

Building trust

Corporate responsibility review 2022
PwC Finland



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 2021–30 June 2022. Read more about sustainability at PwC at www.pwc.fi/yritysvastuu.

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*) 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

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

Our service areas

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

Examples of our expertise

- Analytics and artificial intelligence
- ESG
- HR services
- IFRS reporting
- Internationalisation
- Cyber and data security
- Sales and client experience
- Ownership strategy
- Enhancement of operative activities
- Capital market transactions
- SAP S/4 HANA
- Strategy
- Development of financial administration
- Technology and digitalisation
- Corporate responsibility

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

PwC Global

Turnover: **US\$50.3 billion**

Countries: **152**

Experts: **328,000**

PwC Finland

Turnover: **€182 million**

Offices: **11**

62

Net promoter score
(NPS)

8,600

Number of clients

8.7

Overall client
satisfaction

36.2

Average age of
employees

1,260

Headcount

12.0

Average staff
participation in training
(working days)

Review of the CEO

We started our financial period in autumn 2021 still amid the COVID-19 pandemic and hybrid work. However, after the summer holiday season, business operations kicked off briskly and, as the COVID-19 situation eased, the general market situation seemed quite positive for a while. Russia's attack on Ukraine in February 2022 changed the geopolitical tension and the market situation. The war and the resulting intensified economic and business sanctions posed challenges for our own operations and for the business operations of several of our clients.

The PwC network also ended up in a challenging situation: PwC operated both in Russia and Ukraine, with more than 750 employees in the conflict areas. PwC has provided support to these people and their families in various forms. In addition, various PwC countries, including Finland, made donations to Ukrainians. The war continues, and we are thinking about different ways of how we can support the situation in the future. During summer 2022, the PwC network disassociated itself from Russia, and PwC no longer has operations in Russia.

Turnover grew to EUR 182 million

Despite the war, sanctions, and business restrictions, many companies continued to pursue investments and development projects, and the acquisition market also remained active. We can be humbled by the fact that our clients were able to turn to us with their needs regarding individual projects as well as for continuous expertise and



Mikko Nieminen, PwC Finland's CEO

€182 million
Turnover

253
Trainees

1 257
Experts

support. Our purpose is to build trust in society and solve important problems, and we have been able to realise this purpose with our clients during the financial period.

Our turnover increased by 14 percent to EUR 181.8 million (the previous year's 159.0 million). The biggest growth in demand was in services relating to deals and various business management consulting services, such as ESG consultation (Environmental, Social and Governance). We strengthened our services related to ESG reporting, assurance, and consultation by acquiring Mitopro Oy, which specialises in these services, on 1 July 2022, and as a result, Mitopro's experts have strengthened our forces from the beginning of the current financial period.

The revenue of auditing and assurance services as well as tax and legal services also increased significantly. We increasingly served our clients in large-scale projects with professionals in different areas of expertise and from different business functions. Our profitability improved from the previous year.

Moderate growth in headcount, traineeships to more than 250 students

At the end of the financial period, PwC Finland had 1,257 employees (1,213 the year before). We did not reach our recruitment goals in all respects and continue to work to attract more both younger and more experienced experts. However, we were happy to offer a record number of traineeships to students: during the financial period that ended in June, we had as many as 253 trainees.

During the financial period, we prepared guidelines on how to continue working in the aftermath of COVID-19 restrictions. We quickly came to a decision to continue with a flexible approach: our people can work wherever given it is reasonable and possible in both the client's point of view and tasks at hand. In order to maintain our community spirit, we encourage everyone to continue coming to our facilities where we have not made reductions.

The wellbeing of our employees is an important part of our responsibility. We invested in better leadership, for example, by setting common goals for management work and by training team leaders in areas of virtual leadership and early support. The People Engagement Index, indicating employee engagement, remained at the previous year's level, which is good, but we are looking for continuous improvement in this index. We will provide more information on our human resources matters on pages [26-33](#) of this review.

Client satisfaction results praise our responsible way of working

We regularly measure client satisfaction, which is one of our key indicators in assessing our operations. During the last financial period, we had a new set of questions to clarify how our values were realised in practice.

Our client satisfaction remained at the same level as last year: the average was 8.7 and our Net Promoter Score

(NPS) was 62. In questions regarding our values we were praised, for example, for our responsible way of working with our clients and our genuine care for our clients. However, we can continue to challenge ourselves in the area of innovation in line with our value of Reimagining the possible.

Thank you to everyone who provided feedback! We will continue our efforts to ensure that collaboration with us meets your expectations or even exceeds them.

EU-level projects have an impact on the development of the auditing industry

In our largest business area, auditing, the key drivers of development are the regulation and digitalisation of the sector. We are constantly developing our auditing processes, tools, and our expertise to enable us to offer even better auditing services and, for example, enable the processing of large amounts of data as part of auditing.

EU-level projects outline the development of the auditing sector from the perspective of regulation. The preparation of the Corporate Sustainability Reporting Directive (CSRD) is already at an advanced stage. The project is relevant, for example, in that the sustainability information the Directive requires from the companies should be verified. In the present view, for example, large companies would publish their first reports under the directive in 2025 and, in the same year, report and verify their data from 2024.

At the turn of 2021/2022, the Commission organised a public consultation on the quality of corporate reporting. The consultation consisted of three pillars of corporate reporting: 1) corporate governance; 2) statutory audit, and 3) supervision of corporate reporting and auditing. The legislative proposal is expected to be published in the first quarter of 2023.

We will monitor the progress of these and other projects in our field and welcome the development in the sector.

Entering the current financial period with positive expectations

There is a great deal of uncertainty in the market due to Russia's war against Ukraine, inflation, energy crisis, and COVID-19. We still feel positive about our business and the new financial period. We aim for growth with healthy profitability.

Climate change will create both opportunities and risks to business operations in the coming years, which will increase demand for climate and corporate responsibility services. We have increased our ability to serve our clients in climate and other ESG (Environmental, Social and Governance) issues as well as in increased sustainability reporting requirements.

We still need new experts to enable our team to grow. During this financial period, we aim to hire more than 100 new experts and offer traineeships to more than 200 students.

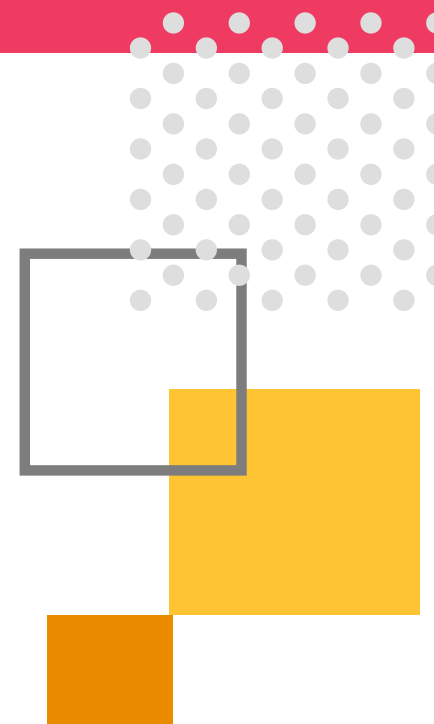
For us to provide the best workplace for our experts, we want to make our working culture more inclusive and diverse. We have prepared a new Inclusion First action plan. The implementation of the action plan starts this financial period.

Sustainability 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 our Corporate Responsibility Partner and elsewhere in this review.

