

People

People are the key success factor of our organisation.

We strive to provide a unique, engaging and motivating experience to allow them to give their best and to develop their full potential. We are committed to a long-term strategy that focuses on foundational priorities like finding and retaining talents, organising their development, ensuring their mobility and diversity, and providing them with a flexible and supportive environment.

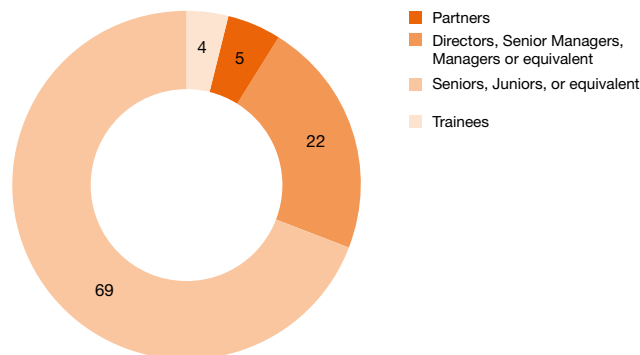




Our strategy to confidently invest in the future – even in tough economic times – enables us to sustainably reinforce our workforce to nearly 2,100 employees in June 2011. At PwC, we care about offering development solutions to our people to foster our excellence in client service delivery and to contribute to our peoples’ employability.

Total workforce, (number of employees)			
	01/01/2009	01/01/2010	01/01/2011
Partners	85	88	94
Directors, Senior Managers, Managers or equivalent	345	386	438
Seniors, Juniors or equivalent	1,368	1,373	1,374
Sub-Total	1,798	1,847	1,906
Trainees	46	59	74
Total	1,844	1,906	1,980

Shares of employees per grade, at 1 January 2011, (%)



Finding and retaining our talents

We are committed to offering challenging, interesting careers and competitive rewards that attract and retain a skilled and engaged workforce. As a matter of fact, we continue to shape the future, whether by promoting our current people or by recruiting experienced and newly graduated candidates. We are committed to motivate our people to participate in the firm’s and each other’s accomplishments.

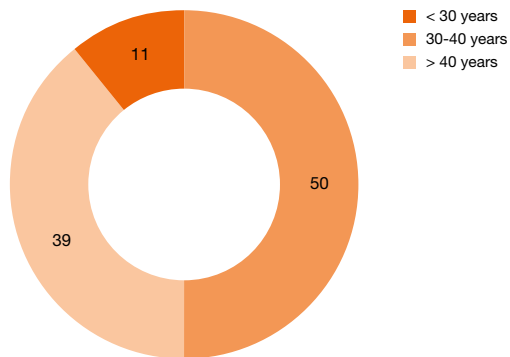
Even with the economic downturn, we kept on hiring new generations of talents and new profiles. As we have preserved our Human Capital during the past few years of market instabilities, we are today in a strong position to seize and develop business opportunities.

Our organisation’s needs for young qualified people go beyond the Luxembourgish borders. We therefore manage a cross-border approach for our recruitment strategy, notably in the surrounding countries.

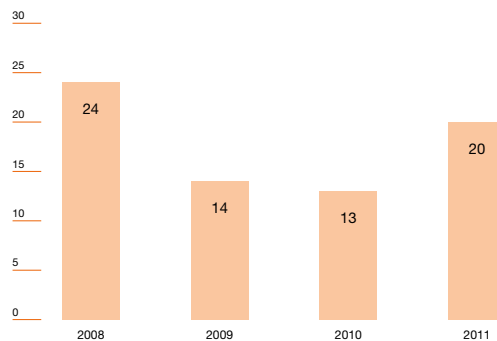
All junior employees, who are client facing, without prior work experience earn at least 1.3 times the minimum social salary for qualified employees, regardless of their gender. We offer 98% of our people open-ended contracts. We also provide extra-legal benefits, including hospitalisation and life & disability insurance. Both are entirely taken in charge by the firm for all employees and their families. While the hospitalisation insurance aims at covering any exceeding medical expenses that are not covered by the Luxembourg Social Security, the life and disability insurance provides compensation in case of the employee’s death or disability to work to a named beneficiary. Also, for all our people with more than five years of seniority, or as from the grade of director, we contribute to an extra legal pension plan.

