



Working together to become number 1

PwC Finland – corporate responsibility review 2019

This corporate responsibility review*) presents a summary of the measures and results of PwC Finland, i.e., PricewaterhouseCoopers Oy over the financial period of 1 July 2018 – 30 June 2019. Read more about our responsibilities at www.pwc.fi/yritysvastuu.

*) Our corporate responsibility review has been prepared in accordance with the GRI (Global Reporting Initiative) Sustainability Standards where applicable.

PwC in brief	3
Review of the CEO	4
Review of the Corporate Responsibility Partner	7
Our strategy	9
Creating value for companies	10
Creating value for society	12
Sustainability and its management at PwC	14
Sustainable business operations	19
Staff and diversity	21
Community engagement	26
Environmental stewardship	31
Our key figures and appendices	33

PwC in brief

PwC Finland is a Finnish company that is part of the international PwC network. PwC's purpose is to build trust in society and solve important problems. We help businesses to grow, operate efficiently and carry out reliable reporting in a continuously changing operating environment — whether the client is a growing enterprise, family-owned business, listed company or public organisation.

Our service areas

- Legal services
- Business management consulting
- Risk management and assurance services
- Financial administration services
- Auditing
- Tax consultancy
- Deals

Examples of our expertise

- Data analytics
- IFRS reporting
- Internationalisation
- Ownership strategy
- Enhancement of operative activities
- Capital market transactions
- Strategy
- Development of financial administration
- Technology and digitalisation
- Safety and privacy
- Corporate responsibility

The name PwC refers to the PwC network and/or one or more of its member firms, each of which is a separate legal entity. Please see www.pwc.com/structure for further details.

PwC Global

Revenue: **42.4 USD Billion**

Countries: **157**

Experts: **276,000**

PwC Finland

Revenue: **163.8 EUR million**

Offices: **13**

Experts: **1,196**

10,700

Number of clients

8.7

Overall client satisfaction

60%

Net promoter score (NPS)

54%

Share of women among employees

10.1

Staff participation in training (working days)

35.2

Average age of employees

Review of the CEO

Working together to become number 1

I have plenty of reason to feel pleased about the 2019 financial period: we took huge steps forward on our path sign-posted by our strategy of being number one by working together. We grew in line with our targets—even exceeding them—and our employees gave us recognition for our efforts to be the best place to work. We developed our digital capacity, and for example our data analytics expertise plays a major role in many of our services.

Revenue grew to 164 million euros, an increase of 9%

Our revenue increased by 9% to 163.8 million euros (150.7 the previous year). Our profitability improved, in line with our goals.

Our revenue exceeded the million-euro mark in the summer of 2013. Since then, our revenue has increased by 60%.

Active deal, financing and capital markets have been the main drivers of our growth in recent years, and the last financial period continued this trend. Our ability to offer services for corporate rearrangements of various extent and at various stages has supported

our growth in almost every competence area.

Of our four central areas of growth, risk management services and services to the finance sector showed growth, in addition to the corporate rearrangement services. In the area of technology and digitalisation, we developed the range of our services, which we expect to manifest as increased demand in the future.

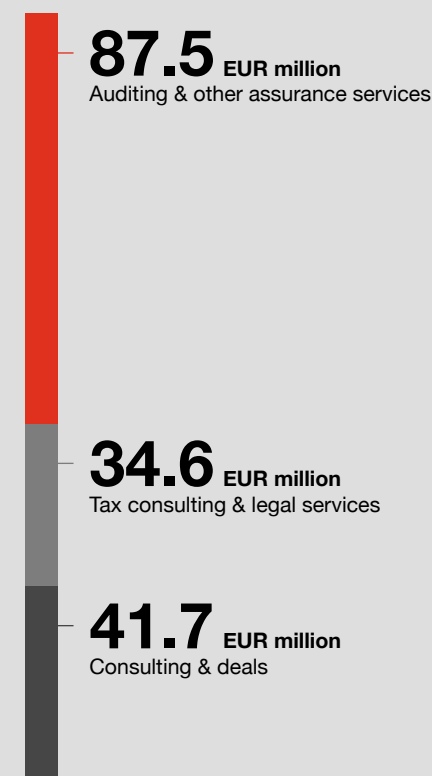
The consulting and deals unit grew by more than 25%

The revenue of our consulting and deals unit showed the strongest growth, increasing by more than 25%. In tax and legal services, the growth was 8%. Known as the cornerstones of our operations, our auditing and assurance services grew by 3%. Our strong expertise in the utilisation of data analytics supported the services - and thereby the growth - of all of these units.

We recruited 77 new professionals and offered trainee positions to 234 students

As demand for our services grew, we recruited a considerable number of new

Revenue 163.8 million euros





Mikko Nieminen, CEO, PwC Finland

professionals. Our team was joined by a large number of both experienced and young professionals, with the number of our staff increasing by 77 to almost 1,200 (1,196). At the time of writing, the figure is already higher.

In addition to permanent positions, we offer trainee placements to university students every year. Over the period that ended in June, we had 234 trainees.

Continued measures for excellent client satisfaction

Offering the best client experience is at the heart of our operations. We measure client satisfaction continuously and listen closely to feedback. We feel grateful and pleased about all the feedback given to us and our overall client satisfaction rating is now even higher than before: the rating for the last financial period was 8.7 and our NPS (Net Promoter Score) was 60%. I would like to thank everyone who has taken the time to offer us feedback! We will continue with our efforts to ensure that working with us is always pleasant and that the service we supply meets or even exceeds expectations.

PwC is one of Finland's best work-places

Growth and client satisfaction are not possible without satisfied and skilled professionals. For a long time, our goal

has been to ensure that PwC is the best workplace for our employees.

We have worked steadily to achieve this goal. For example, our BeWell programme, established to promote well-being at work, continued for the third year. Our Innostava valmentaja (Inspiring Coach) programme, which has been running even longer, also continued.

Four years ago, we decided to participate in the Great Place to Work competition for three years to gain new tools for developing management and well-being at work. We were awarded the Great Place to Work certificate for the first two years, and last year we were selected as Finland's fifth-best place to work in the category for large companies. This recognition is an indication that we have focused on the right things and that we are taking steps in the right direction. Our work to be the best possible place to work carries on.

Regulation on auditing experiencing a lull

Our largest business area, auditing, is undergoing significant changes, both as a business sector and profession, due to digitalisation and new regulations. As our clients are digitalising their operations, digital auditing is becoming increasingly common. We are developing our expertise and tools for process-

”

We operate sustainably and support our clients in matters related to sustainability.

Mikko Nieminen

ing large data masses as part of audits, which enhances the quality of our auditing processes.

In the area of regulation, the EU regulations on auditing, which were passed in 2014, have now been introduced to the Finnish legislation. Currently, the new regulations are being implemented, with some of the changes taking place in stages. Public interest entities (PIE) are developing their monitoring processes for auditing and advice services offered by auditors, and they are also adopting the offer process for selecting auditors referred to in the EU directives on PIEs.

For most of the PIEs, the fee cap pertaining to auditors' consulting services will enter into effect in 2020.

In contrast, the reform of national legislation pertaining to auditing in smaller companies is an ongoing process. In August 2018, the work to determine the boundaries of auditing responsibilities culminated in expert statements on a draft government proposal for raising the auditing threshold. The proposal sparked heated debate with the planned reform meeting with both opposition and support. On the basis of the statements, the Ministry of Employ-

ment and the Economy decided against moving forward with the matter. Many of the experts issuing statements favoured looking into less extensive audits or allowing them for smaller companies.

Since then, the Ministry of Employment and the Economy has set up a working group tasked with preparing legislation for the implementation of less extensive audits. The goal is to ensure that smaller businesses may opt for a lighter audit instead of the full one. The working group's term runs from 1 March 2019 to 29 February 2020 and at the time of writing this the group has yet to complete its work.

Towards the future with optimism

Finland's economic growth is expected to slow this year and over the next few years, and there is general uncertainty due to events such as Brexit and the China–United States trade disputes. However, we are feeling cautiously optimistic about the economic situation for this financial year and expect the deal market to remain active at least until the end of the year.

Our goal is to increase our business and achieve strong profitability for this financial year too. We believe that companies will continue to need support in the planning and implementation of changes.

To make growth possible, we need to continue to recruit new experts. Our goal is to recruit tens of new professionals and to offer trainee positions to more than 200 students.

Corporate responsibility is an integral part of all our operations. We operate sustainably and support our clients in matters related to sustainability. The work we carry out to achieve this important goal is presented in more detail in the review by Sirpa Juutinen, our Corporate Responsibility Partner, and in this review.

I would like to extend my warmest thanks to our employees, clients and partners for the successful year and their meaningful collaboration!



Mikko Nieminen
CEO

Review of the Corporate Responsibility Partner

Corporate responsibility becoming mainstream

Over the past year, corporate responsibility has been the centre of attention, for several reasons. News headlines have featured a Swedish teen going on a school strike and human suffering and financial damages caused by extreme weather. Climate change has become a tangible concern. It is causing anxiety particularly among the younger generations who are very aware of how little time is left for coming up with solutions and how global warming is affecting their futures.

