

# Committed to consulting excellence



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# Our annual declaration



Our goal is to always be the leading firm in the eyes of our clients, our people and our wider stakeholders. Our purpose, to build trust in society and solve important problems, is at the heart of all that we do.

Our culture is built on acting ethically, responsibly and with integrity to do the right thing. This is a major focus for our Consulting Leadership and it underpins so much that is important to us: Our reputation, our ability to deliver high quality work and the credibility we have with our clients and our markets.

Investment in our people remains core to our success. We continue to grow the diversity of our skills by combining the talent we have in our business with alliance partners, contractors and the global PwC network.

We acknowledge the significant contribution that the consulting profession makes to the economy and society, which is why we're committed to the MCA's Consulting Excellence principles. These principles touch everything that we do and, as part of our annual declaration, we want to provide tangible evidence of our support and commitment from across our consulting business and our wider firm.



We combine strategy, technology and management consulting with industry insights, market leading integrated solutions and execution managed services that are applied to individual client circumstances, meaning we can secure value faster, across all of our transformation offerings and provide support from strategy to execution to operation.

While we recognise that change can be daunting, we see it as an opportunity. An opportunity to deliver results that make the difference to organisations, communities and society as a whole.

**Paul Terrington**  
UK and EMEA Head of Consulting



# Ethical behaviour



# Working together with a common purpose



We're a hugely diverse business. What binds all that we do is our Purpose: to build trust in society and solve important problems. It sums up our ultimate role beyond profit generation and how we contribute to society more broadly.

## Our code of conduct

While we conduct our business within the framework of applicable professional standards, we also have a detailed Code of Conduct for all our people, and many other internal initiatives to promote ethical behaviour in all its forms.

The Code reinforces the importance of conducting business within the framework of professional standards, laws and regulations. Together with our own policies and standards, the Code outlines the values and behaviours that define how we do business. It holds us accountable to be open-minded, responsive and give our best.

[Code of conduct](#)

## A framework supporting our values and purpose

Addressing and resolving ethical dilemmas is complex and the Code cannot address all questions or situations. The Code is one of many tools we have as professionals to guide our behaviour and is underpinned by the PwC Purpose and values. You can read about how we work and run our business with purpose by following the link below.

[Living our purpose](#)

Our purpose is our Northern Star, it guides us through the client work that we undertake. It also ensures that we're constantly aware of our impact on society and on the wider environment in which we operate.

**Kevin Ellis,**  
Chairman and Senior Partner

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# We focus on being a responsible business



## Responsible business is more than just doing the right thing

For example with our commitment to equal pay in cooperation with the [Equal Salary Foundation](#). Or with our campaign “be well, work well”, we support our employees with offers and everyday tips for physical, emotional, mental and spiritual well-being. And with our initiative “your tomorrow”, we develop our own digital capabilities and lift them to level 4.0.

Our people contribute to our communities through volunteering and supporting social enterprise:

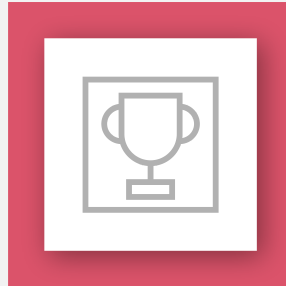
**£10.1 million**

the value of our overall community contribution in FY23

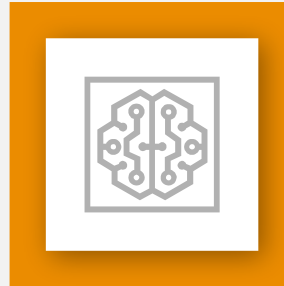
**77,903**

hours were volunteered by our people during the working day in FY23, 37% of which were skills based.

Our responsible business practices are being recognised in a variety of ways:



Since 2021, we've held the Platinum rating in EcoVadis' supplier assessment, scoring in the top 1% of respondents. EcoVadis is a global sustainability platform which rates our performance as a responsible business in areas covering environment, labour practices, ethics, and sustainable procurement.



