

Feature 3 People development for shaping the future

Our people strategy

People strategy for realising Vision 2030

Vision 2030 communicates the Firm's commitment to become a firm that provides integrated assurance services to solve trust gaps in society by expanding audit and advisory services and bringing together the diverse expertise of our people.

The Firm is striving to ensure unwavering quality that underpins trust and achieve growth to solve larger problems. In this effort, our people will lead the Firm in taking on challenges with the support of technology, such as AI.

With the diversification of business challenges of companies and problems in society, the challenges the Firm needs to address as a professional firm are becoming broader. As the complexity of problems increases, the level of expertise required in each area is increasing. To address the breadth and complexity of these issues, all partners and staff should be aware that we are professionals. And this is the prerequisite for the realisation of Vision 2030.

Our people model and people strategy

The Firm's people model is developed based on the following three attributes: Diversity (Embracing and pursuing diversity); Autonomy (Mindset that supports autonomy and respect); and Mutual Respect (Ability to harness the power of, and develop, people).

The goal is to motivate each employee to proactively engage in the organisational initiatives and strategies and realise their own growth. To this end, the Firm has defined the people model that realises its strategies,

fostered a culture where people take ownership in their own growth and respect others' growth, and established a people development structure that enables our people to pursue their chosen career path.

The achievement of Vision 2030 requires sustainable growth driven by concerted efforts of the organisation and individuals founded on quality. We will make additional investment in our people's professional growth.



Shaping the Firm's future through collaboration

Masahiko Nara Chief Human Capital Officer and Human Capital Planning Office Leader

The Firm has been promoting collaboration across people with diverse expertise to meet societal expectations and achieve sustainable growth as an organisation. In preparation for 2030, when social issues will be changed and our roles will be broadened, we will redesign our workplace environment so that diverse people can work energetically with motivation for further growth at organisation and individual levels.

Developing people with diverse experiences

In a fast-changing society, people with diverse expertise will be the key to fulfilling PwC's Purpose and delivering Vision 2030. People's career paths vary. To keep pace with changes in the environment and provide high-quality audits, the Firm has clarified career paths that realise our

strategies and provide diverse experience and opportunities to support continued growth.

In FY2024, we shared diverse career paths for realising career progression as a guide to our people.

Building a society where diverse professionals connect and co-create

The Firm aims to develop people who can proactively enhance their expertise, while embracing others' expertise. By harnessing and combining the strengths of such people, we will solve the problems of our clients, society, and organisations.

professionals in each field connect beyond the boundaries of organisations, countries, industries, and expertise. Leveraging this connection, we will lead co-creation initiatives to design new systems and establish platforms to build trust in broader areas of society.

We also seek to create an organisation where talented

Diverse professionals in 2030 who will deliver the integrated assurance



Culture connecting diverse people

The foundation of a diverse organisation is culture. And communication made through channels suited to the times connects us with stakeholders. We believe this foundation can be built only when professionals with diverse expertise share a common culture and PwC's Purpose and Vision, regardless of differences in how

they develop their respective expertise.

The Firm has been strengthening a culture that incentivises people to take ownership of their growth in an environment that ensures psychological safety, while their coaches, team members, and leaders who respect people development actively provide support.

Our cultural initiatives

Culture for realising Vision 2030

The greatest asset of professional firms is people, and the diversity of people shapes the future of firms. In other words, the behaviour of diverse people affects the activities of the organisation.

People development and culture

The same applies to behaviour in the context of people development. For people to develop themselves to pave the career paths that lead to PwC's Purpose and Vision, they need to cultivate a mindset of taking ownership of their growth by basing their behaviour on the behaviour

Initiatives to foster culture

Culture can be fostered if each person behaves in line with the above behaviour guidelines. But there is no right answer of how to foster culture to change people's behaviour. And even if we implement initiatives, they may not lead to immediate change. Therefore, it is important to raise people's awareness by continuously and repeatedly implementing initiatives and visualising the process.

The Firm has adopted an approach to continue the cycle of encouraging people to speak up and provide feedback, analysing the feedback and developing and implementing action plans, receiving feedback on the outcome, and disclosing that process.

One of the tools to receive feedback is an annual employee engagement survey. In the FY2024 survey, the Firm achieved a 95% response rate and 79% for the people engagement survey, exceeding our targets and reaching a record high. This demonstrates that our initiatives, including those to promote our culture, are effective. Now the main challenges to be addressed are people-related matters, improving people's engagement in initiatives, and narrowing down initiatives to reduce the volume.

Culture, which serves as a common behaviour guideline, guides us on what we need to do for the future to embody PwC's Purpose and how we should behave to realise Vision 2030.

guidelines comprised of Evolution, Collaboration and Challenge. Those who provide on-the-job training and feedback drive growth of people by engaging in communication based on Evolution, Collaboration, and Challenge.

