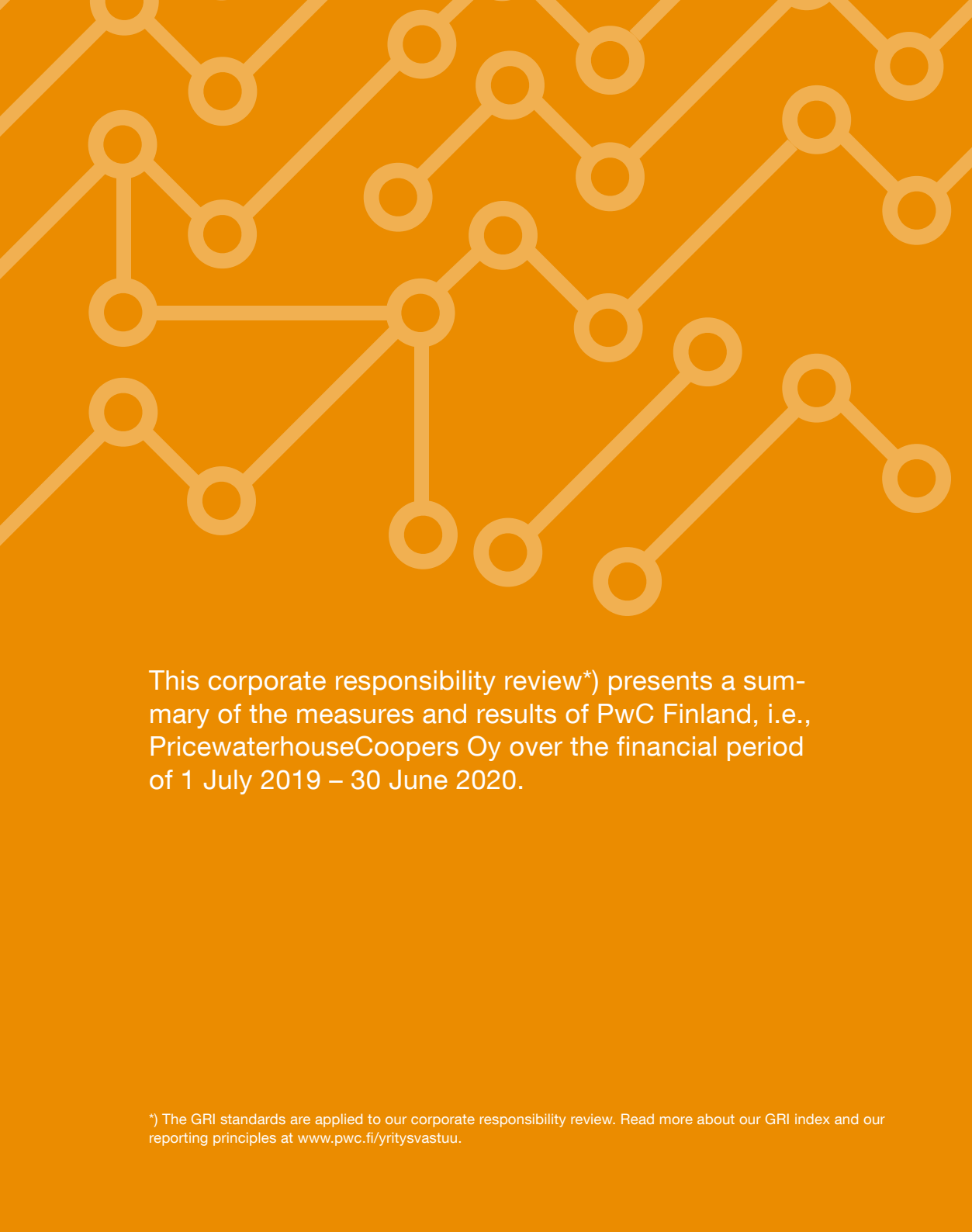




Working together to become number 1

PwC Finland – corporate responsibility review 2020





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 2019 – 30 June 2020.

*) 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.

PwC in brief	3
Review of the CEO	4
Review of the Corporate Responsibility Partner	7
Our strategy	9
Creating value for companies	12
Creating value for society	14
Sustainability and its management at PwC	16
Sustainable business operations	21
Staff and diversity	23
Community engagement	27
Environmental stewardship	33
Our key figures and appendices	36

PwC in brief

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

Our service areas

- Legal
- Business management consulting
- Risk assurance services
- Finance and Accounting services
- Audit and assurance
- Tax consultancy
- Deals

Examples of our expertise

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

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

PwC Global

Revenue: **USD 43 billion**

Countries: **155**

Experts: **284,000**

PwC Finland

Revenue: **EUR 159 million**

Offices: **13**

9,600

Number of clients

8.8

Overall client satisfaction

65%

Net promoter score (NPS)

1,200

Number of staff

35.3

Average age of employees

11.7

Staff participation in training (working days)

Review of the CEO

Working together to become number 1

The financial period 2020 ended at the end of June in quite exceptional circumstances. Our business developed according to the set targets until early spring when the COVID-19 pandemic changed the situation both in the world and in our business. We practically transformed our operating methods overnight and started to operate as a virtual organisation since mid-March. Fortunately, as we gradually transitioned to cloud services during the previous years, the change to remote working went well.

Our revenue decreased by 3% to 159 million euros

COVID-19 affected our client companies in very different ways, which was also reflected in the demand for our services. For example, statutory services, such as auditing, continued unchanged, but companies' decisions to postpone investments were clearly visible in some of our consulting services. The decline in the deals market was also visible in almost all of our competence areas.

Our revenue decreased by three per cent to EUR 159.0 million from the previous year's EUR 163.8 million. After nine years of growth, the drop in revenue is, of course, unfortunate, but in the given circumstances, I see the achieved revenue as rather good. It even exceeded the forecast given during the peak of the pandemic in the spring. Our business picked up towards the end of our financial period after the difficult months of the spring.

The number of our employees continued to grow, and we offered trainee positions to 240 students

The number of our staff increased to 1,215 employees during the financial period (1,196 the year before). At the time of writing this, the figure is already higher. In addition to permanent positions, we offer trainee placements to students every year. Over the period that ended in June, we had 240 trainees.

We continued the programs and measures aimed at developing management skills and well-being at work. We also



Mikko Nieminen, CEO of PwC Finland



159 million euros

Revenue



1,215

Employees



240

Trainees

actively trained and coached our staff. Due to the coronavirus situation, we spent the end of the financial period focusing on internal communication and supporting people in our new everyday life.

Client satisfaction remained at a high level

Offering the best client experience was one of the key goals of our strategy over the period that ended in the summer, and it is still. Our client satisfaction continued to develop positively: for the last financial period it was 8.8 (8.7). NPS (Net Promoter Score, i.e. the

client's willingness to recommend us) was 65% (60%). I would like to thank everyone who has taken the time to offer us feedback! We are humbly grateful for this feedback.

We will continue our efforts to ensure that collaboration with us offers a great client experience and that our services meet your expectations or even exceed them.

Audit industry continues to develop

We carry out a lot of development work in our largest business area in audit. The changes will be accelerated by digitalisation, client expectations and regulation in the field. We develop auditing processes, tools and our expertise to enable us to offer even better audit services and, for example, enable the processing of large amounts of data as part of auditing. We are already using the most advanced technology on the market to carry out audits.

In the regulation within the auditing field, the past year 2020 was a period of implementation of the EU Audit Regulation, which binds Public Interest Entities (listed companies, credit institutions and insurance companies) and their auditors. The impact of the mandatory rotation of audit firms regarding the selection of the auditor started to become visible and, in accordance with

our expectations, it influenced our client base. The year is also significant in that the fee cap pertaining to other auditor's services, but statutory auditing will enter into effect for most of the PIEs.

With regard to our national legislation, a working group appointed by the Ministry of Economic Affairs and Employment continued its preparatory work in order to enable those with lighter auditing requirements to choose a review lighter than a statutory audit. The working group submitted its report to the Ministry of Economic Affairs and Employment on 10 June 2020. The report contains a draft regulatory model, which is drawn up in the form of a Government proposal and was used as the basis for the working group debate. However, the report does not contain the working group's finalised proposal due to a dispute within the working group. According to the Ministry, the discussion within the working group proves that careful consideration should be followed in preparing the case, further preparation and in clarifying the current state. The Ministry will circulate the working group's report for comments in the autumn of 2020.

We at PwC will monitor the development of the situation and maintain a positive mindset towards the developments in the field.

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We believe that our new strategy will speed up and support our operations despite the coronavirus situation. We are aiming for moderate growth in the new financial period.

Mikko Nieminen

Energy from our new strategy

At the moment, it is more difficult to predict general economic growth due to the coronavirus situation. Our financial period started rather optimistically in July, as the M&A market had picked up in late spring and summer. We have also succeeded well in our crisis management, and our operations have continued throughout the crisis without disruptions. We have also been able to offer high-quality services to our clients in these circumstances. Now, as I am writing this review, a second wave of the coronavirus is sweeping across many countries. Even in Finland, the situation has taken a turn for the worse, which means that uncertainty regarding the prospects for the financial period is greater than normal.

In September 2020, we published our new strategy internally, which follows our intention to build trust in society and solve important problems. Based on the ideas from our staff, the strategy was named Yhdessä (Together). Together is one of the key themes of our strategy: our goal is to combine our different competencies more effortlessly and engage in close cooperation across lines of services to provide our clients with a better client experience and added value. Another one of our key themes is to increase digital and data skills: we offer every employee the opportunity to develop these skills over the next years.

We believe that our new strategy will speed up and support our operations despite the coronavirus situation. We are aiming for moderate growth in the new financial period. We estimate that the need for high-quality and effectively provided professional services, supported by the latest technology, still exists and will grow over the coming years.

We still need to continue recruiting new experts. Our goal is to recruit tens of new professionals and to offer trainee positions to more than 100 students.

