Our main challenge as a School of Business is to work with our people and the business world in the development of the necessary skills to provide services and from a sustainable perspective develop high-impact products with a focus that everything we learn and undertake creates added value for society.

Today poses multiple challenges to do so: from becoming more aware of ourselves, of others and the impact of our actions the need to work in diverse, complex and geographically disperse networks to enhance skills, knowledge and resources.

The transparency that is demanded of us as individuals, the immediacy the media and social networks give us, the levels of confidence as individuals but, above all, the levels of confidence we inspire as an organization, force us to face our purpose of existence and the values that sustain us very seriously, and foster from our area of interest positive ethical actions for the development of society based in creating well-rounded professionals.

Training leaders who are protagonists in the creation of more advanced societies, societies that learn to excel and become increasingly more human, this has been our challenge with our collaborators and, in the recent years, with our clients and in our areas of influence.

We have the possibility to impact society by forming aware and transforming leaders ... and this is the road we are traveling.
Institutional participation in Global Compact and PRME

The purpose that guides our actions on a global level is defined as Build confidence in society and solve important problems. In everything we do, our responsibility and commitment is to leave a legacy in our business environment, generating a positive impact in every context where we act.

With this initiative, our PwC Argentina School of Business is responsible for the education of professionals and executives who “know how to be”, seeking the best in themselves, not only for their own benefit, but also for a responsible vision of business and its impact on society.

One of the ways of demonstrating our institutional commitment is our participation in international organizations such as the Global Compact and the United Nations PRME (Principles for Responsible Management Education), areas at the global level for exchange of best practices in corporate governance and executive education.

We are proud to be the first Corporate University in Argentina that has adhered to PRME.

Compliance with the Principles for Responsible Management Education is a priority at the PwC Argentina School of Business. Undoubtedly, we share Principle 1 (Purpose), regarding development of the capabilities of students to be future generators of sustainable value for business and society at large.

We also consider that Principle 5 (Partnership) is essential, for we interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities.

Further, we create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership, in accordance with Principle 3 (Method).

Attendance at the 5th PRME Regional Meeting - Argentina

As adherents to PRME, we have been pleased to attend and enjoy the 5th PRME Regional Meeting Latin America and the Caribbean Education for Sustainability: The Contribution of Business Schools for Sustainable Development Goals (SDGs).
In today’s world, technical strength is essential for professional development but this is not enough. We increasingly have become aware that people make a difference due to a series of individual and group characteristics beyond their specific knowledge. Consequently, as a global initiative, PwC has developed a competency model for the PwC Professional. This model is based on 5 pillars starting from which at the PwC Argentina School of Business we have designed and enriched our training curricula and services for our clients and the whole business community.

Our training model consists of 5 dimensions:

The ability to develop and have a broad **Business Perspective**, a deep commitment to the development of **Technical Capabilities**, provide a **Global Vision** of trends, issues and opportunities in the business world, a special focus on **Interpersonal Relationships** as an environment in which we co-create, all this from the standpoint of **Comprehensive Leadership**, as the capacity for self-leadership, leadership in processes and projects and in relationships with other people.

In addition to our robust technical training curricula, and above and beyond training of our professionals and the professionals of our clients, we have developed a comprehensive training program:

**Young Leaders Program (YLP)**
- Designed for Young Professionals
- In alliance with Universidad Siglo 21

**Strategic Management Program (SMP)**
- Designed for Senior Managers and Directors
- In alliance with Universidad de San Andrés

**Basic Principles of Management Program (BPMP)**
- Designed for Seniors
- In alliance with Universidad Argentina de la Empresa

**Executive Training Program (ETP)**
- Designed for Managers
- In alliance with Universidad Torcuato Di Tella

**Management Development Program (MDP)**
- Designed for Experienced Seniors
- In alliance with Universidad Torcuato Di Tella
In the link below you will find the video on the launch of the PwC professional training curricula:

http://ar-bueweb004.soa.ad.pwcinternal.com/instructivos/Videos/SpotPwC/

During the last two years, we have included both in our programs and in different training courses and seminars for clients, a novel topic of value, **Emotional and Social Intelligence** to raise awareness in participants of opportunities for **social impact** that each have from their area of influence and in the roles they play in their organization, based on the latest advances of **Emotional Intelligence and Neuroscience** as applied to each of them, and from there its application and empowerment in our interaction with other people: what we call **Social Intelligence**.
After the development of the Strategic Management Program for Managers and Directors, during 2016, we set in motion the area of PwC Argentina Innovation.

