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## Introduction

"Trust expires with use", as German writer Bertolt Brecht once remarked. It seems like he had foresight; financial and economic crises, fiscal turbulence, cyber attacks, fake news ... These and other, similar developments have eroded public trust in companies, society and new technologies over the last few years – and have turned it into a rare commodity.

Trust in the economy, politics and society is undoubtedly under much strain. In our annual CEO survey 2017, more than half the interviewees worldwide and 48% of Swiss CEOs expressed their moderate to very high concerns regarding the current lack of trust. In Switzerland, public trust in the economy is less dented; a study conducted by the "Center for Security Studies" of the Federal Institute of Technology in Zurich shows: in a 10-year comparison, the population's trust in the economy remains stable.

Nevertheless, it is high time for managers and decision makers to re-establish trust. They must strengthen the role of their organisations within society and become more active and involved in a number of areas, and on a number of levels. CEOs are well-advised to present new solutions and to cooperate with their stakeholders in order to restore the people's trust in the economy.

The rise in scepticism goes hand in hand with stakeholders' increasing expectations: there is demand for more transparency, socially and ecologically acceptable behaviour, and sustainable solutions. This makes building trust a vital requirement for companies. Trust is based on transparency, legitimacy and effectiveness. It establishes new business relationships, reduces scepticism and risks, and ultimately leads to better performance and growth.

Moreover, trust is always a pillar of stability in times of crisis. By ensuring trust, an organisation will be able to remain true to itself. In the current digital transformation, however, many companies struggle to build or maintain trust. More than two thirds of managers and CEOs consider it increasingly difficult to secure their stakeholders' trust in the context of digitisation.

Sustainable trust is a focal point for us at PwC Switzerland, too. As the number one audit and advisory service provider, we strive to build trust in society and solve important problems. This goal serves as a guide for our decisions. Our values, which we have developed from feedback given by over 130,000 members of staff around the globe, form the basis of our daily work. This includes us getting involved and realising change, fostering collaboration and having the courage to question the status quo while acting with integrity. This is what our clients can count on.

After all, trust is the linking element in our relationship with our clients. Only if we secure our clients' long-standing trust in our competence and the quality of our services will we be able to continue to expand our leading position in the market. And on the basis of trust, we will remain or become a desirable partner for our existing or prospective clients and employees from 72 nations in Switzerland.

In this spirit, the annual report 2016/17 is dedicated to trust. We place it in your trusting hands and hope you find it insightful and interesting to read.

Dr. Markus R. Neuhaus Chairman of the Board PwC Switzerland Urs Honegger CEO PwC Switzerland

### "

Both building and affirming trust form the basis of every functioning relationship. This is why trust is the foundation of our daily work. Our clients should be able to trust us, we want to trust our clients in turn, and the environment we operate in should benefit from this. This is our standard and our claim. After all, you always meet twice in life, they say..."

Dr. Markus R. Neuhaus, Chairman of the Board of Directors PwC Switzerland

### "

Trust is the currency of our dayto-day business. It pays directly into the "accounts" of the people involved. Having a relationship built on trust is a prerequisite for professional, high-quality services. It puts the human being and personal connection at its centre."

Urs Honegger, CEO PwC Switzerland

### Focus: Trust

As a renowned and globally leading enterprise, we want to further strengthen trust in society and solve important problems. This is how we see ourselves, our purpose, the reason we do what we do. In order to fulfil this ambitious promise, we have established our values – they are the guidelines for our work. We promote trust in all our business areas, whether in the audit business, tax and legal services or advisory, or our digital services. And in particular with regard to our social, ecological and public responsibility.

### Committed in word and deed

external standards, fight all forms of violation of rules and

### Values as guidelines in day-to-day activities

**Act with integrity** | We stand up for what we consider important and deliver top quality services.

Make a difference | We question the future and make a difference by acting in a flexible, agile manner.

Care | We involve all our employees and support them so

Work together | We cultivate our relationships, exchange

**Reimagine the possible** | We try new ways, we are

### An excellent employer

### Auditing - more than just peace of mind

complex. We examine all relevant facts characterising the company. This way, our auditors increase the quality and I value the straightforward and open style of communication. Response times are always short and you can feel the mutual appreciation and respect."