As a large professional services firm, we are seen as a “learning platform” by young employees, who enjoy quick acquisition of new skills through diversified training programmes and professional exposure. This trend can be illustrated by our low average employee age (31 years) and our turnover of employees.

Shares of employees per age, at 30 June 2011, (%)



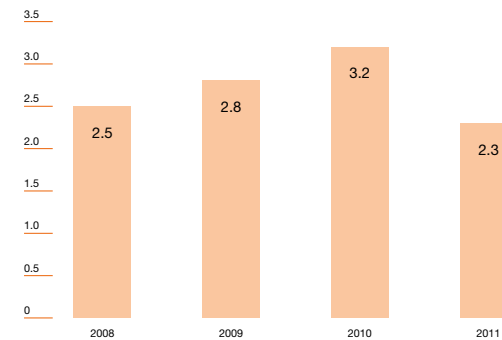
Turnover of employees, (%)



During the last two years, our turnover stood at around 13% due to the economic market instability. This year, with volatile signs of recovery, the rate has risen again to reach about 20%.

Within the last four years, the 2011 exercise has shown the **lowest absenteeism** rate in our firm, with a ratio of 2.3%. As this sensitive information is not easily disclosed in Luxembourg, we refer to the average absenteeism rate of the private sector in Luxembourg in 2010 (3.4%⁵) for comparison purposes.

Absenteeism rate, (%)



Retaining quality people remains an on-going challenge and priority. Our **annual performance and career development** reviews play a critical role in providing a sound working environment and fostering a feedback culture. We believe this individual objective based review scheme, which applies to all of our employees, enables us to exercise an appropriate assessment of our people performance and developmental needs.

⁵ http://www.gouvernement.lu/salle_presse/actualite/2011/05-mai/24-absenteisme/index.html



Investing in people: coaching, learning & development

Our business environment has presented many exceptional circumstances. This context has provided the background for nurturing our ambition to grow while being prudent. We experienced significant structural changes like the reorganisation of our advisory practice and the revamping of our audit approach. These challenges have raised our awareness to continually work to bring our people's development to perfection.

Our **training programmes** remain at the core of our People's development. This year, our people attended 8.5 training days/year on average (68hours/(employees*year)), which represents an investment of nearly 9% of their total salary. Our **learning offer** is regularly adapted to match the continuously changing training needs of our employees and to adapt to the evolution of the market. This year, about 14 full time equivalents manage a diversified training package of more than 400 different trainings solutions including eLearning, soft skills and technical training as well as language trainings for nearly 2,100 people.

On top of internal training, we actively encourage our professionals to enroll in appropriate professional qualifications. Indeed, we sponsored over 15 types of professional qualifications provided to numerous employees in Assurance, Tax and Advisory as well as memberships in the respective professional organisations.

Measuring our people engagement

We collect formal employee feedback annually through our **global employee survey** ("GPS", launched in April) which aims at understanding what the key drivers of our people are, identifying the exact elements of satisfaction or dissatisfaction as well as measuring their engagement to the firm. Specifically, this survey asks questions about our People strategy and Client service orientation. One of the most important measures of the survey is the "People Engagement Index", which includes four items that assess the satisfaction, recommendation, pride and intention to stay of our people.

Our management is encouraged to be role models in executing our people strategy and being responsive to our people's needs and concerns. To be successful, we understand the importance of continuing to build trust and credibility with our people, speaking with one voice on our strategy, and supporting them through our words and actions.