We've been named the UK's number one employer in the Social Mobility Foundation's Employer Index (2019, 2020 & 2023). Our work this year includes removing the requirement for a 2:1 degree, publishing our socioeconomic pay gap results, and publishing our socioeconomic background data and targets by grade



We were one of the first businesses to achieve the Carbon Trust Supply Chain Standard in 2015, and achieved the top 'Level 3' in 2020.

## Social mobility and inclusion

As a major employer, we believe we can play a positive role in increasing social mobility through our recruitment, development and progression, community and advocacy activities.

In 2017, we set out a five-year plan to help advance social mobility in the UK. Our 5 point social mobility action plan focuses on the following five areas:

- Workplace skills
- Paid work experience
- Technology skills
- Cornerstone employer
- Social enterprises

[Social mobility](#)





# Sustainability





# Driving a net zero and sustainable future



We have made significant strides in minimising our impact on the environment, as well as contributing to society overall.

Our corporate sustainability strategy is central to delivering our purpose, and is based around reimagining a sustainable future.

You can read about our corporate sustainability strategy by following the link below.

[Corporate sustainability strategy](#) >

## Committing to net zero by 2030

Our [2023 Annual Report](#) highlights how our total carbon emissions have decreased by 51% since 2019, while our revenues increased by 20% over the same period. We also source 100% of our electricity from renewable sources and have been carbon neutral since 2007.

## Our 3 strategic goals

# 1

### Driving a net zero and sustainable future

Our net zero and sustainable future programme commits us to minimise our impact on the climate, nature and the resources we consume. It's underpinned by focus areas on **net zero, clean energy optimisation and security, sustainable client delivery, circular and regenerative consumption** and nature positivity. Our **ambitious targets** are set to drive systemic change in the way we operate and we track progress against them each year as part of our [Annual Report](#).

# 2

### Accelerating a just transition

Our longstanding sustainable supply chain programme aims to deliver on our net zero commitments (through decarbonisation and nature), supporting social enterprises, whilst ensuring we manage our modern slavery risks and uphold internationally recognised human rights. Our Annual Report explains how we've reduced our supply chain emissions spend intensity by 20% since FY19, and highlights how we have been embedding sustainability into the procurement cycle, including selection and ongoing supply chain management.

# 3

### Pioneering sustainability reporting, transparency and good governance

Being transparent about our performance is a key principle that underpins our purpose. It also helps us to meet the growing expectations of our stakeholders for specific information, such as our impact data. We measure and report transparently against a comprehensive series of metrics and targets in our Integrated Reporting Hub, supporting the narrative in our Annual Report and aligning with the WEF framework.



### Regenerative and circular consumption

Our total waste consumption has dropped by 60% since FY19, surpassing our -50% target, with 92% of our waste being reused or recycled, exceeding our 90% target. Paper usage has remained consistent with last year, but we've reduced it by 77% since FY19 and we're on track to achieve our -80% target by FY25.



### Nature positive

Some 61% of our water consumption takes place in high water-stress areas, including London, Reading and Watford. However, we have managed to decrease our overall water usage by 19% since FY19. As part of our volunteering programme, we support seven environmental charity partners and through 2023 over 2,400 of our people volunteered for environmental causes spending over 18,000 hours volunteering.



# Client service and value



# Our unique value proposition



## Be transformative.

In a world of disruption, with GenAI accelerating the pace of change, leaders need a team they can trust to show them a clear path to navigate the complexity of tech disruption for their business and achieve sustained outcomes.

We help clients go beyond just transforming, to become a transformative enterprise. One with the right structure, culture and tech in place to change and keep changing. From getting to the right business model and retooling in the cloud, to making people primed for innovation, we have the scale and expertise to help clients rethink, reinvent and transform.

Our human-led, tech-powered approach combines in-depth insight, strategy and consulting expertise with innovative tools and Alliance relationships, to deliver sustainable, measurable outcomes.