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

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

Mikko Nieminen
CEO

Review of the Corporate Responsibility Partner

Corporate responsibility becoming mainstream

Spring 2020 will be remembered for the coronavirus, which, in addition to everything else, changed our working methods by compelling us to move from the office to our home offices for remote work. The concern about the pandemic, its impact on our close ones, clients' business operations, and the society and economy in general has cast a shadow over the end of our financial period. At the time of writing, it remains to be seen how the second wave of the pandemic will progress.

In addition, the other significant global problem, climate change, remains to be resolved, even though, the coronavirus managed to decrease, for example, the industrial and transport emissions momentarily. People are wondering whether the worries regarding the climate will be put on the backburner as the pandemic eases: there is a strong need to revive the slowing economic growth and to get the industry operating at full capacity fast.

The President of the European Commission, Ursula von der Leyen, has announced the objective of binding a

EUR 750 billion recovery package to the European Union's climate and energy objectives. The EU's legislative package on sustainable finance also aims at direct investments and financing towards sustainable targets appropriate for combating climate change and adapting to it.

I am optimistic that the work to reduce emissions will continue when companies receive a predictable platform from the EU that offers similar conditions for their own low-carbon business projects. I hope that this brings business opportunities that create new growth and confidence in the economy.

Here at PwC, we have also taken into account the fight against climate change and the shift in investments towards low-carbon solutions as we renew our business strategy and plan Sustainability & Climate Change experts' services to play a part in it. We are zealously looking to team up the best expertise in different business areas to solve clients' complex problems in these matters as well. This was clearly visible as the strategy work progressed.



Sirpa Juutinen, Corporate Responsibility Partner, PwC Finland

I am also pleased that incorporating the equality and diversity strategy, which was adopted in the previous financial period, into practice has progressed into action plans in different business areas. One of the common challenges that was identified during the drafting of the equality and diversity strategy was the understanding that we all have unconscious bias and impressions to other people that affect our own decisions and assessments. Before we understand them, it is difficult to move forward with the development of equality. Therefore, the biggest effort during the financial period was put into two-hour training sessions, involving a total of 835 PwC employees, aimed at identifying prejudices. We will continue the training in the next period as well.

The activity from PwC's own Green Team to reduce the environmental impact is also particularly welcome. We cannot claim that our impact is small and that it shouldn't be considered as one of the most essential issues of corporate responsibility. We must do our part. The Green Team's work has been irreplaceable in identifying and responding to the needs of environmental work, for which I would like to thank the team warmly.

I would also like to thank the CEO, Territory Leadership Team and business area management for their support and encouragement given to corporate responsibility and equality work. At the meetings of the Corporate Responsibility (CR) steering group, there is a lot of open, intense but always constructive discussion on our corporate responsibility. This group has been important to me and a supportive driving force which matters.

The majority of directors of large companies, 72%, said in a [survey of large corporations](#) carried out at the end of 2019 by OP, that their companies were responsible for solving topical social problems, such as the environmental and economic issues. During the corona spring, it was, in fact, interesting to observe discussions on the purpose of the company's operations and how many have been concerned about the impact of the pandemic on the society and how it can be seen in the everyday life of different people. This debate has taken place in the midst of the challenges of business continuity and, in my opinion, it affirms the results of the survey of large corporations.

At PwC, we also received a number of initiatives from both the staff and

partners about different areas in need of assistance, which strengthens the view of the accuracy of PwC's own global purpose: Our intention is to build trust in society and solve important problems.

This corporate responsibility review is also an example of the implementation. The entire staff of PwC has been

involved in it, and I would like to thank them at the bottom of my heart on the sustainability journey we have taken together. And the journey will continue.

Sirpa Juutinen
Corporate Responsibility Partner

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We all have unconscious bias
that affect our own decisions
and assessments.

Sirpa Juutinen

Our strategy

For the past four years, we have been on this journey set out by our strategy: Working together to become number 1. During the financial period that ended in the summer, we worked on our new strategy, which was announced to our staff at the beginning of September 2020.

We made progress during the 2017–2020 strategy term in many of the desired areas: Our strategy had four separately designated growth areas, two of which increased significantly: Deals and risk assurance services. The third growth area, financial services also strengthened. With regard to technology and digital services, we did not achieve our ambitious goals and we reorganised our operations at the end of the strategy term. We almost attained our target revenue for the strategy term, but due to the coronavirus situation in the spring, we were slightly behind target.

One of the most significant successes in our strategy was an improved staff satisfaction. In spring 2019, we were awarded fifth place in the category for large organisations in the Great Place to Work competition. The placement

indicated that we are on the right track. Client satisfaction also increased during the strategy term. A warm thanks for this goes to all our employees and our clients for their trust in us!

We took a big leap in utilising technology and moved much of our operations to cloud services during the strategy term. We also developed cooperation between different competence areas and operations in order to solve our clients' most important problems seamlessly. We will also continue this work as one of the key themes of our new strategy.

New energy from our new strategy

We spent our last financial period working on our new strategy. In the work, we engaged the entire staff and several working groups focusing on different themes, with experts representing different experiences and business units.

The central theme of our new strategy that extends to 2024 was the strength of working together. Based on our staff's suggestions, we named our strategy Together (Yhdessä).

We published our strategy internally

The key theme of the new strategy is the strength of working together.

at the beginning of September. Our original purpose was to meet up with all staff to both discuss strategy and celebrate being together, but due to COVID-19, the plans changed, and we held the event virtually. Planning and implementing a virtual strategy launch for more than one thousand people was new to us, but the event exceeded all our expectations and we were highly praised by our staff.

Now, we start working hard towards bringing our strategy to life. We will continue to discuss our strategy at numerous events during the autumn, and

thus deepen the understanding of our key focus areas.

Our clients can see our strategy through concrete measures: our experts' competencies are growing, we cooperate more seamlessly, we understand the needs of our clients even better than before and we produce even better client experience for them.

Our Together strategy in a nutshell

PwC's purpose is to build trust in society and solve important problems. This is the foundation of our strategy and a force that combines all our business.



The strategy was launched for all employees in September 2020 at a virtual event, which was hosted by the CEO Mikko Nieminen and Brand and Communications Leader Kaisa Heikkinen.

Our employees create the best workplace together by following our values: acting with integrity, making a difference, reimagining the possible, working together and caring – all which are visible in everyday encounters with our colleagues and clients.

We know our clients and their needs, as well as each other's capabilities, and combine our expertise. We support working together with common working methods and by rewarding and setting targets.

Working together is demonstrated in the way we effortlessly combine our expertise to serve our clients in the best way possible. To support this, we are going to create a new management model for services that require a combination of different competencies. We call the services managed and provided in accordance with our new model integrated solutions.

We are updating the operating models for our sales and client management with the help of a multi-annual program, which will help us bring more added value and better client experience to our clients.

In order to continue to be a meaningful partner for our clients, we must make more effective use of the opportunities

and data facilitated by digitalisation in our own operations and services. We are also making a significant contribution to the development of digital and data skills during the strategy term. Every PwC employee is given the opportunity to learn these skills and to try out new opportunities.

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. The increased digital and data expertise, the combination of different competencies for the benefit of our clients, and a strong and active sales and client management culture distinguish us from other actors in the field. As an employer, we are the most lucrative expert organisation in Finland, where value-based operations, such as caring and good management, are essential. We create trust in society through our own operations and services and by acting as an exemplary corporate citizen.

You can view the video of our strategy on our website www.pwc.fi/en/about-us/strategy.



PwC Finland strategy – Together

Clients #1

Collaboration

Digital & data skills

Sales & client leadership



Caring for people

Our purpose
is to build trust in society and
solve important problems.

Our values



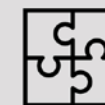
Act with
integrity



Make a
difference



Care



Work
together



Reimagine
the possible

Creating value for companies

For some time, there has been a general acknowledgement among companies that in order to create value, financial capital alone is not enough. To obtain skilled staff, keep client networks in order and update digital skills and tools in a company are also factors in success. A company's value creation is based on a number of elements and types of capital.

The coronavirus has had a major impact on companies' business operations. In some industries, in particular those dependent on exports, the impacts were visible a little later, while in other industries the revenue decreased immediately after the restrictions were imposed. The first effects of the pandemic can first manifest as a crisis in the financial capital out of all the capital types that influence value creation.

There have also been problems in manufactured capital, which has been evident, for example, as a shortage in raw materials or components as the attempts to prevent the spread of the virus have included closing borders and factories. The third type of capital, human capital, has faced challenges due to the coronavirus: staff has been protected from the disease by being

transitioned to remote work, but some may have been laid off due to the sudden termination of work. Some sectors, such as health care, have needed additional labour.

The examples radically demonstrate the many types of capital company's value creation depends on and how sudden threats may change company's ability to operate.

It has also been interesting that many companies have drawn significant attention to social capital: volunteering, donations and the provision of expertise and equipment to support, for example the public sector. Some have also changed their products to better meet the needs of the pandemic situation by investing in, for example, the production of disinfectants or protective equipment.

The coronavirus has also affected PwC's operations in relation to several types of capital. At the same time as we have stepped up our efforts to support our clients to increase their potential for value creation, we have also transitioned to remote working, deployed digital skills and tools more extensively, protected the health and well-being of

our staff and been concerned for the survival of those most vulnerable in society.

As a result of all this, our clients have received help for their own challenges as customised services, our staff have remained healthy and we have also donated to low-income families in order to help them out of the worst situation. Due to remote working and reduced travel, carbon dioxide emissions have

also decreased.