In addition to our regular career conversations and meetings, we also keep our people informed through web-based communication, like:

- "People Web", our newly created Human Capital intranet, provides comprehensive, detailed and well-structured information on Human Capital topics,
- "People sHaRe", our Human Capital service centre, responds to our employees' specific requests, and
- "People news", our bi-monthly "Human Capital Newsletter", keeps our people up to date with what happens in the firm.

Diversity and inclusion strategy

Our vision for diversity and inclusion is to foster an inclusive environment where our people can develop and exceed their expectations, regardless of their background or gender, and conversely make the most of diversity to deliver the highest value for our stakeholders.

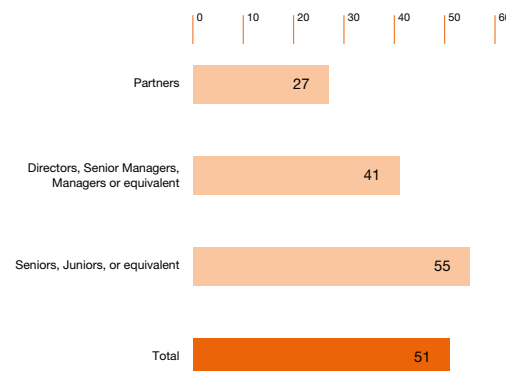
As gender diversity has been part of our business philosophy for more than a decade, we believe we can play a major role in promoting gender equality in Luxembourg. We are committed to providing a successful working environment where both women and men are ambitious and confident, dedicated to learning and development while fulfilling their aspirations and potential.

We take great pride in our gender balance as women make up 51% of our workforce. At the same time, we face particular challenges in mainstreaming gender equality in all our departments and levels of responsibility. There are a number of key areas where we know we can make a difference, like retaining women above “Manager” level.

Through “Women@PwC”, a group of 10 members representing all departments, genders and sponsored by our Managing Partner, we have been promoting greater equality, arranging leadership skills trainings for women, sponsoring Luxembourgish actions like “Women Business Manager of the Year Award” and organising women events like “connected women”.

With 27% women composing our Partnership and an Executive Committee made up of 25% women, we hope to have paved an inspiring way to all the younger talented women.

Shares of women by grade, at 30 June 2011, (%)



Health and well-being

We are focused on making ongoing improvements in wellness and work/life flexibility. We promote a quest for balance whether it be between men and women of 57 different nationalities, body and mind or work and leisure with “[PoP Out](#)”, which organises many cultural, social and sport events.

We are keen to promote the physical and mental health of our people, articulated around three dimensions: mental, emotion and body. Health is indeed a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity. We currently tackle the below programme:

- The “Mental” pillar intends to help in improving individual relationships and manage complex situations.

- The “Emotion” pillar intends to help in understanding, analysing and regulating personal emotions, manage the stress and improve the self confidence.
- The “Body” pillar intends to help us feel good in our body, to keep healthy and preserve our “health capital”.

Beside this programme, safety related initiatives have been implemented in 2011, in order to enhance the security and health of our employees:

- First Aid awareness programme,
- Fire incidents awareness programme,
- Defibrillator devices implementation.

Work/life flexibility

We have set up a Flexi-Time programme, which provides our people with solutions to fit their needs for balancing work and life priorities. Our people have the opportunity to take time off while remaining paid, by counter balancing their accumulated excess hours recorded previously. Along with “Flexi-Time”, we also launched a series of “Time options” including initiatives like buying extra holidays, taking a three to six-month career break to pursue a personal project, or participate in a social project while being financially supported by our firm.

Achieving wellness and flexibility goals is a shared responsibility. We therefore offer, when compatible with our business priorities, possibilities for part-time working to our employees.

Shares of part-time employees, (%)

	June 2009	June 2010	June 2011
Part-time employees	6.9	7.9	8

In addition to the two canteens, our buildings count a total number of 24 “coffee-corners”. Those areas are extensively used by our employees not only to eat or drink but also to sit in order to meet or discuss informally. We take great care to have in this user-friendly space a clear environmental but also social engagement. Fresh seasonal fruits are distributed every day.