Matthias Börlin, Head of Tax Management, UBS Fund Management (Switzerland) AG

### "

The PwC team is very professional and competent and will always openly point to problems without beating about the bush. Our relationship with the auditors is full of mutual respect and there is no loss of independence or neutrality."

Roger Michaelis, Member of the Board of Directors, Georg Fischer AG

### "

In the workplace, I believe trust comes from communicating honestly and transparently, supporting and inspiring one another, having a clear-cut opinion, and offering critical yet constructive feedback. Once that trust has been established, you can depend 100% on each other and work efficiently."

Melanie von Ins, Manager Internal Firm Services, PwC Switzerland

### "

At PwC, I really appreciate the trust that my co-workers and supervisors place in me each and every day. It spurs me on in the search for new, creative solutions that ultimately accrue to the benefit of our clients."

Michael Ruch, Assistant Manager Assurance, PwC Switzerland

When serving our audit clients, trust takes many forms. The most important one is the peace of mind we give both the stakeholders and the audit committee. By approving management's assessments when preparing the annual report, we provide assurance that the financial performance of the organisation is adequately reflected.

### Tax and legal consulting – on equal footing with our clients

The requirements of tax, legal, HR and accounting departments are constantly on the rise. Artificial intelligence and data analytics have been changing work processes significantly and allow for analyses and forms of organisations that have hitherto been considered impossible. Authorities, investors, the public, clients and prospective employees are able to trust in new structures if transparent corporate governance is ensured. This applies in particular to tax strategies and other critical business areas.

As the market leader in tax and legal consulting in Switzerland, we are in constant, close discussion with our clients, with regulators and with politicians involved in the economy. This enables us to not only identify local, regional and global market trends faster, but also to help design new regulations and use our knowledge when advising our clients. For example, we show them how they can strengthen their relationship with their stakeholders by having an efficient and compliant VAT policy in place, how to save money, optimise their liquidity and minimise their penalty risk.

### Advisory – putting the client first

Particularly when advising customers, trust remains the numbe one aspect in the relationship. This is why we put our clients at the centre of our efforts, without exception. Only then are we able to truly understand their needs, listen to them and develop intelligent solutions drawing on our experience and our network. This strengthens the trust in our competence and the quality of our services.

We place particular value on the selection, recruitment, integration and development of young employees. However, all our staff have access to personal coaching and will be entrusted with a range of responsibilities, because we are confident that they value the trust we put in them and will demonstrate trust and responsibility towards our clients and the company. This way, we support all our employees in furthering their personal development in a targeted manner.

### Digital Services - a finger on the pulse of 4.0

The digital transformation poses an enormous challenge for all our clients. This is why we give this topic key priority. We show

ways and approaches to use new technologies such as the Cloud in a safe and compliant manner, thus strengthening trust in the change to a digital way of doing business. PwC Digital Services offers one-stop solutions for a digital transformation.

Data is the currency of digitisation. Thus the key challenges lie in the security of data and information and in data protection. We strive to find robust solutions, infrastructures and processes to protect against cyber threats. By drawing on our support for their data analytics, clients are able to use their data in a way that is beneficial to their business. We are a member of the "Crypto Valley Association", a charitable organisation for new techno-logies like the block chain, and as such we improve the reliability of the Swiss financial market.

### Corporate responsibility – from one human to another

In the context of our corporate responsibility, we want to further PwC Switzerland as an integrative and solidary organisation. Our motto in this respect, "Part of it", serves to sharpen awareness of the fact that personal behaviour and the success of the company are closely linked to our environment, society and the employees. We act as a catalyst for change and advocate a just and rightful cause, i.e. a sustainable, socially acceptable and environmentally friendly development of our business. It goes without saying that our investors, our clients and our existing or future employees all watch the way we embrace equality, diversity and inclusion.

Internally, we measure equality with an "inclusion index", which consists of the following factors: "gender diversity score" and "inclusion score". Our firm-wide succession planning process includes discussing future female candidates for leading positions and goals for female partners. Furthermore, we are a founder member of "Advance – Women in Swiss Business" as well as a member of the "HeForShe" campaign. In cooperation with the "Equal Salary" foundation, we offer certification of equal salaries.

## Strategy

Whoever intends to be a leader amongst the best and set the pace in our industry needs to be optimally prepared and constantly striving to push their own limits. This was one of our goals in the 2016/17 business year. Our business strategy is futureorientated and has been supporting us greatly in reaching our goals. It keeps us aware of the responsibilities we accept every day.

