for Ethics Champions and improving attendance by new joiners at the ethics training session. 77% of employees agreed with the statement “People in my group display high standards of business conduct” in the 2009 GPS. In the next year, we will continue to raise staff awareness about issues that potentially constitute unethical behaviour or misconduct, how to report these incidents and what resources the Ethics Committee provides to help.

Diversity

PwC Russia is truly multinational in terms of both its staff and clients portfolio. As of 30 June 2009, we had 153 expatriate staff members (almost 7% of our workforce) from 34 different countries. We recruit our staff from a wide range of faculties and universities. In 2009, graduates for the Assurance line of service, for example, came from 34 universities.

PwC Russia has a strong tradition of gender equality in the workplace. The number of female graduates hired in 2009 exceeded male graduates, and this ratio remains the case through to the level of director.

Our challenge is to improve the gender balance at the partner and leadership/firm management level. In 2009, steps were taken to address these issues and a female partner was elected to the PwC Russia Operations Committee. This improved the board’s diversity profile. To help women progress to leadership positions, in November 2008 we launched the first pilot training for women at director/partner level called Women Survival, which was very well received by the participants and which we have continued this year.

Diversity for us is more than gender diversity: we strive to achieve diversity in our recruitment programmes, in offering a wide range of training curriculum, in bringing in different cultures under one roof and in many other ways. We seek to bring diversity into the limelight by increasing our internal communications on the topic and

encouraging discussion amongst staff. We also plan to develop and integrate in our soft skills training programme sections on both gender and cultural diversity.

[Pop-out]: In addition to Russia, PwC Russia's partners come from ten countries: Australia, Canada, France, Germany, Ireland, New Zealand, South Africa, Switzerland, the UK and the US.

Challenges and plans for the future

The firm's long-term strategic focus is achieving sustainable leadership in the market and delivering a distinctive PwC experience to our people and clients. In order to distinguish ourselves in the market, we encourage a high-performance culture where our people demonstrate the qualities necessary for success – intellect, initiative, empathy and collaboration. We have a range of projects in place to ensure that our workplace develops these qualities in our staff.

In the financial year 2010, we will take steps toward improving our reward system, transparency and consistency, internal communications and our Personal Coaching & Development system.

Environment

PwC recognises that sustainable development, climate change and environmental protection are important issues on the global business agenda today. We also recognise the direct and indirect impact that our own business has on the environment.

Our objectives

We have made it one of our priorities to measure and reduce our negative impacts on the environment. We are all responsible for our own actions at home and at work, and by being aware of the effect our behaviours have on the environment and making some simple changes, together we can make a significant difference on this impact.

We intend to accomplish this through:

- Compliance with all relevant Environment, Health and Safety policies
- Reducing emissions related to electricity consumption and travel.
- Developing programmes for use of resource-saving technologies.
- Raising the awareness of our people and the community at large about the environmental impact of corporate and individual behaviours

Dialogue with stakeholders

Dialogue with our people about the environment is critical to our success in this area, since most of our impact stems from emissions from travel and our use of paper and plastic. Our ability to reduce our emissions consequently depends greatly on our people's support.

We realised that starting a dialogue on environmental sustainability issues would be challenging because it might not be clear why environmental protection is important for a firm like PwC. One of the first steps we took in this direction was launching our Small Steps campaign, which began in 2008 (please see details below). We also have been using events such as all staff meetings to further educate our people on environmental issues, in addition to communicating PwC's aims in this area. A special film was prepared for presentation on these occasions.

The results of our engagement have been positive. Our Small Steps campaign has produced visible results, and feedback from our Global People Survey has also been positive. In the latest GPS, 71% of our people said they felt we were responding appropriately to address our business impacts on the environment, an increase of 8 percentage points year on year (CEE regional average: 60%).

As described in the Marketplace section, we have begun an active dialogue with our suppliers and developed our procurement policy further. We have been working closely with suppliers to try to identify opportunities to recycle waste and reduce consumption.

We also have ongoing dialogue with many of our clients at all levels about the environmental issues that they face. These can be related to anything from day-to-day operations, transactions and financial audits to specific environmental projects. We understand that environmental risks and opportunities can affect any organisation and believe that these considerations must be taken into account as a normal part of business.