It has been years since we have had to begin client meetings by explaining what corporate responsibility means. Our clients are concerned about the impact of climate change on their business. On the other hand, others are seeking ways to offer solutions through their operations. While the other subareas and central questions of corporate responsibility have not vanished off the agenda, climate change has—for good reason—taken centre stage.

During the past financial period, interest in corporate responsibility also clearly increased among PwC Finland's staff. Our corporate responsibility steering group

received a record number of proposals related to the matter. These proposals included initiatives on the collection and recycling of plastic waste at PwC's office in Ruoholahti and increasing the amount of vegetarian food at meetings. Both of these proposals were implemented.

Perhaps the single most important development with regard to our corporate responsibility programme was the completion of our equality strategy. In conjunction with this, we arranged training on the recognition of subconscious prejudices for the Territory Leadership Team and partners. We will continue this initiative over the next financial period because our goal is to offer all PwC's employees the opportunity to attend the training.

All our business units have made a commitment to remove obstacles to equality and to promote equal opportunities regardless of gender. This is important because the realisation of equality manifests itself in everyday managerial situations and decisions, rather than as separate projects. Because of this, all those in managerial positions must be able to assess and challenge their own



Sirpa Juutinen, Corporate Responsibility Partner, PwC Finland

decision-making processes and ways of acting and, when necessary, to change them. We also responded to a proposal submitted by female staff members about the establishment of a specific network for eliminating career obstacles that they experience.

In addition to the completion of our equality strategy, we invested in informing our staff about our corporate responsibility in conjunction with several events. I was pleasantly surprised to find that every time the number of people wanting to participate was higher than the space designed for 100 people could accommodate. Our staff expressed their views on our current corporate responsibility programme and challenged our corporate responsibility steering group and CEO to make it even more ambitious, while expressing their support for our approach.

Last year was also significant because PwC Finland's other experts, and not just members of the Sustainability & Climate Change team, were requested to incorporate sustainability matters into the services they provide. Our corporate responsibility experts have supported them in this task. At the same time, I have noticed that knowledge of sustainability has increased in all parts of the organisation, not just in the team specialising in the matter. I believe this trend will strengthen over the next few

years, which will help us provide the services our clients are requesting.

In autumn 2018, we launched PwC's Sustiskahvit podcast and over the year, we broadcast 16 episodes on sustainability and management. A large number of top guests from various fields participated in the podcasts; I would like to extend warm thanks to them. It has been exciting to see that the number of listeners has increased steadily and I am also pleased about the positive feedback we have received.

This year too, special thanks go to all the PwC team members who carry out excellent work to promote sustainability in the services offered to our clients as well as in other areas of our operations. The members of the Corporate Responsibility Steering Group have never shied from tackling responsibility-related challenges. In contrast, they have always addressed any issues and implemented the required changes in a goal-oriented manner. Our Territory Leadership Team has always listened to my views on corporate responsibility and invested particularly in the promotion of equality this year, led by our CEO. My own home, the Sustainability & Climate Change team, has supported the development of corporate responsibility.

I am particularly happy about the feedback given to us: according to our staff

”
Our corporate responsibility steering group received a record number of proposals.

Sirpa Juutinen

survey, appreciation for our sustainability measures among our employees is 13% higher than the year before.

Even though corporate responsibility is becoming an everyday phenomenon, it still arouses strong feelings. Let's carry on working on these matters with sense and sensibility. This work matters.



Sirpa Juutinen
Corporate Responsibility Partner

Our strategy

Our strategy is summarised by the theme of becoming number one by working together. We support our clients in changes and help them to succeed and grow, and through collaboration with our client and among various experts at PwC we can also succeed.

You can read more about our strategy or watch a short video on the topic on our website at pwc.fi/strategia.

Our purpose and values signpost our journey

PwC's purpose and values form the cornerstone of the company strategy. These make our work meaningful and guide our shared journey.

The purpose of PwC's operations is to build trust in society and resolve the key problems of our clients; we help our clients build sustainable business, solve problems and recognise opportunities. We increase trust in our client's business for example by promoting continuity in business and by ensuring the accuracy of financial reporting.

The values that guide our operations are: act with integrity, make a difference, care, work together and reimagine the possible.



Creating value for companies

In future, financial market operators and financing advisers will request investors and investees to provide ESG information on environmental, social and corporate governance. To a certain extent this has already been the case, but the new EU legislation slated for completion in 2019–2020 will oblige operators to collect this information.

This change is partly driven by the emission reduction targets set in the Paris climate agreement, which require investments of EUR 180 billion per year. The new legislation is designed to promote the achievement of these goals. As a result, companies must be able, within a certain period, to describe their value creation processes and the impact of their operations also via indicators other than financial capital. Even though the demand for this will come from investors, having a broader understanding of value creation that also covers ESG matters will benefit everyone.

The international Integrated Reporting <IR> framework already encourages companies to offer information on their value creation models. In addition, within the EU, companies are obliged to report more than financial information,

which has encouraged companies that are significant in terms of public interest to describe how they create and maintain value now and in the future.

Put together, these factors have resulted in companies providing more information on matters related to the environment, social responsibility and good governance. Some companies do this because they want to be among the pioneers in their field, while others are motivated by questions posed by investors and financiers or legal requirements. Whatever the reason behind the decision, before implementing new reporting practices companies should make sure that the company's value creation, value retention, and risk analyses related to it cover all types of capital: financial, natural, manufactured, human, intellectual, social and relationship capital.

One area that most companies should consider is climate change and its impact on various types of capital: this impact may manifest as changes in quality, availability or prices, thereby presenting significant risks or opportunities to the company's value creation now and in the future. In addition to global warming, there are also other trends that must be considered and

their impact analysed. This was the fourth time that PwC analysed its value creation. While the cornerstones of the model have remained the same, we have made updates every year.

”
Having a broader understanding of value creation that covers also ESG matters will benefit everyone.

Sirpa Juutinen, Corporate Responsibility Partner

Value creation at PwC Finland

Capitals

Financial capital

- Shareholders' equity
- Liabilities

Natural capital

- Electricity use: 909,691 kWh (100% green electricity)

Manufactured capital

- Operations in 13 locations
- ICT, effective infrastructure, tools and software

Human capital

- Skilled, professional and diverse staff
 - 1,196 employees (end of financial period)
 - 234 trainees (over financial period)
- Employee satisfaction (People Engagement Index (PEI) 77%)
- Well-being and ability to work

Intellectual capital

- Client base
- Client satisfaction (NPS 60)
- Known reliable brand
- Methodology, tools and operating methods related to client consulting

Social capital

- Community engagement and impact:
 - Partnerships
 - Charity
 - Thought leadership, competence development and sharing

PwC Finland

PwC Finland is a Finnish company that is part of the international PwC network. If required, our clients have access to more than 276,000 experts of the PwC network in 157 countries.

We support our clients in changes and help companies build sustainable growth, operate effectively and report reliably.

According to **PwC's Purpose**, our aspiration is to build trust in society and solve important problems.

Our **organisation** is divided into three business areas: auditing and other assurance services, tax consulting and legal services, and consulting and deals, which also includes Strategy&, a unit of strategic consulting. Our private company services act as a matrix organisation. In addition, our organisation consists of the following internal services: brand and communications, HR, legal affairs, financial administration, data management, and office and facility services.

Our strategic focus areas: deals, services related technology and digitalisation, risk management services and finance.

Large client base: we have roughly 11,000 clients, including listed companies, entrepreneurs, growth and startup companies, foundations and associations, public organisations, and private persons.

Output

Services received by our clients

- 979,481 work hours
- Continuously developing expert services in the following business areas:
 - Business management consulting
 - Deals
 - Tax consulting and legal services
 - Auditing and other assurance services.

Other output generated through the production of expert services

- Carbon dioxide emissions (travel, facilities and paper consumption)

Impact

Financial impact

PwC Finland's revenue: EUR 163.8 million

Distribution of financial added value

- Salaries of employees and shareholders:
 - salaries (incl. social security contributions) EUR 90.7 million, other taxable employment benefits and other benefits
- Partners:
 - Dividends EUR 4.2 million
- Public sector
 - Taxes and tax-related fees EUR 75 million
- Property owners and financiers
 - Rents and leases EUR 7.1 million
- Non-profit investments and subsidies
 - Cooperation with educational institutes and organisations, sponsorship and donations EUR 446,000

Environmental impact

Fewer emissions

- More sustainable production of services
- Positive impact through our own services
- Encouraging employees towards recycling and sustainable consumption
- Fewer emissions through supplier requirements

Social impact

Building trust

- Job creation
 - 196 new permanent employees
- Training young people through the trainee programme
 - 234 trainees (over the financial period)
- Impact of intellectual capital and expertise on the field and society on a broader level

In addition, our services have an impact on our clients' business, and therefore on society.

Concerns PwC Finland's financial period of 1 July 2018–30 June 2019

Creating value for society

Our tax footprint

We want to participate in important societal discussion on taxes. One way for us to participate is by publishing our annual tax footprint, which encompasses information on our financial contribution to society in the form of taxes and tax-related fees. We believe that in this way we can, for our part, increase awareness of the significance of enterprise to the Finnish society and enhance trust in the business sector.