I would like to extend my warmest thanks to all PwC employees, clients and partners for the past financial year!

Mikko Nieminen
CEO

For us to provide the best workplace for our professionals, we want to make our working culture more inclusive and diverse.



Review of the Corporate Responsibility Partner



Tiina Puukkoniemi, PwC Finland's Corporate Responsibility Partner

There has been talk for several years about how corporate sustainability is gradually becoming mainstream in the business strategy and value creation of companies, and finally those who have had doubts about this have had to come to terms with the reality.

The most important drivers of change in sustainability reporting and value creation have been the increased requirements of stakeholders and legislation that has already been developed and partially entered into force in the EU. According to the new regulations, investors and financiers will be able to allocate their cash flows increasingly to projects related to sustainable development if they so wish.

With the introduction of new reporting frameworks, sustainability reporting becomes more specified and comparable. Sustainability data will increase in importance in financial decision-making, which means that the reliability of reporting will also increase. This is likely to also lead to the fact that the processes and systems related to the reporting of companies must develop at the same level as financial reporting. There must be processes, controls, and an audit trail in place – it is no longer enough to report for the purpose of reporting; instead, the right goals, actions and results must be specified.

It was a pleasure to see how the above-mentioned development has also been reflected in the work of management groups and boards of several companies. The Territory Leadership Team of PwC Finland also

While regulation, stakeholders, and economic decision-making boost companies' sustainability goals, sustainability is given new forms and perspectives with Russia's war against Ukraine, inflation, energy crisis, and the COVID-19 pandemic.

raised a great deal of discussion on how to report our sustainability and increase its ambition level when we discussed responsibility topics in the meetings of the Territory Leadership Team. PwC's own employees have been particularly enthusiastic and motivated to learn more about sustainability and ESG. The numerous ESG training courses in the PwC network offer a wide range of opportunities to this end.

While regulation, stakeholders, and economic decision-making boost companies' sustainability goals, sustainability is given new forms and perspectives as a result of Russia's war against Ukraine, inflation, energy crisis, and also the COVID-19 pandemic, raising questions such as how we take care of the weakest, and what each individual or the company can do to help the situation. All of us, organisations and individuals, have the opportunity to do our part – whether it be financial support or saving energy – everything is useful.

These days, I feel that the significance and importance of PwC's global purpose is increasingly essential. Our purpose is to build trust in society and solve important problems. I would like to thank all PwC employees for being involved in this important task! Let's build trust and resolve important problems also in the future!

Tiina Puukkoniemi
Corporate Responsibility Partner

The background of the slide is an abstract composition. It features a dark, textured surface with vibrant, iridescent reflections in shades of orange, red, and purple. Overlaid on this are several semi-transparent geometric shapes: a large light grey rectangle on the left, and a cluster of smaller squares in orange, yellow, and pink on the right. A grid of small black dots is arranged in a rectangular pattern on the right side, partially overlapping the colored squares.

Our strategy

In June 2021, the PwC network announced a new global strategy that bears the name of The New Equation. Its purpose is to answer two questions to which our clients around the world are looking for answers: how to build trust within their own stakeholders and society and how to create genuinely sustainable solutions? A new business equation, The New Equation, is formed on the basis of these two issues. We help our clients create sustainable solutions and build trust by combining our best experts and technology for our clients.

Our strategy

PwC Finland's strategy implements PwC's global strategy in Finland, taking into account the needs of the local market and our Finnish clients. The theme behind our strategy is the driving force of doing things together. We also have five central focus areas, which we promote in all of our Lines of Service and in our internal services. These focus areas include caring, working together, and combining different competencies into new service packages, in other words integrated solutions, sales and client relationship management, and digital and data capabilities.

"We have made our strategy into a reality. For example, to support digital and data skills, we gave all PwC employees the opportunity to use five working days to study these skills. We have introduced more comprehensive solutions to the market, in which we combine our expertise from all over PwC to solve the most important problems of our clients," says CEO **Mikko Nieminen**.





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

Good. Happy. Inspiring. This is our ambition for our strategy period ending in 2024. We are our clients' first choice in helping them solve their most important problems. We are known as the most reliable partner in the industry, one that helps clients to build trust and achieve sustainable solutions.

Our increased capacity in digital and data expertise, and in combining different competences for the benefit of our clients, as well as our strong and active sales and client management culture differentiate us from our

competitors. We combine human knowledge with the possibilities of technology.

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



Value creation

The pillars of our value creation model are our strategy and purpose to build trust in society and solve important problems. Company's value creation is much more than just financial value creation, and one of our key types of capital is our staff. Only with a dedicated and skilled group of experts can we implement our purpose in the best way possible – not forgetting other types of capital.

Value creation

By describing its value creation model, a company can illustrate to its investors and other central stakeholders the factors its value creation is based on and how it plans to create and maintain value in the future. Value creation is not a matter of unilateral company analysis; instead, companies must listen to the most important stakeholders to understand which factors create value and which capital types play the most important role in this respect.

In recent years, it has been interesting to see how a large number of companies have highlighted themes arising from sustainability, in particular. More and more companies have seen how sustainability can bring value and thus also offer support in economic decision-making.

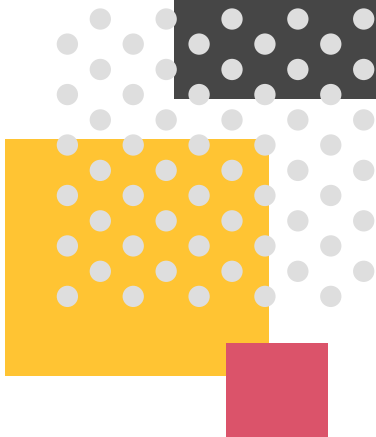
Recent events – the COVID-19 pandemic, Russia's attack on Ukraine, and the resulting energy crisis – have shown in a very concrete way that companies need more than only financial capital to create value. Many companies have also had to approach value creation from a completely new perspective and possibly radically change the strategy and value creation.

PwC's value creation model

To describe PwC's value creation, i.e. different types of capital, their impacts and results, we involve representatives from activities related to different types of capital. We also listen to the views and expectations of our stakeholders in order to further develop our value creation model. Identifying stakeholders helps to manage risks and support the company's success.