KPIs we measure

- Paper consumption and recycling
- Plastic consumption and recycling
- CO2 emissions

Starting in April 2008, we set up a KPI reporting system in order to measure our environmental impacts. PwC has started calculating its CO2 emissions as the first step towards reducing our CO2 footprint. We assess CO2 emissions generated from fleet, taxi, air travel and energy consumption. Emissions are calculated on a three-month basis.

Peaks in CO2 emissions follow the financial audit cycle, when we are required to travel a great deal to our clients to carry out our work. Although it is not possible to conduct audits remotely, we have taken steps to encourage the reduction of travel when possible. Face to face interactions are an important part of our business, but through increased use of video conferencing we hope to further reduce our CO2 footprint.

Our activities

During the last year we undertook several actions under one campaign that we call Small Steps. These steps require staff involvement in order to be successful:

- Small Step 1 – Think before you print. To encourage colleagues and clients to consider this simple way of reducing our impact on the environment, the firm appended the following tag to all employees' electronic signatures:
Please consider the impact on the environment before printing this e-mail and/or the attachment(s).
- Small Step 2 – Paper recycling. Recycling bins are now located throughout the office.
- Small Step 3 – Double-sided printing. The majority of printers are set on double-sided printing by default.
- Small Step 4 – Reducing energy consumption. Employees are strongly advised to turn off all electric devices before leaving the office.
- Small Step 5 – Plastic recycling. Recycling bins are located in the kitchens of the Moscow office for plastic.
- Small Step 6 – Pilot project to promote using ceramic mugs instead of plastic.

In advance of the usual subscription renewal season, it was decided to cut back on the number of hard-copy periodicals that PwC provided as a firm to staff. This initiative was recommended by our employees to reduce both environmental impacts and operating costs.

PwC participated in Earth Hour, a global event organised by the World Wildlife Foundation where individuals, businesses, governments and communities are invited to turn out their lights for one hour on the last Saturday in March to show their support for action on climate change.

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At the time of writing, our Moscow employees have moved to a new Class-A office with modern health, safety and environmental systems. During the design phase of the office complex, we had numerous discussions with the building owners to ensure certain technologies would be in place that would reduce our emissions through energy-efficient building design and management. Additionally, we plan to introduce a number of environmentally friendly measures to reduce the impact of our office, including motion-sensor lighting, energy-efficient appliances, energy-saving systems and smart heating. We look forward to future reporting on the benefits the new office brings.

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Achievements during FY 2009

- We have reduced paper consumption by 43%;
- We have saved around 1,700 trees by recycling 98.9 tonnes of paper;
- More than 35% of plastic purchased was recycled;
- Changing over to online subscriptions has not only mitigated our impact on the environment, but also saved RUB 1 023 135;
- According to an internal poll, more than 150 of our people participated in Earth Hour.

Challenges and plans for the future

Among key challenges faced by PwC in improving its environmental impacts are:

- Lack of general awareness on environmental issues in Russia. Primarily only industrial companies pay heed to environmental issues.
- Low level of “green industry infrastructure” in Russia, where even the recycling market is poorly developed.
- Lack of opportunities to offset CO2 emissions in Russia. We are investigating ways to offset our CO2 emissions in Russia and preferably link these to our other initiatives, such as in Community.

PwC’s environmental programme is still in its early days compared to our efforts in other areas, but we feel that we have made great strides in setting policy, establishing KPIs and raising staff awareness. After we have moved into the new office and have a better idea of our baseline, we will be able to set more concrete reduction goals.

Next year we will increase firm-wide communications on environmental issues to continue to bolster staff awareness. We also intend to broaden our stakeholders to encompass not only our people and suppliers, but NGOs and business associations as well. In particular, we plan to link our environmental awareness efforts to our work with local orphanages.

Community

As a business, we understand that our activities have an impact on the communities in which we operate. We can also make a difference in our communities as individuals. We believe that being a responsible business means supporting a strong local community and contributing to resolving key social issues. Our activity in the Community area incorporates our Connected to Russia corporate philanthropy programme – which focuses on projects in support of education, underprivileged children and culture – and our cooperation with universities.

Our objectives

Our mission is to have a positive, lasting effect on the communities in which we live and work by sharing our time, knowledge and resources. We focus on the educational element in virtually all our charity projects (for example, bringing kids from children's homes to symphony orchestra rehearsals to learn about classical music; providing trainings to NGOs), and we plan to continue to do so in the coming years. We believe in the power of teaching a man to fish, and we want to extend the culture of sharing and collaborating that we promote within our firm to our other stakeholders as well.

