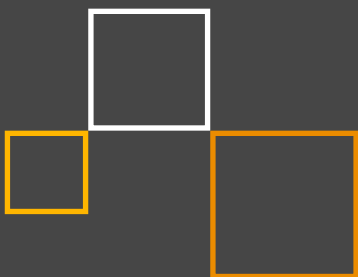




# Building trust

PwC Finland – corporate responsibility review 2021



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 2020–30 June 2021. Read more about our responsibilities at [www.pwc.fi/yritysvastuu](http://www.pwc.fi/yritysvastuu).

\*) The GRI standards are applied to our corporate responsibility review. Read more about our GRI index and our reporting principles at [www.pwc.fi/yritysvastuu](http://www.pwc.fi/yritysvastuu).

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## 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 of our clients. We help businesses to grow, operate efficiently, and carry out reliable reporting in a continuously changing operating environment — whether the client is a listed company, family-owned business, growing enterprise, public organisation or non-profit institution.

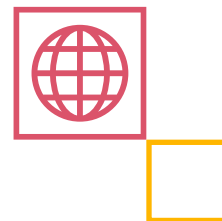
### Our service areas

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

### Examples of our expertise

- Analytics and artificial intelligence
- ESG
- HR services
- IFRS reporting
- Internationalisation
- Cyber and data security
- Sales and client experience
- Ownership strategy
- Enhancement of operative activities
- Capital market transactions
- SAP S/4 HANA
- Strategy
- Development of financial administration
- Technology and digitalisation
- 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](http://www.pwc.com/structure) for further details.



## PwC Global

Turnover: **USD 45 billion**

Countries: **156**

Experts: **295,000**

## PwC Finland

Turnover: **EUR 159 million**

Offices: **11\***

**9,000**

Number of clients

**62**

Net promoter score (NPS)

**8.7**

Overall client satisfaction

**1,200**

Number of staff

**9.8**

Staff participation in training (working days)

**36.4**

Average age of employees

\* Number of offices on 1 October 2021



# Review of the CEO

It has been over 18 months since the COVID-19 pandemic began, and while the continued recommendation for remote work was still prevalent during this financial period, we have prepared for the new normal and witnessed market recovery and corporate deals boom. We made good progress in implementing our strategy, at the core of which is to create trust in society and to solve major problems.

## **Our turnover remained at 159 million**

The COVID-19 pandemic, which started in spring 2020, postponed business investments and development projects, but in autumn 2020 the need for investment and development that was momentarily bottled up began to dissolve. This was reflected in various plans for changes and increased demand for various consulting services in regard to preparation for corporate deals, the development of different areas of corporate responsibility, large information system projects and the implementation of changes as planned. In particular, the deals market started to grow strongly at the beginning of our financial year at the end of summer 2020, which employed our experts from different areas of expertise.



Mikko Nieminen, PwC Finland's CEO

We combined our expertise into more comprehensive solutions and grew in many service areas. Despite the growth in several service areas, our turnover remained at the previous year's level at EUR 159 million as our turnover in auditing services decreased as expected due to the mandatory audit firm rotation required by auditing legislation. Taking the above into consideration, I am extremely satisfied with the development of our business. Our profitability also remained at a good level.

#### **We recruited less than we hoped, traineeships for more than 200 students**

The number of employees remained almost unchanged: we had 1,257 (1,286 the year before) employees on average. We had more ambitious recruitment plans, but by the time the labour market improved, we were unable to recruit at the desired rate. In addition, many of the employees from other PwC countries returned to their home country during the last financial period.

In addition to permanent positions, we offer traineeships to students every year. Over the financial year that ended in June, we had 204 trainees.

The well-being of our employees and the measures related to supporting this were emphasised during the year of

COVID-19. We are constantly working on improving well-being at work, but we have not been able to identify all situational aspects that require support early enough.

We planned policies for the new normal after the coronavirus restrictions. We will continue with a very flexible approach; our people can work wherever it is reasonable and possible for both the client and employee. For the sake of sense of community, we also hope that our offices will continue to bring colleagues together.

#### **Client satisfaction measured the realisation of values**

The success of our strategy and operations is measured in the client experience. We collected a record amount of feedback during the past financial period. We also added to our electronic feedback surveys the question of how our values are realised in practice.

Our client satisfaction remained at a high level of 8.7 (8.8 the year before). NPS (Net Promoter Score, i.e., the client's willingness to recommend) was 62% (65%). I would like to thank everyone who has taken the time to provide us with feedback! We will continue our work to produce sustainable solutions, to ensure that our services meet expectations or even exceed them, and that it is nice to do business with us.



#### **Auditing industry continues to develop**

Industry regulation and digitalisation have accelerated development in our largest business area in auditing. We develop auditing processes, tools, and our expertise to enable us to offer even better auditing services and, for example, enable the processing of large amounts of data as part of auditing.

In regard to the auditing field, 2021 did not bring any significant new regulation. However, plans and proposals were introduced. At the EU level, the debate and analysis of the possible impact of the German Wirecard scandal on EU regulation, including auditing regulations, continued. The EU has also examined the need to update the auditing regulations, i.e., the Audit Directive and the regulation on public-interest entities following the audit reform of 2014.

The Commission's proposal for Corporate Sustainability Reporting Directive (CSRD), published in April 2021, would, when implemented, be of relevance to the auditing industry, for example, insofar as the sustainability information required from the companies in accordance with the Directive should be verified.

With regard to our national legislation, the project that has been under way for several years on introducing auditing requirements that are lighter than a statutory audit, has not advanced since the comment phase in autumn 2020.

We at PwC will monitor the development of the various projects and maintain a positive mindset towards the development of the field.

### **The New Equation – building trust and sustainable solutions**

At the end of our financial period in June 2021, PwC launched a new global strategy, The New Equation, that applies to all PwC countries. The New Equation is based on the purpose of our operations: to build trust in society and to solve important problems. The strategy responds to our clients' needs to build trust and sustainable solutions all of which will create a new business equation, The New Equation. At PwC, we combine our expertise in solving our clients' significant problems sustainably and comprehensively.

At the core of our strategy is also the more extensive use of technology in all our operations. In the last financial

period, this was reflected in several new development projects and experiments on how we can create new things and new services, as well as higher quality and efficiency in our operations through more intelligent processing of technology and data.

### **Our goal: year of growth**

The outlook for the current financial period is quite positive at the time of writing this review: It is a very lively time for deals and capital market transactions, and companies are making investments. Additionally, the COVID-19 vaccination coverage is constantly increasing, which has led to the easing of restrictions.

Although the market is already operating normally, the effects of the pandemic are

far-reaching. We will surely see uncertainty over the next few years as the economy recovers from the pandemic both in Finland and globally.

In addition to the pandemic, for example, climate change will create both opportunities and risks to business operations in the coming years, which will increase demand for climate and corporate responsibility services. We have introduced ESG (Environmental, Social and Governance) services as a key development and growth area during the financial year.

Because of the New Equation strategy and the stimulation brought by the market, I believe that this will be a year of good growth.

We still need to continue recruiting new experts. Our goal is to recruit dozens of new experts, even though the recruitment of new talent has proved challenging during the last financial year, with the currently very active labour market. We

will also offer traineeships to approximately 200 students.

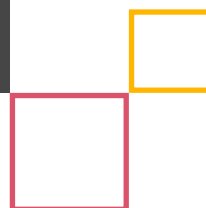
Sustainable operations are an integral part of all our operations. We operate sustainably and support our clients in matters related to sustainability. The work we carry out to achieve this important goal is presented in more detail in the review by our Corporate Responsibility Partner and in this review.

At this point, I would like to warmly thank Sirpa Juutinen, who has had a long and successful career at PwC and to whom the past financial year as Corporate Responsibility Partner was the last. Sirpa, thank you very much for your many years of unyielding dedication to our clients and our own corporate responsibility!

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

**Mikko Nieminen**  
CEO

Sustainable operations are an integral part of all our operations. We operate sustainably and support our clients in matters related to sustainability.



# Review of the Corporate Responsibility Partner

## Corporate responsibility is finally everywhere

PwC has developed its own corporate responsibility with determination for more than ten years. We have spent equally long reporting on the work carried out and the results achieved. We have been proud of our achievements, but we have not boasted about them. It may be that, like many Finnish companies, we have thought that our responsibility is visible without us announcing it. This is not necessarily the case. Therefore, we need to continue to talk, communicate and report on responsibility.

To our clients, we like to highlight the fact that our communication of corporate responsibility is more than just publishing a report once a year. It consists of highlighting various sides of the responsibility work on various occasions as a natural part of discussion. We asked the partners of PwC Finland whether this has manifested in their discussions and, if so, in what situations. In addition, we wanted to hear what support the CR Steering Group or the Corporate Responsibility Partner had to offer.

The answers emphasised discussions with clients and our own staff. Speeches at various events were also brought up,

but there were still many encounters in which the subject had not emerged. A one-page summary of our most essential responsibility issues was requested as a supporting document. Summarising is always challenging, and we did not manage to squeeze the extensive responsibility content on a single page. However, two pages were sufficient to cover the most essential aspects. We hope that in the future, we can provide a better basis for discussions.

The basic elements of our corporate responsibility were also of interest to our staff, to whom we told about the most important aspects of our corporate responsibility both in the autumn and the spring events. Based on the large number of participants and the number of questions received both before and during the events, we can conclude that the subject is of great interest. We are trying to keep this in mind, and we promise to continue to tell about the most important corporate responsibility matters to our own people in the future.

It is with a heavy heart that I am retiring from PwC on 1 July 2021. I am grateful for the years we have spent working

together, during which there has been an enormous development in understanding responsibility and discussing and implementing it. All PwC employees stand for responsibility, all PwC employees have a role to play in it, and, as a result of the efforts of all of us, we will succeed.

At the same time, I am pleased to pass the torch to my colleague Tiina Puukoniemi. She will bring her own strong expertise to the work and, together with others, raise responsibility to the next level.

I would like to extend my humble thanks to you all and wish you a responsible future,

**Sirpa Juutinen**  
Corporate Responsibility Partner  
until 30 June 2021



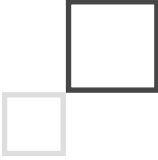


To quote Sirpa's words, I humbly accept my new role as the Corporate Responsibility Partner at PwC Finland from 1 July 2021. At the same time, I wish Sirpa rewarding and adventurous pension years!

As Sirpa said, the importance and the role of corporate responsibility has taken a giant leap forward again and become a part of the day-to-day operations of more and more companies as part of a company's business strategy. As a result, the significance of corporate responsibility in a company's value crea-

tion has grown. Regulation will introduce its own additions in the field of corporate responsibility, in both performance and reporting. We will also address these issues at PwC during the current financial period 2022. Our operations are guided by our purpose to build trust in society and to solve important problems now and in the future.

**Tiina Puukkoniemi**  
Corporate Responsibility Partner  
from 1 July 2021



Our operations are guided by our purpose to build trust in society and to solve important problems.

**Tiina Puukkoniemi**





# Our strategy

At the beginning of the financial year 2021, we announced our new four-year strategy, the main theme of which is the power of working together. Our strategy has five central focus areas, which we promote in all of our business areas and in our internal services. These focus areas include caring, working together, combining different competencies into new service entities, in other words integrated solutions, sales and client relationship management, and digital and data skills.