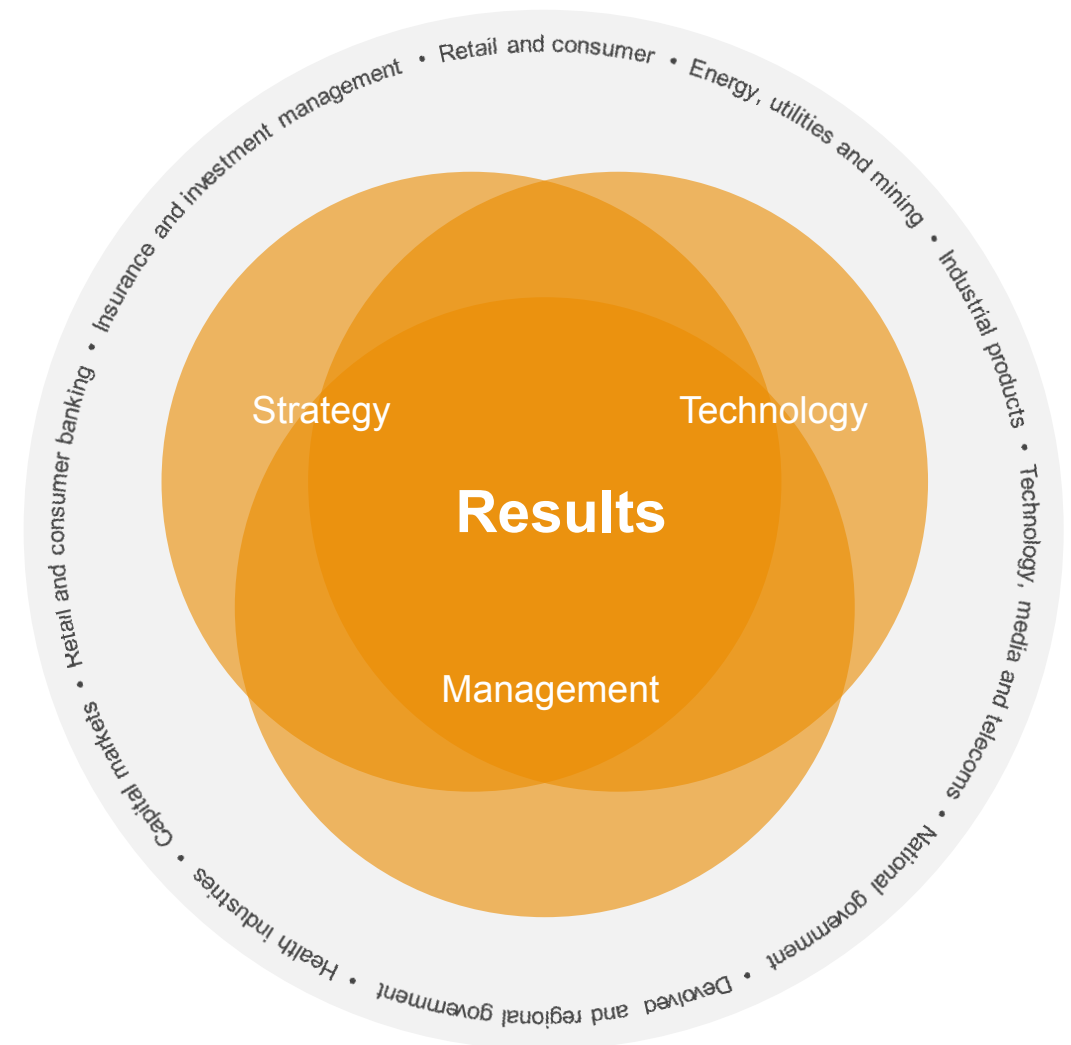
We work with clients to address the greatest challenges they face, from enabling ongoing transformation to improving sustainability. And as they make those critical changes, we ensure they plan and prove their progress in ways that build trust.

Strategy&, our strategy consulting business, continues to develop actionable strategies for clients based on our deep global industry expertise and foresight, alongside proprietary advanced data and analytics insight and technology strategy. We bring the rapid, resilient and ongoing change in business that our clients demand.