We distribute financial profits generated by the sale of our services to our employees and shareholders. A considerable share of this sum also benefits the surrounding society in the form of taxes and tax-like charges. In the assessment of social impact, factors that should be taken into account include not only taxes paid by our company, but also taxes and tax-like charges arising from incentives and bonuses distributed to our employees and shareholders.

“For our operations, we need skilled and specialised staff. The added value we create for our clients is primarily formed by the services offered by our experts. Our contribution to society arises to a great extent from the distri-

bution of the profits generated by our company to our staff and shareholders as wages from which taxes and social security contributions are paid”, explains Tax and Legal Leader Markku Hakkarainen.

We offer extensive services related to tax matters. Tax footprint reporting is one of the areas in which we support our clients. We believe that our expertise and experience will contribute to increasing transparency and trust in our society.

PwC Finland's tax footprint

All our operations are carried out by PricewaterhouseCoopers Oy. Our operations are not funded from abroad and we do not have any interest-bearing liabilities.

The variable salary portions paid by the company to its shareholders and staff are determined according to the company's results, the fulfilment of personal goals and high-quality operations based on our values.

Shareholders are remunerated by a salary divided into a fixed monthly pay-



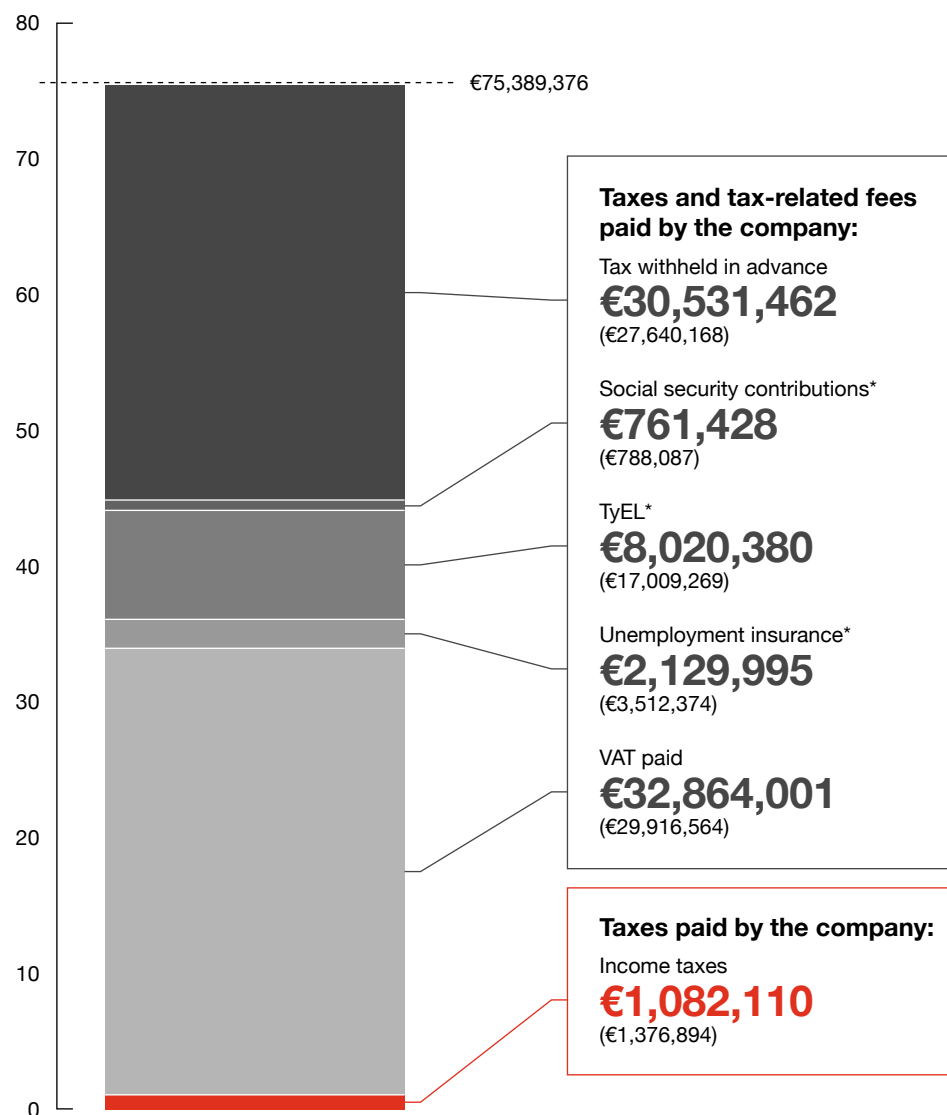
Markku Hakkarainen, PwC Finland's Tax and Legal Leader

ment and a variable portion. During the 2019 financial period, we will, similarly to the previous period, pay the variable salary portion as dividends that are treated as input-based dividends in our company's taxation, and that are determined on the basis of performance and paid for out of the profit for the 2019 financial period. Input-based dividends constitute earnings subject to tax-

tion for the recipient, while they are a deductible cost for the company during the year when they are paid out.

In addition, shareholders have access to share-specific dividends that are divided between capital income and earnings in taxation. Shareholders do not receive any salary or other personal benefits from the PwC network.

Taxes and tax-like charges paid and reported by PwC Finland for the financial year 2019 (2018)



*) Figures for 2019 are not comparable due to the introduction of the incomes register, which caused changes in the payment schedule for TyEL pension insurance and social security payments.

The company's annual operating profit is mainly used to remunerate staff and shareholders, while part of the profit is distributed as dividends and part of it is added to the company's capital.

Our revenue for the financial year totalled EUR 164 million, while the total amount of taxes and tax-like charges and payments was more than EUR 75 million. Totalling EUR 42 million, corporate taxes, prepayment taxes and social security and pension payments accounted for the majority of these taxes and tax-like charges.

The added financial value produced by our company for society, i.e., the company's tax footprint, consists significantly of prepayment tax collected and paid by the company. The amount of prepayment tax is presented in the figure below.

Sustainability and its management at PwC

Our corporate responsibility work is governed by a framework formed by the PwC network's global goals and goals set by PwC Finland in four subareas: sustainable operations, diversity and inclusion, environmental stewardship, and community engagement.

The first two subareas were included in the framework because they emerged as the two most important topics in a stakeholder survey conducted by PwC Finland among its clients. Globally, the PwC network focuses on the last two subareas.

PwC aims to be a leader in corporate responsibility. To promote the achievement of this goal, we prepare annual action plans. The achieved goals are monitored in relation to the set targets.

Responsibilities and management in corporate responsibility

At PwC, corporate responsibility is managed and coordinated by the Corporate Responsibility Partner who reports to the CEO. Currently, our Corporate Responsibility Partner is Sirpa Juutinen, who is also responsible for equality and diversity. In addition, Juutinen participates in the operations of the corporate responsibility services. Since

2018, Juutinen has also been a member of the Global Sustainability Steering Board, set up to coordinate globally the PwC network's corporate responsibility business operations.

The Corporate Responsibility Partner is supported by the Corporate Responsibility Steering Group, which consists of PwC managers and experts representing different business functions and which is chaired by Pekka Loikkanen,

Chairman of the Board of PwC Finland. The CR Steering Group sets objectives for corporate responsibility, coordinates practical measures, monitors their fulfilment, and takes part in preparation of the corporate responsibility review. During the closed financial period, the CR Steering Group convened five times.

PwC's Territory Leadership Team has the overall responsibility for corporate responsibility. The Corporate Responsi-

bility Partner reports on the overall situation in corporate responsibility matters to the Territory Leadership Team at least twice a year and presents a review of the achievement of targets and the development of corporate responsibility in various subareas. The Board of Directors discusses and approves the corporate responsibility review.

We manage corporate responsibility as part of our day-to-day business oper-

PwC Finland's corporate responsibility organisation





Members of PwC Finland's Corporate Responsibility Steering Group: front row from left, Kaisa Heikkinen, Sirpa Juutinen, Petri Seppälä, Kati Tammilehto and Johanna Niemelä and back row from left, CEO Mikko Nieminen (guest member), Leena Tiensuu, Jarkko Sihvonen, Pekka Loikkanen (Chair) and Kimmo Vilske

ations, and directors of business areas are responsible for the practical implementation of activities, with support from the corporate responsibility partner and members of the CR Steering Group. If required, experts of the sustainability and climate change business area offer their help.

Central sustainability matters in the financial period of 2019: equality strategy and corporate responsibility communications to staff

The two central areas of corporate responsibility in the 2019 financial period were the preparation of a five-year equality strategy and communication of our sustainability principles to our staff more extensively and efficiently than in the past.

PwC Finland's surveys on the realisation of equality showed that the higher you move on the job grade describing the seniority of positions, the larger the share of men is in comparison with women. This finding encouraged us to prepare our equality strategy. We completed the strategy during the last financial period and have now moved on to the implementation stage.

The equality surveys also indicated that one of the reasons for the gender disparity may be subconscious prejudices influencing decision-making. Because of this, we arranged training

for PwC Finland's Territory Leadership Team on the topic before the handling of the equality strategy. In addition, we offered the same training course to all our partners during our Partners event held in spring 2019. In future, we will arrange training for other members of staff, particularly supervisors.