# Our strategy

*“Our strategy has come alive and works well. Cooperation between different operations has grown considerably, which is reflected in the fact that we combine competencies of different areas better to meet the comprehensive challenges of our clients,”* says CEO Mikko Nieminen.

*“The better use of technology was also reflected in several new development projects with the objective of creating new things and new services and higher quality and efficiency in our operations. Our experts have also actively taken on the development challenge of digital and data skills and the opportunity to use five days a year to train and study for this objective,”* says Nieminen.

You can view our strategy video on our website  
[www.pwc.fi/strategy](http://www.pwc.fi/strategy).



### **The New Equation – strength from the global strategy**

In June 2021, the PwC network announced a new global strategy that bears the name of The New Equation. Our clients around the world seek answers to two questions: how to build trust with our own stakeholders and society, and how to create genuinely sustainable solutions? The combination of these two issues forms a new business equation, The New Equation. We help our clients create sustainable solutions and build trust by combining our best experts and technology for our clients.

The priorities of the global strategy were already known when PwC Finland's new strategy was announced in autumn 2020. Thus, Finland's strategy implements PwC's global strategy in Finland by taking into account the needs of the local market and our Finnish clients. We also review our strategy annually and made some clarifications to it in summer 2021.

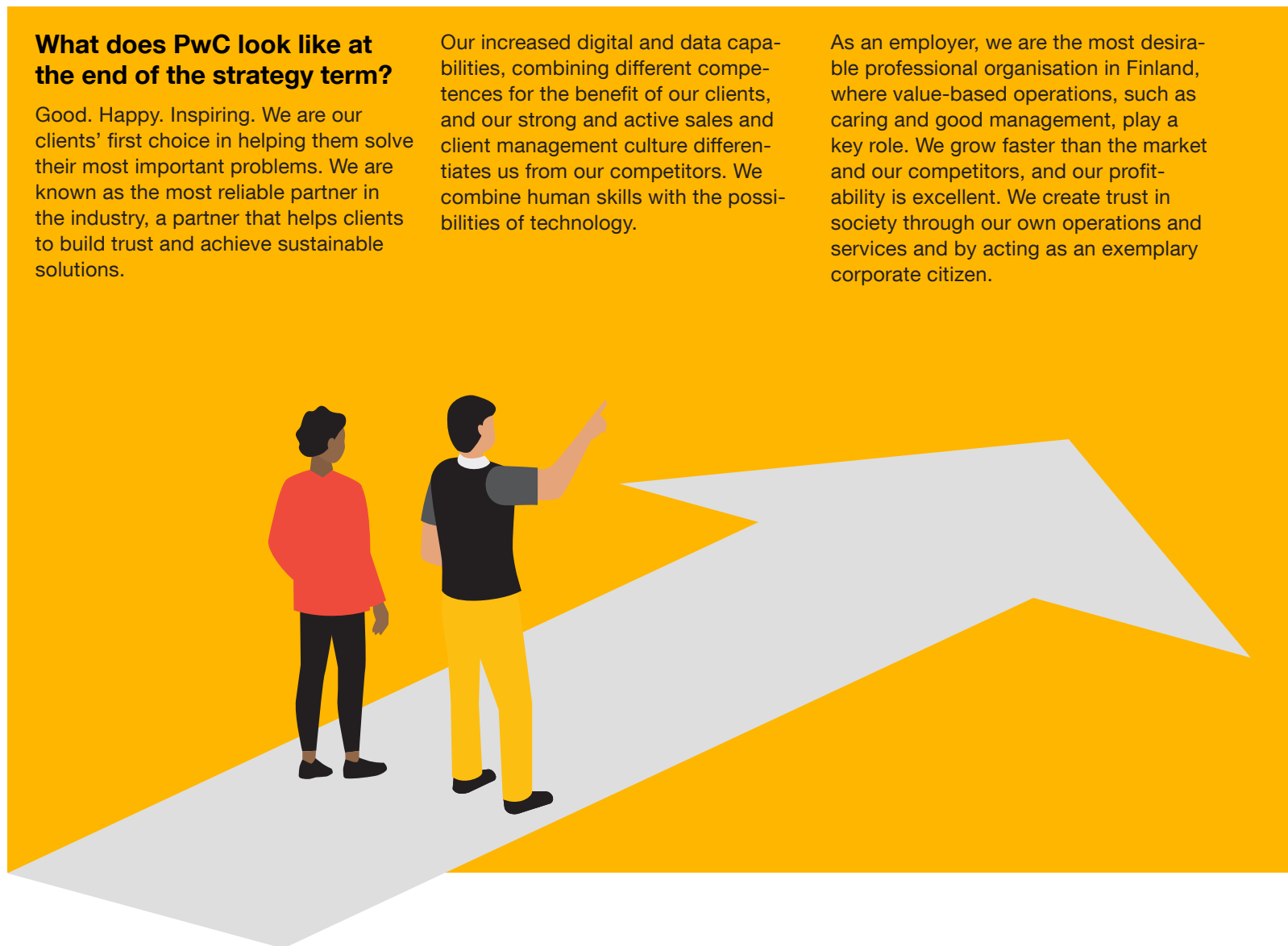
Guided by our Purpose, values and the new global strategy, we will continue to develop PwC Finland's strategy in Finland.

### **What does PwC look like at the end of the strategy term?**

Good. Happy. Inspiring. We are our clients' first choice in helping them solve their most important problems. We are known as the most reliable partner in the industry, a partner that helps clients to build trust and achieve sustainable solutions.

Our increased digital and data capabilities, combining different competences for the benefit of our clients, and our strong and active sales and client management culture differentiates us from our competitors. We combine human skills with the possibilities of technology.

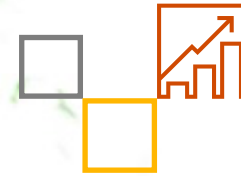
As an employer, we are the most desirable professional organisation in Finland, where value-based operations, such as caring and good management, play a key role. We grow faster than the market and our competitors, and our profitability is excellent. We create trust in society through our own operations and services and by acting as an exemplary corporate citizen.





# Creating value

A company creates value from several different types of capital, not just financial capital. We all know that we also need skilled staff, orderly client networks, up-to-date digital skills and tools and updated expertise. A company's value creation is based on a number of elements and types of capital.





# Creating value for companies

Many companies have managed better than expected during the second spring of coronavirus as a result of the routines and new operating practices created last year. If a year ago the greatest concern in regard to value creation was in relation to economic capital, now the effects of remote work start reflecting on the human capital. The well-being of staff has been put to the test during days of remote work filled with virtual video meetings. The situation has also been uncomfortable because nobody knows exactly when the situation with COVID-19 starts getting better and the so-called normal meeting practices are again made possible.

As the COVID-19 changed our ways of working, some of the employees may have also adopted new positive practices, which have led to an increase in well-being. From the perspective of human capital, it would be important to be able to use what we have learned during the coronavirus period, so that we can maintain this capital type at a good level in the future as well.

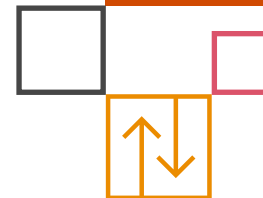
During the early stages of the pandemic, many companies paid prominent atten-

tion to social capital: voluntary work was carried out, donations and expertise and equipment were offered to, for example, to support the public sector. However, due to the restrictions, volunteer work requiring physical contact could not be carried out to the extent planned, and activities that had already been decided on are postponed to the time after the pandemic. This was also the case with the cooperation between PwC Finland and HelsinkiMissio, which is due to be relaunched during the next financial period.

The problems of manufactured capital have continued in the form of a chip and component shortage, which has affected the conditions for value creation and growth of certain industries that depend on them. The examples radically demonstrate the many types of capital the company's value creation depends on and how sudden threats may change the company's ability to operate.

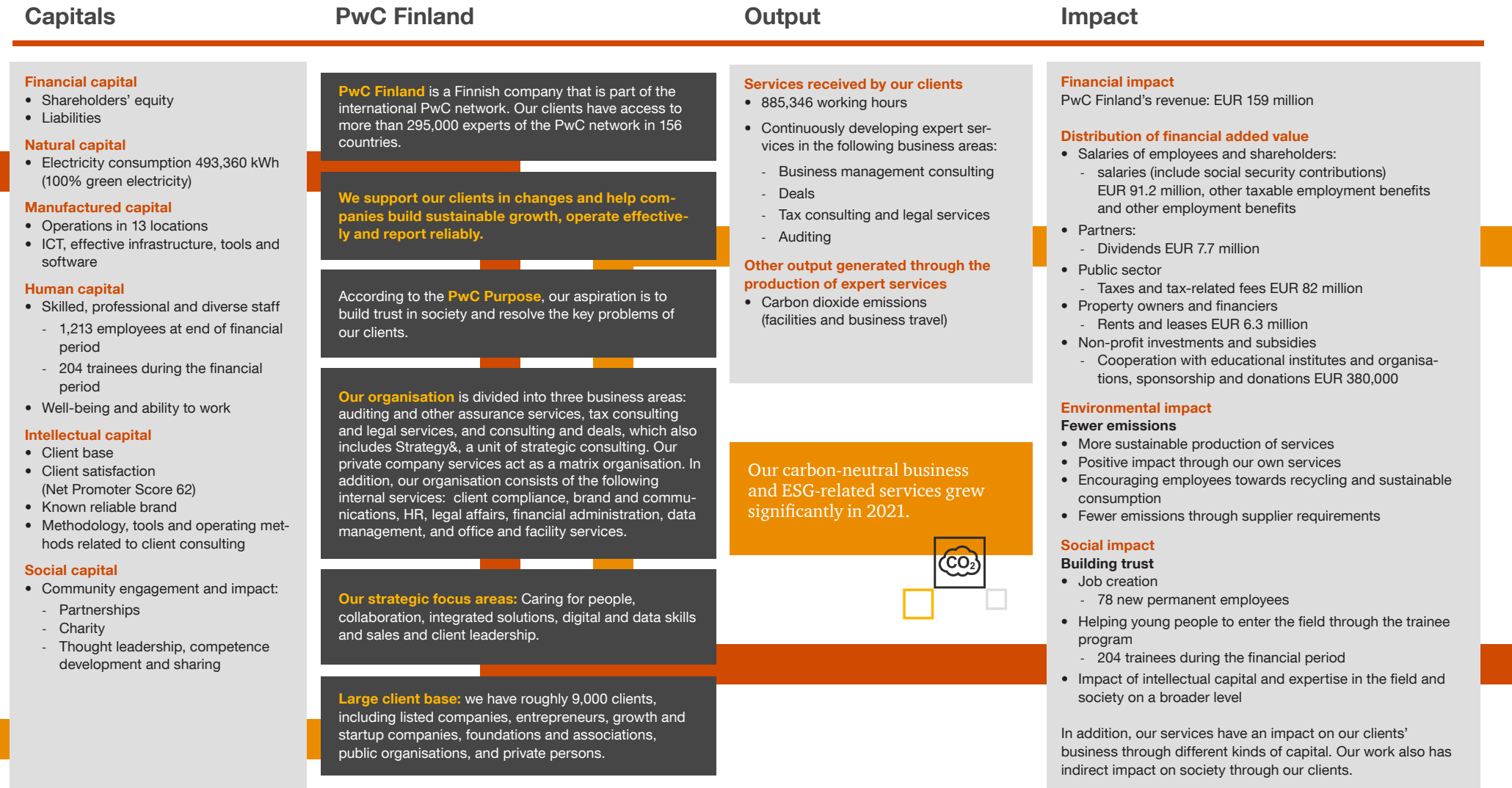
The effects of the coronavirus period and the resulting changes have already manifested as economic, social and environmental impacts, which in some cases decreased as travel was reduced. Long-

The impact of the coronavirus period and the changes it has brought have already manifested economically, socially and environmentally.



term effects are to be expected and they should be closely monitored. In assessing the future state of the factors that create value, it is likely that their behaviour can be predicted to some extent by addressing each capital type separately and considering what will happen to its availability, price and quality over the coming years. This will provide valuable information about the changes required for company's business and direction of development.