Strategy&



Across every sector, from the most disrupted to the most highly regulated, we combine deep industry expertise with the right technologies to transform organisations. Our team of thousands of practitioners is consistently ranked by analysts as a top-quartile performer. We've built some of the UK's biggest Salesforce, SAP and Oracle practices, along with global teams dedicated to Microsoft, Workday, AWS and more. With hundreds of successful end-to-end complex business transformation projects under our belt, we help organisations to continuously create and protect value, and stay one step ahead of disruption.





# Delivering the outcomes clients seek and need

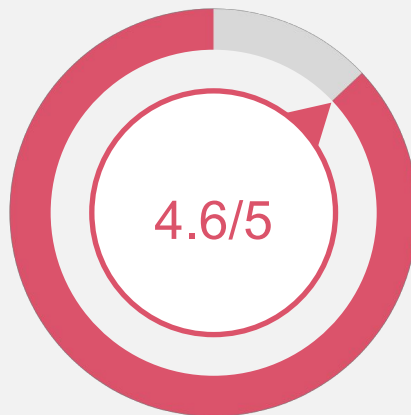


## Client relationships

Our strong client relationships are a fundamental asset of our business. Our ability to build and nurture client relationships is our core focus and commitment. We develop strong and effective partnerships with our clients by working alongside them and holding ourselves accountable for the results they achieve.

To exceed and maintain our client relationships we place significant emphasis on our client feedback programme across the firm. This helps us to get to the heart of what our clients really value and how we can strive to deliver an exceptional client experience.

## Our client satisfaction scores (2024)



“Our Go to Market teams and Integrated solutions allow us to deliver services and solutions more consistently and at pace, addressing our clients’ key issues and delivering immediate impact and lasting outcomes. Whatever disruption or change organisations are facing, our speed, imagination and care coupled with our world-class expertise, allow us to make a real difference.”

**Jonathan House**  
Markets and Services Leader, Consulting UK

## New ways of working

We are investing in new ways of working with our clients. The Frontier is a combination of specialist teams and spaces where we innovate, disrupt and truly co-create with our clients. The experience in Frontier is our human-led, tech-powered approach in action – a way of working that creates energy, helps solve problems and deepens relationships.

[The Frontier](#)



## Bringing experience to life

The Frontier is also the home of the Experience Centre, where we bring together our people, tools, tech and co-creative processes in a collaborative environment to reframe, visualise, to see where markets are going, what it’ll take to win and where clients need to transform for future success.

## Alliance relationships

We solve important business issues for our clients through collaborating, innovating, and going to market together with our Alliances. We’ve developed strong Alliances with a number of technology firms, including SAP, Oracle, Salesforce, Microsoft, AWS and others - these relationships help us deliver strategy through execution.

[Strategic business relationships](#)

## Our BXT methodology

Our BXT (Business, Experience, Technology) philosophy harnesses and combines diverse perspectives, powerful technology and rich insights to embed transformative change across organisations and deliver sustained outcomes - now, and into any future.



# Our E2E technology delivery capability is backed by analysts

## Tech Strategy & Operating Model

- ★ Business Analysis
- ★ Tech Strategy
- ★ Business Case Development
- ★ IT Benchmarking
- ★ Operating Model
- ★ Strategic Sourcing

## Solution Design & Planning

- ★ Architecture
- ★ Programme & Project Management
- ★ UX Design
- ★ Process Design