Sharing our time and skills

At the heart of the Connected to Russia programme lies the spirit of volunteerism; any commitment of funds on the firm's part almost always goes hand in hand with active staff participation. Volunteering gives our people a chance to invest in relationships in the community, as well as to strengthen relationships with each other. In 2009 the firm organised four volunteering events for staff. To keep staff informed of upcoming opportunities and to get their feedback and ideas, we regularly hold open volunteer meetings.

Our employees are encouraged to suggest their own projects; if they are aligned with our goals, we are only happy to help bring these ideas to life. We especially encourage employees to get involved where they can share their skills and knowledge. For instance, some of our staff at their own initiative have started giving English lessons after work to teenagers from orphanages. We are proud to note that our charity projects have attracted the family members of our people as well.

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Jerrolyn Dietrich, wife of John Campbell, partner:

"I was very impressed by the organised approach to charitable endeavours by PwC team in Moscow and, equally importantly, the strategies used to select targets for support. [The Charity Committee] guided me towards the Chance to Work programme, where I help tutor young adult students in English as a second language. Aside from being the right 'fit' for me, I have been totally charmed by this small but motivated group. [. . .] They are my interface with a part of Moscow I wouldn't normally connect with. We need each other."

Working with NGOs

In addition to employees, another major stakeholder from the Community perspective is NGOs. We provide organisations with a combination of funding, staff assistance and other “help in kind”. We maintain regular dialogue with them through individual meetings, as well as through a Charity Club that we set up in 2008. The Charity Club brings NGOs together with representatives of the business community interested in corporate philanthropy and provides members with a platform to discuss issues and share experiences. This year, we organised four meetings. These meetings are usually attended by around 40 people.

PwC recognises that NGOs primarily need help increasing the efficiency of their work, so we add value by providing the skills and assistance these organisations need. For example, Chris Skirrow, partner, works with Junior Achievement Russia (JA Russia), a local arm of the global non-profit organisation dedicated to educating young people about business and entrepreneurship. JA Russia reaches over 700,000 students across the country each year.

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Chris Skirrow, partner:

“I have always believed that JA is a worthwhile organisation since it introduces youngsters to business life and encourages them to expand their minds and capabilities. We were supporting JA when I arrived in Russia in 2001, and carrying on the relationship since then seemed a very natural thing to do. JA have always appreciated our involvement and provided us with recognition. However, the most satisfying thing is seeing these budding entrepreneurs at the ‘trade fair’ when they present the results of their projects. Kids from all over Russia, regardless of their background, striving to have the best ideas and the best results for their businesses – it’s great to see the dedication and the enthusiasm.”

Leading the way

Demonstrating Thought Leadership in the community is no less important than it is in the marketplace, and we try to engage our clients and business partners in our community initiatives. In 2005 we launched Charity Instead of Gifts by donating our budget for corporate gifts to charity and encouraged other businesses to do the same. The initiative took off. Together with the initiative's other original supporters, PwC formed a working group to promote Charity Instead of Gifts in Russia and abroad. Since being re-launched on a larger scale in September 2007, 236 companies have got involved, with contributions to charity to date totalling around RUB 180 million (as of the beginning of the 2009 calendar year).

Results

The progress made by the Connected to Russia programme is reflected in the FY2009 Global People Survey. Some 80% of PwC Russia staff are satisfied with the actions PwC is taking to be socially responsible (e.g., supporting community events, organisations and charities). The external benchmark for the professional services industry is 75%.

Connected to Russia continues to grow, with more employees getting involved this year as compared to last, as well as an increasing number of community-based partnerships and projects. In 2009 more than 220 PwC Russia employees gave over 2,000 hours in a wide range of volunteer activities. PwC Russia donated more than RUB 8,566,440 in cash and gifts in kind over the year. Our employees donated more than RUB 2,011,728 to charitable causes.

Although our charity budget was adjusted downward in response to the crisis, we have not terminated any major projects. We have tried to make up the difference in funding with sharing knowledge and professional skills to continue to support a sustainable future.