# Value creation at PwC Finland



Concerns PwC Finland's financial period of 1 July 2020–30 June 2021.



# Creating value for society

## Our tax footprint

PwC's purpose is to build trust in society and solve important problems. In building trust, transparency is often a key factor. That is why we also want to be transparent about the direct financial consequences of our company's activities for the surrounding society in the form of taxes and tax-related fees and how we take care of our obligations in relation to these payments. We believe that our own active dialogue in this format will also encourage transparency among other actors.



Markku Hakkarainen, Tax & Legal Leader at PwC Finland

The service provided to our clients creates added financial value for both PwC and PwC employees as well as the society: added value is distributed to our employees and shareholders living in Finland in the form of salaries, performance bonuses and dividends. This added value will result in various contributions for society in the form of corporate income tax, value added tax, personal taxation contributions and social and pension insurance contributions.

*"In other words, the income our company receives is, after the debited VAT*

*and rents, divided between employees and shareholders in the form of compensation, as well as the state and municipalities in the form of taxes and tax-like charges,"* says our Tax and Legal Leader **Markku Hakkarainen**.

*"The global need for transparency and more detailed reporting on corporate responsibility in terms of taxes has resulted in companies also publicly reporting their tax matters in a more transparent manner. In our opinion, reporting is welcome because it shows how significant the contribution of company's a value*

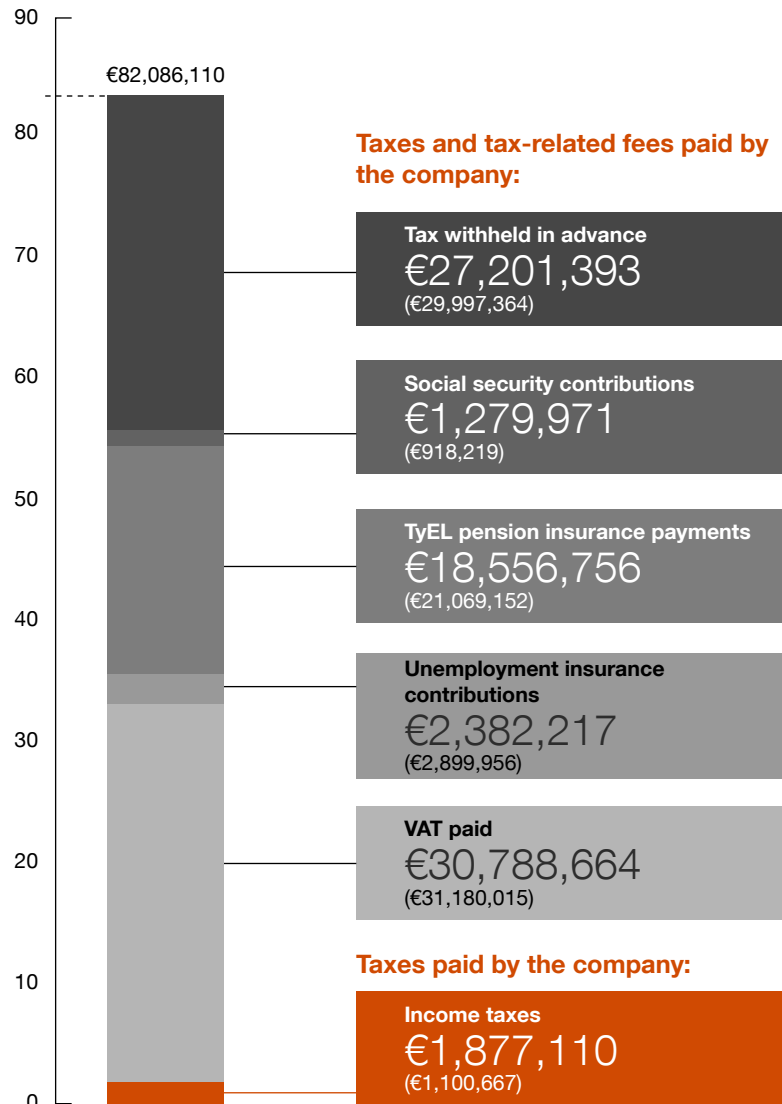
*creation and economic activity is to the surrounding society in the form of different taxes,"* says Hakkarainen.

### **PwC Finland's tax footprint**

All PwC Finland's business operations are carried out by PricewaterhouseCoopers Oy, which is wholly and directly owned by its shareholders living in Finland. The company's operations are not funded from abroad and it does not have any interest-bearing liabilities.

The variable salary portions paid by the company to its shareholders and staff

## Taxes and tax-like charges paid and reported by PwC Finland for the financial year 2021 (2020)



are determined according to the company's results, the fulfilment of personal goals and high-quality operations based on our values. In addition to salary, the shareholders also receive dividends from the company. Shareholders do not receive any salary or other personal financial payments from the PwC network.

The company's annual operating profit is mainly used to remunerate staff and shareholders.

Our turnover for the financial period totalled EUR 159 million, while the total

amount of taxes and tax-like charges and payments was more than EUR 82 million. Totalling EUR 51 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 clear goal is to be the best company in our field when it comes to corporate responsibility. We want to set ambitious responsibility goals, and we report on their implementation annually. We focus our efforts on the most essential issues, while also considering the international goals of the PwC network.



# Sustainability and its management at PwC

The most important corporate responsibility matters for our company are responsibility in our business operations and responsibility in matters concerning our staff, and equality and diversity. In addition, we also centre our work on the two focus areas of responsibility of PwC network: social engagement and environmental stewardship. All these constitute the four themes of our corporate responsibility.

For our operations, we will draft a multi-annual programme for corporate responsibility every strategy term, which will be approved by the Territory Leadership Team. The programme focuses on the four selected themes, and its purpose is also to support our business strategy. In addition, we have an equality and diversity strategy that covers the period up to 2023.

The annual action plan includes the practical measures by which both the corporate responsibility programme and the equality and diversity strategy are integrated into service production, staff and equality issues, social engagement and environmental stewardship

## Responsibilities and management

At PwC, corporate responsibility is managed and coordinated by the Corporate Responsibility Partner who reports to the CEO. **Sirpa Juutinen** operated in this role until the end of the financial period 2021. **Tiina Puukkoniemi** has been appointed as the new Corporate Responsibility Partner at PwC Finland starting from 1 July 2021.

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 **Janne Rajalahti**, 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 last financial period, the CR Steering Group convened eight times.

PwC's Territory Leadership Team has the overall responsibility for corporate responsibility. The Corporate Responsibility Partner reports on the overall

## Four focus areas in our corporate responsibility programme





The members of PwC Finland's CR Steering Group include (from left) Mikael Guarnieri, Kaisa Heikkinen, Leena Tiensuu, Janne Rajalahti, Kati Tammilehto, Petri Seppälä, Johanna Niemelä, Jarkko Sihvonen, Tiina Puukkoniemi and Maija Tenhunen.

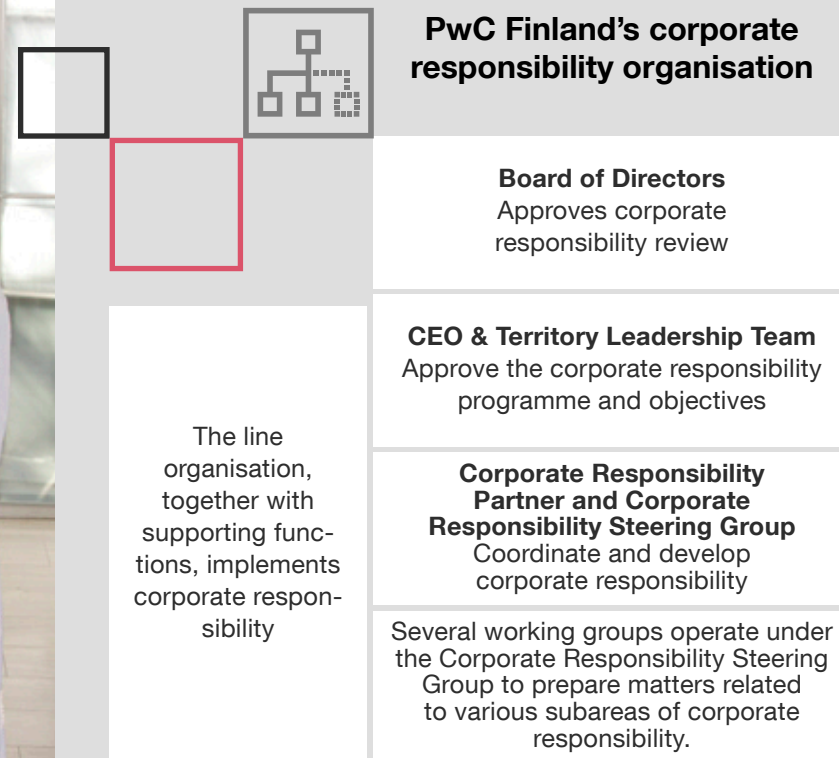
situation in corporate responsibility matters to the Territory Leadership Team at least twice a year, presents a review of the achievement of targets and the development of corporate responsibility in various subareas. The Territory Leadership Team also receives an annual review of the implementation of the equality and diversity strategy. The Board of Directors discusses and approves the corporate responsibility review.

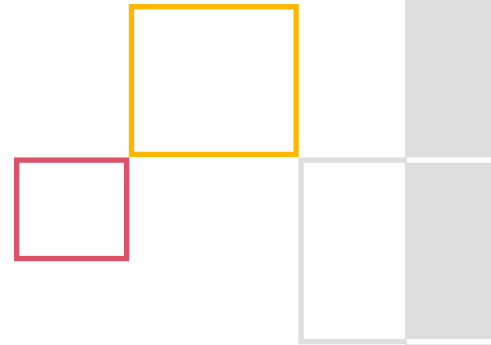
We lead corporate responsibility as part of our business operations. Directors of business areas are responsible for the practical implementation of activities, being supported by the Corporate Responsibility Partner and members of the CR Steering Group. If required, experts of the Sustainability & Climate Change business area offer their support to PwC Finland's responsibility work.