This new program conceived as a starting point for the creation and launch of the Innovation area was developed jointly with a specialized team from Universidad de San Andrés and consisted in the creation, design and development of ideas of high impact for our firm and our clients.

The initiative has two purposes: The creation of new products and services for our clients in response to the challenges of society, and an internal orientation, guided by the intention to improve our way of working together and to develop sustainable relationships between the work teams and the different areas that form part of PwC Argentina.

“
I was personally very happy with this course, and I consider the issues addressed are very important for our everyday work; and to learn them at the start in the firm was ideal for us to grow professionally with these resources.”

Participant in the Young Leaders Program for Young Professionals
Some figures 2015-2016

**Technical training per line of service**

In-house training courses January-December 2015 January-October 2016

<table>
<thead>
<tr>
<th>Line of service</th>
<th>Number of courses</th>
<th>Number of participating employees</th>
<th>Number of courses</th>
<th>Number of participating employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assurance</td>
<td>102</td>
<td>5,125</td>
<td>80</td>
<td>5,056</td>
</tr>
<tr>
<td>Advisory</td>
<td>27</td>
<td>1,357</td>
<td>28</td>
<td>1,379</td>
</tr>
<tr>
<td>Tax &amp; Legal</td>
<td>95</td>
<td>2,099</td>
<td>66</td>
<td>2,205</td>
</tr>
<tr>
<td>Cross LoS</td>
<td>59</td>
<td>260</td>
<td>83</td>
<td>339</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>283</strong></td>
<td><strong>8,841</strong></td>
<td><strong>257</strong></td>
<td><strong>8,979</strong></td>
</tr>
</tbody>
</table>

**e-learning**

<table>
<thead>
<tr>
<th>Line of service</th>
<th>Year 2013</th>
<th>January-October 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assurance</td>
<td>9,446</td>
<td>13,839</td>
</tr>
<tr>
<td>Advisory</td>
<td>2,020</td>
<td>1,541</td>
</tr>
<tr>
<td>Tax &amp; Legal</td>
<td>944</td>
<td>425</td>
</tr>
<tr>
<td>Support Staff</td>
<td>12</td>
<td>119</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>12,422</strong></td>
<td><strong>15,924</strong></td>
</tr>
</tbody>
</table>

**Management and leadership training**

- **Young Leaders Program (YLP)**
  - **12** editions
  - Young Professionals participating: **343**

- **Basic Principles of Management Program (BPMP)**
  - **6** editions
  - Seniors participating: **135**

- **Management Development Program (MDP)**
  - **3** editions
  - Experienced Seniors participating: **104**

- **Executive Training Program (ETP)**
  - **3** editions
  - Managers participating: **70**

- **Strategic Management Program (SMP)**
  - **2** editions
  - Senior Managers and Directors participating: **45**
The School towards the business community

Open and In-House Programs

During 2015 and 2016, we worked on programs focused on the development of organizational management and leadership skills at our clients, thus consolidating the positioning of the School of Business as a benchmark for executive training.

The identification of our School of Business relates to its more than 100 years’ experience with an impact on the business world from an ethics and transparency perspective. We put this into play when it comes to designing and sharing training courses for our clients’ future leaders.

Programs in the interior of the country

Continuing with our alliance with Universidad Torcuato Di Tella, we carried out open Programs for Managerial Development in the interior of the country, in the cities of Córdoba and Rosario.

We developed during the last two years 4 programs with 80 hours’ training seminars, attended by an average of 50 people in each city.

The possibility of integrating the University’s view and academic experience with our business perspective as part of a global network of professional services has been a differentiating offer for companies that seek to train their middle managers and prepare them to impact significantly on their industries and society at large.

Alliance with IAE Business School

We continued with our alliance with IAE Business School for the development of the PwC Corporate Governance Chair.

The goal of the Chair is to identify and share best practices for Corporate Governance in organizations, be they public or private, for profit or not-for-profit; and to educate the Governing Body of an organization to have the right skills to do their job properly, whether serving or about to serve; further, to help those who interact with the Governing Body to bring value to their interaction and impel an understanding of the organization with the stockholders or owners and the management team of the organization.

Programs:

- Assisting the Board
- A Board for non-Directors
- Experiencing a Board Meeting
- The CEO’s agenda and his/her concerns.
- Effective Boards
- Effective Board Members
I love the idea that the firm created this year a program that involves all of us and has allowed us to grow as leaders. I am taking with me good things from the teachings and learning in this course.”