### **Building trust**

Our clients as much as ourselves are driven by mega trends such as demographic change, digitisation, globalisation and a relentless flood of information. From our environmental footprint to social appeals to investor requests, we have to meet the rapidly increasing demands of a number of stakeholders. In order not to lose sight of key aspects, we focus on the purpose of our existence: building trust in society and solving important problems.

### Offering added value

In the 2016/17 business year, we further solidified our position as market leaders. We owe this success to our knowledge, our experience and the passion of our employees for their work. Day after day, more than 230,000 members of staff in 158 countries work to serve our clients, of which 3,258 are in Switzerland alone. By joining forces, we help our clients create value and keep fit for the future. Furthermore, we constantly expand the scope of our services. We attend to our clients from a holistic, beginning-to-end perspective – from strategic planning to tangible, concrete realisation.

### Maintaining values

Our values provide clarity for our actions. We want to think outside the box and question the status quo, encourage innovation and realise unconventional ideas. We strive to collaborate and thus cultivate relationships, share knowledge and improve on a constant basis. We want to make a difference. We therefore need to keep abreast of the latest developments, be the first to know and accept change. But it does not stop there; we want to be involved and help shape said change. This will only succeed if we understand, value and support others. Last but not least, we want to act with integrity, and defend the right cause.

### Open and capable of change

Dynamism and change are presently the most constant market factors. We incorporate the agility needed for this by questioning conventional processes and establishing new market-orientated structures.

The services of PwC Digital Services, particularly with regard to digital transformation, cybersecurity and data analytics, are designed to counter complex issues with disruptive approaches. They offer a unique client experience and enable more efficient and flexible processes. To that effect, we are opening the new PwC Experience Center in Zurich at the beginning of 2018.

### Guaranteeing quality

The quality of our work is the pivotal point and anchor of sustainable growth on the basis of trust in our relationships. It influences our financial and intangible value creation, establishes industry recognition and thus shapes the long-term value of the PwC brand. In order to secure the technical, managerial and personal qualifications of our staff, we invested 9% of our net revenue in training and further development measures in the reporting year.

### **Exceeding expectations**

We value client feedback, as this represents the voice of our clients, and it helps us develop trustworthy relationships and increase loyalty. By listening to our clients, we become reliable, competent partners by their side. In every feedback round, we identify any potential for improvement concerning our services. This serves to increase the satisfaction and loyalty of our clients. We measure both of these aspects with relevant indices.

### "

Trust and responsibility are an inseparable pair. Our goal of building trust in society and solving important problems will only succeed if we also accept responsibility for our services and the relevant consequences."

Heinz Hartmann, COO/CFO PwC Switzerland

### **Assurance**

In Assurance, we further improved results and increased our net fee revenues by 1%. This keeps us in first position in our core business. Digital technologies increasingly characterise our audit processes and make them even more efficient and reliable for our clients. This way, we set an example for the developments in this area.

### Innovative audit processes ensure efficiency and effectiveness

In the Assurance line of service, we generated net fee revenues from services of CHF 367 million in the 2016/17 fiscal year (previous year: net CHF 365 million, gross: CHF 403 million; +1%). Despite the fact that the market is shrinking – for example due to the decline in banks in Switzerland - we were able to grow in both this area and in audit-related consulting. For this reason, we invest in innovative, audit-related consulting on an on-going, targeted basis.

We further expanded the range of services for clients in the financial industry. Growth in this area was mainly a result of more regulatory work and transformation projects.

As a leading Swiss auditing firm, we on the one hand offer audit services of the highest quality, and on the other hand, we introduce innovative auditing methods and thus release their potential. Using data analytics and process intelligence, we help our clients create additional value.

### New audit report: more transparency, more trust

The new audit report, and thus a much more detailed commentary of the auditor on those findings that are particularly relevant in an audit (so-called key audit matters/KAMs), has been compulsory for listed companies in Switzerland since December 2016. It provides detailed insight into audit processes and thus offers more transparency. We took the lead in introducing this new audit process and had conducted 136 audits according to the new rules by the end of the reporting year. Our experience during this time shows that the new form offers companies an excellent opportunity to strengthen their reputation and their stakeholders' trust by providing additional information.