To support the realisation of our equality strategy, we decided to monitor certain key figures regularly and prepared an annual action plan that also covers responsibilities. We report on the realisation of this action plan to the Territory Leadership Team. Our goal is to have more women at higher job grades in which our current gender distribution is to some extent skewed. Because this development will take place over several years, the equality strategy covers a longer period.

Even though the strategy focuses particularly on gender equality, we will continue to promote other areas of diversity too. This includes ensuring the equal treatment of gender and sexual minorities.

'This year also, we expressed our support for Pride Week by hanging rainbow flags outside our office building in Ruoholahti. While it's a small thing to do, it carries a wider meaning and message. We are also paying special attention to this and other areas of equality in our

workplace culture and processes. Our goal is to ensure that all our employees can feel part of the work community as equal and accepted members. Equality is part of human dignity and therefore it plays a big role in the realisation of everyone's rights", explains Sirpa Juutinen, our Corporate Responsibility Partner.

An increasing number of foreign nationals, currently from about twenty countries, work at PwC Finland. It is important that we understand this range of languages, cultures and religions and convey our employees the message that everyone is accepted at work. We will continue our work to achieve this goal.

PwC Finland's staff want to be informed about our corporate responsibility decisions and their implementation. This wish emerged in the early part of the financial period and spurred us to arrange two open events on corporate responsibility. At the first event, we focused on describing the subareas of our corporate responsibility, the goals and achieved targets. In addition, we wanted to hear our employees' thoughts on and wishes for further measures. The event attracted more participants than our auditorium could accommodate and some employees followed the event via a remote connection. Our staff submitted several proposals for the promotion

of equality. The discussion was lively, encouraging us to take ambitious steps in our equality efforts.

The other event intended for a broad audience concerned the realisation of our equality strategy and was targeted primarily at our female employees. On this occasion too, no seats were left empty in our auditorium, which supported our view of the significance of these matters. During the active discussion, we received numerous practical proposals for promoting equality. Feedback on the event was extremely positive. These events for women's network will be continued.

In the subsequent sections of this review, we will describe in more detail our activities related to various areas of corporate responsibility.



SUSTAINABLE DEVELOPMENT GOALS

The UN Sustainable Development Goals gain support from companies

In autumn 2015, 17 sustainable development goals and 169 targets for 2030 were agreed upon by the United Nations. The Sustainable Development Goals (SDGs) are aimed at eradicating abject poverty, promoting equality and preserving environmental resources.

Even though states and governments are the initiative's principal participants, companies' contributions are also required. Numerous companies have embraced the goals as part of their corporate responsibility programmes and they also include information on their sustainable development goals in their corporate responsibility reviews.

Companies should focus their sustainable development measures on those

SDGs that they have the most influence on through their core business operations—either by increasing positive or decreasing negative forms of impact—along with those goals that are the most critical to achieve and come under the focus areas of the countries in which the companies are based.

PwC's operations and SDGs

PwC promotes sustainable development by creating added financial and social value for society through its services. Thanks to the skills of our staff, we can solve some of the most pressing problems, thereby increasing trust in society.

We prioritised the SDGs that are the most important to PwC Finland by determining which SDGs our sector can have the most influence on and which of the goals create the best opportunities for us. In this analysis, we used tools created by the PwC network, such as the PwC Selector tool, which can be used to assess sector-specific impacts on various SDGs. In addition, we used the Global Business Navigator tool designed on the basis of more than 200 data sources to provide information on how various countries have succeeded in the achievement of SDGs.



Excellent training

Considering our growth and success, it is essential that we offer the best place to work for our excellent professionals. We

invest in equal and diverse on-the-job training for our experts to offer all the employees the opportunity to forge a career at PwC that suits them best. Each year, we also offer training opportunities to about 200 trainees through our trainee programme. We provide our staff with information on matters related to sustainable development, such as eco-friendliness and equal treatment of people, through various campaigns and training.

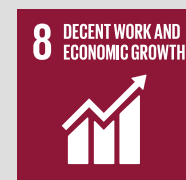


Gender equality

According to the diversity guidelines of the PwC network, PwC Finland also pays attention to diversity, and in particu-

lar to equality between men and women, the equal treatment of sexual and gender minorities, and the acceptance and appreciation of other diversity. We have drafted an equality strategy, and its main goal is to promote the equality

of women and men in working life. We also conduct a regular salary survey, which examines the potential differences in pay between men and women.



Decent work and economic growth

One of the main themes of our corporate responsibility activities is to identify solutions that

promote sustainable development and responsible business both locally and globally. To serve as an engine of change, we support our clients in their sustainable development programmes, use modern technology in our operations in a smart way and create additional financial value for our society by offering jobs and paying taxes.

We also promote sustainable development within our company and among our clients through the services offered by our Sustainability & Climate Change team and in recent years we have invested in the integration of sustainability into the services offered to our clients.



Climate action

In our operations, we pay systematic attention to our environmental impact, and are continuously developing our op-

erating methods in a more sustainable direction. Travelling is an integral part of our client work, and travel by air forms the single largest factor in our carbon footprint, with driving being the second largest contributor. We have set climate targets for our operations in order to tackle global warming. In addition, we began to offset carbon dioxide emissions from our air travel in 2018.

We have committed to these goals as part of the [Climate Partners Initiative](#). With the help of our Sustainability & Climate Change team, we can support our client in recognising and controlling environmental impacts, and in verifying environmental information.

PwC Finland's corporate responsibility goals

Subarea	Goals for 2020 strategy term	Measures for 2020 financial period
Sustainable business operations	<ol style="list-style-type: none"> 1. Continuing integration of sustainability into PwC's services 2. Expanding work to implement sustainability requirements for suppliers 	<ol style="list-style-type: none"> 1. Continuing to introduce ESG services and services related to climate change to all the relevant services. Establishing the operations of the Sustainable Finance team. 2. Expanding implementation in line with the plan. Clarifying the consideration of the network's sustainability requirements in the selection of partners and clients. Requesting selected suppliers to fill in self-assessment form on the fulfilment of PwC's requirements.
Staff and diversity	<ol style="list-style-type: none"> 1. Featuring among top five in the Great Place to Work competition's category for large corporations 2. Having a People Engagement Index (PEI) over 80% 3. The network achieving an inclusion index score that is equal to the average of FY20 for SC countries 	<ol style="list-style-type: none"> 1. Continuing the implementation of the Diversity strategy in line with a separate plan. Arranging training e.g. on subconscious prejudices for managers. Strengthening our diversity measures also in areas other than gender equality. Conducting a survey on the views and wishes of the LGBT community. 2. Promoting behaviour that complies with our values with campaigns such as Respect in the Workplace. 3. Continuing the prevention of risks to well-being and work ability through measures such as coaching groups and open mindfulness sessions.
Community engagement	<ol style="list-style-type: none"> 1. Providing our employees with opportunities to take part in volunteer work 2. Sharing information and expertise through Thought Leadership activities 	<ol style="list-style-type: none"> 1. Continuing volunteer work, providing more detailed instructions for it. 2. Continuing to develop Thought Leadership and use various channels for social influence.
Environmental stewardship	<ol style="list-style-type: none"> 1. Making our operations even more eco-friendly with our environmental programme 2. Increasing environmental awareness among staff by holding environment-related events throughout the year 3. Offsetting air travelling emissions from FY19 onwards (commitment to the network's goal). 	<ol style="list-style-type: none"> 1. Continuing to reduce carbon dioxide emissions and the consumption of paper and energy. 2. Arranging campaigns and events to broaden and strengthen environmental awareness among staff. 3. Offsetting emissions generated by air travel.

Sustainable business operations

Requirements for sustainable business have increased. Sustainability must be considered in the services our clients receive from us and in our own operations.

A couple of years ago, we noticed that our clients wished us to incorporate the perspective of sustainability into all of our services. This trend has been strengthened by changes to laws and policies aimed at tackling climate change and the increased awareness of risks and opportunities brought by global warming.

At PwC, responsible business is not only part of sustainability management, reporting and assurance services produced by our Sustainable & Climate Change experts but also incorporated into our other services: To an ever greater extent, our corporate responsibility experts are also members of other teams, irrespective of whether the services produced are related to deals, the development of business models, procurement or listing of a company. As part of this trend, we launched the Sustainable Bridge project, which involved establishing connections between various business units and corporate responsibility experts.

The Sustainable Finance working group to analyse regulations and impact of sustainable finance

At the level of the EU, the funding required for tackling climate change has resulted in a set of laws on sustainable finance, which will have an impact on the finance market. Even though they pertain to the finance sector, their impact will also be felt by companies using the services of finance sector operators because of regulations on a sustainability classification system, finance market operators' obligations to provide information and carbon level rating systems.

We established a Sustainable Finance working group tasked with identifying these impacts and responding to them. The group consists of PwC's experts from various special fields and it convenes regularly.

Use of the Climate Performance Analytics tool becoming increasingly common

Use of the Climate Performance Analytics tool, developed a couple of years ago for PwC Finland, is becoming increasingly common in the global PwC network. The data analytics-based



We established a Sustainable Finance working group to analyse regulations and impact of sustainable finance.

We continued to develop the Climate Performance Analytics tool.

We updated our sustainability requirements we expect from our partners.

Satisfaction of our clients and the Net Promoter Score both grew.