### The PwC network aims to become carbon neutral by 2030

PwC network's goal to be carbon neutral by 2030 is ambitious. To achieve this, we need to implement concrete changes to our operating methods.

The implementation of the changes requires commitment and resourcing, which is why Net Zero Leaders have





been appointed to different PwC countries. In Finland, this task was assigned to COO **Kati Tammilehto** in the last financial period. Tammilehto is also a member of the Corporate Responsibility Steering Group. We will provide more details on environmental stewardship later in this review.

#### **Diversity & Inclusion Steering Group started its operations**

We have developed our work on equality and diversity for years as part of our corporate responsibility. The diversity strategy extending to 2023 supports development which various business areas are responsible with the partner responsible for equality and diversity.

In order to strengthen the equality management, we established Diversity & Inclusion Steering Group, the chairman of which is our CEO **Mikko Nieminen**. The key member of the group is PwC Finland's Diversity and Inclusion Leader, a partner for equality and diversity. **Niina Vilske** was appointed to this role 1 July 2021 after the retirement of Sirpa Juutinen.

The task of Diversity & Inclusion Steering Group is to support the CEO and Territory Leadership Team in creating a common vision of equality and diversity, supporting business areas in implementing the diversity strategy, drawing up the annual action plan and targets, and identifying development needs for equality and non-discrimination, for example.

In the action plans for business areas, it is essential to involve the promotion of equality as part of the management system and thus a part of the day-to-day operations and decision-making. This requires that targets are clearly set, and the achievement of those targets is measured and monitored.

*"It has been gratifying to see the business area managers' determined efforts and the support from HR management to promote equality,"* says Niina Vilske.

We will provide more details on our sustainability work in all areas of corporate responsibility in the following chapters of this review.



## **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 utilised 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.

#### The most important SDGs to PwC Finland



##### Providing 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 environmental stewardship and equal treatment of people, through various campaigns and training. We will also invest significantly in developing the digital expertise of the staff, for it has become an important issue.



##### Gender equality

According to the diversity guidelines of the PwC network, PwC Finland also pays attention to diversity, in particular to

equality between men and women, the equal treatment of sexual and gender minorities, and the acceptance and appreciation of other kinds of 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.







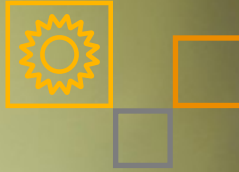
##### Climate action

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

developing our operating methods in a more sustainable direction towards the PwC network's goal to become globally carbon neutral by 2030. Travelling is an integral part of our client work, and travel by air forms a significant factor in our carbon footprint. We began to offset carbon dioxide emissions from our air travel in 2018, and we will expand our emissions compensation for other purposes in the coming years as well.

## PwC Finland's corporate responsibility goals

Sub-areas	Goals for 2024 strategy term	Measures for 2021 financial period
 <p>Sustainable business operations</p>	<p>We build trust in society and solve our clients' most important problems. We want to be the most trusted ESG advisor.</p>	<ul style="list-style-type: none"> <li>• We will strengthen the realisation of PwC's purpose in PwC's business by concretely and practically reviewing the intersections of the purpose with the business.</li> <li>• We will continue and tighten cooperation between our different areas of expertise to develop our ESG services, such as Net Zero services. This enables us to support our clients on their journey toward carbon-neutral and all-around responsible business.</li> <li>• We invest heavily in developing our staff's expertise in ESG and sustainability issues to support our clients on their journey to increasingly responsible business and to provide our clients with ever-improving non-financial reporting assurance and consulting services.</li> </ul>
 <p>Staff and diversity</p>	<p>We want to be a respected and respectful employer. We create an encouraging and safe work environment that inspires employees to develop in their careers.</p>	<ul style="list-style-type: none"> <li>• We will continue to significantly develop our data and digital competencies throughout the organization so that we can better meet client needs and innovate our own way of working. We believe this also contributes to job satisfaction.</li> <li>• We invest in the development of supervisory work. Our goal is to identify possible challenges, especially those related to mental health and coping, at an early stage and to strengthen the sense of psychological security that makes it easier to talk about challenges.</li> <li>• We educate our staff and communicate about diversity extensively. We are launching a diversity steering group to gain knowledge and suggestions for action from different levels of the organisation. We implement these measures in our business operations following the individual plans of these operations that are based on the firm-level Diversity strategy.</li> <li>• We will develop occupational health and well-being (BeWell programme) as a whole to prevent and address the challenges of coping at an early stage.</li> <li>• We implement a new flexible working model that supports work-life balance and development at work.</li> </ul>
 <p>Community engagement</p>	<p>We play our part to help those in need by taking part in concrete volunteer work. With our expertise, we bring new perspectives and added value to the societal debate to address important issues.</p>	<ul style="list-style-type: none"> <li>• Through volunteering, we support the digitalisation of society by targeting our support at groups that are at risk of falling outside digitalisation. We do this in collaboration with care organisations for the elderly.</li> <li>• We will continue to support staff's volunteer work.</li> <li>• We will develop a model in which we can assist in the development of the activities and governance of non-profit organisations in the form of volunteering.</li> <li>• We bring new perspectives and added value to the social debate to address important issues in the form of lectures, podcasts, articles and other dialogue.</li> </ul>
 <p>Environmental stewardship</p>	<p>We are committed to the PwC network's global goal of achieving carbon neutrality by 2030 and are working to increase environmental and responsibility awareness of our staff.</p>	<ul style="list-style-type: none"> <li>• We will enhance our environmental impact monitoring and expand our reporting as part of the PwC network's Net Zero commitment.</li> <li>• We involve our staff in environmental and responsibility work through workshops and various events around the theme.</li> <li>• We will refine our travel instructions and consider our means and need to travel more carefully.</li> <li>• We will expand the number of suppliers participating in responsibility training and increase the monitoring of suppliers committed to low carbon.</li> </ul>



# Sustainable business operations

Companies need specialised corporate responsibility experts to develop, report and manage responsibility. When it comes to renewing strategy, improving processes and, for example, developing the procurement and production chain, responsibility must be a key part of the consulting services. This was a clear message that we received from our clients and other stakeholders a few years ago. Another important matter for PwC's responsible business operations is the ethical nature of business, including factors related to independence and quality.



# Sustainable business operations

We have met the expectations of integrating sustainability in our services by, for example, developing competences regarding ESG (Environment, Social, Governance) matters and tax footprint, and our ability to support our clients comprehensively in their transition to low-carbon business solutions. Sustainability as part of other PwC services is increasingly more visible in PwC's business strategy.

As part of our strategy launched in autumn 2020, we promoted our environmental services to a PwC-level Net Zero service area that combines all business areas. Our investments in the expansion and deepening of expertise, as well as the development of overall solutions, manifested as a significant growth in our carbon-neutral business and ESG-related services.

*"ESG matters have rapidly surfaced on the agenda of the Board of Directors and senior management. This has been reflected in significant growth in ESG-related services. During the last financial period, we focused particularly on climate services. We will develop*

*ESG services related to different areas of expertise in line with the PwC's global The New Equation strategy," says **Jussi Nokkala**, our expert responsible for ESG Services.*

**Regulation also accelerates the development of sustainability services** Responding to the climate change challenges requires changes in the systemic level to which, for example, the Paris Climate Agreement, EU's Green Deal programme and the Sustainable Finance package provide guidance and encouragement. For example, the financial reporting obligations and sustainability classification system (taxonomy) provide a number of changes.

At best, these changes will make it possible to move towards low carbon efficiency by allocating funding to it. At the same time, they will introduce new demands to companies. For example, the need to verify reported data is increasing as banks have partly started tying loan conditions and interest margins to the company's emission reductions, for example. The increase in the number of Green Bonds is also reflected in the

demand for assurance services.

The forthcoming reform of the EU sustainability reporting will, in a few years' time, subject a large number of companies to mandatory verification. This will also be reflected in the content and manner of producing PwC's sustainability services, and we have started preparing for all this.

## **Sustainability is also achieved in our service production**

Sustainable business operations are not just about providing sustainable services. Sustainability must also be established in our own service production. It is supported by compliance with the code of ethics of the PwC network in all our business 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, sys-



Jussi Nokkala, Sustainability & Climate Change Leader at PwC Finland

tems and training to enable the implementation and monitoring of compliance with these regulations.

In our procurement, we comply with the requirements of the PwC network's Third Party Code of Conduct, provided that our suppliers commit to them. We also

use the self-assessment form made for suppliers to monitor the compliance. In the last financial period, we launched virtual sustainability training for our suppliers and partners.

### Independence and quality of our work

Independence and quality of our work are the foundation for our operations. We believe that these matters are also part of our sustainable business operations.

In order to maintain independence and trust, we must be objective in all our work. At PwC, independence concerns the company's, partner's and staff's different financial and other relationships with audit and assurance clients, both permitted and not permitted, as they endanger or could endanger our independence. We comply with the PwC Global Independence Policy and other existing regulations regarding the independence of audit firms.

The quality of our work is strongly linked to the purpose of our operations and to the strategy of our auditing services, which includes our commitment to the quality of audits. In order to meet the quality requirements in accordance with our strategy, we have established operating principles and procedures for

the performance assessment, hiring and career progression of staff. Learn more about matters concerning the independence and quality of PwC in our transparency report that is published separately.

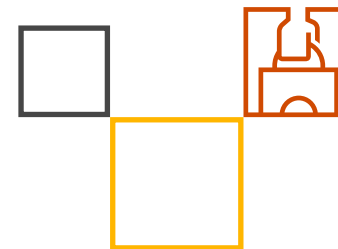
### Value based operations as part of client feedback surveys

Client experience and satisfaction are at the core of our strategy and actions, and we believe that a good client experience is an important part of our sustainable operations.

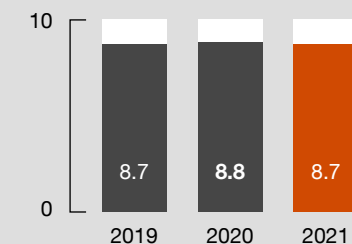
During the financial period, we renewed our feedback collection system. We also updated the contents of the survey and added questions about the realisation of our values in client assignments. This allows us to further develop our operations and services.

During the financial period, we also introduced improved internal reporting tools that enable better and more extensive utilisation of client feedback in the development of our operations.

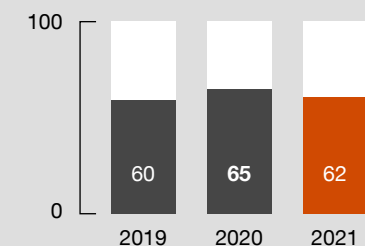
We collected a record amount of feedback: we used electronic surveys to ask for feedback from more than 4,000 clients, which is 38% more from the previous year. The response rate was 37%,



### Overall client satisfaction (0–10)



### Net promoter score (NPS)



which means that we received feedback from more than 1,500 clients. In addition to electronic surveys, we conducted dozens of in-depth interviews with selected clients throughout Finland.

The overall client satisfaction remained high, being 8.7 (in the previous period 8.8) on a scale of 0–10. Our other client satisfaction indicator is the Net Promoter Score (NPS). As well as the overall satisfaction, our client net promoter score remained at a high level of 62 (in the previous period 66).