### "

PwC stands for trust. That's why our words are followed by deeds. Our assessments and business decisions result in doing the right thing."

Alex Astolfi, Leader Assurance PwC Switzerland

# Tax & Legal

We were able to further expand our competitive advantage in the tax services sector in Switzerland. Proof of this is the increase in net fee revenues by 2%, totalling CHF 205 million (gross: CHF 262 million, -2%). Companies were under additional pressure from having to apply stricter transparency requirements, from the new OECD-BEPS rules and other international tax developments. After the Swiss population had voted against Corporate Tax Reform III, the Federal Council promptly presented the benchmark figures of new tax regulation 17 and thus strengthened trust in Switzerland as a business location.

### Regulation as a driver

The favourable results in Tax & Legal are mainly the result of more national and cross-border tax consulting for Swiss SMEs and large international corporations. The reason for this increased demand was the implementation of new regulations such as the OECD BEPS, transparency regulations and foreign regulations restricting profit shifting. Moreover, our clients entrusted us with added value analyses from operational and tax points of view or with services concerning transfer pricing.

In the reporting year, we expanded the range of our services mainly in the area of legal and regulatory consulting. We offer our clients the services of interdisciplinary teams and a global network of legal and digitisation specialists.

### Convincing location factors

Although a number of international corporations stopped their projects to relocate to Switzerland upon the rejection of the referendum on Corporate Tax Reform III, we received scenario planning requests from numerous Swiss companies for the relocation of their head offices to other cantons or abroad. Our conclusion from these mandates: Swiss location factors are still in demand in an international environment, and cross-border secondments put increasingly complex questions before companies regarding the free movement of persons – and provide us with a set of interesting new tasks.

### Outsourcing as an opportunity

The stricter compliance regulations make it more and more difficult for companies to reach a critical size that allows them to employ internal specialists for tax and legal matters. This is why they increasingly outsource services that don't form part of their core business and buy them as "managed services". In the reporting year, the largest mandate of this kind for us was to assume a large part of the tax function of a conglomerate domiciled in Switzerland. In our opinion, interest in such solutions will increase in the future.

### "

Our knowledge of the market trends helps us both to contribute to shaping the new regulations and to support our clients in strengthening the trust of their stakeholders."

Andreas Staubli, Leader Tax & Legal Services PwC Switzerland

# Advisory

*Our Advisory line of service devel*oped favourably once again in the 2016/17 fiscal year. We increased our net fee revenues by 17%, from CHF 138 million to CHF 161 million (gross: CHF 211 million, +14%). The main contributors to this result were the consulting and the transaction-related business segments. In both areas, we support our clients from beginning to end, from strategy to integration.

### Advisory services as a primary pillar

Consulting is one of our core business activities and therefore a driver of growth for our Advisory line of service. The main contributors to this year's favourable results were the energy and life sciences sectors. Furthermore, our investments in expanding the insurance industry bore fruit, and our crossindustry activities for strategic, operational, technology and risk consulting also generated very positive results. Our division is further supported by the experts of Strategy&. Our value proposition, to provide our clients with top quality services from developing a strategy to implementing it with the support of Strategy&, has found high resonance in the market.

We also grew our transaction-related business in the reporting year. In this area, clients mainly require our expertise and competence regarding mergers and divestitures, and we accompany them through due diligence processes.

### Industry-wide support welcome

Demand for consulting on transactions with international/ cross-border investments remains high. SMEs are undergoing further generational changes. This drives demand for additional brainpower and workforces needed to tackle succession planning.

In the financial services sector, demand for consulting on implementing regulatory changes is slowly declining. However, financial service providers are increasingly dependent on support in matters of innovation, digital transformation and data analytics. The pharma industry is currently undergoing structural changes, and enterprises are getting back to focusing on their core businesses. This development will also bring about substantial transformation processes.

### Digital remains top priority

Regardless of which industry, companies are increasingly faced with trends and developments that have a fundamental impact on them and at times put their very foundations into question. Such challenges include digitisation, cybersecurity and data analytics. By now, most decision-makers are aware of the fact that they must put these topics at the very top of their list of priorities if they intend to remain successful in the future. This is why they want to rely on a trustworthy consultant and partner – for long-term strategy planning as much as for individual measures.