Climate Performance Analytics tool provides our clients with information on measures taken to reduce greenhouse emissions in relation to financial performance, with regard to their own company along with their suppliers, competitors and clients. The investment in the development of this tool was not only a sustainability measure but also an important addition to existing methods that companies can use to prepare for changes that climate change will bring to their company's operations.

Ethical values in our operations

To us, corporate responsibility also means compliance with the PwC network's ethical principles in the production of our services and in all of our other operations. Operations of auditing firms are governed by several regulations, rules and ethical guidelines. PwC Finland and the PwC network as a whole have developed processes and systems to enable the implementation and monitoring of compliance with these regulations. Our staff also receives training on these matters every year.

Assessing our partners' sustainability

We operate in line with the principles of sustainability and expect our collaboration partners and subcontractors to do likewise. At the same time, we want to promote environmental awareness among them.

For our own procurement processes, we created principles for sustainable procurement and sustainability requirements for suppliers, plus a self-assessment form to support our suppliers in the achievement of these targets. During the last financial period, we replaced the sustainability requirements for suppliers with the PwC network's Third Party Code of Conduct sustainability requirements. By having uniform guidelines, we want to streamline the requirements and to facilitate simpler operations for companies that supply goods or services to different PwC countries. The updated sustainability requirements provide more detailed information on our values and on why we expect our partners to operate sustainably.

Positive client feedback on our expertise and flexibility

Offering the best client experience is the key prerequisite for our strategy. We

continuously collect client feedback, using it to develop our services and operations. In addition to project-specific feedback and client interviews, we receive feedback via other channels, such as our online chat service and social media.

During the financial period, we collected feedback from 2,167 clients through electronic channels. The response rate to these surveys was 38% (the same percentage as the year before). In addition to the surveys, we selected dozens of clients for interviews.

Overall client satisfaction was 8.7 on a scale from 0 to 10 (8.6 the year before).

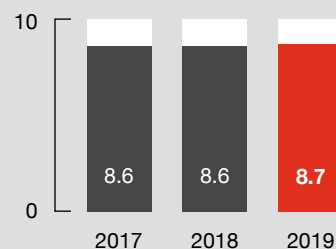
Our other client satisfaction indicator is the Net Promoter Score (NPS). A positive NPS denotes a good result. If the figure is higher than 50%, the situation is excellent.

Our NPS increased from the previous year (58%) to 60%.

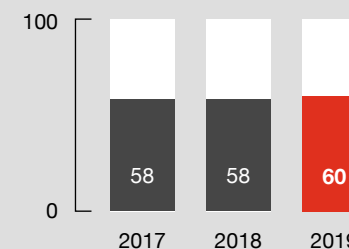
Judging from feedback, our clients appreciate our strong expertise and professional approach. We received positive feedback on how we ensure that the set targets are achieved with regard to all stakeholders. Our clients also appreciate the way we are prepared to be flexible and to exert ourselves to ensure high-quality results. Our areas of development include communications with our clients, a proactive approach and internal coordination.

"We are humbled by all the feedback given, and grateful for it. Thank you to everyone who took the time to fill in the survey. We are continuing our work to ensure that we will remain worthy of your trust in the future as well", explains CEO Mikko Nieminen.

Overall client satisfaction (0–10)



Net promoter score (NPS)



Staff and diversity

We want to be the best employer for our experts. Because of this, offering opportunities for development, ensuring good management and equal treatment, and rewarding excellent performance are important to us.

We strive to adopt a flexible working culture, while promoting sustainability and professionalism in all our operations. Celebrating shared occasions and successes is also vital, because it fosters a sense of community. And we had plenty of reason for celebration last year.

Finland's fifth best place to work

In August 2016, we published a strategy entitled Being number one by working

together. One of our strategic goals is to become the best employer for our experts. To reach this goal, we decided to participate in the Great Place to Work survey at last three years running, with the goal of achieving one of the top positions.

We achieved the certificate for a great to place to work for the first two years. At the beginning of 2019, we accomplished a result we are very proud of: we were fifth in the category for large companies. We celebrated this result at the beginning of February, which is typically a busy period for many of our team members, and then again at our summer party held at Kaapelitehdas in Helsinki.

**Great
Place
To
Work®**

**Suomen parhaat
työpaikat™**

FINLAND

2019



We achieved fifth place in the Great Place to Work survey in the category for large corporations.

The number of our staff increased significantly.

We made our equality strategy public and offered training to our managers and partners in the recognition of subconscious prejudices.

We reformed our feedback culture and tools in order to support the development of all our employees.



Leena Tiensuu, Human Capital Leader, PwC Finland

“Achieving success in the Great place to Work survey wasn’t the sole reason for taking part; what we wanted was to gain new ideas and support for developing our operations. The survey has already helped us identify and highlight strengths and development areas that we are now working on. The report on good practices and survey results is available to our employees on the intranet”, says HR director Leena Tiensuu.

In addition to the three years of participation in the Great Place to Work survey, we carried out our annual staff satisfaction survey. This survey also indicated that we are on the right path: our People Engagement Index, depicting job satisfaction and engagement, increased by four percentage points to 77%. The response rate was 65% (63% the year before).

An important employer

We continued to recruit extensively. Our team was joined by 77 new professionals, and at the time of writing PwC employs more than 1,200 people in Finland. In addition, we offered trainee placements to 234 students, many of whom then stayed on with us in long-term positions.

We are an important employer in Finland. Trainee programmes for students from universities and universities of

applied sciences are one of our main recruitment channels.

To make PwC well known as an interesting and diverse place to work, we collaborate extensively with educational institutions and student organisations.

Development and feedback as the key

Our employees’ expertise and its continuous development are the cornerstones of our success. Feedback and self-assessment are essential factors enabling development. Encounters, becoming heard and seen, and discussing even difficult topics are part of good managerial work.

In the course of the last year, we adopted new tools for enhancing the reception of feedback and development, thereby supporting our employees’ career advancement.

For more than five years, we have invested in the coaching leadership model through our Innostava valmentaja (Inspiring Coach) programme. Hundreds of managers and other employees in supervisory positions have already participated in the programme.

In addition to managerial training, we offer numerous other courses on expert work and self-development.

During the financial period, there were about 10 training days per each PwC



employee. Our new training platform offers PwC Finland's employees access to the PwC network's global course and training selection. In addition to PwC Finland's own training selection, our staff are offered a large number of courses, videos, articles and training packages on specific topics.

During the financial period, our two-year Leadership Academy for partners reached its conclusion. The programme's last section focused on client relations. The two-year programme consisting of four sections was designed to improve our ability to support our clients and to offer solutions to their problems.

Self-management and well-being play an increasingly important role. Coping at work, recovery from work and work-life balance are questions that arise also at PwC. We closely monitor absence statistics and collaborate with occupational healthcare services to come up with ways to promote good health among our staff. Coping at work presents a challenge also at our workplace. Appropriate resource allocation and good management are the key to the prevention of problems in coping and the rectification of any problems. Our goal is to intervene in any problems as early as possible. At the same time, we are aware that any problems in private lives influence coping at work.

With our BeWell well-being initiative, we aim to make means of self-management and tools for balancing private lives with work available to our employees. In addition to work issues, the programme covers diet, exercise, rest and other matters, such as how relationships and our ways of thinking influence our recovery.

During the financial period, we realised, as part of this programme, an intensive course for 60 people, consisting of mindfulness and mind training sessions and lectures on well-being.

We also want to take into account employees who are, for example, on family leave. We arranged our second ever event for employees on leave, offering them an opportunity to hear latest news and meet colleagues. In addition to arranging events for employees on leave, maintaining contact with them and organising induction upon return are important in ensuring successful return to work.

Staff incentives

Our career model is based on development and advancement, and we want to reward our employees for excellent performance. All our employees belong to our reward scheme based on results and performance. Over the last financial period, we distributed EUR 7.2 million euros (incl. social security contributions)



New expertise through PwC's international network

In April, Karsten Westerling returned from a two-year secondment to PwC in Germany, where he held a position as an expert for the Capital Markets & Accounting Advisory Services team and worked with the IFRS 16 and IFRS 15 implementation projects.

During his secondment, Westerling worked at the offices in Frankfurt, Munich and Stuttgart. "I'm half German myself, so doing my secondment in Germany was a natural choice", says Westerling, adding, "Even though there were some difficulties along the way, the move to Germany mostly went smoothly, thanks to the support of PwC Finland's Global Mobility team".

Going on a secondment abroad had been a long-term ambition for Karsten, who says: "I've always wanted to make use of the opportunities for international experience offered by PwC. PwC's extensive, global network is one of our main resources and we should all make the most of it".

Karsten encourages all those considering a secondment abroad to grab the opportunity with both hands: "All of you who are considering a secondment; it's definitely worth it! A secondment abroad is an excellent opportunity to network and develop your skills".

as various bonuses. We are continuously developing and reviewing our bonus scheme to ensure that it is fair and well-managed.

Celebrations amid day-to-day work to enhance team spirit

One of PwC's traditions is to gather together to celebrate our successes and to boost team spirit. Christmas parties are arranged regionally but for our summer party we all gather together. This year's party had a circus theme. The bravest of our team members prepared a circus show and our very own band Gains 'N Losses performed to an appreciative audience.

