Report
PwC Argentina
School of Business

2012 - 2014
Buenos Aires, December 19, 2014

To:
PRME Steering Committee
c/o Jonas Haertle, Head PRME Secretariat at United Nations Global Compact Office
801 2nd Avenue, 2nd Floor
New York, New York 10017

Ratification of the adoption of the Principles for Responsible Management Education

As an institution of higher education involved in the development of current and future managers Escuela de Negocios PwC Argentina ratifies the application of the Principles for Responsible Management Education, starting with those that are more relevant to our capacities and mission, report on progress to all our stakeholders and exchange effective practices related to these principles with other academic institutions.

We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students.

We encourage other academic institutions, and associations to adopt and support these Principles.

Javier Casas Rúa
Territory Senior Partner
In a world full of social transformation, where humankind is looking for new ways, new models and new systems to achieve a greater overall well-being and to improve quality of life, we understand that developing the intelligence and the capacity of future leaders is critical.

The advance of new technologies, the integration of new generations into the working environment and society’s greater demand for transparency in business are undoubtedly affecting the working world and redefining organizations as we know them today.

This fast-paced and ever changing reality is new -- where customers’ demands as well as our talents are every day greater -- and requires executives and the organization as a whole to have greater flexibility, adaptability, and a capacity for innovation for both the market and its customers; plus internally, in their processes and management of resources.

It is essential to promote the development and training of talents that may have a broader business perspective, so instead of “adapting and managing change”, they have the ability to “create, anticipate and lead change,” so organizations can develop and grow.

As a service-based firm, we understand that the changing environment, creation of new industries and trends make it necessary to develop new specialized profiles which are able to adapt to and face changes. Innovators who know how to outline a vision and to build relationships, those who inspire and are creative, will be the next leaders of the business world.

That is why from the PwC Argentina School of Business we foster education in training employees to provide them with tools that will strengthen their management and leadership skills. We seek to provide them with a fresh look and an innovative insight into the business world, further creating new leaders for a society and a world that will be looking for other forms of sustainability.

We are creating value by investing in the future and the careers of new talents.
Institutional Participation at Global Compact and PRME

As PwC is a firm that provides high-quality professional services, the School of Business of PwC Argentina is founded in our commitment to society to form professionals and executives in knowing to be, with a vision of responsible business.

In line with our program of Corporate Social Responsibility CSR, the PwC Argentina School of Business participates institutionally in international organizations, such as Global Compact and the United Nations’ PRME (Principles for Responsible Management Education), in spheres for global exchanges of best practices for corporate management and executive education.

We are proud of being the first Corporate University in Argentina aligned with PRME (Principles for Responsible Management Education).

For the PwC Argentina School of Business, respecting the Principles for Responsible Education is a priority. Undoubtedly, we share the Objective (Principle 1) for the development of skills, so that students become future managers for sustainable value for businesses and society in general.

We also deem Collaboration (Principle 5) essential to interacting with other executives of business corporations to broaden our knowledge of the challenges in fulfilling social and environmental responsibilities.

We have furthermore created educational frameworks, materials, processes and environments that enable successful experiences with the Method (Principle 3) of learning responsible leadership.

In September 2013, we participated in the 5th Annual Meeting of the PRME and the 21st Annual Conference of CEEMAN (Central and East European Management Development Association) held in Bled, Slovenia. In this meeting, our School was chosen as a remarkable case of “Best Practices in the Development of Talents and Integration of the Private and Academic Sector”.

Also, on June 17 to 18, 2014, we launched our School of Business in Mexico City at the Third Latin America and Caribbean Regional PRME Meeting with Ethics, Transparency and Sustainability: Pillars of Business Competitiveness.
**Internal Training**

We have solid and recognized *technical curricula* in each line of business, which allows our professionals to be trained from the moment they join the firm and in each of the categories they pass through.

For the last 2 years and through strategic alliances with top-notch universities, we have complemented these curricula with a series of *programs focused on the development of corporate and leadership skills*. Thus, our professionals will have unique and consolidated academic curricula that will enable them to foster their development and growth in the firm, as well as complement their technical skills with knowledge of management and leadership.