### "

We consistently put our clients at the centre of our activities. For this reason, we have to get to know them, listen to them and develop solutions together with them."

Wolfgang Rieder, Leader Advisory PwC Switzerland

## **PwC Digital Services**

In the digital age, companies are forced to re-think their business models from scratch and gear up to collaborate across sectors, national borders and markets. We accompany them in the digital transformation process. At PwC Digital Services, we combine our multi-disciplinary skills in strategy, user experience, cybersecurity, data analytics and solution design.

### A clear "Yes" to a digital Switzerland

Switzerland wants to remain attractive as a location for digital value creation. This requires continued power to innovate and trust in new technologies. Therefore, Federal Councillor Johann Schneider-Ammann presented the Digital Manifesto at the WORLDWEBFORUM 2017, and the Federal Office of Communication (BAKOM) presented its "Digitale Schweiz" ("Digital Switzerland") strategy as a guideline for governmental action. The goal of these declarations is to establish protection from cyber and other online security risks by implementing a legal basis for a Swiss-wide data policy. The Swiss Competition Commission (WEKO) also considers digitisation as an additional opportunity for more competition.

### The power of perspectives

Our PwC Digital Services offers our clients support in all aspects of digital transformation. This is why we increased the number of employees in the 2016/17 fiscal year and made even more investments in development. We simplify the daily digital business for our clients by consolidating and analysing data of all formats and languages. As a sponsor of "Kickstart Accelerator" and as founder member of the "F10 Accelerators", we accompany the creation of digital ecosystems. Furthermore, we develop disruptive solutions such as Chatbots together with start-ups.

In cooperation with Google Switzerland and digitalswitzerland, we published a study, "Digitalisierung – wo stehen Schweizer KMU?" ("Digitisation - where do Swiss SMEs stand?") in the reporting year. The results of this study show that there is room for more courage in implementing digital models and for close observation of the markets.

### Back to the digital future

More and more market players want to strengthen their market power and competitive edge via digital means. In this transformation process, we enable our clients to proceed at start-up pace while safeguarding data protection, cybersecurity, regulatory compliance, quality and reliability. We know from experience that the biggest challenges all have three pivotal aspects:

"

We enable our clients to conclude the digital transformation at start-up pace while safeguarding data protection, cybersecurity, compliance, quality and reliability."

Julie Fitzgerald, Leader PwC Digital Services, PwC Switzerland

business, experience and technology (abbreviated to BXT). New business models are always developed from a combination of business sense, client experience and the integration of future technologies. Against this backdrop, we have developed the "BXT model". With it, we combine our clients' businesses with the relevance of a realisable strategy. We use technologies that range from robotics to artificial intelligence and the Internet of Things. At the beginning of 2018, we will open the new PwC Experience Center, a consequence of the previous centre becoming much too small due to increased demand. This is where we orchestrate the development of ideas, design and implementation using our BXT model.

### Artificial intelligence for health matters

A trusting relationship is needed between a doctor and a patient in order to treat an illness successfully. This trust can be boosted with the use of modern methods. In cooperation with NeuroTransData, a network of medical practices, we have developed solutions for doctors treating patients with multiple sclerosis. Data-based information and a prediction model with artificial intelligence support the physician when selecting the treatment that suits an individual patient best in order to improve their quality of life. The cover photograph of this annual report is a representation of the trust in our relationship with NeuroTransData, which enabled us to develop this digital solution.

### Security is a matter of trust

In cybersecurity, trust is essential for success. This is why we have doubled our cyber team in the reporting year. In Switzerland, we conduct intensive market research concerning cyber attacks. We explain how these can be recognised and treated. In the "Game of Threats", managers experience cyber attacks either in an attacking or a defending role. Together with fintech start-ups and blockchain disruptors, we also ensure that new technologies and applications in the global financial system are used in a manner that builds trust.

## Performance

At PwC Switzerland, we can look back on a year of solid growth: in fiscal year 2016/2017, net fee revenues increased by CHF 29 million, or 4%.

All lines of service improved their net fee revenues and contributed to a positive development. The lion's share was generated by Advisory; this service line increased its net fee revenues by an impressive 17%.