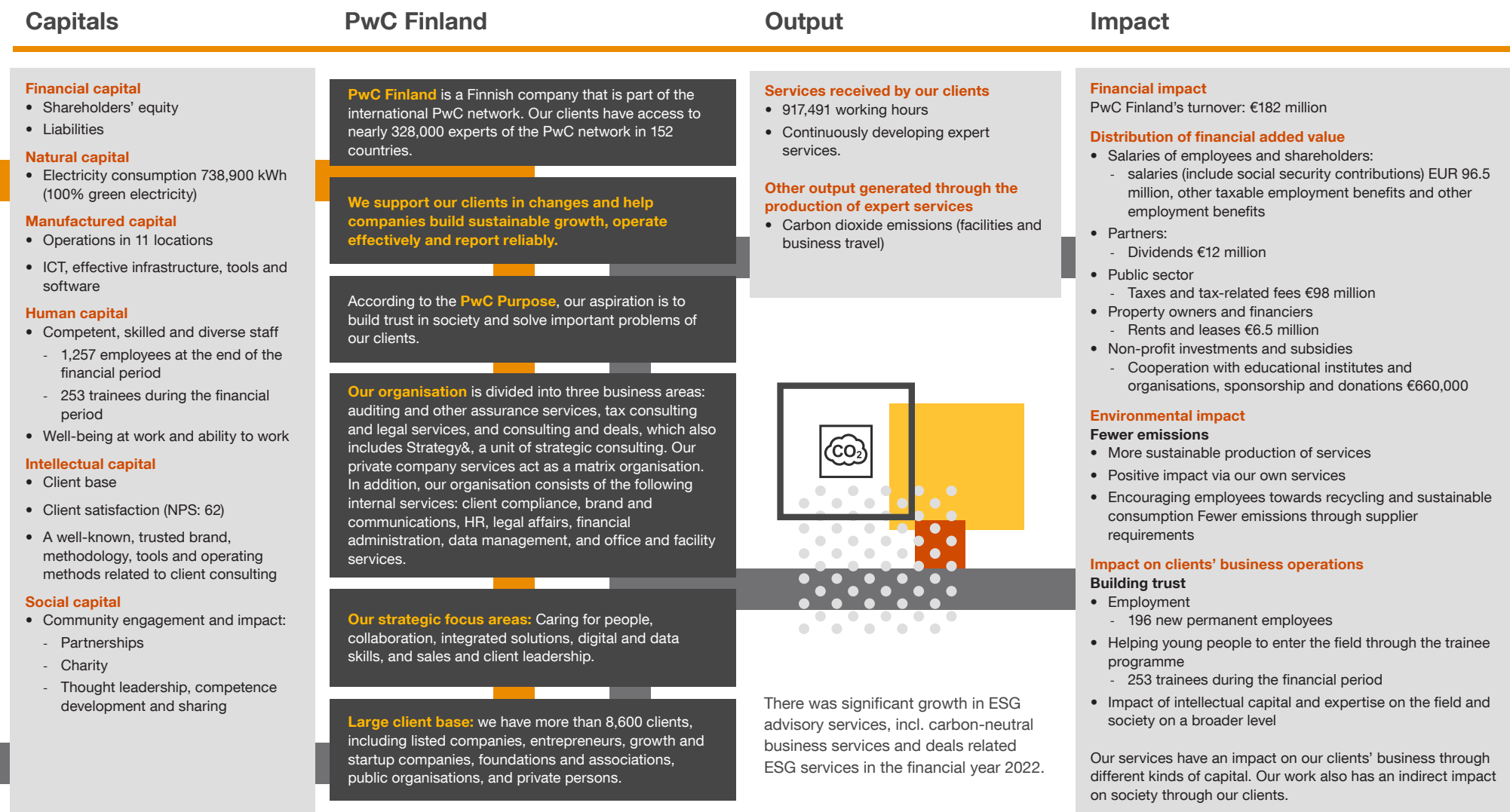
We have analysed our value creation for several years now. Even though the world seems to have changed very quickly, the criteria for PwC's value creation remains the same year after year. PwC's value creation model starts from our strategy and purpose to build trust in society and solve important problems.

As an expert organisation, one of the most important and essential capital types for us is human capital, i.e. our staff. Only with a dedicated and skilled expert group can we implement our purpose in the best way possible way – not forgetting other types of capital.



Recent events – the COVID-19 pandemic, Russia's attack on Ukraine, and the resulting energy crisis – have shown in a very concrete way that companies need more than only financial capital to create value.

Value creation at PwC Finland



Concerns PwC Finland's financial period of 1 July 2021–30 June 2022.

Creating value for society

Our tax footprint

PwC's purpose is to build trust in society and solve important problems. In maintaining trust, transparency is a key factor, and we also want to be transparent about the direct financial consequences of our company's activities for the surrounding society in the form of taxes and tax-related fees. We participate in the dialogue on the importance of business operations to society by sharing how creating added economic value in our business also creates added financial value for society.

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

"Our company's financial period was very good, and thus our contribution in the form of income taxes paid to the state and municipalities as well as the paid withholding tax and value added tax was unparalleled compared to previous financial periods," says our Tax and Legal Services Leader **Markku Hakkarainen**.

"We have reported our tax footprint for several years. We want to be transparent in our operations, and we believe this is an excellent way to highlight how significant the contribution of company's added value creation is to the surrounding society in the form of different taxes. We operate in the same way as a growing group of other Finnish and international companies that report their tax footprint," says Markku.

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.



Markku Hakkarainen, Tax and Legal Services Leader at PwC Finland

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. In addition to salary, the shareholders also receive dividends from the company. Shareholders do not receive any salary or other personal financial payments from the PwC network.

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

Our turnover for the financial period totalled EUR 182 million, while the total amount of taxes and tax-like charges and payments totalled EUR 98 million. Totalling EUR 63 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.

Taxes and tax-like charges paid and reported by PwC Finland for the 2022 financial year (2021)



A high-angle, top-down photograph of a woman with brown hair tied in a bun, wearing a light-colored sweater, sitting on a wooden slatted bench outdoors. She is working on a laptop. To her left is a white coffee cup on a saucer. In the background, there is a green watering can on the grass. The scene is brightly lit, suggesting a sunny day. Overlaid on the image are several graphic elements: a semi-transparent white rectangle containing the title text, a grid of white dots, and several overlapping squares in orange, grey, and red.

Sustainability and its management at PwC

Our ambitious goal is to be the number one in responsibility issues in our field. This requires us to constantly examine and develop our operations. Our corporate responsibility is based on the PwC network's international corporate responsibility strategy.

Sustainability and its management at PwC

PwC Finland's corporate responsibility is based on the PwC network's global corporate responsibility strategy. Our work is focused on four areas: sustainable operations, diversity and staff, environmental stewardship, and community engagement.

We have set our own targets for these areas, and we monitor the progress regularly. We are committed to continuous development and improving results. Our goal is to be the best in our field in terms of responsibility, but at the same time to critically assess our operations and the achievement of our goals, and to identify concrete weak links that require more of our focus.

Corporate responsibility management and responsibilities

At PwC, corporate responsibility is managed and coordinated by the Corporate Responsibility Partner who reports to the CEO. Our Corporate Responsibility Partner is **Tiina Puukkoniemi**. Tiina is also responsible for PwC Finland's corporate responsibility reporting and assurance services.

For many years now, the Corporate Responsibility Partner has been supported by the Corporate Responsibility Steering Group, which consists of PwC leadership and staff representing different business functions. **Janne Rajalahti**, Chairman of the Board of PwC Finland, acts as the chair of the steering group. The CR Steering Group sets objectives for corporate responsibility, coordinates practical measures, monitors their fulfilment during the period, 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 regularly and presents a review of the achievement of targets and the development of corporate responsibility in various areas. The Board of Directors discusses and approves the corporate responsibility review.

PwC Finland's corporate responsibility organisation

Board of Directors

Approves corporate responsibility reports

CEO and Territory Leadership Team

Approve the corporate responsibility programme and objectives

Sustainability leader and corporate responsibility steering group

Coordinate and develop corporate responsibility

Several working groups operate under the corporate responsibility steering group to prepare matters related to various subareas of corporate responsibility.

The line organisation, together with supporting functions, implements corporate responsibility



Niina Vilske, PwC Finland's Diversity and Inclusion Leader

We lead corporate responsibility as part of our business operations. Directors of business areas are responsible for the practical implementation of activities, supported by the Corporate Responsibility Partner and members of the CR Steering Group when necessary.