To foster a culture to improve engagement in initiatives, we are taking a bottom-up approach by providing opportunities for dialogue and connection through staff forums and workshops. At a staff forum, people work together to resolve issues they recognise in their day-to-day work in consultation with the leadership team. We are also continuing other initiatives, such as receiving feedback via a suggestion box, consistently communicating tone at the top messages, and holding various events.

Approach to cultural initiatives

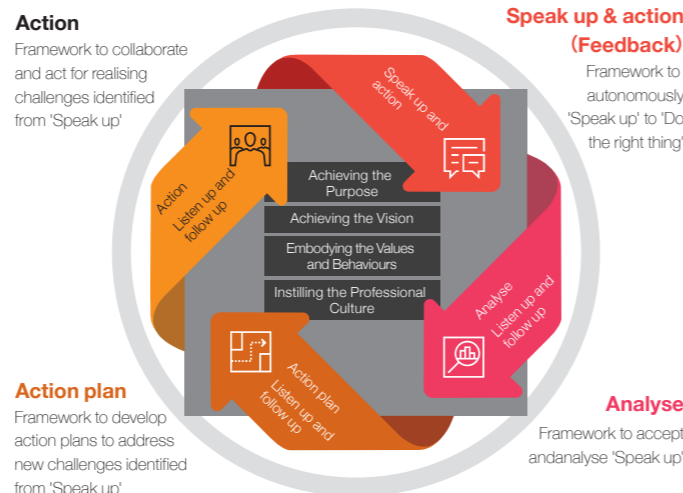


Visualise

Mechanism to communicate the frameworks and underlying Values and Behaviours and Vision

Action

Framework to collaborate and act for realising challenges identified from 'Speak up'



Speak up & action (Feedback)

Framework to autonomously 'Speak up' to 'Do the right thing'

Analyse

Framework to accept and analyse 'Speak up'

Behaviour Guidelines for realising our vision and Evolved PwC Professional (EPP)

In FY2023, the Firm adopted the Behaviour Guidelines for Realising our Vision* (Behaviour Guidelines) for realising the Firm's vision through our people's behaviour. The Behaviour Guidelines are articulated based on the following key terms: Evolution; Collaboration; and Challenge; and are determined by taking a bottom-up approach, having all staff participate in the process.

Prior to FY2023, the Firm applied a top-down approach to promote a professional culture; however, we received comments that, although the staff understood the Firm's initiatives, they could not directly relate them to their own careers or day-to-day work. Given such feedback, we decided to shift to a bottom-up approach that encourages the participation of all staff to create the Firm's ideal future. The Firm launched bottom-up initiatives to gather voices from staff and formulated the Behaviour Guidelines. In

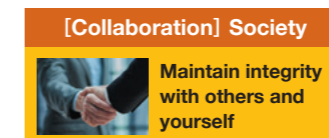
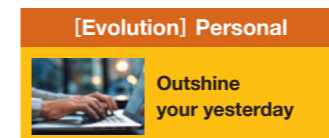
FY2024, we worked to further disseminate the guidelines.

In FY2025, we will promote the dissemination of EPP defined by the PwC network which lists 30 behaviours appropriate for PwC professionals and Behaviour Guidelines. The Behaviour Guidelines focus on the three elements that our people believe are necessary to realise our vision. Combined with the EPP, we believe that we can contribute to the realisation of PwC's Purpose both for the Firm and the PwC network.

Whenever people feel unsure about what to do, they can return to the three dimensions of Evolution, Collaboration and Challenge and take actions based on these. In this way, people can develop behaviour that will contribute to creating an organisation the Firm aims for.

*Referred to as Critical Few Behaviours in FY2024

Behaviour Guidelines to realise Vision



Evolved PwC Professional



Initiatives as PricewaterhouseCoopers Japan LLC

In December 2023, ex-PwC Aarata and ex-PwC Kyoto merged to form PricewaterhouseCoopers Japan LLC. Both firms share the same PwC's Purpose, but there are behaviours and aspirations that they respectively embrace. As part of our efforts, we held an event to better

understand each other. We identified and selected what matters for both in determining the Behaviour Guidelines that guide us to realise Vision, and build an organisation together.



Fostering a culture where all employees are involved in building together an ideal organisation

Chikako Suzuki Chief Culture Officer/Chief People Development Officer and People Development Office Leader

Our cultural initiatives are closely related to our people strategy and are focused on disseminating the Behaviour Guidelines that realise our purpose and vision.

I believe that we can create an ideal organisation that shapes our future together with motivation by encouraging people to grow autonomously and collaborate. To achieve this, we will redefine our

people model and culture to further facilitate the realisation of an ideal organisation and continuously and diligently undertake initiatives and visualise them, including the process, to share with staff.