PwC Switzerland's gross fee revenues amounted to CHF 876 million. This is an increase of CHF 24 million or 3%. The gross calculation also includes fee revenue generated and actively managed by PwC Switzerland, by partners and employees of other PwC companies or service providers for PwC Switzerland mandates. Adjusted by these factors, this represents a revenue plus of 4%. Net fee revenues rose to CHF 733 million.

### Assurance remains strongest line of service

Assurance has been and remains our strongest line of service. Employees billed clients a total gross fee of CHF 403 million for their services. This is an increase of 1% compared to the previous year. On a net level, fee revenues also rose by 1%, to CHF 367 million. In total, Assurance contributed 46% (gross) or 50% (net) to the total revenue of PwC Switzerland.

The main growth area was audit-related services. Our clients in this area are primarily concerned with questions of regulation and risk management. Their support requirements are mainly centred around technology matters. Once again, we have increased our services for clients in the financial sector.

### Tax & Legal stable

The fee revenue in Tax & Legal decreased by CHF 6 million (gross) and reached CHF 262 million. The net fee revenues increased by CHF 4 million to CHF 205 million.

This is an equivalent of 2%. The main contributors to this result were our national and cross-border tax consulting services for Swiss SMEs and international corporations. Tax and Legal contributed 30% (gross) and 28% (net) to the total revenue of PwC Switzerland.

### Solid growth in Advisory

The Advisory service line experienced another year of growth. Gross fee revenue rose by CHF 26 million to CHF 211 million. This is an increase of 14%. The net amount grew at an even faster pace, gaining 17% or CHF 23 million to reach a total of CHF 161 million. In particular, energy and life science enterprises and insurance companies requested more of our services, but transaction-related business also contributed to the growth in this area. Advisory made up a gross 24% and a net 22% of our total revenues.

### Results by industry group

We are well-represented in all industry groups. In the public sector, we clearly increased our revenues (+5%). The "retail and consumer goods, life sciences, energy, processing industry" category is also picking up again: after a decrease in the previous year, our gross fee revenues increased again by 4% in this past fiscal year. The financial sector (banks, asset management, insurance) still shows an facing upward curve: after a significant rise in the previous year (+14%), we maintained positive growth by another 2%. The "technology, telecommunication, media and entertainment" sector remains constant at the level of the previous year. We have adjusted the figures of the previous year due to changes in the industry groups and client segments.

### **Key indicators**

To manage its performance, PwC relies not only on financial indicators, but also on a set of key performance indicators (KPIs). These cover the three dimensions of "Customers", "Employees" and the "Company". With the help of these indicators, PwC assesses how well it reaches its strategic goals.

# Facts and Figures

(as at 30 June 2017)

### People\*

3,258 employees (61% male/39% female)

72 nationalities

Average age: 34 years

9% of revenue is spent on staff training and further education

492 part-time employees (15,1%) Apprentices (headcount 39)

\*Excluding stagiaire/trainees and contractors

### Legal structure

Partnership – "PwC" refers to the network of member firms of PricewaterhouseCoopers International Limited, each of which is a separate and independent legal entity.

### **PwC Global**

Countries: 158 Locations: 736 Headcount: 236,235



### Management board (f.l.t.r.)

Alex Astolfi, Leader Assurance
Andreas Staubli, Leader Tax & Legal Services
Julie Fitzgerald, Leader Growth & Markets and PwC Digital Services
Urs Honegger, CEO
Heinz Hartmann, COO/CFO
Wolfgang Rieder, Leader Advisory
Matthias Jeger, Leader Quality & Regulatory Affairs

### Board of directors (f.l.t.r.)

Urs Honegger, Delegate
Dr. Markus R. Neuhaus, Chairman
Heinz Hartmann, Member

### Fee revenue by service line (gross)\*

	2015/16 in CHF m	2016/17 in CHF m	Change in CHF m	Change in %	in% of total
Assurance	399	403	4	1	46
Tax & Legal Services	268	262	-6	-2	30
Advisory	185	211	26	14	24
Total	852	876	24	3	100

### Fee revenue by service line (net)\*

	2015/16 in CHF m	2016/17 in CHF m	Change in CHF m	Change in %	in % of total
Assurance	365	367	2	1	50
Tax & Legal Services	201	205	4	2	28
Advisory	138	161	23	17	22
Total	704	733	29	4	100