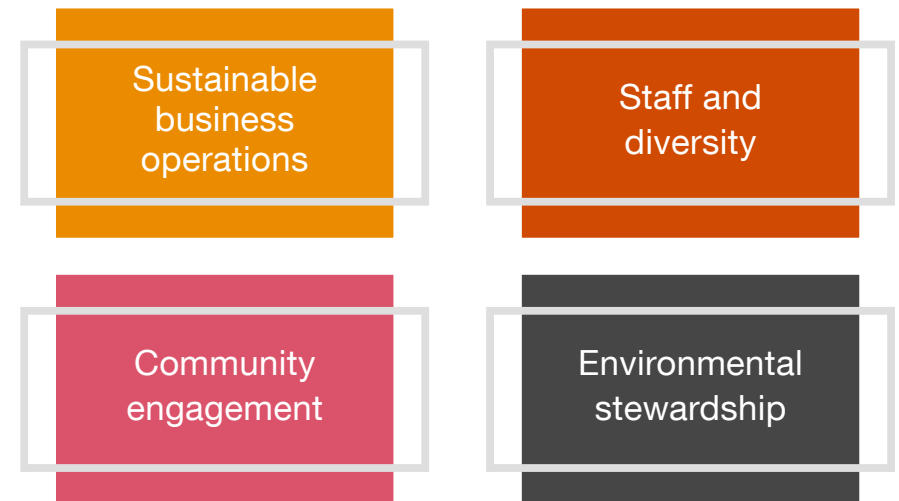
Separate plan to promote diversity and equality

We have developed our work on equality and diversity for years as part of our corporate responsibility. In order to strengthen the management of these areas, we established the Inclusion & Diversity Steering Group in

spring 2021, the chairman of which is our CEO **Mikko Nieminen**. PwC Finland's Inclusion & Diversity Leader, **Niina Vilske**, is a key member of the group.

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

Four focus areas in our corporate responsibility programme



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.

Under the leadership of Niina Vilske, we created an action plan called Inclusion First to develop a more integrated and diverse work community. Promoting and implementing this plan is one of our key priorities of the financial period that began in July 2022.



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

The PwC network aims to become carbon neutral by 2030

The PwC network and PwC Finland also aim to be carbon neutral by 2030. The goal requires systematic work and a change of operations that is led by Net Zero leaders who have been appointed in different countries. At PwC Finland, this task is carried out by our partner and COO **Kati Tammilehto**, who is also a member of the corporate responsibility steering group.

At the core of the corporate responsibility themes during the 2022 financial period is the wellbeing of staff and PwC Finland's Net Zero goal

The key corporate responsibility themes of the 2022 financial period were related to supporting the wellbeing of our staff, promoting diversity and equality, and achieving the greenhouse gas reduction target by 2030.

Good management is essential to the wellbeing of our staff. During the financial period, we set even more unified targets for supervisory work and offered training for team leaders in areas of virtual leadership and early support. Working on the new Inclusion & Diversity action plan was also one of our main activities.

Among other things, we promoted our environmental goals by changing our Helsinki office building to zero-emission district heating, renewing our car policy, and updating our travel instructions.

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



SUSTAINABLE DEVELOPMENT GOALS

UN Sustainable Development Goals

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

Even though states and governments are the initiative's principal participants, companies' contributions are also required. Numerous companies have embraced the goals as part of their corporate responsibility programmes, and they also include information on how their business is related to the 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 that fall under the Board’s key focus areas and are the most critical to achieve.

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 building 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.

PwC Finland’s most important SDGs (Sustainable Development Goals)



Providing training

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

excellent professionals. We invest in equal and diverse on-the-job training for our experts to offer all the employees the opportunity to forge a career at PwC that suits them best. Each year, we also offer training opportunities to about 200 trainees through our trainee programme. We provide our staff with information on matters related to sustainable development, such as environmental stewardship and equal treatment of people, through various campaigns and training. In addition, we encourage our staff to update their expertise in both digital and data skills and ESG areas. The staff have their own training programmes for developing both competencies.



Gender equality

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

and in particular to equality between men and women, the equal treatment of sexual and gender minorities, and the acceptance and appreciation of other diversity. We have drawn up a separate Inclusion & Diversity action plan, which includes the goal of promoting equality between women and men in working life. We also conduct a regular salary survey, which examines the potential differences in pay between men and women.



Promoting sustainable development and responsible business

One of the main themes of our

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

In addition to our own operations, we promote sustainable development among our clients through our services such as ESG (Environmental, Social and Governance). In recent years, we have also invested in making corporate responsibility an integral part of our other services.








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. We have switched the electricity in our own offices and the district heating in our Helsinki property to emission-free alternatives and offset all remaining direct carbon dioxide emissions and emissions caused by travel. We direct our compensation to targets that support biodiversity validated by the PwC network.

PwC Finland's corporate responsibility goals

Subarea	Goals for 2024 strategy term	Measures for 2023 financial period
 <p>Sustainable business operations</p>	<p>We build trust in society and solve our clients' important problems. We want to be the most trusted ESG advisor.</p>	<ul style="list-style-type: none"> • We will further develop and expand our expertise related to corporate responsibility reporting and assurance and consultative ESG services. For example, we are preparing for the development of the Corporate Sustainability Reporting Directive (CSRD) and EU taxonomy, so that we can serve our clients with relevant expertise in the best possible manner through up-to-date training. • We are integrating our ESG services to become a more fixed part of PwC Finland's consulting services, aiming to offer the best service, for example, for ESG strategies, climate programmes, and deals in relation to ESG. • We are launching a new service package focusing on ESG data and analytics that combines PwC's ESG, technology and process expertise in a new way. The service package enables our clients to speed up the implementation of ESG strategies and to automate reporting to obtain reliable and timely information. • We will continue to increase ESG awareness and expertise among our employees.
 <p>Staff and diversity</p>	<p>We want to be a respected and respectful employer. We create an encouraging and safe work environment that inspires employees to develop in their careers.</p>	<ul style="list-style-type: none"> • We will continue to develop our employees' digital and data skills throughout the organisation. We will strive for even better customer service and an increase in work satisfaction with our new ways of working. • We will strengthen the role of team leaders through shared goals and training to enable team leaders to support their team and identify different challenges at an early stage. • We encourage all employees to participate in the training package, which aims to develop a more inclusive and diverse work community. • As part of our BeWell wellbeing programme, we offer our employees coaching service focusing on mental wellbeing. • We will continue to support flexible ways of working.
 <p>Community engagement</p>	<p>We play our part to help those in need by taking part in concrete volunteer work. With our expertise, we bring new perspectives and added value to the societal debate to address important issues.</p>	<ul style="list-style-type: none"> • We will continue to support volunteer work. We will communicate about this possibility, for example, in the CEO webcast for all employees. With the easing of the COVID-19 pandemic, our aim is to continue volunteering again more extensively, e.g. among the elderly. • We will create a contractual model for implementing skilled volunteering, so that we can also do voluntary work in a format where we can create added value through our special expertise. • We will participate in social dialogue by sharing views from different PwC areas of expertise through events, blogs, articles, podcasts, and social media.
 <p>Environmental stewardship</p>	<p>We are committed to the PwC network's global goal of achieving carbon neutrality by 2030 and are working to increase environmental and responsibility awareness of our staff.</p>	<ul style="list-style-type: none"> • We will launch a Travel Dashboard for our employees to use, through which the staff can monitor their own travel with regard to air, car, and taxi travel. The aim is to monitor the development of travel and use it to reach our 2030 Net Zero goal. • We will improve the supplier monitoring to ensure that at least 50% of our service and commodity suppliers have set their SBTi targets by 2025. • We will publish more information on how the carbon dioxide emissions compensations we pay through the PwC network contribute to biodiversity.