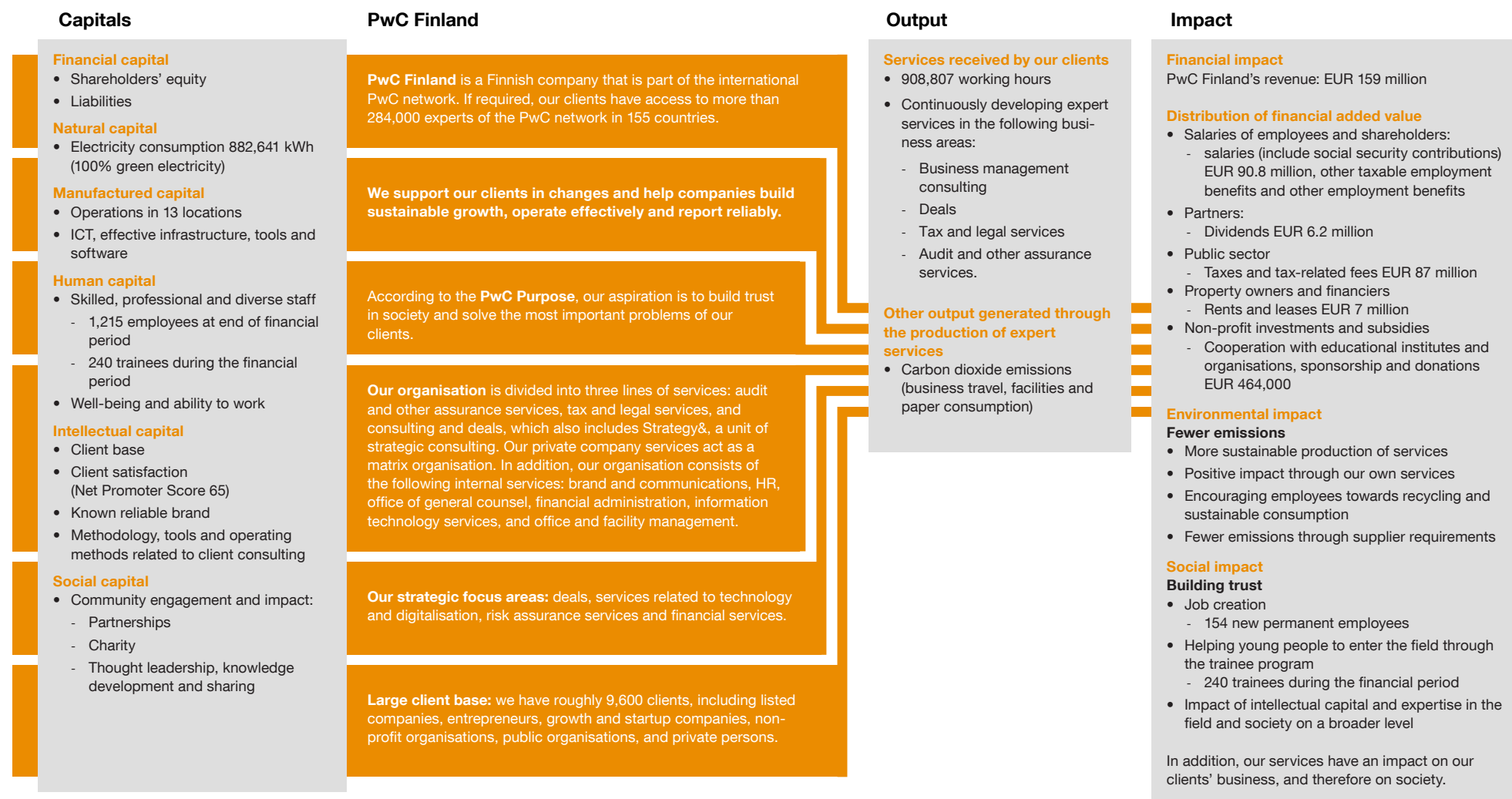
The impact of this period and the changes it has brought are already visible economically, socially and environmentally. The impacts will most likely extend beyond this year, and also long-term effects are surely to be expected. By assessing the future status of the factors that create value, their behaviour can be predicted at least to some extent.

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The corona situation has already made visible impacts in the economy, society and environment.

Sirpa Juutinen, Corporate Responsibility Partner

Value creation at PwC Finland



Concerns PwC Finland's financial period of 1 July 2019–30 June 2020.

Creating value for society

Our tax footprint

PwC's Purpose is to create trust in society and solve important problems. As part of this purpose, we want to participate in the societal discussion on companies' financial contribution to society in the form of taxes and tax-like charges. We implement this by continuing to publish our tax footprint. We want to be open about the way we at PwC handle our obligations and the economic footprint we leave behind in the form of taxes. We believe that by leading by example, we encourage other operators to engage in open dialogue and do our part in building trust in society.

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

Our competent and highly specialised staff is at the heart of our operations and the most valuable part of it. With our expertise, we aim to create added value for our clients in the form of our services. The profits that remain from the sale of our services after all the expenses have been debited are practically always distributed to our staff

and shareholders and as performance bonuses. All payments are subject to pay-as-you-earn taxes and various social security contributions.

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

"We offer our clients extensive services related to tax matters. Transparency in tax reporting is one of the areas where we advise clients and believe that the discussion in the form of reporting is an important part of the societal discussion on taxes," says Hakkarainen.



Markku Hakkarainen, PwC Finland's Tax and Legal Leader

PwC Finland's tax footprint

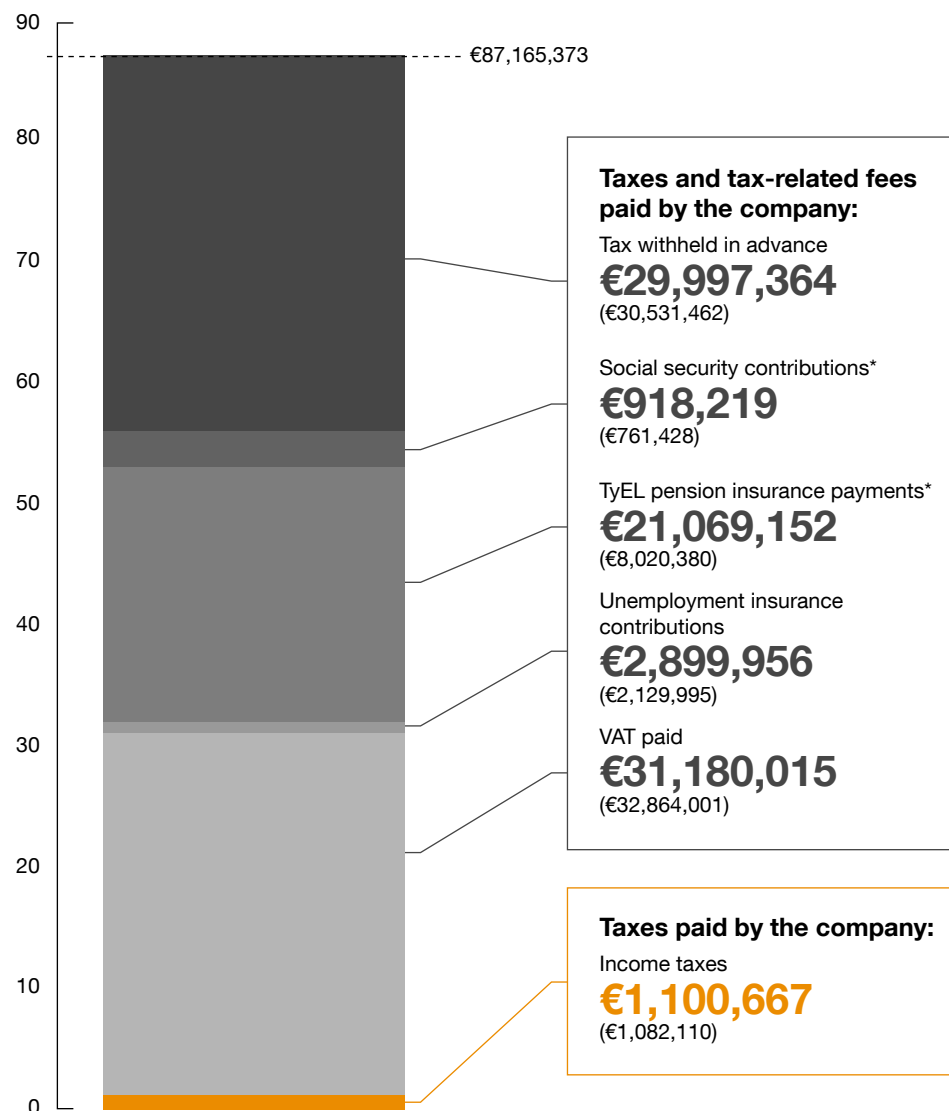
All PwC Finland's business operations are carried out by PricewaterhouseCoopers Oy, which is wholly and directly owned by its shareholders living in Finland. The company's operations are not funded from abroad and it does not have any interest-bearing liabilities.

The variable salary portions paid by the company to its shareholders and staff are determined according to the company's results, the fulfilment of personal

goals and high-quality operations based on our values.

Shareholders are remunerated by a salary divided into a fixed monthly payment and a variable portion. During the 2020 financial period, we will, similarly to the previous period, pay the variable salary portion as dividends that are treated as input-based dividends in the company's taxation, and that are determined on the basis of performance and paid for out of the profit for the 2020

Taxes and tax-like charges paid and reported by PwC Finland for the financial period 2020 (2019)



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

financial period. Input-based dividends constitute earnings subject to taxation for the recipient, while they are a deductible cost for the company during the year when they are paid out.

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

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

Our revenue for the financial period totalled EUR 159 million, while the total amount of taxes and tax-like charges and payments was more than EUR 87 million. Totalling EUR 56 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

We want to be the best company in our field when it comes to corporate responsibility. For this reason, we set ambitious sustainability targets for our operations, 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.

The most important corporate responsibility matters have remained the same for several years. These include responsibility in our business operations and responsibility in matters concerning staff and equality. In addition, we also centre our work on the two focus areas of responsibility in the 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, which will be approved by the Territory Leadership Team. The program 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 program 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, **Sirpa Juutinen**, who reports to the CEO. She is also the partner responsible for equality and diversity matters. In addition, she participates in the operations of the corporate responsibility expert services of the business areas. Since 2018, the Corporate Responsibility Partner Sirpa Juutinen has also been a member of the Global Sustainability Steering Board, set up to coordinate globally the PwC network's corporate responsibility business operations.