## Tech Delivery & Execution

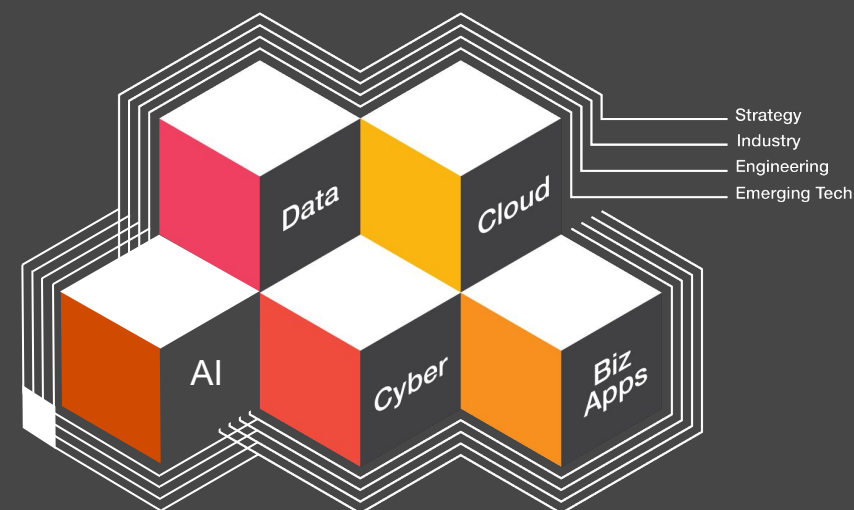
- ★ Governance, Risk & Compliance (GRC)
- ★ Software Development
- ★ Cloud & DevSecOps Engineering
- ★ Data Science
- ★ Data Modelling & Insights
- ★ QA & Testing

## Business Change & Adoption

- ★ Process Optimisation
- ★ Change Management
- ★ Training and Development
- ★ Communication

## Managed Services

- ★ IT Service Management
- ★ Cloud, Infrastructure & Application Management
- ★ FinOps
- ★ QA & Testing
- ★ Cybersecurity & Privacy
- ★ Data Governance & Management



**Cloud Leader** in the IDC MarketScapes for Cloud Professional Services 2022 and Industry Cloud Professional Services 2022

**Operations Consulting leader** in IDC MarketScape: Worldwide Operations Improvement Consulting Services 2023–2024

**Cybersecurity Leader** in IDC MarketScape: Worldwide Systems Integrators/Consultancies for Cybersecurity Consulting Services 2024

**Artificial Intelligence Leader** in the IDC MarketScape for Worldwide AI Services 2023 and in the Forrester Wave™: Worldwide AI Service Providers, 2022

**Data & Analytics** PwC positioned as a Leader in Gartner Magic Quadrant for Data and Analytics Service Providers 2022

**Cloud ERP Services Leader** in the Gartner Magic Quadrant for Cloud ERP Services for Service-Centric Enterprises 2023

**Cyber Risk Management leader** in the IDC MarketScape for Cybersecurity Risk Management (CRM) Services 2023

**Financial Crime and Compliance** Leader in the Everest PEAK Matrix® Financial Crime and Compliance (FCC) Operations Services Assessment 2024



# Premier Alliances help accelerate innovation and power digital transformation



Since our participation in the Global Strategic Partner Innovation Awards program in 2013, PwC has won more awards than any other systems integrator. PwC was named a Leader in the ISG Provider Lens for Salesforce Ecosystem Partners 2023 in UK, Brazil and Germany



PwC is a Leader in the Forrester Wave - Microsoft Business Apps 2024, IDC MarketScape: APAC Microsoft Business Application Implementation Services 2023-2024 and in 3 quadrants each of ISG Provider lens™ Workday Ecosystem 2023 for Europe and the US.



PwC won or placed as finalist in 14 diverse categories for Microsoft Partner of the Year 2023. PwC is also recognised by Microsoft globally as one of two preferred partners for the deployment of responsible GenAI solutions. PwC was named a Leader in the ISG Provider Lens for Microsoft Cloud Ecosystem in Germany, Australia and Singapore & Malaysia



Known for our focus on and commitment with over 6,000 global accreditations, 20 AWS Competencies, and 10+ Service validations. PwC named a Leader in 3 quadrants of the ISG Provider Lens for AWS Ecosystem Partners 2023 in the US



PwC has a 100% Success rate delivering SAP projects with 14,000+ dedicated SAP resources around the globe that specialise in SAP technology and solutions. PwC named a Leader in the Gartner Magic Quadrant SAP S4HANA Services 2022



PwC was rated as a Leader in the Worldwide and APAC IDC MarketScapes for Oracle Implementation Services 2023. PwC was also named a Leader in ISG Provider Lens: Oracle Cloud and Technology Ecosystem 2023 in Europe and the US.