Sustainable business operations

For PwC, responsible business means taking sustainability into account in all activities, which also includes the quality and independence of our operations as well as client satisfaction. In addition, in accordance with PwC's global The New Equation strategy, we aim to help our clients build sustainable business for the future.

Sustainable business operations

Sustainability has become a key factor for companies in all development work, such as renewing strategy, operating models, and procurement and production chain. Also, for PwC, responsible business means taking sustainability into account in all activities, which also includes the quality and independence of our operations and client satisfaction.

Another key factor in PwC's responsible business operations is the integration of sustainability perspectives into our services; companies need specialised corporate responsibility experts to develop sustainability management and reporting. Responsibility should also be taken into account in other consulting and assurance services as well. This goal is already at the heart of PwC's The New Equation strategy: our aim is to help organisations build sustainable business for the future.

ESG training for employees

In order to respond to the needs of our clients and support them by taking into account sustainability in all our services, we need to increase the ESG awareness (Environmental, Social and Governance) and training of experts in all our business areas. To this end, we launched virtual ESG & Me training for all employees during the financial period. We also offered more in-depth ESG training to our tax and legal experts, for example.

Reinforcement to services specialising in sustainability

During the 2021 financial period, we adopted a goal to expand and deepen our sustainability services, to which we combine expertise from different business areas. During the 2022 financial period, we made rapid progress in this regard: for example, we improved our expertise in tax footprint and the ability to support our clients in the transition to low-carbon business solutions. We also launched new services, including Green Bond assurances, as well as EU taxonomy regulation and gap analyses.



In the photo (from left) Tomi Pajunen, Tiina Puukkonen, Jussi Nokkala and Mikael Niskala.

During the financial period, we also prepared a corporate acquisition that was implemented on the day after the end of the financial period: PwC acquired Mitopro, a company specialising in corporate responsibility reporting, assurance, and consulting, on 1 July 2022. As a result of the acquisition, Mitopro's shareholders **Mikael Niskala** and **Tomi Pajunen** transferred to PwC.

"With the expectations of growing market and stakeholder responsibility and existing and future regulation in Finland, there will be a growing number of companies that need support with these issues. Through the transaction, we will



be able to serve a more extensive client base,” says **Tiina Puukkoniemi**, PwC’s ESG Reporting & Assurance Services Leader, and **Jussi Nokkala**, ESG Advisory Leader.

Regulatory requirements and stakeholder expectations increase

Addressing the challenges of sustainability and climate change requires thorough changes from companies, to which the Paris Climate Agreement, EU’s Green Deal programme, and the legislative package on sustainable financing and the sustainability classification system (taxonomy) encourage and steer towards. The European Commission published a legislative proposal on 23 February 2022 with the aim of promoting respect for human rights and the transition to a carbon-neutral economy and establishing a coherent environment and uniform standards for businesses operating in the European Union.

While the changes introduce new operating requirements for companies, the reporting requirements are also increasing.

“In the future, the significance of ESG data in the capital market and corporate

business models will be emphasised in a new way. Clients, investors and legislators are currently not interested in only traditional financial data. They expect companies to take responsibility by identifying the ecological and social impacts of their business models and to lead their business operations in a sustainable manner,” says Mikael Niskala, a partner who joined PwC through the Mitopro acquisition.

Sustainability is also essential in our operations

Sustainability must also be established in our own operations. This is supported by our commitment to the PwC network’s Net Zero goal, PwC’s global Inclusion First strategy and compliance with the code of ethics in all our business operations. In order to implement and monitor these – as well as the several regulations, rules and ethical guidelines of auditing firms – we have developed processes and created supporting systems and training for our employees.

In our procurement, we comply with the requirements of the PwC network’s Third Party Code of Conduct in relation to sustainable operations and require our

suppliers commit to them. We monitor compliance with the requirements by means that reach the suppliers, and we have also created ways to develop sustainable operations (such as virtual sustainability training) for our suppliers and partners.

During the COVID-19 pandemic, we developed and studied digital operating methods both in the company’s internal operations and in our operations with clients and stakeholders. At the end of the last financial period, business travel started to be possible again, but according to our estimate, it will not return to the level preceding the pandemic as a result of increased digital options and awareness of sustainability. In order to improve the efficiency of monitoring of travel and its emissions, we have developed a reporting portal that will be introduced at the beginning of the new financial period.

Independence and quality of PwC’s operations

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

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

The quality of our work is strongly linked to the purpose of our operations and to the strategy of our auditing services, which includes our commitment to the quality of audits. In order to meet the quality requirements in accordance with our strategy, we have established operating principles and procedures for the performance assessment, hiring and career progression of staff. Learn more about matters concerning the independence and quality of PwC in our transparency report that is published separately.

During the past financial period, we continued to develop processes related to independence and quality in order to better support our staff in compliance with the requirements in these areas.

8,7
Overall client
satisfaction (0–10)

62
Net promoter score
(NPS)

Value based operations as part of client feedback surveys

Client experience and satisfaction are a significant part of our sustainable operations. We systematically collect feedback from our clients to evaluate and develop our operations. Last year, we received feedback from more than 1,000 clients.

The overall satisfaction rate of our clients was excellent during the financial period that ended in June: overall satisfaction was 8.7 on a scale of 0–10 (also 8.7 the year before). Our other client satisfaction indicator is the Net Promoter Score (NPS). This also remained at a high level and was 62 similarly to the previous period.

We collect feedback through electronic means, and we also conduct in-depth interviews with selected clients throughout Finland. In addition, we receive and collect feedback through other channels, such as our online chat service and social media, without forgetting the most important thing, i.e. continuous personal interaction with clients.

During the financial period, we developed our internal reporting on client feedback, expanding the use of the feedback at different organisational levels and client teams.

A significant development in the last financial period was the expanded content of the client feedback survey. We

included questions about the realisation of our values in assignments. The feedback received has given us a greater visibility to what we and our expert teams look like from our clients' perspective.

Based on feedback, our clients value the knowledge, experience and reliability of our experts from year to year. Our clients also feel that building and maintaining long-term client relationships is an important part of the client experience. Based on the feedback, they feel that we are doing well in this front. Communication is a field in which our experts received both praise and requests for improvement. Development areas included the occasionally experienced time pressure and lack of resources. Our clients also called for more proactive ideas and processing, and more systematic coordination in some of the projects.

"In the area of working according to our values, we received praise on the integrity of our operations, on working together, and on genuinely caring for our clients," says Markets Leader **Hannu Suonio**.

"Our goal is to better respond to our clients' needs, actively give them new ideas and to create more tangible added value. We must also constantly challenge both our own and our clients' way of thinking."

"I'd like to once again thank all our clients for their feedback! We sincerely appreciate it," says Hannu.



Hannu Suonio, PwC Finland's Markets Leader

Staff and diversity



We started the 2022 financial period in a positive atmosphere. The COVID-19 pandemic seemed to subside, and it was finally possible to return to the office following a year and a half of restrictions. First, we relaxed our coronavirus restrictions, and in October 2021, we removed the employee limit for meetings. However, Russia's war against Ukraine darkened the mood in February and caused a wide range of concerns. We took Russia-related sanctions seriously and worked hard to acknowledge the related perspectives in our operations.

