



What does “Digital” mean at PwC?

In professional services, advice, integrity and judgment are human, not machine. So, too, is the trust we establish with our clients that our work makes a difference for their businesses, people and customers. This is something technology alone won't change.

Changing is how we combine our audit, consulting and tax talent with technologies to reimagine what's possible, drive increased quality, greater efficiencies, and deeper insight. We're bringing a digital eye to every aspect of our business, from our back office operations to the work we do with clients. In doing so, we're finding new ways to understand what is meaningful to our clients and people, and fully modernize the way we work to create more value.

This will not be a start and stop journey—there's no finish line. Rather, this is a culture shift inspired by self-directed learning, greater firmwide connectivity and continuous improvement in the way we work together and approach our operations and services.

What we know is our fastest path to a successful digital future is in our ability to tap into our existing assets—most importantly our People and their commitment to embracing this digital mindset. Through our collective understanding of the emerging technologies shaping our world, such as Artificial Intelligence (AI) and Virtual Reality (VR), we'll continue alleviating repetitive and highly manual processes, allowing us to be faster and more consistent, both within the firm and with clients.

Our new digital mindset is at the core of the creation of a single, secure, cloud-based platform that will standardize the way we govern the data at our fingertips, positioning us to add more value. This mindset is how we'll raise our digital IQ and reimagine what's possible for our Assurance, Tax, and Advisory clients, and their customers, and scale the innovations across the firm, and with our clients. It's how we'll innovate and create brand new technology-based solutions through New Ventures that will complement our services and be licensed in the marketplace. And, it's how we'll better fulfill our Purpose.

What does “Digital” mean for our People?

We're driving a digital mindset. PwC's 2018 CEO survey reports 80% of CEOs are worried about the availability of key skills. And 76% of CEOs are concerned about the lack of digital skills within their own workforce. Digitally enabling a workforce is a key challenge all companies face. And PwC is tackling this head on.

In this dynamic world, our clients need to constantly adapt to change with an eye always on the future. And so do we. We are driving a digital mindset in everything we do—the way we work, the way we learn, the way we solve important problems and the way we team with our clients.

50,000+ strong and powered up. Digital skills are imperative for our future—and we're investing in our people by giving them the digital tools and capabilities they need—to be more innovative, more agile and more digitally enabled. It will be inherent in our DNA.

We're changing how we work, so we can help our clients change how they work. This means combining human judgement with our industry-leading tech-enabled audit or bringing together teams that look at problems from multiple perspectives to create better solutions.

We're enabling better value and quality for our clients, and driving more digital experiences. We're innovating and strengthening our culture through Be well, work well. Pushing the envelope as innovators. Creating a better work experience. Prioritizing our people.

We're raising our Digital IQ. We're investing in our people by providing them with critical skills that will help them grow and develop, now and in the future—for lifelong learning. We're empowering personal and professional digital learning in key competency areas like artificial

and in the future. For lifelong learning, we're empowering personal and professional digital learning in key competency areas like critical intelligence and using industry leading tools in data visualization and analysis. We are building Data Academies. We're providing personalized learning experiences through digital technologies such as Vantage and our Digital Fitness app. And, we're investing in and deploying Digital Accelerators across our business, individuals who will receive specialized, immersive training in priority technologies.

We're creating an engine of innovation. Listening to our clients. Putting digital tools in the hands of our people. Giving them data. Listening to their ideas. And quickly scaling up those ideas that can create better value and quality for our clients and better work experience for our people.

Regardless of our roles, we are powering up the knowledge and skills for a digital, data-driven economy. It's up to us. We are at the center of this innovation. We are the business professionals of the future.

What does “Digital” mean for our clients?

We're helping to reshape a new reality powered by data, as well as deep insights to reimagine what's possible for our Assurance, Tax and Advisory clients.

Digital change sparks evolution, and endless possibilities emerge in a quest to team with clients so they can work smarter, faster and more efficiently. It's about tech-enabling our people and our firm, and sharing tools and data-driven solutions to power our clients' businesses—today, tomorrow and for the next generation.

Our firm and our people have embarked on our own digital journey—embracing a new digital mindset. Learning, evolving, growing and innovating to fuel “what comes next.” Digitally upskilling our firm to deliver the solutions our clients need to drive their own digital transformations.

What does “Digital” mean for Assurance?

In the audit process, technology is an enabler. But it's the professionalism, judgment and experience of human auditors coupled with the deep dynamic analysis completed by bots, systems and machines that helps do what neither can do alone.

As such, our Assurance teams are making significant investments in upskilling their people and diversifying their skill sets. They're continuing to deepen their usage of PwC's award-winning audit innovation tools like Halo; which helps our people analyze and visualize data and provide deeper insights; as well as other tools such as Aura, which focuses on quality, risk and consistency in the audit; and Connect Audit Manager, our new global collaboration tool which streamlines, standardizes and automates real-time communication and workflow between multi-location audit teams. Each tool serves a purpose as they tech-enable the audit, enhance quality, and help drive insights.