In addition to annual project-specific feedback and client interviews, we also receive and collect feedback from other channels, such as chat services on our website and social media. All feedback is important, and we want to thank our clients once more for giving feedback.

Based on the feedback received, year after year, our clients appreciate the competence and accessibility of our experts and the fact that we listen to them and understand their business operations. In addition, our clients emphasised the importance of building and maintaining

long-term client relationships as a part of the client experience and their creation.

The desire for clearer and more active communication was added to development areas. The need to identify clients' business operations and predictability, with regard to schedules and material requests, was also emphasised.

*"All feedback matters. It is important that we also receive comprehensive feedback on the way we work according to our values. This feedback emphasised the integrity of our operations, working together, and genuine caring for our clients and their success,"* says Markets Leader **Hannu Suonio**.

*"Client feedback is one of our ways to measure and ensure that our strategies and targets are put into practice. In line with our strategy, we want to ensure that our clients receive first-class service from PwC, that we solve their challenging problems, increase trust, and that our solutions are sustainable – and that the experience of working with PwC leaves a positive emotional footprint,"* says Suonio.



Hannu Suonio, PwC Finland's Markets Leader



# Staff and diversity



The financial period 2021 was still highly affected by the COVID-19 pandemic. Despite exceptional circumstances and the prevalent remote work, we continued to work in favour of our clients without interruption. As the market picked up, the need for experts was emphasised. At the same time, we identified the challenges for resilience and community spirit posed by remote work. We invested in virtual encounters, trained and supported managers and continued open communication. In spring, we also worked on the basics of a new hybrid working model.

# Staff and diversity

The number of staff at the end of the financial period was 1,213 (1,215 the previous year). The average number of staff decreased slightly (1,257, the year before: 1,286). We started the year cautiously, and then again, as we progressed towards the end of the year, we were unable to recruit at the desired pace when the labour market grew. We recruited 78 new permanent employees and offered traineeships to 204 students (240 the previous year). Many of them remained or will return to PwC after their studies. This group is important to us, and we strive to ensure a good orientation to everyone, both trainees and other new PwC employees, and thus a successful start at the PwC.

One of the key focus areas of our strategy, published in autumn 2020, is the well-being and diversity of our staff. The name of this section became Caring for people. We recognise that the environment, working life and expectations of current and future employees is changing, which is why we must develop as a company.

The strategy itself does not lead to change – active measures are required. Next, we will take a look at how we incorporated the Caring for people strat-



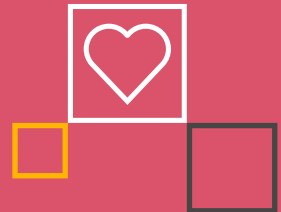
Leena Tiensuu, PwC Finland's Human Capital Leader

egy theme into our daily lives during the financial period.

## Operating methods during the coronavirus pandemic

Due to the COVID-19 pandemic, we mostly continued working remotely throughout the year. We already established clear guidelines in the spring 2020 to ensure safe operation and minimise infections. People who were exposed or

## Central areas in which we invest in:



### Career and development:

- We are constantly learning in order to be relevant in the future.
- Our career paths will be more versatile in the future.
- We give and receive feedback so that we can develop.

### Management in a changing world

- We develop management at all levels by emphasising leading by example.
- We reinforce the good management by incentives.

### Inclusive work community

- We want to be a good workplace for different people.
- We create added value through different perspectives.

### A sustainable career

- We invest in services and culture that support well-being.
- We develop flexible working models and the distribution of work.



had symptoms were isolated and tested, we imposed restrictions on gatherings and meetings and emphasised safety measures in all interactions.

Despite the recommendation on remote work, we wanted to offer people who need it an opportunity to work at the office. It has been possible to find safe workspaces in spacious premises. Our employees were also allowed to take a monitor and a keyboard home to improve work ergonomics.

We closely monitored the development of the disease and updated the guidelines on a regular basis. We communicated about the guidelines and answered questions in both the Intranet and regular staff webinars, the CEO webcasts. The webinars used an open question channel through which the employees could send questions and comments to the management. Questions and comments were answered directly through the live webinar. This continuous and open communication has received a lot of praise from the staff.

#### **Remote work challenges coping**

Changes in working life and the COVID-19 pandemic together have created a very challenging environment for coping at work. During the financial period, we aimed to support our employees in dif-

ferent ways, as, for example, the remote work experiences vary widely among individuals.

Even before the pandemic, we had identified coping as an important concern. Some people experienced an accumulation of stress during remote work, and the informal support networks provided by the manager and workplace were weaker remotely than in face-to-face situations at the office. With the way things were, we were unable to identify the challenges in all respects early enough.

Supervisory work and immediate management have central roles in making coping and a good way of working possible. The COVID-19 situation has challenged the management of teams and individuals, but also the managers' own resilience. We have invested in supporting the staff in various ways. During the last financial period, we invested particularly in the management of virtual teams and in dealing with challenging situations. The training courses focusing on these areas received good feedback from the participants. The business HR, different occupational healthcare services and our external well-being coaches have been important actors in supporting supervisory work and immediate management during the coronavirus period.

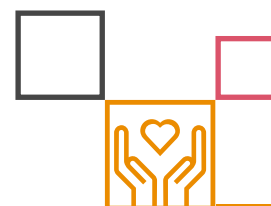
We also believe in leading by example and the significance of everyday encounters in good management. During the period, our Territory Leadership Team piloted Lead by Example training for partners, which will be carried out more extensively in autumn 2021.

#### **New Normal – towards a more flexible working model**

As the state of emergency gradually disappears, we hope to move on to a working model that combines lessons learned from remote work and flexibility, while strengthening both community and efficiency through encounters and working together.

During the spring, we developed principles for this new model known as the New Normal. In the new model, we strive to be flexible and consider personal preferences and situations. We have deliberately avoided the preparation of detailed instructions, as clients' needs, tasks, and situations vary. We believe that the best practices and working methods can be found in teams through open discussion.

In order to succeed in the transition to working in the New Normal, we need to have a safe environment for debate, where we can all consider our own wishes, the requirements for efficient work, and building communality in a solution-oriented manner. This sense of security must be further strengthened.



Supervisory work and immediate management have central roles in enabling coping and good work.



### At PwC, everyone leads and develops

We have invested in a coaching leadership model for years. Normally, all employees in management roles participate in our Inspiring Coach programme. The “Leadership at PwC” model, which originated in connection with the programme, is built on our values and lays the foundation for the kind of leadership we expect from each of us. These issues are also discussed in the annual New Manager training. A total of more than 100 experts participated in these training courses for managers during the financial period.

We offer a Career Takeoff programme for younger experts and a separate programme for new managers. A total of 75 experts participated in the Career Takeoff programme during the financial period.

Continuous learning and professional development are important reasons for many to come and stay with PwC. We learn from everyday work, but we also invest heavily in education: an average of 9.8 working days per employee.

The focus is still on the development of professional skills in each competence area. In addition, we have set our common goal to increase the digital and data skills of our staff in order to be relevant in the working life of the future. Last year,

every PwC employee was allowed to use five working days to develop their digital and data skills in a way that suited them best. PwC offers a wide range of training courses, but time could also be used for external training, self-learning or honing skills in various projects.

### Employee satisfaction and commitment are measured regularly

After a one-year break, the PwC network carried out a global staff survey. Its central indicator People Engagement Index (PEI) tells us that we have survived the challenging year quite well. In spring 2021, PEI was 78%, while in the previous survey two years earlier it was 77% (the figures are not fully comparable due to the change in the structure of the index). The results of the survey are analysed both on the basis of figures and open answers, which provide a great deal of information to support development.

We also survey the atmosphere at work with a short questionnaire on a monthly basis. Monitoring its trend and open comments give us important perspectives and insights about our employees’ thoughts.

### Incentives to support employee satisfaction

We want to reward our fantastic experts for their good performance, and that is

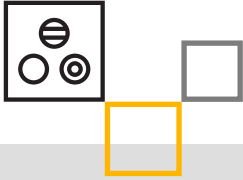
why we have a variable reward scheme that covers all employees. This year, the bonus based on the result for the financial period was significantly more than last year, amounting to EUR 6.8 million (EUR 4.6 million in the previous financial period\*). In addition, we distributed a so-called coronavirus period bonus for all employees in May, which amounted to a total of EUR 1.2 million. In addition, we have different models for fast-track incentives in use.

**9.8**  
training days/person

**78%**  
People Engagement Index

\*) The amounts of bonuses paid are reported without social security contributions that were included in the figures reported in previous years.





## Diversity and diverse work community: everyone has the right to shine

During the financial period, we established a Diversity & Inclusion Steering Group, which aims to strengthen the management of gender equality matters. The group is chaired by our CEO **Mikko Nieminen**.

We have spent many years working on diversity, and we are monitoring the measures and implementation of the diversity strategy adopted in autumn 2018. The focus is on equality between men and women. We recognise that, despite our actions, PwC is somewhat different as a workplace for women than for men. Even though the situation in each unit is different, the overall balance between the different career levels has not yet improved as expected.

We also regularly review the results of our employee surveys from the gender perspective. The discrepancies between gender responses have not fundamental-

ly narrowed. We also carry out an annual review of the staff's annual assessment process. In addition, we look at salary levels and bonuses with the intent to detect and reduce possible distortion. Equally essential is the continuous development of our various processes, such as recruitment and resourcing, to take different employees into account.

As a concrete measure, we continued our training of understanding unconscious bias and ways of thinking. Every business area also has its own annual plan to promote the gender equality strategy. Among the activities are auditing services' discussion events concerning unconscious bias and ways of thinking and inclusive work community, as well as training for new recruiting managers that examines unconscious ways of thinking.

Of course, this diversity work goes beyond the gender perspective. Every year, in connection with the Pride week, we present the PwC network's Shine theme that acknowledges sexual and

gender minorities internally and externally. The idea of the theme is that everyone has the right to shine, and this is something we are also trying to strengthen in other contexts, such as in relation to foreign employees. For example, we offer Finnish courses for our foreign employees to support their integration into Finland.

*"PwC wants to contribute to promoting equality, diversity, and non-discrimination. This is important not only for the employees of PwC, but also for our clients and stakeholders. For us to be an attractive employer in the future as well, we must commit ourselves to constantly improving equality. This does not only apply to equality between women and men, but also to equal treatment between people representing gender and sexual minorities and different cultures and beliefs,"* says **Niina Vilske**, PwC Finland's partner responsible for equality and diversity.



Niina Vilske, PwC Finland's Partner and Diversity and Inclusion Leader

The needs of clients are complex and global, and solutions for them are best implemented by people representing different backgrounds, experiences, and expertise.

*"Diverse people and diversity are a strength. Here at PwC, we want to work more decisively to promote a work community that values differences and diversity,"* says Vilske.

### International mobility

International mobility is an important form of strengthening expertise for us. The restrictions imposed by the pandemic made it difficult for many to move to or from Finland. During the year, 9 PwC Finland employees went abroad, and we had 12 posted employees and 17 other employees from PwC countries. As restrictions gradually lifted, more and more PwC employees will have the opportunity to experience working and living in another country

### Healthy employee and work community as a goal

At the beginning of the financial period, we renewed our well-being programme, which we call BeWell. Our new partners are **Mehiläinen** for occupational healthcare, and **ActPro** which focuses on preventive training.