Staff and diversity

We started the 2022 financial period in a positive atmosphere. Our business grew at a good pace, which is why we were actively recruiting new employees. The pandemic seemed to subside, and it was finally possible to return to the office following a year and a half of restrictions. First, we relaxed our COVID-19 restrictions, and in October 2021, we removed the employee limit for meetings. We were delighted to be able to have more encounters at the coffee machine. We encouraged our employees to come to the office through local actions. For example, in Helsinki we ran a campaign encouraging employees to meet their colleagues at the office for a coffee and a cinnamon bun.

According to our knowledge, the number of COVID-19 infections at the workplace has remained low, even though the COVID-19 situation was still fluctuating during the end of 2021 and spring 2022.

In February, Russia's war against Ukraine darkened the mood and caused a wide range of concerns. We took Russia-related sanctions seriously and worked hard to acknowledge the different perspectives

related in our operations. The sanctions also affected our employees: citizens of certain countries could not participate in some client assignments that were otherwise permitted. We still wanted and want to take care of the citizens of the countries taking part in the war and make sure that they still feel like a part of the work community. We also made a donation to help Ukraine, more information on this can be found in the [Community engagement](#) section.

Moderate increase in the headcount and more than 250 trainees

The headcount at the end of the financial period was 1,257 (1,213 the previous year). The average number of staff increased slightly (1,296, the year before: 1,257). Both revenue growth and the higher employee turnover had an impact on recruitment. In the intense recruitment market, we succeeded fairly well, but not all of our recruitment targets were met. We also identified a need to invest more in employer branding and visibility in our target groups. We worked on this with determination, especially after the turn of the year.

Caring for people

One of the key focus areas of our strategy, launched in autumn 2020, is the wellbeing and diversity of our staff. The name of this focus area is Caring for people. We recognise that the environment, working life and expectations of current and future employees are changing, which is why we must keep developing as a company.

The strategy itself does not lead to change – active measures are required. We continued these efforts and supplemented them during the last financial period.

Central areas in which we invest in:

Career and development:

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

Management in a changing world

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

Inclusive work community

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

A sustainable career

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



Leena Tiensuu, PwC Finland's Human Capital Leader

We recruited 196 new permanent employees and offered traineeships to 253 students (204 the previous year). Many of them remain working at PwC 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 ensure a successful start at PwC.

Significant investments in training and professional development

As an expert organisation, it is essential for us that every PwC employee keeps constantly developing as a professional in terms of different skills. During the last financial period, the average number of training days per employee was 12, and our own professionals provided 236 working days of training.

Each Line of Service has a separate training plan to develop their employees professional skills. We also offer centralised training related to risk management and leadership skills as well as presentation and language training, for example.

For two years now, our employees have had the opportunity to invest five working days in training and development related to data and digital skills, as we recognise this as an important area of expertise for future work. It is not just a question of participating in training, but an employee can use their work time on self-learning or even to practice new data tools. A group of enthusiastic

employees set up a shared chat group to share ideas and tips, as well as monthly lunchtime Data Analytics and AI Learning Circle virtual sessions.

Leadership skills are essential – at PwC everyone leads

For several years now, we have made coaching leadership our key theme. At PwC, employees tend to take on roles at a very early stage of their careers that include managing other employees' work. For this reason, leadership themes are discussed at the employee orientation, where the newcomers are introduced to PwC's way of leading. The changing working life and the different expectations of new PwC employees challenge us to think about our leadership in a new way.

During the last financial period, we focused more on interaction and emotional skills as a means of enabling good leadership. The Lead by Example programme for partners pushed every partner to think about the importance and means of promoting psychological safety. The leading of newcomers, encouraging innovation and supporting mental well-being are areas that require leadership presence and the ability to recognise one's own feelings and those of others. This is not always easy in a professionally-oriented organisation, but we want to keep improving in this front. The same themes were reflected throughout the leadership and management coaching sessions for different roles and careers.



12

training days/person

78%

People Engagement Index

Pandemic and remote work put mental well-being to a test

The fluctuating COVID-19 situation required a lot of effort from all of us. Although remote work functioned well technically, our team spirit and commitment to the employer were weaker than before, which was reflected in the increase of the staff turnover rate. The same phenomenon could also be seen in many other PwC countries and companies. The increased staff turnover escalated pressure at work and remote work made it more difficult to get support in everyday matters.

We want to maintain a flexible working model while we also recognise that it is important to encourage employees to come and meet each other at the office. Teams were encouraged to agree on practices in the new normal and on how to ensure good communication and team spirit. During the fiscal year, we designed and implemented campaigns to attract employees to the office.

Our number of absences due to sick leave has traditionally been at the average industry level or lower, and the pandemic has not caused a significant change, except for a temporary spike in the spring. Instead, we saw growth in mental health sick leave last autumn, although the level was lower than in the previous year, and the trend in the spring was declining.

Challenges in mental well-being at work are key concerns. We recognise that it is our duty to take care of the workload and its equal distribution. This has been challenging due to rapid growth and employee turnover that we are trying to influence by developing recruitment and work processes, and client selectivity.

It is equally important to strengthen the culture and management that supports wellbeing and to support the management of each employee's ability to work. Here we have continued to make use of coaching sessions offered to our employees, where the employees can discuss both physical and mental wellbeing. In the spring, we launched a new virtual coaching service for team leaders, focusing on mental wellbeing services. The same selection of coaching packages offered by psychologists was made available to all employees in autumn 2022.

As team leaders have a crucial role in identifying challenges in coping and in supporting employees, we offer them training on early support measures. We work closely with our occupational healthcare partner in the area of proactive communication and dealing with work ability cases. We aim to reach the person in need of support early so that solving problems and restoring the ability to work is easier than in prolonged cases. However, according to occupational health professionals, PwC

employees do not often seek help early enough. We aim to improve the situation by developing more open working culture and identifying challenges, and by emphasising the importance of regular manager–employee discussions.

Knowledge-based management is a key theme also in HR matters

We collect a lot of data about our employees to support our management. This includes employee well-being, performance, hours worked, and absences. One of the most comprehensive surveys to provide us valuable data is the PwC network's annual staff survey. The index to measure staff engagement is one of our key metrics. In 2022, it remained unchanged at 78%, which we consider to be a reasonable performance in a fairly challenging year.

We also survey the atmosphere at work with a short monthly questionnaire. Some units also have their own surveys on the amount of work and work distribution in particular. The results of the surveys and open comments are analysed and used to support the development of operations. This year, we took important steps to introduce staff-related information to the leadership and team leaders through user-friendly data tools. This increases the opportunity to quickly identify and react to trends and problems.

Bonuses are part of incentives

We want to reward our fantastic professionals for their good performance, and that is why we have a variable reward scheme that covers all employees. This year, the bonus based on the result for the financial period was significantly more than last year, amounting to EUR 9.0 million (excluding social security contributions); EUR 6.8 million in the previous financial period. We also distributed an additional bonus for all employees in March, amounting to EUR 1.2 million. In addition, we have different models for fast-track incentives in use.