PwC's annual family day is always a much anticipated event. This time, we gathered at Duudsons' Activity Park to challenge ourselves.

Our annual alumni event enables us to stay in touch with our former team members.



A group of brave PwC employees entered into the spirit of things with a circus show.



An equality strategy brings concrete measures and reforms

We have engaged in work to promote equality for years and during the last financial period we decided that the analyses of gender equality and views collected on it over the previous spring should be transformed into a strategy. This was published in November.

The focus of this strategy is on ensuring that all our processes are non-discriminatory but we also place a high value on increasing awareness of equality and enabling our employees to recognise subconscious prejudices. PwC's Territory Leadership Team and partners were advised on these matters by Professor Janne Tienari. Training on prejudices was provided for managers before the annual review process. To ensure that our recruitment processes are equal and open-minded, we decided to update our recruitment guidelines. For us, it is important that equality is emphasised in the establishment of client and project teams and the choice of team members because suitable challenges and support play a huge role in career advancement.

Based on the equality strategy, we arranged our first ever event for PwC women's network. In addition, special attention has been paid to equality in various units' development projects.

Equality does not refer solely to gender equality, although this area is emphasised in our equality strategy. We recognise the need to take into account cultural differences, gender and sexual minorities and other minorities. We want to be a workplace where no-one faces discrimination and where everyone has the opportunity to excel the way they are. During Helsinki's Pride Week, we participated in the Shine campaign launched by the PwC network in spring to support sexual and gender minorities.

International operations as a strength

PwC Finland is increasingly international. We engage in even closer collaboration with different countries of the PwC network and almost 20 of our employees went abroad on a secondment. We also had more than 50 experts from other PwC countries working with us. In addition, we were bolder in recruiting new employees who were not Finnish by background or did not speak Finnish.

Community engagement

Diverse collaboration and networks

PwC has an extensive contact network both as a company and through its employees. Sharing our expertise is part of our business operations, but we also engage in such activities without any direct financial interests. We share our expertise, knowledge and views on topics that are important to our field and business life in general, such as entrepreneurship, board work, taxation and use of technology through informal



"In addition to expert networks, universities and universities of applied sciences are important collaboration partners to us", says PwC's Brand & Communications Leader Kaisa Heikkinen.

discussions and by giving lectures, writing articles and offering training. This enables us as an expert organisation to participate in and support Finnish entrepreneurship in a number of areas.

In the financial period of 2019, our collaboration partners included

- AmCham
- Board Professionals (BPF) Finland
- Boardman
- DIF – Directors' Institute Finland
- Finnish Business & Society
- Finnish Information Security Cluster, FISC
- Future Board
- Board Partners
- International Chamber of Commerce Finland
- Chambers of Commerce
- Nordic Business Forum
- Finnish Family Firms Association
- Finnish Venture Capital Association (FVCA)
- Slush
- Finnish Association of Auditors
- Association of Finnish Tax Professionals
- Suomen Yrittäjät entrepreneurial organisation



We collaborated closely with several partners operating in relevant fields, such as the Finnish Association of Auditors, Boardman, Directors Institute Finland, the Finnish Family Firms Association, the Finnish Venture Capital Association (FVCA) and chambers of commerce.

We took part in a number of entrepreneurship projects, such as Boardman Grow's Kaaoksesta kasvuun (From Chaos to Growth) initiative and Slush. The PwC network is one of the primary partners of Slush.

Our employees participated in volunteer activities supported by PwC.

We organised approximately 200 events and training courses for clients, students and partners.



The picture shows Laura Juvonen (left) Technology Industries of Finland Centennial Foundation, Pia Santavirta of FVCA, Petteri Koponen of Lifeline Ventures, Anssi Rusi of Smartly.io, Mika Hakala of Ekahau, Michel Wendell of Nexit Ventures, Kari Aulasmaa of Renta, and Christopher Zilliachus of Intera

In search of engines of growth

This year was the third time we worked with the Finnish Venture Capital Association (FVCA) to arrange the Growth Builder of the Year competition. In the 2019 competition, companies that had grown in a sustainable manner and had expanded internationally were sought from among the 700 Finnish companies that FVCA worked with. The companies selected to the final had also forged particularly successful collaboration with their capital investors.

In 2019, the finalists were Smartly.io, Renta and Ekahau, with Smartly.io, a programming company developing marketing technology, crowned the winner.

“Very few other companies, if any, have been able to gain such a strong foothold in a rapidly growing and changing sector this quickly, while acquiring good clients and partners. Smartly.io has also succeeded in combining exponential growth with profitability”, explains PwC’s Private Equity Leader Hannu Suonio.

Collaboration with educational institutions as the key to top recruitments

To expand and develop our business, we continuously recruit new experts. Each year, a large number of recent graduates and students who are reaching the end of their studies join PwC, and therefore collaboration with educational institutions and its development are important to us. This collaboration also contributes to our image as an employer.

We want to highlight the opportunities that we can offer our employees. During the 2019 financial period, we worked as a partner company for the Aalto University School of Business and Hanken school of business, and worked actively with student unions and subject associations all over Finland.

Over the past few years, our collaboration with universities of applied sciences has intensified steadily; we are offering an increasing number of positions to graduates from these institutions.

We have primarily worked with students of commerce, law and technology, but we have also taken steps to advertise ourselves to IT and technology students.

In the 2019 financial period, we organised numerous events for students, the largest of which were the recruit-

ment and trainee selection events and the Assurance Day, Advisory Day and Tax Day, which are more case-based. These events serve to demonstrate the operations of our business units and allow us to learn the content of expert work in practice. In addition, our offices were visited over the financial period by several student groups seeking to learn more about our services and career opportunities.

In the financial period of 2019, we collaborated with the following educational institutions:

- Aalto University
- Haaga-Helia University of Applied Sciences
- Hanken School of Economics
- University of Helsinki
- University of Eastern Finland
- Jyväskylä University School of Business and Economics
- Lappeenranta-Lahti University of Technology LUT
- Tampere University
- Turku School of Economics
- University of Turku
- University of Vaasa
- Åbo Akademi University

Supporting entrepreneurship

PwC Finland has supported entrepreneurs for 65 years. Owner-run growth and family businesses are served by a 250-strong team at PwC in Finland,



Marko Korkiakoski, the head of PwC Finland's family and private company services

and our international network is also on hand to support our clients. We regard this work to carry great societal importance; after all international growth companies and family firms play a huge role in creating new jobs and boosting economic growth in Finland.

"Entrepreneurs from start-ups to large corporations form an important client group for the entire PwC network", says Marko Korkiakoski, the head of PwC's

family and private company services.

"We work with entrepreneurs, owners, the next-generation owners and operative management with great passion and extensive expertise on a broad front. It's important to us to understand companies' operations and to be able to help them in operative activities at various stages of ownership", explains Korkiakoski.

We collaborate with several operators promoting entrepreneurship. With the Finnish Family Firms Association, our collaboration has lasted for several years now. The purpose of this partnership is to promote well-planned and well-executed generational changes and the professional ownership and management of companies, for example, using a shareholder strategy.

In addition, we have participated the Nuoret Innovatiiviset Yritykset (NIY, Young Innovative Companies) funding programme of the Finnish Funding Agency for Innovation (Tekes). This is the most significant public form of funding offered to small start-ups in Finland. Through the programme, we have coached more than 300 companies in the course of the past decade.

We also collaborate with several partners located across Finland. In collaboration with the Future Board, we



PwC is a global partner of Slush

PwC Finland has been a partner of the international technology and growth company event Slush since 2010. For the past 4 years, we have been a global partner for Slush.

Slush is the single most important facilitator of growth companies and venture capitalists. During the past few years, Slush has become more topical also for bigger companies that go to Slush to look for new competences and spirit of innovation for their organisation.

"Even though Slush Helsinki is, on global scale, the most important Slush event for PwC, we also sponsor smaller, single-matter-focused Slush Small Talks events all over Europe. In addition, we support the China conferences of Slush," says Niko Rantala, who is responsible for PwC's global Slush cooperation.

"Slush brings together PwC's clients and experts from all continents, excluding Antarctica, and thus creates a unique forum for sharing best ideas and knowledge."

support young members of company boards and entrepreneurs at various stages of their careers by bringing them together to discuss the significance of board operations and other topical themes related to enterprise. We also collaborated with Boardman Grow to support business owners across Finland striving to expand. The Kaaoksesta kasvuun (From Chaos to Growth) initiative carried out in collaboration with Boardman Grow is a two-year project aimed at reaching at least 500 growth companies and helping them to respond to challenges with assistance from professionals from the business and board sector.

In addition, we collaborated regionally with chambers of commerce and business organisations.

Entrepreneurship was also a main theme at the Nordic Business Forum and Slush, which PwC collaborated with during the past financial year. Part of PwC's strategy is to enable our clients' growth. Therefore, acting as a partner to events such as Slush and Nordic Business Forum supported our strategy well.

We want to be an approachable and versatile partner to business owners. Our nation-wide expertise and PwC's extensive international network ensure that with us, entrepreneurs anywhere in Finland have access to all the assis-

tance they require. In addition to auditing services, we offer services related to financial management, innovation, corporate venturing, growth, international expansion and corporate deals, all the while bearing in mind matters on the owner's own agenda. This enables our clients to focus on running and developing their business.