Participant in the Basic Principles of Management Program for Seniors

External programs and grants

In addition to external programs for technical training, like certification courses, congresses and seminars, IFRS exams and refresher courses, through strategic alliances with universities, the PwC Argentina School of Business has an annual number of grants available for a master’s degree, specialization, post-graduate and executive training courses, aimed at enhancing high-performance talents with potential for the firm.

The following collaborators per line of service benefited from external programs and grants over the last 2 years:

**External courses and grants**

<table>
<thead>
<tr>
<th>Line of service</th>
<th>Year 2015</th>
<th>January-October 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assurance</td>
<td>31</td>
<td>14</td>
</tr>
<tr>
<td>Advisory</td>
<td>35</td>
<td>22</td>
</tr>
<tr>
<td>Tax &amp; Legal</td>
<td>70</td>
<td>44</td>
</tr>
<tr>
<td>Support Staff</td>
<td>16</td>
<td>18</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>152</strong></td>
<td><strong>98</strong></td>
</tr>
</tbody>
</table>
A very interesting and different course, with good dynamics and participation, and an incentive to develop new ideas, a somewhat unusual experience for most of us.”

Participant in the Strategic Management Program for Senior Managers

Generation of knowledge

Participation in the development of research and case studies are considered essential within the context of generating value for our clients, the development of the potential of our people, the contribution of trust within the business community and of sustainable development in society.

This allows students of the PwC Argentina School of Business to learn in depth and analyze subject matter and companies to be able to extract learning within a real context that is relevant to management and, also, to deepen their knowledge of the business world, on both a local and international level.

Thus, two partners of PwC Argentina have been working together with the University of San Andres in developing and drafting a case study concerning the expansion of the Megatlón gym chain. The study was published at the beginning of 2016.

Series of conferences

In order to achieve a better understanding of the political, social and economic aspects of a situation, of the business world and the technical aspects related to professional services, we have brought together specialized lecturers from different fields to share their ideas and experiences created in an environment conducive for analysis, reflection and discussion.

Seminars and conferences are organized from time to time, and a space for Research has been developed, working together with renowned professionals from Argentina to tackle a variety of issues, including business management. We held 11 conferences during 2015 and 2016, with more than 750 people participating.

2015 conferences

1 - Argentina today: Politics and business outlook
2 – Argentina today: The strength of the dollar weakens the prices of raw materials.
3 - Argentina today: Security and Drug Trafficking
4 – The future of employment and the new paradigms
5 – Non-Verbal Communication and Deceit Detection
6 – First meeting of Leading Women: The value of diversity in the 21st century

2016 conferences

1 – Exponential Technologies in the financial industry
2 – I want to be B: A new business paradigm
3 – Argentina today: Economy and Consumption
4 – Second meeting of Leading Women: The value of diversity in the 21st century
5 – Energularity: The energy of the future and the future of energy.
As part of our purpose as a firm to **Build Confidence in Society and Solve Important Problems**, we have developed at the PwC Argentina School of Business a project on the **Transformation of Social Transformers**, together with the Not-for-profit **Creer Hacer** (http://creerhacer.com.ar/), as a program for social integration and enhancement of capabilities for those concerned, leaders and social organizations that are part of and working in regions of high social vulnerability.

The program focuses on an approach to training social players who would not ordinarily have access in their everyday lives to these techniques and management tools, regarding projects, people, processes and relationships.

The novelty of this project has to do with the type of approach between enterprises and social organizations in the most vulnerable neighborhoods. The PwC School of Business, where professionals of PwC and its principal clients, goes to work in the neighborhood to build and develop skills and abilities within organizations having the geographical legitimacy and the possibility of impact in the area on everyday life. In addition to integrating within the neighborhood, the neighborhood was invited into the company to develop classroom modules in the School of Business with the participants. This type of work and approach strives to achieve true integration as a means for the growth of society.

During the first two years participated approximately 50 representatives from 20 social organizations. You will find participants’ testimonies in the following link:

https://www.youtube.com/watch?v=dPc_8Riw6-w

The **PwC Argentina School of Business** has an **Advisory Council** whose purpose is to give support to seeking academic excellence through definitions and strategic orientation. The Council is formed by representatives of the academic and business world, including political and economic leaders, authorities in psychology, philosophy, neuroscience, management and human resources.

The Advisory Council of the PwC Argentina School of Business is currently composed of the following professionals:

- Ricardo Arriazu
- Sergio Berenstzein
- Fabián Jalife
- Facundo Manes
- Alejandro Melamed
- Paula Molinari
- Guillermo Oliveto
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