International mobility

For us, international mobility is an important form of strengthening expertise. The pandemic continued to impede mobility across borders during the first half of the year. During the past financial period, five PwC Finland employees were working abroad, and we had three assigned employees and eight other employees from various PwC territories working for us. As the COVID-19 restrictions are now lifted, we expect more and more PwC employees to have the opportunity to experience working and living in another country.

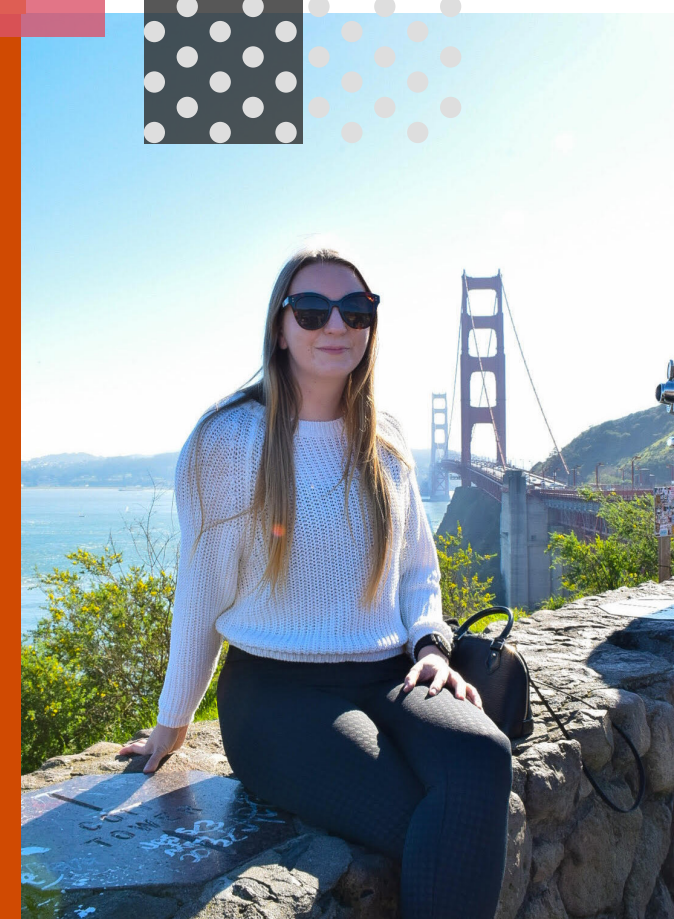
Dreams come true: foreign assignment on the West Coast

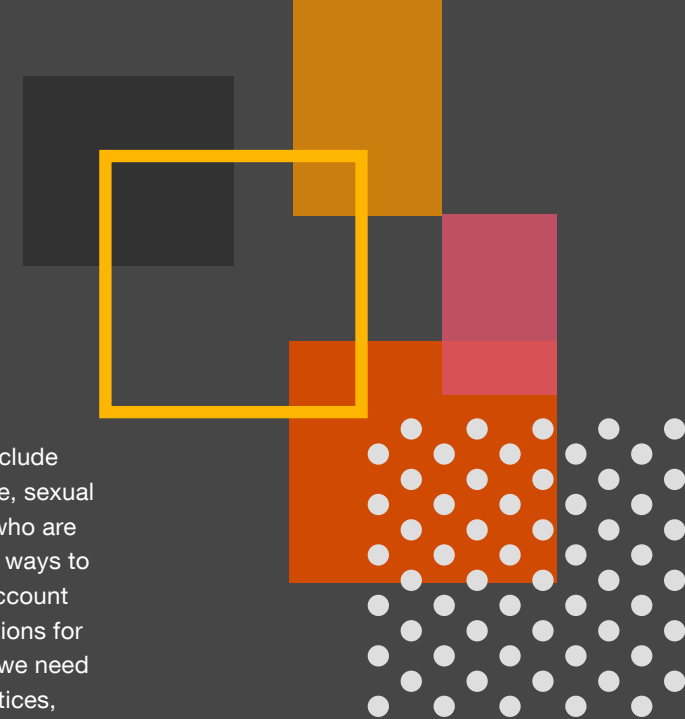
The long-term dream of Riikka Suomilammi, Manager at PwC, came true in January when the time came to finally take off to an assignment to San Francisco, U.S.A. The past eight months in the Trust Solutions team have taught her a great deal and provided new perspectives.

"I feel that I was very well received as a team member, and I was able to find my place in the team easily. Living in the United States is another matter entirely, as there are many differences to Finland. Fortunately, there is a clear support network and resources available for internationally assigned employees. In terms of work, I have received proper responsibilities and have already learned a great deal," says Riikka.

The foreign assignment has been Riikka's goal from the beginning, and the experience has met her expectations.

"I already knew when I came to PwC that I wanted to go abroad. I have had this assignment in mind for a few years now. I would urge everyone interested to consider and express their wish for a foreign assignment well in advance. I have enjoyed being here immensely, and I encourage everyone who is interested to truly think about going," says Riikka.





Striving for diverse and inclusive work community

The Inclusion & Diversity Steering Group, which was established during 2021 financial period, renewed our diversity plan at the end of the 2022 financial year under the leadership of Partner and Inclusion & Diversity Leader **Niina Vilske**. This resulted in an action plan called Inclusion First, and its implementation began in autumn 2022. The plan is part of our broader business strategy and not a separate issue. The plan strives to strengthen our commitment to building an inclusive work community. Our CEO **Mikko Nieminen** is the Chairman of the group and actively supports diversity work.

“PwC wants to contribute to promoting equality, diversity, and non-discrimination. This is important not only for the PwC staff, but also for our clients and partners. To continue to be an attractive employer, we must continuously commit to building a culture that promotes increasingly inclusive, equal culture that cherishes unity and transparency. This does not only apply to equality between women and men, but also to equal treatment between people representing gender and sexual minorities

and different cultures and beliefs,” says Niina.

The needs of our clients are complex and global, and solutions for them are best implemented by people representing different backgrounds, experiences, and expertise. *“Diverse people and diversity are strengths. Here at PwC, we want to work more decisively to promote a work community that values differences and diversity,”* says Niina.

Inclusion First action plan to speed up development

The central idea of the Inclusion First action plan is to create an inclusive work community where different people are valued and everyone can feel valued for themselves. We recognise that we still need to improve equality between men and women. This was apparent in our key figures and employee survey responses. However, different parts of the organisation differ in this respect.

We recognise that it is important to expand our standpoint and take into account the different under-represented groups that may feel that their voices cannot be heard or are not taken into account in

an equal manner. These groups include foreigners and foreign-born people, sexual and gender minorities and those who are incapacitated. We seek to identify ways to better take different people into account and ensure equal work and conditions for success. In order to achieve this, we need to look at our processes and practices, but also the small things that may make someone feel excluded.

We also regularly review the results of our employee surveys from the gender perspective. There are differences in the survey responses between the genders that we seek to understand. We also carry out an annual review of the staff’s annual assessment process. In addition, we look at salary levels and bonuses with the intent to detect and reduce possible distortion. Equally essential is the continuous development of our various processes, such as recruitment and resourcing, to take into account different employees. We have common training for all recruiting managers, which will help to detect unconscious discriminatory ways of thinking.



We want to be a workplace where everyone can shine just the way they are. Our people celebrating Pride pictured.

In our business unit serving entrepreneurs, the most important investments in this financial period were to promote inclusive and diverse work community and culture. At the team events, we discussed the prerequisites and joint implementation of such a culture with the help of stories collected from the staff. In other units, the measures varied according to the situation and plans of the unit.