We carried out a well-being survey in each business unit with the help of ActPro. The response rate was 68%. As a whole, the survey confirmed our understanding that a significant part of the staff would benefit from the support and that the number of people in need of immediate assistance was too high.

Based on the individual results obtained from the well-being survey, employees were advised about various service

packages: occupational healthcare, individual coaching or materials supporting well-being. Coaching was available to all PwC employees. At the coaching meetings, it was possible to discuss the physical health, stress management, and recovery with an expert, for example. In addition, different online coaching was carried out with ActPro.

The occupational healthcare reform aimed for stronger prevention, investment in supporting resilience, and close cooperation with a partner while maintaining a high service level in daily occupational healthcare. We chose Mehiläinen as a partner and started our cooperation in autumn 2020. We now have a strong cooperation to identify risk situations and to plan support measures. We want to make the services offered by Mehiläinen visible to our employees, especially in relation to mental resilience. Digital clinic, Huoli omasta jaksamisesta chat and video coaching are available to every PwC employee.



### Secondment in Finland: virtual networking and new experiences

**Chanté Jansen van Vuuren** was assigned to PwC Finland from PwC South Africa six months ago. The exceptional circumstances in the world have brought its challenges, but Chanté, who works in auditing, has been satisfied with her secondment.

*“The time spent in Finland has been the most rewarding experience of my life to date! I have made the most out of the secondment, not only from the perspective of my career, but also from the point of view of my private life. Colleagues in Finland welcomed me with warmth, and working with different people has been very fulfilling,”* says Chanté.

Despite the restrictions caused by the pandemic, Chanté has been able to participate in many virtual events and activities, and she has been able to network and build friendships with colleagues. She encourages other secondees to make the most of the experience. *“Be brave and seize the opportunities, even if it seems difficult at times!”*



### Celebrations on a screen to enhance team spirit

One of PwC's traditions is to gather together to celebrate our successes and to boost team spirit. The pandemic has forced us to come up with new forms for these gatherings. The launch of the September 2020 strategy was the first major internal virtual event. At our Christmas party, we enjoyed entertainment remotely on the screen while at home. In the summer party, we cooked vegetarian delicacies at home under the guidance of Kari Aihinen. The celebratory atmosphere was enhanced by Kuohu and PwC's own band Gains 'N Losses.

Many teams also organised various informal virtual gatherings, such as after ski events, quizzes or cook clubs. Virtual gatherings have been inspiring and appreciated, but we have yearned to organise a gathering in person.

PwC's annual family day is a much anticipated event. We had to cancel the annual family day in autumn 2020, which was unfortunate but necessary for safety.

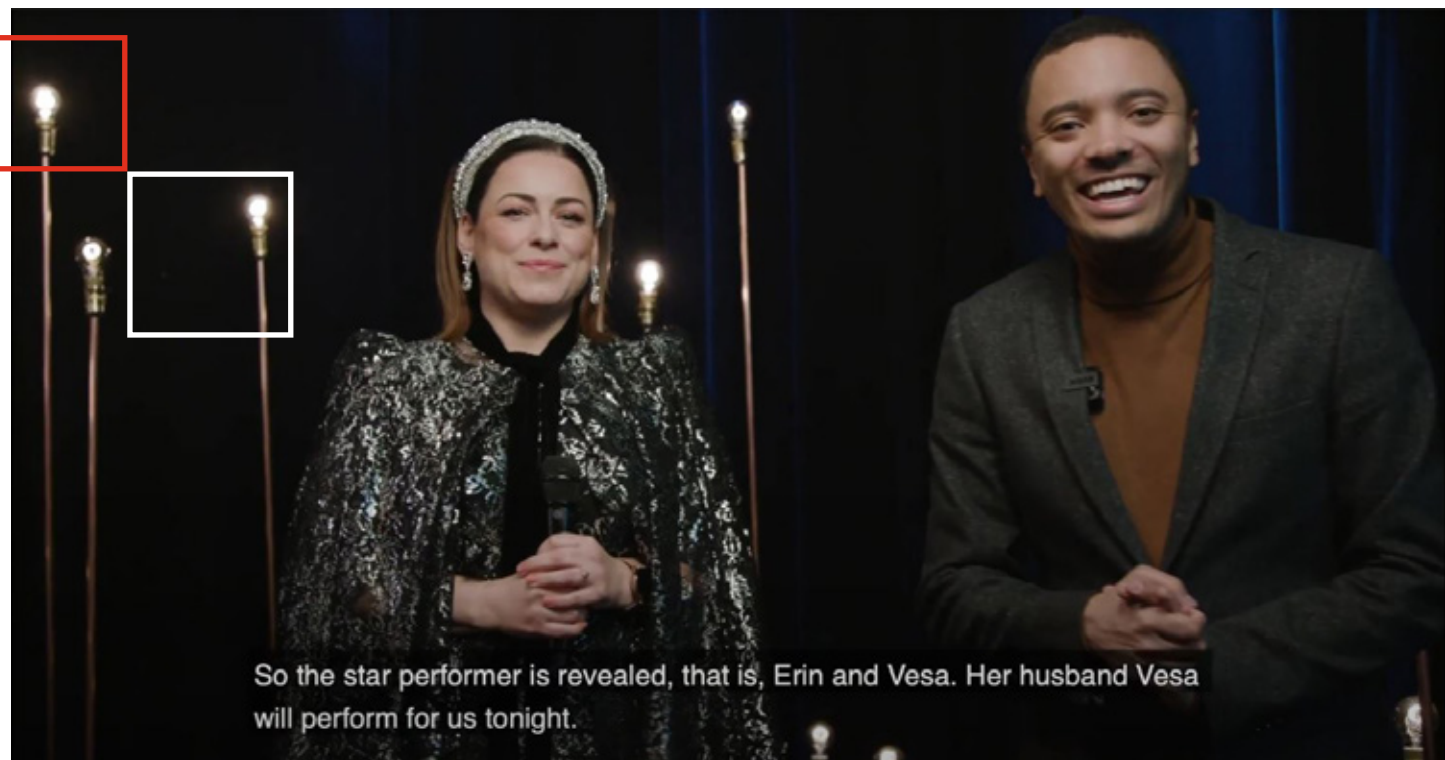
Former PwC employees are important stakeholders for us. We aim to keep in touch with them at the annual alumni

Singer-songwriter Erin captivated the audience at the PwC Christmas party, that was held virtually. Niko Koivuniemi from PwC hosted the event.

events where the atmosphere of the reunion is always joyful. The event, usually held in the autumn, was not held until spring 2021 during the last financial period, and due to the exceptional circumstances, it was organised virtually. Although this event managed to gather many alumni, we hope to see the alumni in person again soon.



Employees cooked a three-course meal with top chef Kari "Kape" Aihinen at the PwC virtual summer party

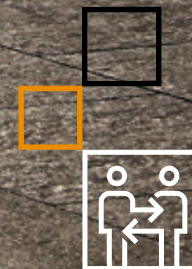


So the star performer is revealed, that is, Erin and Vesa. Her husband Vesa will perform for us tonight.



# Community engagement

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 from the perspective of social responsibility and engagement without any financial interests.





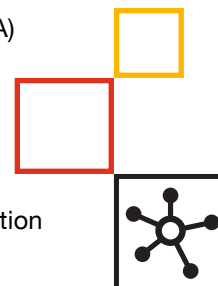
# Community engagement

## Diverse collaboration and networks

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 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 2021, our collaboration partners included

- Boardman and Boardman Grow
- DIF – Directors' Institute Finland
- FiBS Ry
- Finnish Information Security Cluster, FISC
- Future Board
- Hallituspartnerit Helsinki – Board Professionals Finland ry
- Climate Partners of the City of Helsinki
- Inklusiiv ry
- International Chamber of Commerce Finland
- Chambers of Commerce
- Finnish Family Firms Association
- Finnish Venture Capital Association (FVCA)
- Slush
- Finnish Risk Management Association SRHY
- Finnish Association of Auditors
- Association of Finnish Tax Professionals
- Suomen Yrittäjät entrepreneurial organisation



*"Sharing our expertise is part of our business operations, but we also engage in such activities from the perspective of social responsibility and engagement," says PwC's Brand & Communications Leader Kaisa Heikkinen.*

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.





## In the search for Kasvunrakentaja

This year we once again worked with the Finnish Venture Capital Association (FVCA) to arrange the Vuoden kasvunrakentaja competition. The competition seeks the most interesting and inspiring story of private equity investors' Finnish target companies, which best highlights the collaboration between private equity investors and a company building growth.

In 2021, **PHM Group**, which specialises in Nordic property management, **Supermetrics**, which offers tools to process marketing data, and **Kotkamills**, which offers alternatives for plastic, were selected in the finals of Vuoden Kasvunrakentaja 2021. In the tight competition, Kotkamills was awarded the winner.

## For the owners and the operative management

More than 250 PwC's experts serve owner-driven SMEs, growth companies and family businesses across Finland. We have supported this socially important group of companies for almost 70 years. In addition to local experts, PwC's clients receive support for internationalisation and growth from our global network.

*"In the past years in Finland, the focus has been on the appreciation of entrepreneurship and the needs of the owners. We want to offer entrepreneurs more support from start-ups to companies that have been operating for a long time,"* says **Marko Korkiakoski**, PwC Finland's Private Company Services Leader.

*"Auditing is our key service, but we also have extensive opportunities to support companies in areas such as financial management, innovation, corporate venturing, growth, internationalisation, and deals. We will also support the themes on the owner's agenda in addition to these operative matters,"* Korkiakoski says.

We are working closely with several operators promoting entrepreneurship. **The Finnish Family Firms Association** is a good example; we have been a partner of the association for two decades. The



Marko Korkiakoski, PwC Finland's Private Company Services Leader

purpose of this partnership is to promote well-planned and well-executed generational changes and to support the professional ownership and management of companies, for example, through using a shareholder strategy.

We also promote equal entrepreneurship through cooperation with **Inklusiiv ry** in the I Started This project.

We also play an active role in **Business Finland's Young Innovative Company (NIY)** funding programme, which is Finland's most important public funding instrument supporting internationalisation for small growth companies. We have been involved in the programme for

13 years, and during that time, we have trained more than 450 companies that have received funding and organised almost 100 investor panels to evaluate companies and to boost growth.

Our partnership network is comprehensive throughout Finland and offers entrepreneurs the opportunity to be even closer to our experts. Virtual events have become an increasingly important means of connecting people and discussing topical issues. We have organised topical events in collaboration with **Boardman Grow** and **Future Board**. We also collaborate regionally with chambers of commerce and business organisations.