The Corporate Responsibility Partner is supported by the Corporate Responsibility Steering Group, which consists of PwC's managers and experts representing different business functions and which is chaired by **Janne Rajalahti**, Chairman of the Board of PwC Finland.

Four focus areas in our corporate responsibility program



Sustainable business operations



Staff and diversity



Community engagement



Environmental stewardship

PwC Finland's corporate responsibility organisation



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 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 manage corporate responsibility as part of our day-to-day business operations, and leaders of business areas are responsible for the practical implementation of activities, with

support from the Corporate Responsibility Partner and members of the CR Steering Group. If required, experts of the sustainability and climate change business area offer their help.

The most important responsibility issue related to equality and diversity for the financial period 2020 is the training of all staff

In the financial period 2020, we started to systematically implement the equality and diversity strategy drafted, in particular, to promote the equality between women and men. All our lines of services



The members of PwC Finland's CR Steering Group include Sirpa Juutinen, Corporate Responsibility Partner and Leena Tiensuu, Human Capital Leader.

are obligated to identify the key challenges related to equality, to prepare a plan to correct them and to start implementing the plan with determination. The plans were prepared in autumn 2019 and the Territory Leadership Team received a report on the progress of their implementation in spring 2020.

The equality challenges differ somewhat from one business area to another, which means that the actions needed are also different. To build a common foundation and to support our operations, we arranged a total of eight training courses, lasting 1.5 hours each, on the identification of unconscious bias affecting our views. So far, 835 people, or 65% of our staff, have participated in the training.

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 leaders' determined efforts and the support from HR to promote equality.

"PwC wants to remain a lucrative employer, which is impossible in modern days, if matters regarding equality are

not in order. This not only applies to equality between women and men, but also to equal treatment between people representing gender and sexual minorities and different cultures and beliefs. In addition, in the midst of the world's increasingly complicated problems the needs of clients require a wide range of expertise in finding functional solutions. This is why diversity is important," says Sirpa Juutinen, partner responsible for equality and diversity.

Progress in environmental work

An environmental working group consisting of staff representatives, the Green Team, has taken a number of initiatives leading to practical measures to reduce environmental impact of PwC. The team also arranged a feedback survey for the staff, which, in addition to other initiatives, highlighted the desire for a sustainability guidebook and its implementation to our regional offices. The Green Team also focused on coming up with ways to reduce food waste in meeting catering and introduced guidelines for sustainable meetings for organisers. For more information on our environmental work, see page 33 of this report.

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



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 programs 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.



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 program. We provide our staff with information on matters related to sustainable development, such as eco-friendliness and equal treatment of people, through various campaigns and training. We will also invest significantly in developing the digital expertise of the staff.



Gender equality

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

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

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



Decent work and economic growth

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

promote sustainable development and responsible business both locally and globally. To serve as an engine of change, we support our clients in their sustainable development programs, 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. 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 the single largest factor in our carbon footprint, with driving being the second largest contributor. We have set climate targets for our operations in order to tackle global warming. In addition, we began to offset carbon dioxide emissions from our air travel in 2018. We have been committed to these goals as part of the Climate Partners Initiative. With the help of our Sustainability & Climate Change team, we can support our clients in recognising and controlling environmental impacts, and in verifying environmental information.

PwC Finland's corporate responsibility goals

Sub-areas	Goals for 2024 strategy term	Measures for the 2021 financial period
Sustainable business operations	<ol style="list-style-type: none"> 1. We enforce the implementation of the PwC Purpose in PwC's business operations. 2. We support our clients in their path to carbon-neutral operations. 3. We support our clients in sustainable investment activities and in related ESG reporting. 4. We support our clients in comprehensive reporting by combining the assurance services for financial and non-financial reporting. 	<ol style="list-style-type: none"> 1. We discuss how the PwC's Purpose interrelates with business operations in a concrete and practical manner with PwC's partners. 2. Our different areas of expertise work in cooperation to further develop our Net Zero services that support clients in their path to carbon-neutral business operations. 3. We design comprehensive sustainable finance and investment and the associated ESG reporting service range. 4. In addition to the reporting assurance services, we provide our clients with more comprehensive assurance services, which also take into account the reporting of non-financial information.
Staff and diversity	<ol style="list-style-type: none"> 1. We are constantly investing in the expertise of each PwC employee to ensure that competence meets the demands of the future. 2. We strengthen our staff's management skills. 3. We are an attractive employer for experts whose different skills and backgrounds bring added value to our operations. 4. We promote our staff's overall well-being, functional ability and balance of life, and strengthen the flexibility and manageability of work. 	<ol style="list-style-type: none"> 1. We invest in developing competence, especially through the Digital Upskilling program. 2. We invest in developing supervisory work: we reform the management training program and link it to our well-being program. 3. We will continue diversity-related communication and, if necessary, training internally. Based on the Diversity strategy, we will take measures in business operations according to individualised plans. We will set up a Diversity Steering Group to guide and coordinate the operations. 4. We develop occupational health and well-being, i.e. the BeWell program, as a whole to prevent coping-related challenges and to tackle them at an early stage. 5. We enhance resourcing and the efficient mobility of expertise.
Community engagement	<ol style="list-style-type: none"> 1. Through voluntary work, we support the digitalisation of society by focusing our support on the parts of society who face the risk of exclusion. 2. We make PwC's services and other functions more visible to society. 	<ol style="list-style-type: none"> 1. In cooperation with the HelsinkiMissio, we will organise an event for care centres for the elderly. This so-called digital clinic aims to assist the residents with their practical digital challenges. 2. We support our experts in identifying megatrends in sustainable development and the direct and indirect impacts caused by our own and our clients' services.
Environmental stewardship	<ol style="list-style-type: none"> 1. We work to increase the staff's environmental and responsibility awareness. 2. We reduce environmental impacts. 3. We increasingly take into account responsibility in procurement. 	<ol style="list-style-type: none"> 1. We communicate about our corporate responsibility program to the staff. We also publish a handbook on corporate responsibility, which includes the most important matters from the perspective of PwC Finland's corporate responsibility. We also organise internal communication campaigns on corporate responsibility to increase public awareness. 2. We will improve energy efficiency, recycling and the purchase of green electricity in regional offices. 3. We take environmental perspectives into account in meeting caterings. We will extend the self-assessment of sustainability requirements for our suppliers to all major suppliers.

Sustainable business operations

We asked our clients and other stakeholders a few years ago what they consider important in PwC's sustainability. Two things were highlighted more than others: we are expected to take care of our staff and their expertise, as well as to integrate sustainability into all services.

We met the expectations of integrating sustainability in our services by, for example, developing competence regarding ESG (Environment, Social, Governance) matters and tax footprint, and our ability to support our clients in their transition to low-carbon business solutions. In PwC's new business strategy, sustainability as part of other PwC services will be highlighted more visibly.

The ambitious emissions targets of the Paris Agreement, the EU Green Deal program and the Finnish Government Program require companies to make reforms towards low-carbon business operations. This will also be even more clearly reflected in the content and production of our sustainability services in the future.

With the Sustainable Bridge project, we have continued to transfer sustainability outlook and competence, for exam-

ple, into services supporting corporate deals, as well as services related to listing or developing business strategies. Sustainable Bridge has been the foundation of the Net Zero, a carbon-neutral business operation, involving both experts in business management consulting and corporate responsibility in Finland and international experts in the PwC network.

In addition, PwC Finland's Sustainability & Climate Change team has participated in providing the aforementioned services and its members have worked to develop the clients' sustainability in corporate responsibility management, reporting and assurance issues with the support of other experts. Similarly, it has provided the teams that develop strategy or business changes with the necessary expertise and vision of climate change, its economic impact and new business opportunities.

PwC Finland's Sustainable Finance working group has also continued its operation by bringing together experts from PwC's different sub-areas to prepare for new EU-level regulation regarding both the financial field and other companies. We have worked closely with the actors in the field, par-



Anni Kasari and Kalle Kinnunen are part of the Net Zero team.

PwC Hack Week sped up the development of Net Zero services

In late 2019, we arranged an internal event called Hack Week for our staff as part of the development of our new strategy. The objective of The Hack Week event was to find and develop new business opportunities through internal crowdsourcing. A total of 12 teams attended the event, each with 2–5 experts in them.

One of the winning teams of the event was the Climate Revolution team, whose goal was a part of the wider climate change problem: a team of experts in different competence areas developed business-oriented solutions for reducing climate change, in particular for low-emission activities and services, and how it should be supported from strategy to implementation.

“Our internal hackathon event sped up the development of the services aimed at reducing climate change. During spring 2020, we discussed our Net Zero services, which have had a clear market demand,” says **Jussi Nokkala**, the team's sustainability expert.

anticipated in the work of the international PwC network regarding the subject and commented on the various stages of legislative development in the open consultation organised by the EU.

The Financial reporting obligations, sustainability classification system (taxonomy) and carbon level rating system 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 bring new demands to companies, which will take time to prepare.

The Climate Performance Analytics (CPA) tool developed by PwC Finland is part of the global PwC network's toolkit. A new version of the CPA has been developed during the financial period, allowing more extensive analysis of around 2,500 companies worldwide. Based on tailor-made analyses that are founded upon emissions and financial data, it is easy to design low-carbon business development measures in an economically sustainable manner.