As a global Adobe Solution Gold Partner, PwC enables customer-driven executives and their networks to craft innovative brand activations, help deliver memorable experiences, improve marketing operations and increase ROI.



In 2020, PwC was named the Google Cloud Services Partner of the Year for North America. Additionally, PwC has been recognised as a Google Cloud Premier Partner, which is the highest level of partnership with Google Cloud.



PwC has the most Guidewire Cloud implementations and are the only partner qualified on all specialisations/service offerings. PwC was named a Leader in the Everest PEAK Matrix for Guidewire Services 2023

36

Global Salesforce Awards, more Innovation Awards than any other Salesforce SI

350

Clients served+ globally across 1400+ Workday engagements

91

Territories With Microsoft certified resources

4

AWS security competencies - currently the only consulting partner with all four

8500

specialist security professionals+ globally with deep technical expertise

1100+

SAP S/4HANA projects with 301 live across 45 countries

# Professional development



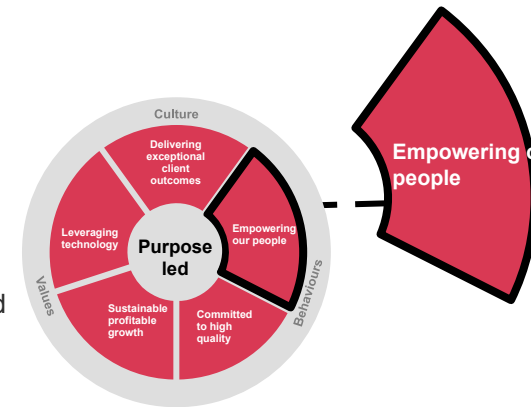


# Our people are our biggest strength



Our people are central to PwC's purpose, which is to build trust in society and solve important problems. Our goal is to build a diverse, inclusive, healthy and empowered workforce which delivers distinctive client service. We ensure our people are digitally upskilled and ready for the future of work and aim to create a culture that's genuinely inclusive and respectful, and promotes wellbeing both at work and beyond.

The future of work is changing fast, and so too are our clients' needs. We know that our people are our biggest strength as a business and that's why we're focused on helping to empower them to be the best that they can be, based on what we know matters most to them.



## Our Ways of Working

We believe that our culture and behaviours are fundamental to delivering all aspects of our strategy and the way we work is changing. In order to stay relevant and attract the best people, we know we need to do things differently to respond to technology advances, workers' preferences and the evolving services we offer to clients. To do this, we continue to enhance "The Deal" that we offer to our people:

*"Our Deal is designed to bring to life what it means and feels like to work at PwC. It clearly sets out what you can expect from the firm and what is expected from you, supporting you to be the best you can be, both professionally and personally" - Ian Elliot 'Chief People Officer'*

The Deal is part of a workforce framework, which covers everything from learning and development to how our people can make a positive societal difference, aligned with PwC's Net Zero commitment. It is built on two-way flexibility and trust to meet the needs of teams, clients and the firm. The Deal framework includes:

- an 'Empowered day' - which gives our workforce more freedom to decide the most effective working pattern on any given day
- hybrid working approach to where we work, with the expectation that at least 2-3 days (or 40-60%) will be spent co-located with colleagues in an office or on client site

## Wellbeing

At PwC we're committed to creating an environment that enables our people to prioritise their wellbeing and take care of themselves. Care is one of our core values, and we aim to understand every individual and what matters to them, recognising each person's value and contribution, while enabling them to grow in a way that brings out their best selves. And that's why we want to help our people to look after themselves. In addition to the flexibility in the Deal, we provide all our people with the resources and tools to stay fit and healthy and the opportunity to access support when they need it:

**Resources:** We provide our people with a range of wellbeing resources and toolkits, including access to wellbeing and meditation apps. We provide regular guidance and webcasts on how to adopt everyday wellbeing practices such as digital dieting and wellbeing habits. Our internal learning platform Vantage provides our people with opportunities to grow.