Universities

The mission behind our cooperation with universities is to raise awareness of the audit and consulting profession by sharing knowledge and practical experience and to contribute to the education of tomorrow's responsible leaders. Through our sustained relationships with leading institutions of higher education, we aim to be recognised by students and professors as a leading professional firm that offers challenging careers and unparalleled opportunities for professional and personal development. .

Currently, we have a pool of about 20 regular lecturers from our staff in several offices. Apart from the roughly 316 hours staff spent presenting for various recruitment events at universities last year, our people gave more than 1,500 academic hours of their time lecturing on special-interest and practical subjects. Today we lecture at about 10 universities, in Moscow, St Petersburg, Kazan, Ekaterinburg and Vladikavkaz.

Our objective is to share knowledge, skills and corporate values with graduates. In addition to lecturing, we have a whole range of vehicles to help us do this, from financial support of selected chairs and universities to Thought Leadership events. One example of this was the firm's participation in an AEB event for education in the Stavropol Region. PwC was invited to give a presentation on the employment of young specialists during the crisis and cooperation between employers and universities.

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Dr. Frank Schauff, AEB's chief executive officer, wrote in a letter of appreciation that "the presentation contributed significantly to the success of the event, and we hope that PwC will continue to give their invaluable support to AEB projects."

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To maximise benefits from our cooperation with universities, we are reaching out not only to students, but to university leaders, who play an important role in shaping the future of the Russian economy and society at large. In May 2008 we initiated the formation of the Rectors Club, an open platform for dialogue between employers and leading universities. The club meets quarterly and has been well received by participants. As a result of the club's discussions, an ACCA project and a pilot Master's programme were launched in two universities. The rector of the Finance

Academy, Mikhail Eskindarov, said, "This is the only initiative of its kind in Russia, and I consider it to be an innovative, important and timely project which should be supported by leading Russian universities." Currently, we have relations with the leaders of universities in Moscow, St Petersburg, Ekaterinburg, Kazan and North Ossetia.

Challenges and plans for the future

Our next objectives are to increase volunteer involvement and our support of individual initiatives, first of all by creating special policies for volunteering and pro bono work. We also plan to improve our communication with volunteers, so that they receive and can respond to information as soon as it becomes available.

We are planning to review how we select our projects, taking into consideration our strategy and the impact we want to achieve. By consolidating projects and giving them more permanence, we hope to increase their efficiency and bring greater results. This work was started already in 2009 in response to the economic situation, and we plan to put more effort into it next year.

GRI Index

GRI G3 Index PwC Russia CR Reporting

Sect #	Sub-Sect #	Performance Indicators	Page
1	1	Statement from the most senior decision-maker of the organisation (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organisation and its strategy.	
1	2	Description of key impacts, risks, and opportunities	
2	1	Name of the organisation	
2	2	Primary brands, products, and/or services.	
2	3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures.	
2	4	Location of organisation's headquarters	
2	10	Awards received in the reporting period	
3	1	Reporting period (e.g., fiscal/calendar year) for information provided.	
3	2	Date of most recent previous report (if any)	
3	3	Reporting cycle (annual, biennial, etc.)	
3	4	Contact point for questions regarding the report or its contents.	
3	5	Process for defining report content, including: <ul style="list-style-type: none"> • Determining materiality; • Prioritizing topics within the report; and • Identifying stakeholders the organisation expects to use the report. 	
3	6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers)	
3	12	Table identifying the location of the Standard Disclosures in the report	
4	8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	

4	12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses.	
4	13	Memberships in associations (such as industry associations) and/or national/international advocacy organisations in which the organisation: <ul style="list-style-type: none"> • Has positions in governance bodies; • Participates in projects or committees; • Provides substantive funding beyond routine membership dues; or • Views membership as strategic. 	
4	14	List of stakeholder groups engaged by the organisation	
4	15	Basis for identification and selection of stakeholders with whom to engage.	
4	16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	
5	EN3	Direct energy consumption broken down by primary energy source	
5	EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	
5	EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	
5	LA1	Total workforce by employment type, employment contract, and region	
5	LA10	Average hours of training per year per employee by employee category	
5	LA12	Percentage of employees receiving regular performance and career development review	
5	SO3	Percentage of employees trained in organisation's anti-corruption policies and procedures	
5	PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	

CONTACT INFORMATION

We look forward to receiving your feedback!

[Feedback form to be supplied by Douglas]

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Glossary of terms

Under preparation