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

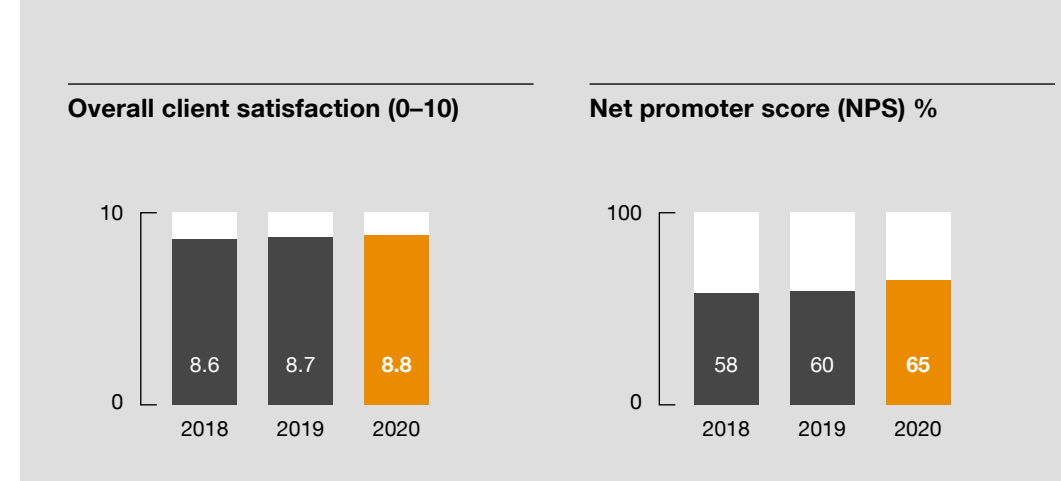
code of ethics of the PwC network in all our business operations. Operations of auditing firms are governed by several regulations, rules and ethical guidelines. PwC Finland and the PwC network as a whole have developed processes, systems and training to enable the implementation and monitoring of compliance with these regulations.

In our procurement, we comply with the requirements of the PwC network's Third-Party Code of Conduct by demanding that our suppliers commit to them. We also use the self-assessment form made for suppliers to monitor the compliance. When it comes to, for example, organising catering for meetings, we have also made progress from the perspective of sustainability by drafting and introducing sustainability guidelines for organising meetings and catering.

Positive client feedback on our expertise

Our client experience and satisfaction are at the centre of our strategy and operations year after year. We regularly and continuously collect feedback from our clients about the different phases of projects so that we can further develop our operations and services. All feedback is important, and we want to thank our clients for giving feedback.

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.

During the financial period, we collected feedback from 1,179 clients through electronic channels. The response rate to these surveys was 37%. In addition to the surveys, we conducted dozens of in-depth interviews with selected clients throughout Finland this year.

During the financial period, we introduced a new reporting and analysis tool for client feedback that enables us to utilise client feedback better in the development of our operations.

Total satisfaction of our clients increased slightly by 8.8 (in the previous period 8.7) on a scale of 0-10.

Our other client satisfaction indicator is the Net Promoter Score (NPS). A positive NPS denotes a good result. If the figure is higher than 50%, the situation is excellent. Our NPS increased from the previous year (60%) to 65%.

Based on the feedback, our clients appreciate the competence of our experts and that we listen to them and understand their business operations. Clients also appreciate the fact that we can challenge their ways of working if necessary. Our experts also received appreciation for their work ethic, keeping to the schedule and being flexible even in tough situations. However, we need to develop active communication with our clients, for example. Sometimes information is requested from the clients at unnecessarily short notice.

"We greatly value feedback from clients, both positive and constructive. We actively use it to develop our operations. In accordance with our strategy, we want to ensure that our clients receive a first-class service from PwC and that the client is left with a positive experience of working with PwC," says Markets Leader **Hannu Suonio**.

Staff and diversity

Due to the COVID-19, the past financial period was very exceptional. The coronavirus situation required us to react in an agile and quick manner, draft new guidelines, communicate a lot and learn new working models. The work towards developing the well-being and competence of staff continued. We also worked on a new staff strategy as part of PwC's new business strategy.

In March, we largely transitioned to remote work due to the COVID-19 pandemic. As we had invested in cloud-based systems in previous years and our tools were in order, the transition to remote work went well and we were able to provide virtual services to our clients without disruptions. PwC employees deserve a special mention, who, in a challenging situation, shaped their ways of working and found solutions for a new manner of working. The situation required multiple new operating methods, and it also tested – and also strengthened – the culture of trust.

Coronavirus instructions and communication

We created coronavirus guidelines to identify the exposed employees and direct them to coronavirus testing. Even

those employees who had been exposed but showed no symptoms were instructed to work remotely from home to avoid spreading the infection. Of course, we all worked mainly remotely throughout the spring.

We invested in communication by organising several virtual briefings in Finnish and English. At the briefings, the staff also had the opportunity to pose anonymous questions to which the management answered either during the briefing or at a later date. Written communication and instructions were also comprehensive and related to working and enabling working, as well as to keeping everyone safe. We also emphasised the responsibility of each manager to take care of keeping their team members involved. Tips on virtual team events were distributed centrally and among the teams.

The number of staff increased to 1,215, number of trainees to 240

The growth of our staff stabilised during the financial period. At the end of June, there were 1,215 of us, which is 19 more than at the beginning of the financial period. We also had 240 trainees during the financial period. Many of



The growth of permanent staff stabilised. At the end of the financial period, we had 1,215 employees (1,196). We also offered trainee positions for 240 students.

In March 2020, we transitioned flexibly to remote work – we invested in open communication and supporting individuals in this challenging situation.

We trained our staff to think about their own unconscious bias and to build an inclusive work community. Approximately 840 experts participated in the training.

We developed a model for tackling challenges in coping in cooperation with occupational health care services.

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 PwC.

The orientation process and training have been developed on the basis of feedback received during the financial period. In addition, the 'onboarding' process was part of PwC's internal audit during this financial period and we got good ideas for its further development.

We want to be the best employer for experts. A place where there are opportunities to develop and carry out important work. We are continuously working on our development internally and we hope it will also be reflected in our external image.

"5th place in the category for large organisations of the 2019 Great Place to Work survey is an achievement of which we are proud and happy. We did not participate in the 2020 survey. Instead, we believed that we could measure our development with the help of the PwC network's global staff survey. However, it was not implemented due to the exceptional circumstances in spring 2020," says **Leena Tiensuu**, Human Capital Leader at PwC Finland.

In 2020, according to the Universum survey, we were the best Big4 company in the eyes of business students and placed 20th (23rd last year) on the overall list. More information about our cooperation with students and student organisations is available on page 28.

Occupational well-being is permanently on our agenda

The challenges in coping are, as in society as a whole, an increasing concern for us. We are trying to identify situations where support is needed at an early stage and to create a culture where it is acceptable to talk about the challenges of coping. In this case, it is also possible to find ways to support people on an individual level.

Together with our occupational health care service provider, we established a new model aimed at reducing and shortening mental health absences. We work together with supervisors and the goal is to ensure support and a successful return to work.

During the financial period, we examined our occupational health model as a whole. The reforms will be carried out in the first half of the 2021 financial period. We will continue to strive to ensure a good preventive and caring service. The reforms focus on preventive activities and the knowledge-based work ability management model.



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We are trying to create a culture where it is acceptable to talk about the challenges of coping.

Leena Tiensuu, PwC Finland's Human Capital Leader

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Out of our values, ‘Care’ was chosen to appear in the title of our HR strategy because the theme was considered important.

Leena Tiensuu, PwC Finland’s Human Capital Leader

Our well-being program BeWell continued. Approximately 60 PwC employees focused on strengthening their total capacity during the year through an intensive program. The program focused on both physical and mental well-being and emphasised the balance between physical activity, food and rest.

In addition, several dozens of PwC employees participated in MindTraining trainings. In total, during the strategy term, different BeWell programs and activities have reached hundreds of PwC employees. We are constantly striving to build a culture where taking care of one’s own capacity and balance of life is seen as an important matter. We will continue to develop the BeWell program, as well-being at work is on our agenda on a permanent basis.

During the financial period, we worked on PwC Finland’s strategy, which extends to 2024. It strongly relies on our values and value-based actions. Out of our values, ‘Care’ was chosen to appear in the title of our HR strategy because the theme was considered important. Focus on development, which means that an opportunity for everyone to develop and get support in their careers, strengthening of management, diversity and inclusion, and a healthy PwC employee are themes to which the new strategy’s staff projects are linked. The strategy work itself, in which many people were involved, has already strengthened us as a community.

Focus on the development of expertise and supervisory work

Each PwC employee’s expertise and continuous development is central to



Foreign assignment at PwC Finland

Sonalee Natha, who works in the Finance Consulting team at PwC Finland, arrived at Finland from PwC South Africa in March for a year-long assignment. Although the exceptional circumstances caused by COVID-19 have brought along challenges, Sonalee is satisfied with the assignment.

“I wanted to go abroad to learn new skills and challenge myself. So far, the experience has really been a success! The best part of the assignment has been getting to know new people. The colleagues here in Finland have succeeded in creating a fun and collective working environment where working is a pleasure.”

“I have learned that it is always worthwhile to seize the opportunities that come up. The assignment has taught me not only new skills, but it has also made me grow as a person. Adapting to a new environment and taking on new challenges have taught me resilience. The most important skill I have learned during this assignment is the ability to face and seize surprising and unexpected situations. When I finally go back home, I will be a little older and much wiser!”

our success. We constantly learn from work and projects, but we also invest a lot in education in different areas in accordance with our PwC Professional competence model. During the financial period, each PwC employee spent on average 11.7 working days in training, which is a significant increase to the previous 10.1 days. PwC's own experts trained their colleagues for a total of 748 days.

One of the key areas of expertise development is management. We continue to strengthen our 'Leadership at PwC' model and our management development program is based on it. In the last financial period, approximately 100 people participated in the Inspiring Coach programs. The Career Takeoff program for younger professionals reached 135 people. In addition, every supervisor can benefit from trainings to support their practical supervisory work.

One of the focus areas of the last financial period was self-management and the ability to identify and support in coping with challenges. We will further strengthen the link between our well-being program and our management training themes.