These programs are:

**Executive Training Program (ETP)**

*In alliance with the Universidad de San Andrés and designed for Managers and Directors.*

**Management Development Program (MDP)**

*In alliance with the Universidad Torcuato Di Tella and designed for our graduated Seniors.*
**Some figures for 2012 - 2014**

### Technical training by line of service

<table>
<thead>
<tr>
<th>Line of Service</th>
<th>Year 2013</th>
<th>January-October 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Classroom training courses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of Courses</td>
<td>Number of attendees</td>
</tr>
<tr>
<td>Assurance</td>
<td>152</td>
<td>6119</td>
</tr>
<tr>
<td>Advisory</td>
<td>126</td>
<td>1967</td>
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<tr>
<td>Tax &amp; Legal</td>
<td>106</td>
<td>2170</td>
</tr>
<tr>
<td>Support</td>
<td>22</td>
<td>554</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>406</strong></td>
<td><strong>10810</strong></td>
</tr>
</tbody>
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### E-learnings

<table>
<thead>
<tr>
<th>Line of Service</th>
<th>Year 2013</th>
<th>January-October 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Assurance</td>
<td>9446</td>
</tr>
<tr>
<td></td>
<td>Advisory</td>
<td>2020</td>
</tr>
<tr>
<td></td>
<td>Tax &amp; Legal</td>
<td>944</td>
</tr>
<tr>
<td></td>
<td>Support</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>12422</strong></td>
<td><strong>15924</strong></td>
</tr>
</tbody>
</table>

### Training in management and leadership

#### Management Development Program (MDP)
4 sets of classes with 160 Seniors taking part

#### Executive Training Program (ETP)
4 sets of classes with 140 Managers taking part

### Testimonials of participants

**“Participating in the Executive Training Program showed me that PwC is positively on track to face a new era in the market, providing tools to its leaders to generate and enhance business opportunities”**

Nahuel Camargo (Manager | TLS)

**“Without a doubt, it was a very enriching experience both for professional development and personal growth. Throughout the course, we acquired different tools that enabled us to have a more integrated view, not only of business, but the human factor, an aspect that is often set aside in our world.”**

Agustín Ibarbia (Senior | Support)

**“It was “somewhat different” to the other training we are used to having at PwC. I believe that it helped us to learn how to see things from different points of view, to acquire other skills beyond technical skills. Plus it was a chance to get to know managers from different lines of service.”**

Paula Aniasi (Manager | Assurance)

**“I really enjoyed having the opportunity to be part of the program. The different courses taught were very interesting and the content included very useful tools that in several aspects nurtured us as professionals. I believe this provides added value as a Firm. Very good!”**

Sofía Boccazzi (Senior | TLS)
Open and In Company Programs

In November 2013 and May and July 2014, we conducted 3 programs of International Financial Reporting Standards (IFRS) respectively, with an average of 25 participants for each session. The programs were aimed at clients and the general public, and were the starting point to continue offering training to the community.

Furthermore, our first experience in the development and teaching of skills customized for companies took place through a Management Development Program aimed at a group of 30 commercial executives of a technology company.

Results were very positive and marked the start of a new stage for our School’s expansion.

Programs in the provinces of Argentina

In mutual collaboration with the Universidad Torcuato Di Tella, between July and November 2014 we launched two Management Development Programs in the interior of Argentina: one in the city of Córdoba and another in the City of Mendoza.

Each program consisted in 80 hours of training with, on average, 20 participants in each city.

For the first time we offered training in the interior of the country, and from the outstanding results of this experience, we are planning to continue doing so next year.

Alliance with IAE Business School

We are associated with IAE Business School in the PwC Governance of Organizations chair.

The goal of the Chair is to identify and share best practices for Governance of Organizations, be they public or private, for profit or not-for-profit. Further, to educate the members of the Governing Body of an organization, whether serving or about to serve, on having the right skills to do their job properly; to help those who interact with the Governing Body to bring value to their interaction and promote a practical understanding of the organization with the stockholders or owners and the management team of the organization.