*“The I Started This project combines inclusiveness with the promotion entrepreneurship that is essential for us. We need to take inclusiveness seriously in the work community, and as the main partner in this project, we have been able to make a concrete contribution to this and to raise awareness on the topic both internally and to our stakeholders,” says **Sanna-Maria Lanki**, PwC representative in collaboration.*

For us, an important way to support entrepreneurship in both Finland and the world is our multi-annual cooperation with **Slush** and PwC’s international network. We have sponsored Slush for more than 10 years, of which five years have been as a global partner. Due to the coronavirus situation, Slush was organised virtually in autumn 2020. The most significant event for PwC was the PwCxSlush webinar in November, in which almost 800 decision-makers from 73 countries took part.

#### **Collaboration with educational institutions as the key to recruitment**

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. Our goal is to highlight the wide range of career opportunities that we can offer to students as an employer.

During the financial period 2021, we acted as a partner for **Aalto University School of Business** and **Hanken School of Economics**. We also worked actively with many universities, student unions, and student organisations throughout Finland.

Over the past number of years, our collaboration with universities of applied sciences has intensified steadily, as we are offering an increasing number of

positions to graduates from these institutions. We have primarily worked with students of commerce, law, and technical education, but we have also taken steps to advertise ourselves to IT and technology students.

**On PwC Finland’s Instagram account**, we present the work and daily life of our experts, and this way build PwC’s employer brand. Our goal is to introduce our work to different stakeholders, students and potential job seekers.

The content highlights easy-to-approach materials, such as various videos and images, where our experts share their work at PwC. The Instagram account also focuses on the cooperation with different educational institutions. Through the collaborations, we introduced the students to ESG issues and the work we do for sustainable development, for example.





Due to the COVID-19 pandemic that started last year, we continued cooperation with educational institutions mainly in a virtual form. We organised many virtual events for students, including webinars on taxation and auditing in connection with the trainee recruitment campaign. These events served to demonstrate the operations of our business units and we showcased the experiences of our experts at different stages of their career at PwC.

In the financial period of 2021, 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
- University of Lapland
- Lappeenranta-Lahti University of Technology LUT
- University of Oulu
- Tampere University
- Turku School of Economics
- University of Turku
- University of Vaasa
- Åbo Akademi University

#### **Sharing information and networking in a virtual form**

Various expert events, seminars, and webinars are a way to share our exper-

tise, engage in dialogue with different stakeholders, and to network. As the coronavirus situation continued throughout the financial period, we arranged all our events virtually, amounting to approximately 70 events or event series for senior management, board members, entrepreneurs, associations, and foundations. We arranged some of the events in cooperation with our partners.

At our events, we offered current topics and best practices, for example, in relation to legal matters, financial administration, reporting, taxation, and corporate deals and reorganisations. We discussed ESG themes in the corporate responsibility reporting webinar “Yritysvastuuraportoinnin varmennusklินิกка” and the webinar for PwC’s global family business survey.

Our virtual event attracted thousands of participants and, based on the feedback received, we are happy to say that we succeeded in our objective to organise even better virtual events and in our efforts to deliver better quality client experiences.

The coronavirus situation has increased the need for virtual events and video production, and we completed the building of a studio for our use during the spring. This will enable us to continue to focus on better interaction and use of technology to create better-quality virtual events (webinars/webcasts) and





videos, thereby providing an even better client experience. The studio's utilisation rate has been high since the day it was completed.

### Studies and publications for the benefit of stakeholders

During the last 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. There are both sector-specific publications and publications focusing on different business areas.

The publications include the Global Family Business Survey, which was published in February 2021 and is conducted every other year, and the annual Global CEO Survey published in March. We were happy to receive numerous responses also from Finland with personal interviews. Both publications offer interesting views on, for example, the challenges and opportunities posed by the pandemic as well as sustainability.

You can read more about our publications online at [www.pwc.fi/en/publications.html](http://www.pwc.fi/en/publications.html).

An important channel for both external and internal information sharing is our Uutishuone, where we publish news, blog posts, and articles on current affairs by our experts. The topical content at-

tracts more than half of the total number of visitors to our website.

Our podcast launched in September 2018 continued actively during the financial period. Our experts discussed issues such as sustainable business operations, management, ownership, and taxation with various guests.

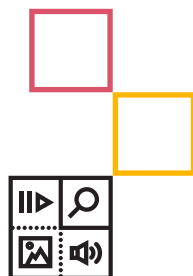
PwC's podcasts can be found on Soundcloud, iTunes and Spotify, and all together at [pwc.fi/fi/podcast](http://pwc.fi/fi/podcast).

### Interaction in social media

PwC Finland has a profile on LinkedIn, Twitter, Facebook, Instagram, and YouTube. In addition to sharing information, social media channels provide us with 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 discussions, and to serve our clients through the channels that are most relevant to them.



Climate influencer Saara Kankaanrinta visited PwC's Corporate Responsibility Partner Sirpa Juutinen in PwC's podcast. Sanna-Maria Lanki talked about entrepreneurship with Head of Communications & Marketing Iina Salminen, and Taaleri's Investment Director Tero Luoma visited Marko Korkiakoski's podcast series about ownership.



### Volunteer work and traditional Christmas donation

Our employees have the opportunity to use one working day to engage in volunteer work during the financial period. Our volunteers worked with **HelsinkiMissio**, **Helsinki Seniorisäätiö**, **Hope**, and the **Finnish Red Cross**.

During the 2021 financial period, 39 PwC employees took up the opportunity and put in a total of 193 hours of volunteer work.

*“Unfortunately, the coronavirus situation cancelled many plans during the financial period, which is reflected in the figures of our volunteer work,”* says **Tiina Puukkoniemi**, Corporate Responsibility Partner.

Our staff can vote for a charity target to donate our so-called Christmas bonus to. This is something that has become somewhat of a tradition for us. The **Federation of Mother and Child Homes and Shelters** gained most votes and was given our donation Christmas 2020.

We also took part in the Joulupuu Christmas donation initiative, to which the staff of our Helsinki office donated Christmas gifts. The Joulupuu Christmas donation initiative collects Christmas gifts for children and young people within the scope of child protection, care, foster care, children’s home or another challenging situation. The collection is organised by **Joulupuu ry**.

### Staff voted Federation of Mother and Child Homes and Shelters as the recipient for the Christmas donation

As this is somewhat of a tradition to us, every Christmas our staff can vote for a charity to donate our so-called Christmas donation to. At Christmas 2020 the donation sum was EUR 20,000. The Federation of Mother and Child Homes and Shelters gained most votes.

The Federation of Mother and Child Homes and Shelters helps children, young people, and families with children in difficult situations due to problems in families with infants, separation, domestic violence or drugs.

There has never been more children and families in demand for the services of member associations of the Federation of Mother and Child Homes and Shelters. In 2020, the Federation helped more than 23,700 people, of which 6,600 were children. The number has increased by several thousand during the coronavirus period. The pandemic has deteriorated the resilience of families with infants in particular. Based on the experiences of the Federation of Mother and Child Homes and Shelters, families with infants have been left alone with their problems for too long.

During the pandemic, the Federation’s national chats (Apua vauvaperheille, Apua eroon, Apua väkivaltaan and Vauvaperheet ja päihteet) have reached children and families in need of help very well. The Federation has still been able to secure individual help in the form of personal meetings, and 24-hour mother and child homes and shelter have operated normally.

*“Responding quickly to the growing distress of people shows the flexibility and ability of the associations to react to the changing situation,”* says **Riitta Särkelä**, Secretary General of the Federation of Mother and Child Homes and Shelters.

*“Your donation helped us to better help children, young people and their families in need of support to establish a new beginning. The support is also an important indication that the well-being of children, young people and families with children is a matter that concerns us all,”* says Särkelä.







# Environmental stewardship

During the past financial period, we have promoted the environmental stewardship goals set for the strategy term to increase the staff's environment and sustainability awareness, reduce our environmental impacts, and to take responsibility into account in our procurement processes.





# Environmental stewardship

During the financial period, we also committed to achieving the global goal of becoming carbon neutral by 2030 set by the PwC network. In the coming years, we will gradually take concrete steps towards achieving this goal.

In order to increase the environmental and sustainability awareness of our employees, we published a handbook on corporate responsibility. The handbook contains a compilation of the most important aspects of PwC Finland's corporate responsibility, such as environmental policy and environmental matters of our offices. In addition, we created an annual planning cycle of corporate responsibility communications to promote the planning and implementation of events.

We arranged two corporate responsibility events in virtual form for our staff. The events described the significance of corporate responsibility for PwC, our Net Zero programme, as well as the goals and actions of the corporate responsibility programme in the coming years.

We published internal newsletters and podcasts where topical issues were discussed, such as the Earth Hour, switching to LED lighting, recycling reminders, responsible tourism, the benefits of

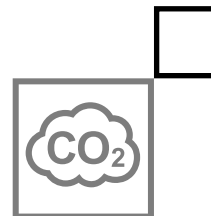
vegetarian food, and the improvement of the pollinators' living environment. In external channels, we published podcasts where we reported, for example, The PwC network and PwC Finland's Net Zero initiative.

In order to reduce our environmental impact, we abandoned all beverage refrigerators in our premises, which means that we save plastic the amount of approximately 160,000 plastic bottles each year. We continued to renew our electricity contracts so that we now use green electricity in all our offices that have an electricity contract with us and a total of 95% of our offices.

At our Helsinki office, we completed moving to LED lighting, which also reduced our electricity consumption and carbon footprint. Total electricity consumption in our Helsinki office decreased by 44%. The decrease in electricity consumption was also partly due to the increase in the amount of remote work. Due to the pandemic, there was little room for business travel during the financial period and the number of remote meetings rose by 182% from the previous year. The actual changes in travel and the resulting reduction in the carbon footprint are still goals after the pandemic.



Kati Tammilehto, PwC Finland's Chief Operating Officer



The PwC network has set its Net Zero goal to become globally carbon neutral by 2030. PwC Finland is also committed to this goal.



### Sustainability in our Helsinki facilities

PwC Finland has facilities in regions around Finland. However, our Helsinki office at the Itämerentori in Ruoholahti is the primary place of work for more than 80% of our staff, so the impact of this property on our carbon footprint is essential.

The Itämerentori property has the BREEAM In-Use environmental certification with Very Good level. The property's energy efficiency project was completed in October 2020. The project aims to cut energy consumption by 25% from 2016. By the end of 2020, energy consumption had decreased by 23% from the level of 2016, in which the impact of the coronavirus pandemic on the number of users of the property was also visible.

Emissions from property electricity, heating, cooling, waste management and water consumption have been taken into account in the calculation of the carbon footprint of the Itämerentori office building. The carbon footprint decreased by 43% year-on-year. The largest share of the carbon footprint is in district heating (89%), and we are committed to surveying the alternatives with the property owner.

The solar panels installed on the roof of the Itämerentori property have generated 47.2 MWh electricity over the past year, accounting for 9.6% of the electricity in the building. Other electricity used in the property is produced by wind power.



### Net Zero – for the climate

The PwC network has set its Net Zero goal to become globally carbon neutral by 2030. Our emissions reduction goals are based on up-to-date climatology through the International Science Based Targets Initiative (SBT).

The starting level of our review is the 2019 financial period. By 2030, we are committed to:

- 1) reducing emissions from our own operations (scope 1 & 2) by 50%
- 2) reducing emissions from business travel (scope 3) by 50%
- 3) supporting our external partners to set their own science-based emissions targets to cover 50% of the products and services we buy by 2025.