International mobility is an important form of development for us. We send PwC employees to work in other PwC countries annually. During this financial period, 16 PwC Finland employees

went abroad on an assignment. Correspondingly, we had 52 employees from other PwC countries. In addition to professional expertise, these exchanges build a stronger understanding of how to operate in different cultural environments and with people from different backgrounds. This is strongly linked to the work we carry out in the area of diversity and inclusion.

Staff incentives

Our career model is based on development and advancement, and we want to reward our employees for excellent performance. All our employees belong to our reward scheme based on results and performance. Over the last financial period, we distributed EUR 5.3 million (EUR 6.8 million in the previous financial period) in various bonuses for our staff. We are continuously developing and reviewing our bonus scheme to ensure that it is fair and well-managed. As part of our new strategy, we are launching a project to update target setting and rewarding.

Increasing diversity

We have spent many years working on diversity. In autumn 2018, we adopted PwC Finland's diversity strategy and we are working on a long-term basis to promote it. Every year we comprehensively analyse the distribution of salary, bonus and promotion decisions between genders. The business areas are different and every one of them



Jenni Erolainen was one of the award winners for her film role at the PwC Christmas party.

have their own action plans to promote equality. Common processes, such as recruitment, are examined at building level. We place great emphasis on involving different groups alongside the traditional female-male perspective. During the end of the financial period, we invested, in particular, in understanding unconscious bias and how they affect the perceptions and operations of each one of us. 835 PwC employees, or about 65 per cent of our employees, participated in Diversity, Inclusion & Unconscious Bias training organised during the financial period together with Professor Janne Tienari.

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

One of PwC's traditions is to come together to celebrate our successes and to boost team spirit. Christmas parties are arranged regionally but for our sum-

mer party we all gather together. During the last financial period, we arranged a Christmas party with a film gala theme in Helsinki. Our employees got the opportunity to act in film-trailers, and the audience chose the winners.

Unfortunately, due to the coronavirus situation, we were unable to have our summer party. However, many teams met virtually.

PwC's annual family day is a very anticipated event. At the beginning of the financial period, in autumn 2019, PwC employees and their families gathered to see the spectacular Talvisirkus performance at the Cable Factory. We keep in contact with former PwC employees, for example, with our annual alumni event that was also organised in autumn 2019.

Community engagement

Diverse collaboration and networks

PwC has an extensive contact network both as a company and through its employees. Sharing our expertise is part of our business operations, but we also engage in such activities from the perspective of social responsibility and engagement without any financial interests. We share our expertise, knowledge and views on topics that are

important to our field and business life in general, such as entrepreneurship, board work, taxation and use of technology through informal 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 2020, our collaboration partners included

- Board Professionals (BPF) Finland
- Boardman and Boardman Grow
- DIF – Directors' Institute Finland
- FiBS Ry
- Finnish Information Security Cluster, FISC
- Future Board
- Board Partners
- International Chamber of Commerce Finland
- Chambers of Commerce
- Nordic Business Forum
- Finnish Family Firms Association
- Finnish Venture Capital Association (FVCA)
- Slush
- Finnish Risk Management Association SRHY
- Finnish Association of Auditors
- Association of Finnish Tax Professionals
- Suomen Yrittäjät entrepreneurial organisation.



"Expert networks are a central channel for us to influence society," says Kaisa Heikkinen, Brand & Communications Leader at PwC Finland.



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

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

We organised approximately 100 physical client events and training events, as well as about 20 webinars for clients and partners. We also arranged about 60 physical events for students.

Our employees participated in volunteer work supported by PwC.

In autumn 2019, the PwC network launched the New World. New skills program. The aim of the project is to develop both PwC's own staff's digital competence and to enable the development of digital and data skills for those who are lagging behind in this development.

Collaboration with educational institutions as a key to top recruitments

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

During the 2020 financial period, we worked as a partner company for Aalto University School of Business and Hanken School of Business and worked actively with student unions and subject associations throughout Finland.

Over the past years, our collaboration with universities of applied sciences has intensified steadily; we are offering an increasing number of positions to graduates from these institutions. We have primarily worked with students of commerce, law and technology, but we have also taken steps to advertise ourselves to IT and technology students.

In the 2020 financial period, we organised numerous events for students, the largest of which were the trainee recruit events and the Advisory Day and

Tax Day, which are more case-focused events. These events served to demonstrate the operations of our business units and allowed us to learn the content of expert work in practice.

In addition, our offices were visited over the autumn season of the financial period by several student groups seeking to learn more about our services and career opportunities. Due to the COVID-19 pandemic that started in spring 2020, we adapted our cooperation methods between educational institutions to a virtual form.

In the financial period of 2020, we collaborated with the following educational institutions:

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



Marko Korkiakoski, PwC Finland's Private Company Services Leader

Supporting entrepreneurship

PwC has supported entrepreneurs in Finland for over 65 years. Over 250 PwC's experts serve owner-driven growth companies and family businesses in Finland. In addition, our clients are supported by our global network. This work is important for the society – because both domestic and international SMEs, growth and family companies play a major role in employment and growth in Finland.

“The importance and needs of entrepreneurship are emphasised in Finland year after year. We want to offer entrepreneurs more support from startups to companies that have been operating for a long time. In the development of our experts' competence, we invest in

the ability to better identify the needs of different client segments,” says **Marko Korkiakoski**, PwC Finland's Private Company Services Leader.

“We work with entrepreneurs, owners, next-generation owners and operative management with great passion and extensive expertise on a broad front. It's important to us to understand the weight that lies on the shoulders of the entrepreneur and to be able to help companies in operative activities and at various stages of ownership both locally and globally”, explains Korkiakoski.

We collaborate with several operators promoting entrepreneurship. With the **Finnish Family Firms Association**, our collaboration has lasted for several



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

In addition, our multi-annual cooperation with **Slush** is an important way for us to support entrepreneurship in both Finland and the world with our international network.

Our active work as the coordinator of **Business Finland's Young Innovative Company** funding program continues. The program is Finland's most important public funding instrument supporting internationalisation for small growth companies. In the program, we have trained more than 400 companies that have received funding over 12 years and organised almost 100 investor panels to evaluate companies and to boost growth.

Through our comprehensive work with several partners throughout Finland, we have an important opportunity to be even more present to entrepreneurs. Among our partners, the **Future Board** and **Boardman Grow** have created opportunities to bring together experts and other entrepreneurs throughout Finland during the last financial period. The two-year cooperation with Boardman Grow will continue in autumn 2020 by transforming its form into virtual events.

In the past financial period, we also actively collaborated regionally with chambers of commerce and business organisations in Finland. We also arranged the first Scale & Raise event in autumn 2019 in cooperation with the international PwC network, highlighting international growth programs, which are also available to Finnish companies that are seeking growth.

"We want to be truly present to entrepreneurs as a versatile and easily approachable partner. Financial audits are still at the centre of our work, but we also have increasing opportunities to offer entrepreneurs the services in financial administration, innovation, corporate venturing, growth, internationalisation and M&A. We also support the themes on the owner's own agenda," says Korkiakoski.

Transition to virtual events

Our financial period that ended in the summer was a time of change in particular concerning our events. In the past, we have favoured face-to-face events with the possibility of casual networking. The recommendation for remote working that started in mid-March changed the situation completely.

Considering the coronavirus, we wanted to act responsibly, while at the same time we wanted to provide our clients and partners with information and ideas on current issues. We practically tran-



New World. New Skills

In autumn 2019, the PwC network launched the New World. New skills program. The aim of the project is to develop both PwC's own staff and its clients' digital competence and to enable the development of digital competences for those who are lagging behind in this development.

The target group of the project is not only PwC employees and clients, but also external stakeholders that have either the opportunity to promote digital skills in society or need these skills. The program brings together and creates new projects to develop digital competencies for these different target groups and partly with them.

"We have agreed on voluntary work with HelsinkiMissio to support senior citizens' digital skills in the service centres of the elderly. Unfortunately, the coronavirus has postponed the start of the project to a later date," says Sirpa Juutinen, Corporate Responsibility Partner at PwC Finland.

The New world. New skills program will continue for at least the next three years. The PwC network intends to invest about USD 3 billion in the project, most of which are aimed at training our employees and developing new technologies.

"The extensive transition to remote working has shown that digital skills are also a question of equality. It is important to involve everyone and to offer different learning paths to different types of learners so that everyone can participate in digital working environments and communities," says **Kati Tammilehto**, Chief Operating Officer at PwC Finland.



sitioned to virtual events and webinars almost overnight. In late spring, we arranged about 20 webinars, some of which dealt with the impact of COVID-19 and some other topical themes. Some of these springtime virtual events were held with partners.

Before the coronavirus, we were able to organise a total of about 100 client events and event series during autumn 2019 and early spring 2020 for top management, board members, entrepreneurs, associations and foundations. In addition to Helsinki, events were arranged in various parts of Finland, including Kuopio, Maarianhamina, Oulu, Tampere and Turku. We also took part in major client events, such as Nordic Business Forum and Slush.

The events discussed topical issues and best practices related to, for example, deals, mergers and acquisitions, taxation, law or financial management.

Volunteer work and donations

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

During the 2020 financial period, 44 PwC employees took up the opportunity and put in a total of 224 hours of volunteer work.

“The COVID-19 pandemic unfortunately cancelled many plans from mid-March onwards, which is reflected in the figures of our volunteer work”, says **Sirpa Juutinen**, Corporate Responsibility Partner.

PwC network cooperates with UNICEF

Many young people think that their current education does not offer the right competences for working life. This is evident from an internet survey, which involved 40,000 young people from more than 150 countries. According to a survey conducted through UNICEF’s U-Report platform, every third young person feels that the education programs offered do not match their career wishes. More than one third of the respondents said that the work they are looking for is not available in their communities.

In the survey, the desired skills for employment over the next decade include management, analytical thinking and innovation, as well as data processing and management.

According to PwC’s CEO survey, at the same time, almost three out of four CEOs are concerned about finding the right skills to support the company’s growth.