A year of events – 200 events for stakeholders

During the financial period, we organised up to 200 events for clients, collaboration partners and students and participated in numerous events arranged by our partners.

Our main client events were the Q&A breakfast event with the influential business thinker Gary Hamel for top management held during the Nordic Business Forum, the annual PwCwomen event for female decision-makers and the Capital Markets seminar arranged in collaboration with Aalto University for top-tier managers and board professionals.

For our series of CFO Roundtable events, we visited our clients and introduced topical themes and best practices to financial managers.

During the financial period, our Sustainability & Climate Change team held a number of events concerning different



Our traditional PwCwomen event aimed for women in leadership positions was held in Restaurant Pörssi.

areas of corporate responsibility. The most important of these was the launch event for PwC's Corporate Responsibility Barometer arranged for board members and managing directors. In spring 2019, we analysed the board reports on information other than financial data and reported an analysis of the results in an event arranged for the purpose. We also held an event with DIF to provide information on company reports on the financial impacts of climate change.

Entrepreneurs from start-ups to large companies are an important target

group for us and we arranged numerous client seminars for entrepreneurs, associations and foundations on topics such as corporate deals and reorganisations and topical matters and changes related to issues such as taxation and legislation. In addition to Helsinki, events were arranged in various parts of Finland, including Kuopio, Maarianhamina, Oulu, Seinäjoki, Tampere and Turku.

When organising events, we follow PwC Finland's guidelines for sustainable procurement.



Antero Vartia, the founder of Compensate foundation, was one the guests of PwC's podcast Sustiskahvit. On the right is Sirpa Juutinen, PwC Finland's Corporate Responsibility Partner.

Doing good through donations and voluntary work

We want to create positive experiences and be a force for good in society. A concrete example of this was the opportunity we offered to our employees to use one work day over the financial period to participate in voluntary work. Our volunteers primarily worked with Hope, the Finnish Red Cross and HelsinkiMissio.

"During the 2019 financial year, 92 people took up the opportunity and put in a total of 499 hours of work. These occasions provided mutual benefits and joy and we hope that even more of our

employees will take the opportunity to engage in volunteer work. We will take a more active approach to communications in this area during the new financial year", says Corporate Responsibility Partner Sirpa Juutinen.

During the financial period, we supported several organisations, such as the Baltic Sea Action Group and the new Children's Hospital, through our expertise by doing pro bono work.

For the sixth year in succession, we supported the Nordic Team Rynkeby charity cycling team, which collects funds for local cancer organisations.

In Finland, donations went to Sylva, an association of children with cancer, and the AAMU children's cancer organisation to which Team Rynkeby donated nearly EUR 1,107,327 in 2019.

For several years, we have donated Christmas funds to associations selected by the staff. At Christmas 2018, the funds were given to the SOS Children's Villages and the Baltic Sea conservation programme of the Finnish Association for Nature Conservation.

We also took part in the Joulupuu (Christmas Tree) collection, for which the staff of our Helsinki office donated a number of packages. The gifts will be given to children within the scope of child protection in Helsinki. The collection is organised by the Central Park Junior Chamber of Commerce, together with other local chambers and the Helsinki Department of Social Services and Health Care.

Studies and publications as support to our stakeholders

During the financial period, the PwC network and the companies belonging to it issued a number of reports and surveys that our client companies and other stakeholders can use. These publications support business operations by offering comparative data and other information and by introducing the latest trends in the sector. Examples of

global surveys and publications include Global Annual CEO Survey, Global entertainment and media outlook, Paying Taxes and Industry Trends published by our strategic consulting unit Strategy&.

PwC's Corporate Responsibility Barometer, conducted annually by PwC Finland's responsibility experts, focuses on the awareness of the state of corporate responsibility and related reporting practices in Finland.

In September 2018, we launched our Sustiskahvit podcast in which our sustainability experts Sirpa Juutinen and Jussi Nokkala discuss sustainable business operations with various guests.

You can read more about our publications online at www.pwc.fi/en/publications.html.

Social media presence

PwC Finland has a profile on LinkedIn, Twitter, Facebook, Instagram and YouTube. In addition to being a channel for sharing information, social media channels offer us an opportunity to interact with our stakeholders.

We offer our staff training in the use of social media channels. We encourage everyone to share and look for information, to participate in discussion and to serve our clients through the channels that are the most relevant to them.

Environmental stewardship

PwC Finland has undertaken to promote sustainable development. In line with the targets set for the current financial period, we have taken measures to reduce our environmental impact and to develop our operations in accordance with the principles of sustainable development. The key figures that describe our environmental impact indicate a positive trend in all the main areas:

- Electricity consumption decreased by 12% per person.
- Paper consumption decreased by 18% per person.
- Kilometres flown decreased by 14% per person.
- Kilometres driven decreased by 14% per person.

During the financial period, we paid special attention to the impact of air travel on the environment and our goal is to reduce our air miles. In accordance with our decision made at the end of the 2018 financial period, we offset all our emissions from air travel during the last financial period. This was done in a centralised manner through the PwC network by investing in various carbon-offsetting initiatives and projects.

The projects that PwC is involved in focus on areas such as nature conserva-

tion and ecological energy production.

Climate and environmental work are important to us, and we will continue our collaboration with the Climate Partners Initiative. The network, which is aimed at staving off climate change and reducing greenhouse gas emissions, works together with the City of Helsinki.

Sustainability in client work and design of office spaces

Over the past financial period, we implemented a wide range of initiatives, both small and large, aimed at promoting sustainability at our office.

One of these projects involved switching to locally sourced, mainly vegetarian food at our meetings. In addition, we minimised the amount of food wastage by replacing manual coffee makers with automatic coffee machines and we also monitored the amount of left-over food. We also introduced oat milk to complement cow's milk offered to staff to add to coffee.

We also gave up personal rubbish bins at our office in Helsinki, which considerably reduced the number of plastic bags used (roughly 30,000 a year). In addition, we launched a pilot project for



All the key indicators depicting our environmental impact took steps in the right direction compared with the previous year.

We offset emissions arising from our air travel.

We also decided to switch to locally sourced, mainly vegetarian food at meetings at our office in Helsinki. We also paid attention to food waste.

We started to collect plastic waste at our office in Helsinki.



In collaboration with WWF, we arranged an event where we showed a preview of a film on climate called Our Planet: Our Business. The picture shows Sirpa Juutinen, Mikko Nieminen and Jari Luukkonen from WWF.

plastic recycling in spring 2019. During the campaign, 1,200 litres of plastic was recycled in a week.

In March 2019, we arranged a discussion on the four focus areas of our corporate responsibility programme: the environment, staff and diversity, social influence, and sustainable business. At the event, we provided information on our goals and measures in this area and offered tips on communicating our sustainability efforts to clients. The event

attracted plenty of interest and gave rise to fruitful discussion and several proposals.

On World Environment Day, celebrated on 5 June, we arranged in collaboration with WWF an environmental event where we showed a preview of a film on the impact of the business sector on climate change and diversity called Our Planet: Our Business. After the film, the employees had the opportunity to discuss the topic and ask PwC's

management questions about PwC's sustainability policies and measures.

PwC's Green Office team coordinating environmental measures

We strive to take steps towards more environmentally friendly operations and to achieve this goal we have participated in WWF's Green Office initiative.

PwC's own Green Office team coordinates environmental work and operations and reporting to WWF. In addition, the team plans and realises campaigns with a view to increasing environmental awareness among our staff. The PwC Helsinki office has had the Green Office certificate for 9 years, since 2010.

The Green Office team arranged various events and campaigns during the financial period. For example, we arranged a recycling event at the office where employees could bring clothes they no longer needed. The left-over clothes were donated to Helsinki-based Hope, an organisation that helps families who have financial or other problems. In addition, the team arranged the first ever Istuta taimi (plant a seed) campaign, which offered the staff to plant seeds of edible plants for their own use. The event proved extremely popular.

Besides these new campaigns, we held events that have already become traditions.



A planting event arranged by PwC's Green Office team proved popular.

Once again, we participated in the Earth Hour event and switched off lights and the illuminated logo at our office in Helsinki for an hour in the evening of 30 March. In addition, we arranged our popular bicycle maintenance event, this time extended to two days, in the spring.

Besides Green Office initiatives and events, PwC Finland's employees were active in proposing ideas related to for example recycling, which we did our best to realise.