**Medical Support:** As part of our benefits package offering we provide all our people with access to a 24/7 Employee assistance programme (EAP) helpline and support service, private medical care so they receive confidential medical access, counselling, and other professional advice if needed.



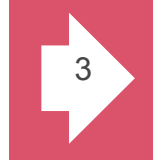
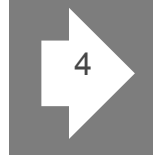
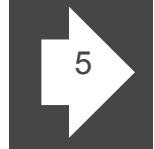
**Training:** We train our mental health advocates, wellbeing champions and career coaches to feel confident providing one-to-one support.

# Being a progressive employer



## Inclusive Workplace

We are committed to creating an inclusive workplace and culture where everyone can reach their full potential and believe in being transparent about our progress towards this. We have a 5 point action plan to promote diversity and inclusion:

-  **Inclusive Culture** - We run inclusive leadership programmes to help our leaders at all levels create a culture where difference is embraced and to equip them with the skills and knowledge to do to drive inclusion in their business, and we work with teams across the firm to help them understand the role that all of us play in creating an inclusive culture. All of our inclusion activity is underpinned by sustained engagement and communication strategy that is designed to engage our people in thinking about inclusion in broadest terms, covering different aspects of difference and challenging our people to reflect on how they can be more inclusive.
-  **Senior Level Accountability** - Ensuring senior level accountability for delivering on our publicly disclosed targets for both gender and ethnicity, aligning our accountability framework to both performance management and reward. In our partner income allocation process, we have recognised and rewarded those partners who have made a positive contribution to the delivery of our diversity targets.
-  **Fair Work Allocation** - Working on high-profile projects is one way that our people can really make their mark and progress in their career. That's why we've taken a number of steps to make sure that we're providing fair access to the best work opportunities. It's about challenging assumptions to ensure that we're not always looking in the same pool when it comes to resourcing, providing more people with the opportunity to work on career defining projects.
-  **Recruitment Activity** - We continue to evolve our Talent Acquisition offering to ensure we remain an Employer of choice to all types and backgrounds of Talent. We have undergone significant transformation and invested heavily to ensure our Talent Acquisition operation delivers an equitable experience and outcome for all who touch it. From dropping the minimum 2:1 qualification from our Early Years Graduate programmes, to introducing new assessment frameworks to remove bias from our process, we continue to make positive changes to ensure we attract and recruit from the as broad and a diverse a talent pool as possible.
-  **Progression Coaches** - We're investing to create more progression coaches to provide career sponsorship and advice to high potential female and ethnic minority directors. Career sponsorship is a vital part of giving individuals the network and support to reach their full potential.

See our [2023 Annual Report](#) for our People Diversity reporting

Ranked 1st in 2023 Social Mobility Employer Index. We have been ranked in the top ten for the 7th year running.

PwC named one of The Times Top 50 Employers for Women in 2022

# Supporting career progression and development of our people



## The PwC Professional and training curriculum

As part of our overall talent strategy, we have a highly developed people model – The PwC Professional. It is designed to provide development opportunities and access to a variety of well established training programmes and career paths.

It describes the skills and capabilities we need per grade in order to achieve our strategy. It brings more consistency and allows us to effectively develop and attract the leaders of the future. This is linked within each business area with strong technical training.





# Contacts



# Contacts



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## Paul Terrington

**UK and EMEA Head of Consulting**

M: +44 (0)7714 232553

E: [paul.a.terrington@pwc.com](mailto:paul.a.terrington@pwc.com)

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## Jonathan House

**UK Consulting Markets and  
Services Leader & PwC MCA  
Board member**

M: +44 (0)7791 114593

E: [jonathan.r.house@pwc.com](mailto:jonathan.r.house@pwc.com)

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At PwC, our purpose is to build trust in society and solve important problems. PwC is a network of firms in 158 countries with more than 236,000 people who are committed to delivering quality in assurance, advisory and tax services. Find out more and tell us what matters to you by visiting us at [www.pwc.com/UK](http://www.pwc.com/UK).

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