Of the remaining carbon dioxide emissions, we have compensated for the impact of air travel since 2018.

In the coming years, we will expand our emissions compensation to other targets as well.

In addition, our goal is to support our clients in setting emission targets and to influence our other stakeholders and decision-makers, thereby supporting sustainable development and the implementation of international environmental goals. Our commitment is in line with the Paris Agreement, which pursues the limitation of global warming to 1.5°C.

PwC Finland is committed to the targets of the global PwC network.

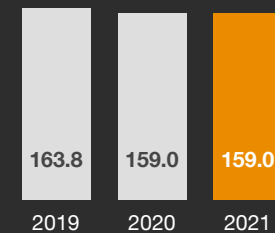
*“The companies play an important role in the fight against climate change. As an expert organisation, we need to set an example in our own work, and we also have a great opportunity to play an important role in helping our clients’ transition to low carbon emissions,”* says PwC Finland’s Net Zero Leader **Kati Tammilehto**.

# Our key figures and appendices

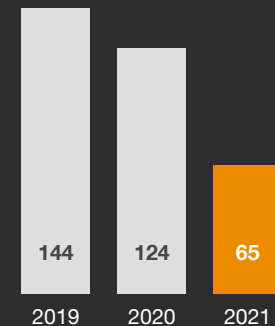
Business operations		FY 2021	FY 2020	FY 2019
Turnover	EUR million	159.0	159.0	163.8
Statutory audit services	EUR million	58.5	70.2	71.4
Other services	EUR million	100.6	88.8	92.4
Staff expenses	EUR million	111.7	98.1	101.2
Purchased services and other operating expenses	EUR million	31.6	45.8	45.9
Operating profit	EUR million	15.0	14.5	15.8
Income taxes	EUR million	1.9	1.0	1.1
Profit for the period	EUR million	13.3	13.8	15.0
Overall client satisfaction	(0–10)	8.7	8.8	8.7
Net promoter score (NPS)		62	65	59.6
<b>Social impact</b>				
Work with educational institutes and organisations, sponsorship and donations		380	464	446

Environment		FY 2021	FY 2020	FY 2019
<b>Greenhouse gas emissions <sup>1)</sup></b>				
Scope 1: direct emissions <sup>4)</sup>	tn CO <sub>2</sub> e	124.15	157.04	183.81
Scope 2: power consumption <sup>2)</sup>	tn CO <sub>2</sub> e	0	0	0
Scope 2: Heating and cooling energy <sup>5)</sup>	tn CO <sub>2</sub> e	65	124	144
Scope 3: air travel <sup>3)</sup>	tn CO <sub>2</sub>	29	586	657
Scope 3: road travel	tn CO <sub>2</sub>	26	91	127
Total emissions (market-based)	tn CO <sub>2</sub> e	535.65	1,148	968
Total emissions (location based)	tn CO <sub>2</sub> e	600.28	1,272.59	1,111.55
<b>Business travel</b>				
Air mileage	km	123,746	4,284,974	5,993,306
Kilometres driven	km	248,212	774,340	1,051,405
Kilometres flown per person	km	98	3,332	4,885
Kilometres driven per person	km	197	602	857
<b>Energy</b>				
Power consumption <sup>2)</sup>	kWh	493,360	882,641	909,691
Heating and cooling energy	kWh	2,284,234	2,224,662	2 662,582

Revenue EUR million



Heating and cooling energy  
tn CO<sub>2</sub>e



1) We report our greenhouse gas emissions according to the 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. The location-based greenhouse gas emissions caused by electricity are based on the CO<sub>2</sub> emission factor three-year moving average of 131 kg CO<sub>2</sub>/MWh produced by Motiva. The emissions caused by district heating and cooling are based on Helen's specific emission factor heat 182 kg CO<sub>2</sub>/MWh.

2) The electricity and heating consumption figures cover the Helsinki office. Approximately 83% of the employees of PwC Finland are employed in the Helsinki office.

3) We have compensated for all the emissions from our air travel since 2019.

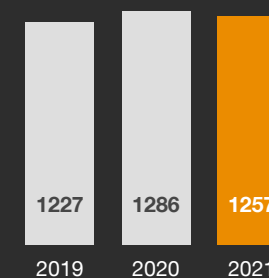
4) We have specified the scope of the calculation, the data for previous years have been updated and are comparable. The figure includes emissions from company cars.

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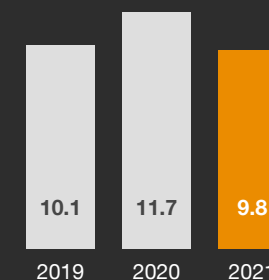


Staff		FY 2021	FY 2020	FY 2019
Average number of staff during the financial period	persons	1,257	1,286	1,227
Number of staff at the end of the financial	persons	1,213	1,215	1,196
- Audit services, statutory audit	persons	501	519	539
- Other services	persons	588	579	553
- Internal services and support functions	persons	124	117	104
Voluntary employee turnover	%	13.6	13.6	14.9
Recruited employees (regular) during the financial period	persons	78	154	196
Trainees over the financial period	persons	204	240	234
Average no. of part-time employees during the financial period	persons	128	111	118
Average no. of employees on family leave during the financial period	persons	52	50	50
Average no. of employees returning from family leave during the financial period	persons	71	52	66
Average term of employment	years	6.4	6	5.7
<b>Staff's diversity</b>				
Staff gender distribution	F/M %	53/47	53/47	54/46
Board of Directors	persons (F/M)	1/6	2/5	1/6
Territory Leadership Team	persons (F/M)	2/7	2/7	2/7
Average age of staff	years	36.4	35.3	35.2
<b>Employee satisfaction and occupational wellbeing</b>				
Response rate to the Global People Survey <sup>1)</sup>	%	65	-	65
People Engagement Index (PEI) <sup>1)</sup>	%	76	-	77
Sick leave rate	%	2.0	2.2	2.5
Accidents at work and on work journeys	no.	5	10	20
<b>Talent management</b>				
Total number of training days	days	10,939	13,406	11,198
Training days per person (FTE) <sup>2)</sup>	days	9.8	11.7	10.1
Training costs per person (FTE) <sup>2)</sup>	EUR per person	560	1,772	2186
Training offered by PwC experts	days	342	748	576
No. of APA/CPA/CPFA/CIA	person	20	23	27
<b>Staff incentives</b>				
Salaries (incl. other expenses)	EUR million	91.2	90.8	90.7
Profit-based bonuses and variable pay (incl. other expenses)	EUR million	20.5	7.3	10.5
Dividends paid	EUR million	7.7	6.2	4.2
Input-based dividends	EUR million	5.2	8.8	10

Average number of staff



Training days per person



1) No comparison figure is available for 2020, as the survey was not carried out due to the exceptional circumstances caused by the COVID-19 pandemic.

2) FTE = Full Time Employees.

## Other staff related key figures

Average training hours	Male	Female
Partner	24.0	33.6
Salaried Partner	18.0	45.2
Director	27.5	40.3
Senior Manager	31.1	44.6
Manager	53.2	45.2
Senior Associate	85.2	72.4
Associate	85.4	70.4
Intern	33.5	38.6
Admin	13.2	21.1
<b>Total</b>		

Recruitments	Male	Female
Less than 30 years of age	131	136
30–50 years of age	28	28
More than 50 years of age	5	5
<b>Total</b>	<b>164</b>	<b>169</b>

Age and gender distribution of Board members	Male	Female
Less than 30 years	0	0
30–50 years	2	0
More than 50 years	4	1
<b>Total</b>	<b>6</b>	<b>1</b>

Fixed-term vs. permanent employees	Male	Female
Fixed-term employment relationship	29	30
Permanent employment relationship	540	614
<b>Total</b>	<b>569</b>	<b>644</b>

Full-time vs. part-time employees	Male	Female
Full-time	524	571
Part-time	43	75
<b>Total</b>	<b>567</b>	<b>646</b>

Employees with a contract vs. leased employees	Male	Female
Contract	566	644
Leased employees	3	0
<b>Total</b>	<b>569</b>	<b>644</b>

Staff turnover	Starting employees		Leaving employees		Staff		Turnover, %	
	Male	Female	Male	Female	Male	Female	Male	Female
Less than 30 years of age	128	138	17	40	126	148	13.5%	27.0%
30–50 years of age	28	28	48	33	309	351	15.5%	9.4%
More than 50 years of age	5	5	0	2	61	65	0.0%	3.1%
<b>Total</b>	<b>161</b>	<b>171</b>	<b>65</b>	<b>75</b>	<b>496</b>	<b>564</b>	<b>13.1%</b>	<b>13.3%</b>



## Our main stakeholders

Stakeholder	Forms of interaction	Example of collaboration during the financial year	Plans to develop cooperation
Clients	Virtual client meetings, virtual client events (webinars/webcasts), client feedback surveys, social media channels, PwC publications and newsletters.	<p>We organised a number of virtual events aimed to share information, such as the DIF-webinar for Board professionals organised in cooperation with a partner with the theme of Responsibility as a driver of business and as the Board's agenda.</p> <p>We published several surveys and reports, such as PwC's annual Global CEO Survey. From Finland, 70 CEOs took part in the survey.</p>	We are investing in better interaction and better utilisation of technology to be able to provide more efficient and higher quality client experience. In accordance with our purpose, we also want to support our clients in solving important problems.
Staff	People group, reviews of the CEO and the Territory Leadership Team, management's webcasts, intranet, staff newsletter, staff and group events, Global People Survey.	<p>We continued to communicate closely to all members of staff via regular management webcasts, in which the staff had an opportunity to ask questions. COVID-19 was a regular part of the agenda in these events.</p> <p>We invested in resilience through training, coaching, and various forms of support.</p> <p>In management development, virtual management ranked alongside traditional themes to ensure that the challenges and risks of remote work are identified and addressed.</p> <p>We built and implemented the principles of the new hybrid working model under the heading New Normal.</p>	We still want to be the best workplace for experts. We will continue to build a work community that promotes development and care by means of training, communication, process review, and everyday management.
Educational establishments and student organisations	Partnership with educational institutions and student organisations, lectures, recruitment events and exhibitions at educational institutions, and visits to PwC, are all part of the trainee programme	We organised numerous events, most of them in a virtual format, together with student organisations, including study circles, case events, CV clinics, and other cooperation events. In addition, many of our experts were lecturing on courses in their respective fields.	We continuously develop our cooperation with our existing partners (such as creating new event concepts together with students and our experts).
Cooperation partners	Virtual events, webinars, training events, publications, and books	We continued long-term partnerships with for example the Finnish Family Firms Association. Together with Boardman Grow, we organised four virtual Kaaoksesta kasvuun (From Chaos to Growth) events in the autumn 2020. We had a roundtable part in each of the events that was hosted by PwC experts.	Our close collaboration with our partners continues. We will continue to organise joint events.

**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. In Finland, we have 1 200 experts working around the country. Our services include consulting, deals, tax, legal, risk assurance, audit and other assurance services. More information: [www.pwc.fi/en](http://www.pwc.fi/en). Twitter: @PwC\_Suomi.

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