Our Assurance clients are asking about our journey, and we're making it clear that this is one we're taking together. To fully benefit from our tools, clients will need to invest in their systems and processes along with us in order to get data ready for extraction and streamline the audit process. As part of this journey, teams are also demonstrating for clients how our technologies can be matched to increase efficiencies in how we conduct the audit.

But it doesn't stop there. Our Data Sieve application utilizes machine learning and Robotic Process Automation (RPA) technologies that are, in one example, able to extract terms from documents, making it possible to pull the information needed from tens of thousands of pages of contracts in a fraction of the time, further reducing risk and increasing productivity. And, through AI and an ecosystem of talent, we're anticipating the impact of emerging technologies on the finance function, with an eye toward providing assurance beyond financial reporting.

What does “Digital” mean for Tax?

Sophisticated insights for better business decisions. PwC continues to make major investments in Artificial Intelligence, BOTS and other emerging tech. In Tax, these tools have powerful applications, freeing our professionals from routine, repetitive tasks and allowing them to

emerging tech. In tax, those tools have powerful applications, freeing our professionals from routine, repetitive tasks and allowing them to deliver higher-value client service.

As Tax processes become more digital so do our people. Tax professionals with deep knowledge of traditional tax subjects and industry expertise are required to develop their digital fitness and to innovate. Firmwide programs like Digital Accelerators offer highly motivated staff the opportunity to engage in a period of intense digital training. The “digital accelerators” return to the practice with the advanced skills needed to take on some of the biggest issues facing our clients and the world.

Every day, PwC Tax professionals are moving well beyond spreadsheets. They are developing automations and are using tools to produce vivid analytic visualizations brimming with infographics. And, the recently launched Digital Lab offers innovators an online community within PwC to share the data workflows, visualizations and BOTs they’ve created.

Bottom line? PwC Tax professionals today do so much more than prepare tax returns and help with life events. We deliver the highly valuable analytics associated with our industry expertise and data driven insights to help our clients make sophisticated decisions about the way they run their businesses.

Contributing to the modern marketplace. The PwC Tax practice also understands its obligation to help bring clients along on our digital journey. Our Data Academies teach clients through hands-on practice with tax data automation and visualization tools, while helping them modernize how they work.

Meanwhile, we’re investing in mobile first technologies—the “every day” technology our clients love—to share important thought leadership in real or near real time. One example—Inside Tax Policy—launched to help our clients navigate the historic new tax law in the U.S. provides policy updates, delivered right to your pocket.

What does “Digital” mean for Advisory?

There are no limits...when people power technology, we break barriers and unleash true transformation with value that’s undeniable. Whether it’s helping our clients build a new business, generate operating efficiency, or elevate their customers’ experiences or reimagining how we make children’s wishes come true, our Advisory teams are living a culture of innovation alongside our clients. Ultimately, we’re creating new experiences that revolutionize the impact we leave our clients with and the industry is taking notice.

Bringing together teams of varied skills and expertise across Advisory, we’re able to deliver on client issues of all shapes and sizes...a differentiator that is unmatched by the competition.

Our vision integrates a unique perspective on Business, Experience, and Technology (BXT). It’s our philosophy to sell, solution and deliver differently. And when we do, that means we pushed ourselves to think beyond what’s in front of us—we’ve recreated, reframed and revolutionized issues into opportunities. With a team of specialists leveraging our Experience Centers, we work to understand clients’ challenges and push past their comfort zones to create solutions that don’t yet exist.

We’re deploying Integrated Solutions—playbooks that drive repeatability, scalability and profitability with digital assets. Freeing up time to create magic moments and measurable results rather than searching for what’s already been done.

We’re empowering our teams with the latest in emerging technologies coming from the market so that we can continue to push the envelope with new services. And leveraging those technologies for greater automation—letting technology handle the small stuff, while our teams focus on what’s important to clients.

Clients are also on a digital journey, looking to utilize new Digital capabilities to gain a competitive edge while modernizing their entire business. Our ultimate digital story are our client stories where we are the ones helping our clients achieve their digital aspiration. Whether it is building the future with United Airlines, a major pharmaceutical company, bank, or insurance company. Our client projects are the ultimate demonstration of Advisory becoming the Digital go to firm.

With every need, we’re here to help guide clients to the best possible outcome, not just for today...but for what’s to come.

What does “Digital” mean for New Ventures?

While we continue to enhance our digital fitness and improve our operations, seasoned data scientists and technologists are breaking new ground. They're teaming with our people to capture the next frontier of digital + professional services as part of our in-house venture fund, New Ventures. Together, we're changing the game, creating technology-based solutions that complement our services and can be licensed in the marketplace.

Already launched is Blockchain Validation Solution, a hybrid services and software solution that provides governance teams, including internal audit, risk management, legal and compliance, with the transparency and continuous assurance needed as they move blockchain projects from pilot to production.