In this framework, we developed the following Programs:

• Assisting the Board
• The Board for non-Directors
• Experiencing a Board Meeting
• The agenda and concerns of Number One
• Effective Boards
• Effective Board Members
In addition to external programs for technical training, including courses for certification, conferences and seminars, IFRS exams and refresher courses, the PwC Argentina School of Business has through its strategic alliances with universities, will have an annual quota of grants available for a master’s programs, specialization, post-graduate courses and executive training, aimed at enhancing high-performance talents with potential for the firm.

Below is a list of the number of employees who have participated in external programs and grants over the last 2 years:

<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>31</td>
<td>27</td>
</tr>
<tr>
<td>Advisory</td>
<td>33</td>
<td>18</td>
</tr>
<tr>
<td>Tax &amp; Legal</td>
<td>55</td>
<td>59</td>
</tr>
<tr>
<td>Support</td>
<td>22</td>
<td>21</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>141</strong></td>
<td><strong>125</strong></td>
</tr>
</tbody>
</table>

Developing knowledge

Creating value for our clients, developing the potential of our employees, earning the trust of the business community and contributing to a sustainable development of the community is essential to the participation in developing research and case studies.

This allows the students of the School of Business of PwC Argentina to learn and analyze in depth general and corporate issues, so as to gain relevant knowledge of management based upon real situations; and broaden their knowledge in the world of business both on a local and an international level.

In this regard, we have together with the Universidad de San Andrés conducted research titled El Desafío de la Internacionalización de las PyMES, which presents globalization as a strategy for entrepreneurs to diversify markets, enhance their possibilities and reduce dependency on local markets; a complex but feasible objective.

The full report was published in August 2014 and can be consulted in [www.pwc.com.ar](http://www.pwc.com.ar).

In addition, two employees of PwC Argentina are working jointly with the University in the development and drafting of a case study related to the expansion of the chain of Megatlón gyms. It will be completed for publication and distribution by March 2015.
Conference Sessions

To gain a better understanding of the political, social and economic situation in the world of business and technical aspects related to professional services, we call upon speakers specialized in various fields to share their ideas and experiences, and create a conducive environment for analysis, reflection and discussion.

We regularly organize seminars and conferences, and have created a space for research with the participation of locally renowned professionals to address topical issues and business management issues in Argentina. Since the creation of the School, we have held 13 conferences attended by more than 900 people.

Conferences 2013

- May 6 – “Argentina 2013: Society, Politics and Consumption” - Sergio Berenszttein and Guillermo Oliveto
- June 13 – “Talent management as the basis of strategy” - Paula Molinari and Alejandro Melamed
- August 21 – “How to build iconic brands” - Martín Mercado and Fabián Jalife
- October 30 – “The psychology of leadership” - Alex Rovira

Conferences 2014

- April 24 – “Business growth through innovation” - Pedro Alberto Gómez
- May 27 – “Developing emotional and social intelligence in leaders” - Daniel Cerezo and Javier Casas Rúa
- July 3 – “Organizational coaching. Conversational skills for the business” - Rafael Echeverría
- August 26 – “Projecting Argentina 2015. Update sessions on politics and economy” - Sergio Berenszttein and José María Segura
- September 26 – “Argentina: from the risks of a transition to a long-term opportunity” - Martín Lousteau
- October 07 – “Economic-political outlook of the transition” - Marco Lavagna
- November 06 – “Challenges of the economic policy” - Federico Sturzenegger
- November 20 – “Argentina in the context of the world economy” - Miguel Bein
The School of Business of PwC Argentina has an Advisory Board whose purpose is to provide input to the strategic definitions and orientation in the search for academic excellence. The Board is made up of representatives from the academic and entrepreneurial world, including leaders in politics, economy, philosophy, neuroscience, management and human resources.

The Advisory Board of the PwC School of Business is currently formed by the following professionals:

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

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