UNICEF and the PwC network started cooperation to address these challenges. The cooperation will support the World Economic Forum’s Reskilling Revolution project; whose founding members are both UNICEF and PwC. The aim of the project is to offer better work, training and skills to a billion people over the next 10 years.

PwC’s expertise and resources also support the Global Generation Unlimited project, managed by UNICEF, which aims to help young people to transition from their studies to working life.

The main target group of the project is young people living in communities and regions where there is a high need for assistance. The cooperation will first be directed especially at India and South Africa.



Our staff can vote for a charity to donate our so-called Christmas bonus to. This is something that has become somewhat of a tradition for us. The Baltic Sea Action Group was voted the winner at Christmas 2019. We also took part in the Joulupuu-keräys Christmas donation initiative, to which the staff of our Helsinki office donated Christmas gifts. Gifts are distributed to disadvantaged children in Helsinki. The collection is organised by the JCI Central Park together with the Helsinki Department of Social Services and Health Care.

In June 2020, PwC Finland and its partners donated more than EUR 20,000 to Save the Children, which directed the money to food gift cards for families of low-income in Finland. In addition, some of the money was allocated to online chat support for children and young people. The management received a few queries, which centred on the topic



of what good PwC could do in the coronavirus situation. This led to the idea for the donation.

Studies and publications

During the financial period, the PwC network and the companies that belong 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. Traditional annual global surveys include Global Annual CEO Survey, Global Entertainment & Media Outlook, State of Compliance Study and Paying Taxes. You can read more about our publications online [here](#).

Companies faced new situations and challenges in business after the COVID-19 pandemic started. PwC's experts around the world produced content to answer questions and provide advice. By the end of June, PwC Finland produced approximately 50 items of news or articles on the COVID-19 situation to support business operations.

Our podcast that was launched in September 2018 continued during the past financial period by focusing on the themes of sustainability and management, and of course, the corona pandemic.



Vuoden kasvunrakentaja competition

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 in the building of growth.

Forenom, Framery, Oura and Swappie were the selected finalists of the 2020 competition. At the final in August 2020, Swappie, a company selling used and refurbished smartphones, was chosen as the winner.

PwC analysed the winners from 2014 to 2019, according to which both the companies' revenue and the number of employees have increased at a brisk pace after their win.



In the PwC's podcasts, the Corporate Responsibility Partner Sirpa Juutinen's guests included Lauri Rosendahl.

Social media

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

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

At the end of 2019, we participated in a study carried out by the University of Jyväskylä to explore the thoughts and experiences of the employees of expert companies on the use of social media. 211 PwC employees, who represented our staff structure and different busi-

ness areas, replied to the survey. Open responses highlighted the benefits of the employer image. Our experts who see the benefits of social media highlighted, for example, the access to information, networking and the presentation of their own expertise. The responses also revealed the constant need for support and training in the use of social media.

"From the perspective of an expert, in addition to searching for information, networking and cultivating an expert profile, social media can be used for generating direct sales. We have examples of how experts have received business leads through social media," says **Kaisa Heikkinen**, Brand and Communications Leader at PwC Finland.



PwC acts as Slush's global partner

PwC Finland has sponsored Slush, the international technology and startup company event, since 2010. For the last five years, we have acted as the main global partner for Slush.

Slush is the most important single facilitator for growth companies and venture capitalists in Finland as well as a leading event globally. Recently, Slush has also become increasingly topical for larger companies seeking new expertise and innovation to their organisation. In addition, foreign investors seem to have an increasing interest in Slush.

"On a global level, Slush Helsinki is the largest single event supporting entrepreneurship for PwC. Every year, it has been extremely important for us that we can combine our international clients, current and new, with our extensive global network of experts in Slush," says **Kia Lund**, who has been closely involved in PwC's global Slush cooperation.

"Slush brings together the entire global ecosystem of entrepreneurship and thus creates a completely unique forum for sharing the best ideas and knowledge and creating new success stories – the stories that really change the world", Lund explains.

Environmental stewardship

Promoting sustainable development plays an important part in PwC's corporate responsibility agenda. We aim to develop our operations in a more environmentally friendly manner and reduce our environmental impact. Our objectives for the four-year strategy term that ended in the summer of 2020 were aimed at reducing paper consumption, energy consumption and carbon dioxide emissions.

“At the end of the 2017–2020 strategy term, we can say that we managed to



Chief Operating Officer at PwC Finland Kati Tammilehto

achieve most of our goals, even exceeded expectations regarding some of them”, says **Kati Tammilehto**, Chief Operating Officer at PwC Finland.

We only fell short in electricity consumption:

- The consumption of paper decreased by 40% per person in one year. In four years, the consumption has decreased by 55%. We aimed at a 5% decrease, so the result exceeded all our expectations.
- Electricity consumption decreased by 3% in one year and in four years by 1.3%. So, in terms of electricity consumption, we did not reach our target of 4%.
- Carbon dioxide emissions decreased in one year proportionally to the number of personnel by 17%. In four years, carbon dioxide emissions decreased by 31%. The target for the decrease was 4%.
- We sought a 10% increase in the use of remote conferencing equipment. The comparison figures cannot be obtained for the entire strategy term, but during the last financial period, remote conferences have tripled. This is largely explained by the increase in remote work due to the COVID-19 pandemic.



We achieved our environmental goals that were set for four years, with the exception of reducing electricity consumption.

The automation of lights implemented in summer 2020 and the LED project will reduce energy consumption at the Helsinki office in the coming years.

Significant changes have been implemented to the meeting centre at PwC's Helsinki office to enable the organisation of sustainable meetings by paying attention to the buffet selection and minimising food waste.

We started drafting a PwC's Sustainability Handbook.



The coronavirus pandemic reduced aviation emissions

Compared to the previous year, PwC Finland's air mileage decreased by 32% per person. The reduction in air mileage is largely due to the COVID-19 pandemic, which practically put an end to air travel from April onwards.

In addition to reducing consumption, with regard to the impacts of air travel, we continued along the same lines as previous years and offset all our emissions from air travel during the year. We compensate for emissions by investing, together with the global PwC network, in various projects aimed at reducing emissions, in which the use of solar and wind power, for example, is developed.

Attention to sustainability in catering and reduction of food waste

We organise several external and internal events and meetings each year at PwC's own premises and at the premises of external operators. In order to promote compliance with the principles of sustainable development, we drafted a handbook on organising sustainable meetings for PwC's meeting and event organisers. According to the guidelines, the events organised by PwC must take into consideration, for example, the ecological nature of the catering and the materials handed out at the event.

Even the buffet selection offered to our clients at our office in Helsinki was changed. Nowadays, the catering favours organic, local and vegetarian products. We also focused on minimising food waste by, for example, predicting food consumption more efficiently and replacing separate coffee makers with coffee vending machines. We also set up a messaging channel called Hävikkichat for the staff, which reports the surplus food of the buffet. The staff has the opportunity to pick up surplus food for their own use. The mineral water offered in plastic bottles at the meeting centre was replaced by tap water and the napkins were changed into ones made from a more environmentally friendly material.

In addition to the Helsinki office, our regional offices also pay attention to recycling and reducing food waste.

In addition, the office environment was made more ecological by improving energy efficiency. Extensive renovations were conducted at PwC's Helsinki office property with the purpose of improving indoor air quality, optimising air conditioning according to the office's operating hours and reducing electricity consumption by moving to automated corridor lighting and LED lighting.

Green Team supports work towards environmental objectives

In October 2019, we gave up our WWF's Green Office certificate, which was held at our Helsinki office. We continue our environmental objectives in accordance with the environmental targets set by PwC Finland and the PwC network. The PwC Green Team, that was established in the autumn, continues the environmental work in the footsteps of the Green Office team.



In connection with the renovation of the PwC Ruoholahti office, all light bulbs were replaced with LED light bulbs.

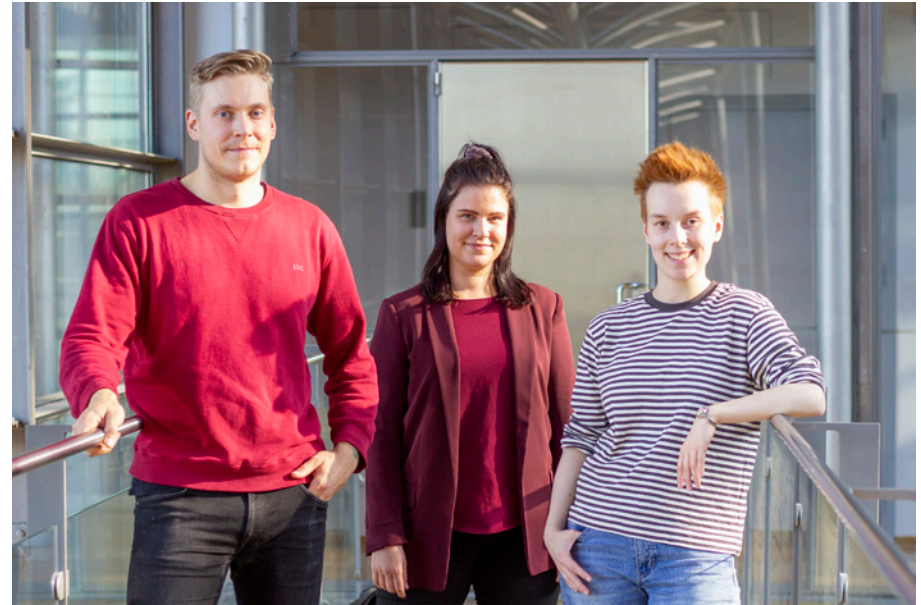
Our goal is to further develop PwC's internal environmental and sustainability work. The feedback survey organised in connection with the establishment of the new environmental team covers many good development proposals and requests that the Green Team started to implement during the financial period. Expanding environmental work to regional offices and starting the work on the PwC's sustainability handbook were the most important areas of development during the financial period. Over time, all content related to our sustainability and environmental work will be found in the sustainability handbook.