Also in the works, a solution to analyze existing data that lives within internet-based systems to help identify and track threats up front, helping to stop hackers in their tracks. And, a social media-based solution to help new hires at companies feel a greater connection and engagement with their new employers even before they walk in the door, reducing new employee turnover.

These are just a few examples of how we're demonstrating our agility with new technologies that can address the white space of client needs, and make a difference.

How does “Digital” align with our Purpose?

But why we do it matters more. Our purpose—to build trust in society and solve important problems—drives our collective activities, impact as a firm, and our broader contribution to the marketplace. Nowhere is this seen better than in how we use technology to drive change.

Using technology to drive change. We led groundbreaking health innovations like DoubleJump™ to make healthcare more connected, accessible and patient-focused. We created Bodylogical™, a digital twin of the human body, to help predict the outcome of health choices. It's reducing the time and expense of clinical trials to get the right treatments to the right people faster.

When Hurricane Maria hit, we were already on the ground in Puerto Rico, working with partners to create a digital network to help businesses thrive. We responded by repurposing the network and adding low-cost sensors to create a system that would monitor diesel fuel levels in tanks that keep pumps running, providing life-saving fresh water to citizens.

Our Artificial Intelligence Accelerator used our capabilities in machine learning and natural language processing to add new analyses and indicators to the Opportunity Index, which seeks to identify the determining factors of success by zip code.

We analyzed the website data of DonorsChoose.org to provide them with insights, trends and recommendations to position them to more effectively serve teachers seeking classroom resources for underserved communities.

Engaging our people. Given the pace of technological change and how it's reshaping the workforce, we're extending our commitment to upskilling our staff to our communities through Access Your Potential, our \$320 million commitment to teach underserved students the tech and money skills they need to change the trajectory of their lives. By 2021, we will reach 10 million students with access to curriculum. We will train 100,000 teachers and guidance counselors and mentor 10,000 students. To do this, we're collaborating with experts, from our 50,000 partners and staff to organizations like CareerVillage, iMentor, FIRST Robotics and others.

We're committed to recognizing and eliminating unconscious bias through blind spots training programs and have created a technology-driven mobile tour as part of our leadership in CEO Action for Diversity and Inclusion™. This tour, which will launch in late 2018, incorporates gamification, artificial intelligence and data analytics to present participants with an immersive experience that helps draw awareness to individuals' blind spots.

Purpose drives what we do, and it's a critical aspect to how our people find meaning in their work. Through a relationship with Imperative, a certified B-corp, we're providing our staff and partners with a digitally-enabled purpose assessment tool. This tool is based on a "purpose algorithm" that validates an individual's responses against those of hundreds of thousands of others, resulting in a customized suite of resources and unique set of "purpose drivers". With this technology and a personalized approach, we're empowering our people to better understand how to feel fulfilled in their individual work and relationships.

We use the business skills we have, the things we know, and the tools we possess to promote greater opportunity for all. We're committed to building trust and finding thoughtful, tech-driven solutions to some of society's toughest challenges, and we're doing so every day as part of the work we do. Yes, we're a business, but we're also in the business of contributing to society by helping others thrive.

What does “Digital” mean for our One Firm culture?

The integrity we establish in the market is not just about how we build trust in society and solve important problems. Our integrity starts with us, with the experiences we create for our clients as we introduce them to the firm, as well as how we follow firm policies to manage risk, maintain our Independence, and protect our brand.

So we're merging technology and policy in new ways to better connect our people and systems, increase efficiency and reduce potential costly errors. This One Firm connectivity begins with tools such as Rapid Engage, a mobile and desktop solution for client and engagement acceptance that leverages automation to reduce redundancies, auto-initiate key steps, and better-leverage existing data across systems throughout the client acceptance process, from initial contact to obtaining the code needed to execute work.

It continues with our new virtual workflow program Phoenix, which will initially focus on helping manage the flow of work from our engagement teams to Service Delivery Centers. While initially a US rollout, Phoenix will be scalable for future needs across the network.

And it extends to our SAP Concur Expense system, which will utilize industry-leading technology to provide front-end compliance rather than back-end audits via alerts, warnings, and approvals, allowing us to stop potential expense issues before they happen, reducing time consuming, after-the-fact fixes. PwC will also use anomaly detection software to identify data trends on the back end.

Digital in numbers

50k partners and staff being *digitally upskilled*

40k+ completed the *Digital Fitness* assessment

1000 digital accelerators *powering the future*

On our way to being *fully in the cloud*

8000 people trained in *data visualization* technology

Globally, we are one of the *fastest & most broad adopters* of cloud computing outside the tech industry

130k downloads in PwC App Store; **80%** of apps crowdsource from our people

We have executed **100+** BXT client workshops and **40+** BXT Accelerator sessions

42 Experience Centers *around the world*

130k views of Inside Tax policy; **700+** clients have accessed Inside Tax Policy

11.5k partners and staff have volunteered **128k** hours in support of Access Your Potential

70k students
and **5k** teachers
using the EYF Digital Lab, an interactive curriculum that teaches financial literacy through real-life scenarios