### Fee revenue by industry group (gross)\*\*

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	2015/16 in CHF m	2016/17 in CHF m	Change in CHF m	Change in %	in% of total
Retail and Consumer Goods, Life Sciences, Energy and Industrial Manufacturing	427	443	16	4	50
Banking, Asset Management and Insurance	301	306	5	2	35
Public Sector	64	67	3	5	8
Technology, Telecommunications, Infocomm and Media	60	60	0	0	7
Total	852	876	24	3	100

### Number of employees (excluding stagiaire/trainees and contractors)\*

	30.6.2016	30.6.2017	Change	Change in %	in % of total
Assurance	1,357	1,437	80	6	44
Tax & Legal Services	779	823	44	6	25
Advisory	573	646	73	13	20
Internal services	280	313	33	12	10
Apprentices	33	39	6	18	1
Total	3,022	3,258	236	8	100

<sup>\*</sup>Due to organisational changes, the figures from the previous year by service line were adjusted to the current structure.

<sup>\*\*</sup>The figures from the previous year were adjusted due to changes in the industry groups and client segments.

# Corporate Responsibility

Our understanding of corporate responsibility is a broad commitment to employees, business partners, the common welfare and our environment. Efforts in this respect are successful if they are undertaken on the basis of mutual respect and trust, and achieve a balance of giving and taking. This is how we see our daily responsibility as an enterprise, as managers and as private individuals.

### Winning people's trust instead of controlling them

For us, accepting corporate responsibility means to encourage responsible behaviour with a sustainable impact. With our corporate responsibility actions, we therefore sharpen awareness of the fact that the actions of every individual and the success of our company are closely linked with our environment, society and our own wellbeing. From this perspective, personal responsibility is the most important factor for nurturing mutual trust.

### Nurturing what we hold valuable

The motto "Grow your own way" is our promise to existing and new employees. It is the way we want to work as a corporation, as managers and as employees, focusing on our purpose and values and aiming to do our best in every task we do in order to reaffirm the trust within our environment day after day.

### Fostering inclusion and diversity

In the context of our Inclusion and Diversity Strategy 2020, we constantly redraw the limits of a flexible working world. Only in this way will we be able to expand our intercultural and interdisciplinary diversity and foster flexible ways of working. Particularly in Advisory, we have been rehearsing a number of new measures to drive diversity, such as softwarebased consulting or virtual teamwork. Within the scope of the GLEE business network, the LGBT community meets on an international platform (GLEE stands for gay, lesbian and everyone else). And at the Street Food Festival in Zurich, PwC employees serve culinary delicacies and specialties from their various countries of origin.

### Pro-bono work: good deeds and targeted help

In the reporting year, we supported non-profit and charity organisations with approximately 5,000 hours of voluntary pro-bono hours. This helped them to concentrate on deploying their limited resources in more meaningful areas. Our pro-bono commitment is highly regarded amongst our clients and not at all taken for granted. After all, this doesn't just involve all the hours worked, but also a great deal of personal commitment.

We also gave financial support to selected non-profit organisations – our intention is to strengthen the cultural and personnel diversity of our institution.

### Supporting children and young people

Our employees have been supporting Pro Juventute since 2015. At the Greifensee and the New Year race, for example, they run countless miles to raise money for the charity. Amongst others, such activity helped finance the picture book "Geld zu verkaufen" ("Money for sale") written by Lorenz Pauli and illustrated by Claudia de Weck. It is a book for children from 4–7 years and explains money and consumerism in a way that is understandable for that age group.

### Passing on experience

Since 2013, we have been involved in seif's impact Boost programme (social entrepreneurship impact and finance). PwC experts act as mentors for social entrepreneurs and accompany them over a period of six months. In the reporting year, we mentored 14 companies. Within the scope of this partnership, we also finance the "Future Trends" category of the seif award for start-ups. In this way we express our commitment to a young, brave and future-orientated economy.

### Giving prospects project

"Stiftung Chance" was founded as a pilot in 2016. This project is intended to give young mothers career prospects and enable them to enter vocational training with a Federal certificate (eidgenössisches Berufsattest EBA). In the reporting year, two women received training, one of them at PwC Switzerland.

### "

We encourage responsible ways of thinking and sharpen awareness of the fact that the actions of every individual and of PwC as a whole will influence the world around us."

Matthias Jeger, Leader Quality & Regulatory Affairs





#### Contact

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