Our objective for the forthcoming financial period is to implement a new corporate responsibility program, not only at PwC's Helsinki office, but also at regional offices.

Coronavirus pandemic changed plans and schedules

Although the COVID-19 situation prevented us from organising several internal events and campaigns traditionally organised by PwC, the Green Team managed to organise a number of different campaigns at PwC's Helsinki office during the financial period.

Waste recycling has significantly improved over the past few years. Even though the staff has adopted the



Jarkko Kallio, Miira Kettunen and Amanda Mononen are part of the Green Team at PwC.

recycling quite well, there is still a long way to go to perfection. The Green Team held information events during the financial period to promote recycling.

A toy collection arranged in spring 2020 encouraged PwC employees to donate toys to disadvantaged children and young people. Due to the delay caused by the coronavirus situation, toys were distributed in October 2020.

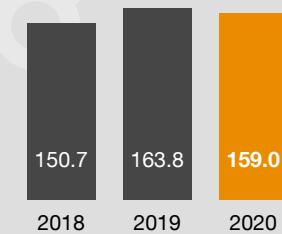
Due to the pandemic, the popular bicycle maintenance event and the campaigns that encouraged to recycle clothes had to be postponed from spring to the current financial period. However, we did not have to give up all of our traditions as the Earth Hour turned off the lights of the PwC Helsinki office this year too on 28 March 2020.

Our key figures and appendices

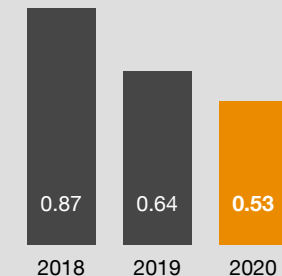
Business operations		FY 2020	FY 2019	FY 2018
Revenue	EUR million	159.0	163.8	150.7
Audit services, statutory audit	EUR million	70.2	71.4	66.2
Other services	EUR million	88.8	92.4	84.5
Staff expenses	EUR million	98.1	101.2	91.8
Purchased services and other operating expenses	EUR million	45.8	45.9	42.5
Operating profit	EUR million	14.5	15.8	15.5
Income taxes	EUR million	1.0	1.1	1.2
Profit for the period	EUR million	13.8	15.0	14.4
Overall client satisfaction	(0–10)	8.8	8.7	8.6
Net promoter score (NPS)	%	65.0	59.6	58.4
Social impact				
Work with educational institutes and organisations, sponsorship and donations		464	446	384

Environment		FY 2020	FY 2019	FY 2018
Carbon dioxide emissions ¹⁾				
Scope 1: direct emissions	tn CO ₂ e	0	0	0
Scope 2: power consumption ²⁾	tn CO ₂ e	0	0	0
Scope 3: air travel ³⁾	tn CO ₂	586	657	828
Scope 3: road travel	tn CO ₂	91	127	127
Scope 3: paper consumption ²⁾	tn CO ₂ e	4	7	8
Total emissions	tn CO ₂ e	681	791	963
Total emissions per person	tn CO ₂ e*)	0.53	0.64	0.87
Business travel				
Kilometres flown	km	4,284,974	5,993,306	6,284,328
Kilometres driven	km	774,340	1,051,405	1,066,158
Kilometres flown per person	km	3,332	4,885	5,672
Kilometres driven per person	km	602	857	962
Energy				
Power consumption ²⁾	kWh	882,641	909,691	933,410
Use of materials				
Paper consumption ²⁾	reams	1,826	3,023	3,694
Paper consumption per person	ream/person	2.0	3.3	4.4

Revenue



Total emissions per person



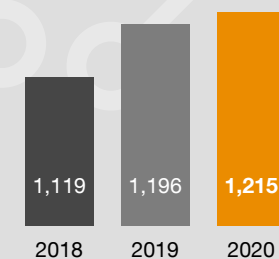
1) We report our greenhouse gas emissions according to international GHG Protocol reporting principles. We report Scope 2 emissions by using a market-based calculation method, which takes the rated emissions of electricity bought into account. Our location-based emissions caused by electricity consumption are 124 tn CO₂, which is based on the average rated carbon dioxide emissions caused by electricity procurement in Finland.

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

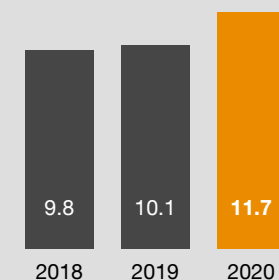
3) Since the financial period FY19, we have offset all emissions from our air travel.

Staff		FY 2020	FY 2019	FY 2018
Average number of staff during the financial period	persons	1,286	1,227	1,108
Number of staff at the end of the financial	persons	1,215	1,196	1,119
- Audit services, statutory audit	persons	519	539	530
- Other services	persons	579	553	499
- Internal services and support functions	persons	117	104	90
Voluntary employee turnover	%	13.6	14.9	13.6
Recruited employees (regular) during the financial period	persons	154	196	240
Trainees over the financial period	persons	240	234	159
Average no. of part-time employees during the financial period	persons	111	118	106
Average no. of employees on family leave during the financial period	persons	50	50	58
Average no. of employees returning from family leave during the financial period	persons	52	66	34
Average term of employment	years	6	5.7	6.0
Staff's diversity				
Staff gender distribution	F/M %	53/47	54/46	55/45
Board	persons (F/M)	2/5	1/6	1/5
Territory Leadership Team	persons (F/M)	2/7	2/7	2/8
Average age of staff	years	35.3	35.2	35.1
Employee satisfaction and wellbeing				
Response rate to the Global People Survey	%		65	63
People Engagement Index (PEI)	%		77	73
Sick leave rate	%	2.2	2.5	2.1
Accidents at work and on work journeys	no.	10	20	12
Talent management				
Total number of training days	days	13,406	11,198	9,521
Training days per person (FTE) ¹⁾	days	11.7	10.1	9.8
Training costs per person (FTE) ¹⁾	EUR per person	1,772	2,186	2,541
Training offered by PwC experts	days	748	576	733
No. of APA/CPA/CPFA/CIA	person	23	27	18
Staff incentives				
Salaries (incl. other expenses)	EUR million	90.8	90.7	82.2
Profit-based bonuses and variable pay (incl. other expenses)	EUR million	7.3	10.5	9.6
Dividends paid	EUR million	6.2	4.2	2.9
Input-based dividends	EUR million	8.8	10	8.2

Number of staff



Training days per person



¹⁾ FTE = Full Time Employees.

Other staff related key figures

Average training hours	Male	Female
Partner	37.5	44.5
Salaried Partner	37.0	42.4
Director	42.2	58.8
Senior Manager	46.8	55.3
Manager	76.8	56.2
Senior Associate	83.5	108.7
Associate	108.4	107.7
Trainee	53.2	57.6
Admin	126.8	28.2
Total	71.3	73.4

Recruitment	Male	Female
Less than 30 years	183	143
30–50 years	42	51
More than 50 years	2	1
Total	227	195

Age and gender distribution of Board members	Male	Female
Less than 30 years	0	0
30–50 years	3	0
More than 50 years	2	2
Total	5	2

Fixed-term vs. permanent employees	Male	Female
Fixed-term employment relationship	40	38
Permanent employment relationship	527	610
Total	567	648

Full-time vs. part-time employees	Male	Female
Full-time	525	593
Part-time	41	56
Total	566	649

Employees with a contract vs. leased employees	Male	Female
Contract	562	645
Leased employees	4	4
Total	566	649

Staff turnover	Starting employees		Leaving employees		Staff		Turnover, %	
	Male	Female	Male	Female	Male	Female	Male	Female
Less than 30 years	40	47	30	33	163	203	18.4%	16.3%
30–50 years	29	35	37	46	308	342	12.0%	13.5%
More than 50 years	2	1	3	5	55	65	5.5%	7.7%
Total	71	83	70	84	526	610	13.3%	13.8%

Our main stakeholders

Stakeholder	Forms of interaction	Example of collaboration during the financial year	Plans to develop cooperation
Clients	Client meetings, client events, virtual client events (webinars/webcasts), client feedback surveys, social media channels, PwC publications and newsletters.	<p>We held several events for networking and sharing information, such as the Culture and Diversity event carried out in K-Kampus in cooperation with partners, for senior management and board professionals and webinar about funding options for SMEs during the COVID-19 situation with Fundu.</p> <p>We published several surveys and reports, such as PwC's global CEO Survey, in which nearly 1,600 CEOs in 83 countries were interviewed.</p>	We invest in ever better interaction and the use of technology to produce an even better and higher quality and client experience. In line with our purpose, we also want to support clients in solving important problems.
Staff	People group, reviews of the CEO and the Territory Leadership Team, management's webcasts, intranet, personnel newsletter, staff and group events, Global People Survey.	<p>We continued the BeWell initiative, aimed at promoting mental and physical health among our employees.</p> <p>We also continued our Inspiring Coach program, which hundreds of managers and other employees in supervisory positions have attended.</p> <p>We continued to implement new technology and tools for the staff and to support to the management. They support our goal of continuous development and enabled us to work remotely and serve our clients smoothly during the COVID-19.</p> <p>We arranged staff discussions and training on corporate responsibility and equality.</p>	Being the best workplace is a central strategic goal for us. We will continue our initiatives and training programs related to our staff's job satisfaction and well-being at work.
Educational institutions	Partnership with educational institutions, lectures, recruitment events and exhibitions at educational institutions, and visits to PwC, are all part of the trainee program.	We held a number of events together with student associations, such as various case events, networking opportunities and other collaboration events. In addition, our experts have given lectures in their own field.	We will develop our collaboration by, for example, arranging new events that our experts will participate in.
Cooperation partners	Events, webinars, training events, publications and books	<p>We continued long-term partnerships with for example the Finnish Family Firms Association.</p> <p>We were once again Slush's main global partner. We were also one of Nordic Business Forum's partners.</p>	Our close collaboration with our partners continues. We organised the Growth Builder of the Year in spring 2020 with FVCA, and the final was held in August 2020.