Our key figures and appendices

Business operations		FY 2019	FY 2018	FY 2017
Revenue	EUR million	163.8	150.7	135.2
Auditing and other assurance services	EUR million	87.5	85.3	77.9
Tax consulting and legal services	EUR million	34.6	32.0	27.8
Consulting and Deals	EUR million	41.7	33.3	29.5
Staff expenses	EUR million	101.2	91.8	83.3
Purchased services and other operating expenses	EUR million	45.9	42.5	38.9
Operating profit	EUR million	15.8	15.5	12.1
Income taxes	EUR million	1.1	1.2	0.5
Profit for the period	EUR million	15.0	14.4	11.7
Client satisfaction	(0–10)	8.7	8.6	8.7
Net Promoter Score (NPS)	%	59.6	58.4	57.9
Social responsibility				
Work with educational institutes and organisations, sponsorship and donations		446	384	522

Environment		FY 2019	FY 2018	FY 2017
Carbon dioxide emissions ¹⁾				
Scope 1: direct emissions	tn CO2e	0	0	0
Scope 2: power consumption ²⁾	tn CO2e	0	0	0
Scope 3: air travel ³⁾	tn CO2	657	828	672
Scope 3: road travel	tn CO2	127	127	147
Scope 3: paper consumption ²⁾	tn CO2e	7	8	10
Total emissions	tn CO2e	791	963	828
Total emissions per person	tn CO2e*)	0.64	0.87	0.84
Business travel				
Kilometres flown	km	5,993,306	6,284,328	5,094,181
Kilometres driven	km	1,051,405	1,066,158	1,101,744
Kilometres flown per person	km	4,885	5,672	5,146
Kilometres driven per person	km	857	962	1,113
Energy				
Power consumption ²⁾	kWh	909,691	933,410	922,041
Material consumption				
Paper consumption ²⁾	Ream	3,023	3,694	4208
Paper consumption per person	Ream/person	3.3	4.4	5.3

Revenue EUR 163.8 million

87,5 EUR million
Auditing and other assurance services

34,6 EUR million
Tax consulting and legal services

41,7 EUR million
Consulting and Deals

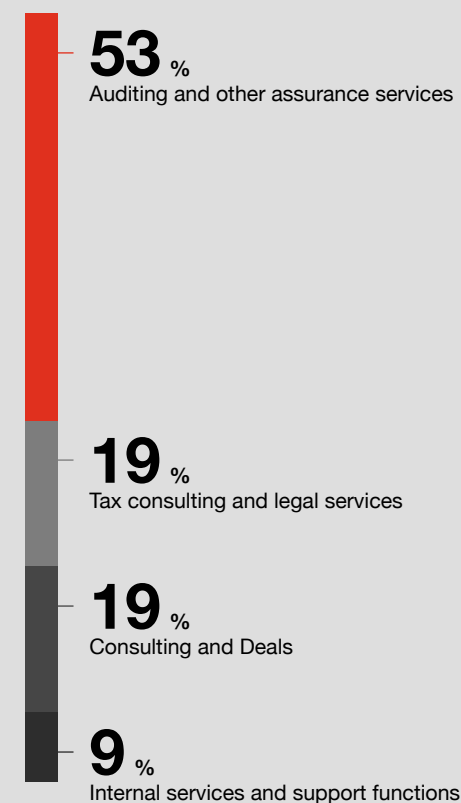
1) We report our greenhouse gas emissions according to international GHG Protocol reporting principles. We report Scope 2 emissions by using a market-based calculation method, which takes the rated emissions of electricity bought into account. Our location-based emissions caused by electricity consumption are 144 tn CO2, which is based on the average rated carbon dioxide emissions caused by electricity procurement in Finland.

2) The paper and electricity consumption figures cover the Helsinki office.

3) Since the financial period FY19, we have offset all emissions from our air travel.

Staff		FY 2019	FY 2018	FY 2017
Average number of staff during the financial year	persons	1,227	1,108	990
Number of staff at the end of the financial year	persons	1,196	1,119	994
- Auditing and other assurance services	persons	639	642	565
- Tax consulting and legal services	persons	225	206	186
- Consulting and Deals	persons	228	180	158
- Internal services and support functions	persons	104	91	85
Voluntary employee turnover	%	14.9	13.6	13.6
Recruited employees (regular) during the financial year	persons	196	240	143
Trainees over the financial year	persons	234	159	121
Average no. of part-time employees during the financial year	persons	118	106	96
Average no. of employees on family leave	persons	50	58	48
Average no. of employees returning from family leave	persons	66	34	41
Average term of employment	years	5.7	6.0	6.5
Staff's diversity				
Staff gender distribution	F/M %	54%/46%	55%/45%	55%/45%
Board	persons (F/M)	1/6	1/5	1/5
Territory Leadership Team	persons (F/M)	2/7	2/8	2/8
Average age of staff	years	35.2	35.1	36.1
Employee satisfaction and well-being at work				
Response rate to the Global People Survey	%	65	63	63
People Engagement Index (PEI)	%	77	73	73
Sick leave rate	%	2.5	2.1	2.5
Accidents at work and on work journeys	no.	20	12	10
Talent management				
Total number of training days	days	11,198	9,521	7,229
Training days per person (FTE) ¹⁾	days	10.1	9.8	8.3
Training costs per person (FTE) ¹⁾	EUR/person	2,186	2,541	2,315
Training offered by PwC experts	days	576	733	669
No. of APA/CPA/CPFA/CIA qualifications	persons	27	18	19
Staff incentives				
Salaries (incl. other expenses)	EUR million	90.7	82.2	76.2
Profit-based bonuses and variable pay (incl. other expenses)	EUR million	10.5	9.6	7.1
Dividends paid	EUR million	4.2	2.9	2.4
Input-based dividends	EUR million	10	8.2	9.5

Staff distribution



¹⁾ FTE = Full Time Employees.

Other staff-related key figures

Average training hours of staff	Male	Female
Partner	90.5	80.9
Director	45.1	62.6
Senior Manager	44.4	63.9
Manager	63.7	65.3
Senior Associate	73.1	74.2
Associate	92.2	84.1
Intern	35.7	33.0
Admin	94.5	25.9
Total	62.1	61.6

Recruitment	Male	Female
Less than 30 years	180	171
30–50 years	41	51
More than 50 years	6	3
Total	227	225

Age and gender distribution of Board members	Male	Female
Less than 30 years	0	0
30–50 years	3	1
More than 50 years	3	0
Total	6	1

Fixed-term vs. permanent employees	Male	Female
Fixed-term	47	71
Permanent	500	578
Total	547	649

Full-time vs. part-time employees	Male	Female
Full-time	514	593
Part-time	33	56
Total	547	649

Employees with a contract vs. leased employees	Male	Female
Contract	541	642
Leased	6	7
Total	547	649

Staff turnover	Starting employees		Leaving employees		Staff		Turnover %	
	Male	Female	Male	Female	Male	Female	Male	Female
Less than 30 years	52	53	20	26	159	186	12.6 %	14.0 %
30–50 years	36	37	40	65	287	331	13.9 %	19.6 %
More than 50 years	2	3	6	6	54	61	11.1 %	9.8 %
Total	90	93	66	97	500	578	13.2 %	16.8 %

Our main stakeholders

Stakeholder	Forms of interaction	Example of collaboration during the financial year	Plans to develop collaboration
Clients	Client meetings, client events, client feedback surveys, social media channels, PwC publications and newsletters	<p>We organised several events focused on networking and sharing of knowledge, such as CFO Roundtable event series aimed for CFOs.</p> <p>We issued various surveys and reports, such as PwC's Corporate Responsibility Barometer, which analyses how sustainable companies are. Another example is the survey on reporting information other than financial data.</p>	Offering the best client experience is one of our strategy's key focus areas. To achieve this, we will invest in even better interaction and better use of technology.
Staff	People group, reviews of the CEO and the Territory Leadership Team, intranet, staff newsletter, staff and group events, Global People Survey, and the Great Place to Work competition.	<p>We participated in the Great Place to Work competition for the 3rd time. We were the fifth-best place to work in the category for large companies.</p> <p>We continued the BeWell initiative, aimed at promoting mental and physical health among our employees.</p> <p>We also continued our Inspiring Coach programme, which hundreds of managers and other employees in supervisory positions have attended.</p> <p>We implemented new technology and tools that offer support to management and promote continuous development.</p> <p>We arranged staff discussions on corporate responsibility and equality.</p>	Besides providing an excellent client experience, being the best workplace is a central strategic goal for us. We will continue our initiatives and training programmes related to staff's job satisfaction and well-being at work.
Educational institutions	Partnership with educational institutions, lectures, recruitment events and exhibitions at educational institutions, visits to PwC, trainee programme.	We held a number of events together with student associations, such as various case events, networking opportunities and other collaboration events.	We will develop our collaboration by, for example, arranging new events that our experts will participate in.
Cooperation partners	Events, training events, publications and books.	<p>We continued long-term partnerships with for example the Finnish Family Firms Association.</p> <p>We were again the global main sponsor for Slush, with the collaboration now entering its 4th year. We were also one of Nordic Business Forum's main partners.</p>	Our close collaboration with our partners continues. We will work with the FVCA to arrange the Growth Builder of the Year in spring 2020.

PricewaterhouseCoopers Oy, P.O. Box 1015 (Itämerentori 2), FI-00101 Helsinki, Finland. Telephone +358 (0)20 787 7000.

PwC's purpose is to build trust in society and solve important problems. We help companies to improve their efficiency, promote growth and to report reliably in a constantly changing environment. Our services include consulting, deals, tax, legal, risk assurance, audit and other assurance services. More information: www.pwc.fi/en. Twitter: @PwC_Suomi.

PwC operates in 157 countries and employs more than 276,000 experts worldwide. PwC refers to the PwC network and/or one or more of its member firms, each of which is a separate legal entity. Please see www.pwc.com/structure for further details.

© 2019 PricewaterhouseCoopers. All rights reserved.