Development ideas from the Inclusion Team

For the staff to be able to take part in strengthening an inclusive work community, we established the Inclusion Team, which is based on volunteering, for all employees. It has provided the management with insight on challenges and development priorities. Cultural integration, gender equality and fair treatment at work, work-family and other work-life balance were identified. The discussion between the Inclusion team and the steering group has been open and outspoken. The first event in May was related to the atmosphere and meetings of foreign employees (culture integration) called Language Café. We also support integration by offering Finnish language courses to our employees.

PwC Shine – Everyone has the right to shine

So far, we have not taken any significant measures to consider sexual and gender minorities. However, we recognise the significance of the topic. We want to be annually visible in the Pride week both internally and externally through the PwC network's Shine theme. In accordance with the theme, everyone has the right to shine. In June 2022, during the Pride month, the PwC network offered excellent lectures and established an open Shine theme chat team, where the discussion was very lively.

Families are important

Family friendliness is seen as a subarea of inclusive work community. We hope that flexible working model will support family life. For several years, we have offered our employees a chance to join the Mothers in Business network. In spring 2022, we also announced equal parental leave, which gives an equal quota of paid parental leave for both birthing and non-birthing parent. The reform was also praised in the LGBT community.



The joy and risks of gatherings

Regional COVID-19 guidelines limited the number of participants to various gatherings during autumn 2021. As a result, we organised the opening events of the financial period virtually at the end of August and beginning of September. At the end of that autumn, restrictions were gradually lifted, and our teams were happy to be meeting up in real life. This is what we had been looking forward to!

Christmas parties were held locally in different offices. With regard to Christmas parties at the Helsinki office, we had to think carefully whether we dared to organise a physical event for nearly 700 people. Three days before the party, we were considering cancelling the celebrations as a new wave of COVID-19 was approaching. However, we ended up holding the party. The joy at the event was almost tangible, as the employees were excited to see each other as well as Chisu's performance. We acknowledged the concern caused by the participation in the event, so we also offered the opportunity to participate in the event virtually.

During the spring, our teams started to meet up regularly, and we were also gradually able to organise evening gatherings. These and informal meetings at the office

break rooms created a good atmosphere and an exchange of ideas. However, the real highlight of the spring season was the summer party, which our CEO Mikko Nieminen had already called the party of the century, as the parties of the last two years had to be organised virtually. The atmosphere was through the roof, and both our own **Gains 'N Losses** band and **Anna Abreu** filled the dance floor of Metro-Areena. Finally, **Lauri Tähkä** elevated the atmosphere to another level. Nearly 800 PwC employees came to enjoy the summer evening, music, and each other's company. Once again, we noticed that parties are an important part of our common PwC culture.

PwC's annual family day is a much-anticipated event. Due to the pandemic, it could not be organised in autumn 2021.

Former PwC employees are also an important stakeholder for us. We aim to keep in touch with them at the annual alumni events where the atmosphere of the reunion is always joyful. We will soon try to organise an alumni event face-to-face, as we skipped it in the last financial period and organised it virtually in spring 2021. We hope that we will soon be able to meet our alumni again in person.

An aerial photograph of a busy pedestrian crossing with white diagonal lines on a grey asphalt surface. Numerous people are walking across the intersection, casting long shadows. Overlaid on the image are several geometric shapes: a large white rectangle with a black border containing the text 'Community engagement'; a large pink rectangle; a large orange rectangle with a grid of yellow dots; a smaller orange rectangle; a yellow square outline; and a grey rectangle. The text 'Community engagement' is written in a large, black, serif font.

Community engagement

As a company with 1,300 professionals, PwC has an extensive contact network, through which we participate in topical discussions and share information. Sharing our expertise is part of our business operations, but we also engage in such activities from the perspective of social responsibility and engagement without any financial interests.

Community engagement

Sharing knowledge is the most important means of participation

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, accounting, and the use of technology through informal discussions and by giving lectures, writing articles, and offering training. As an expert organisation, this enables us to participate in and support Finnish entrepreneurship in a number of areas. In the 2022 financial period, our collaboration partners included

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



Selecting the young board professional of the year

Future Board, which is reforming the work of companies' boards and developing board work skills, is one of PwC's partners. Future Board gave out the Vuoden Nuori Hallitustekijä (Young Board Professional of the Year) award for the 8th time on 16 November 2021. The award serves as a distinction and recognition for a high-quality, distinguished and pioneering board work. PwC's Partner **Marko Korkiakoski** took part in the selection panel.

The award went to **Ilkka Kaikuvuo**. Ilkka is known as a serial entrepreneur and acts as a board professional in startup and growth companies.

Future Board's Vuoden Nuori Hallitustekijä (Young Professional of the Year) competition's finalists (from left) Matti Parpala, Ilkka Kaikuvuo and Noora Fagerström.



Marko Korkiakoski, PwC Finland's Private Company Services Leader

Supporting owners and operative management for nearly 70 years

PwC has a network of more than 250 experts across Finland serving owner-driven SMEs, growth companies, and family businesses. We have supported this socially important group of companies for almost 70 years. In addition to PwC's local experts, our extensive international network supports our clients in special matters related to internationalisation and growth.

"The significance of entrepreneurship in society has very recently been highlighted. We want to provide owners and entrepreneurs from startups to established companies with close and relevant support," says PwC's Private Company Services Leader **Marko Korkiakoski**.

"Auditing is one of our key services. We also have extensive opportunities to support companies in areas such as growth, internationalisation, and deals. We want to understand the themes on the owner's agenda, such as clearing the ownership strategy and supporting them in these aspects," says Marko.

We are working actively with selected operators promoting entrepreneurship.

The Finnish Family Firms Association is a good example here. We have been partners for two decades, and in 2022 we celebrated the 25th anniversary of the Association. The purpose of this partnership is to promote well-planned and well-executed generational changes and to support the professional ownership and management of companies, for example, through using shareholder strategy work.

We also promote equal entrepreneurship through cooperation with Inklusiiv ry in the Monimuotoinen yrittäjyys (Diverse entrepreneurship) project.

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

We also play an active role in **Business Finland's Young Innovative Company (NIY)** funding programme, which is Finland's most important public funding instrument supporting internationalisation for small growth companies. We have been involved in the programme for 14 years, and during that time, we have trained more than 500 companies that have received funding and we have organised almost 100 investor panels to evaluate companies and to boost growth. The companies receiving funding and coaching include **Dream Broker Oy**, **Framery Oy** and **Rye Rye Oy (Kyrö Distillery Company)**.

Our expert network covers all of Finland and offers entrepreneurs the opportunity to deal with local people. We actively organise virtual events to connect people and discuss topical issues. These events can all be attended regardless of the location. We have organised physical topical events in collaboration with **Boardman Grow** and **Future Board**. We also collaborate regionally with chambers of commerce and business organisations.

For us, an important way to support entrepreneurship both inside and outside Finland is our multi-annual cooperation with **Slush** and PwC's international network. We have sponsored Slush for more than 10 years, of which six years have been as a global partner. The COVID-19 situation allowed Slush to be physically organised in autumn 2021, but on a smaller scale. Despite the travel restrictions, we were able to get representatives of the comprehensive international network on site and organised a workshop on sustainability.



Educational institutions and students as our key stakeholders

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

During the 2022 financial period, we acted as a partner for **Aalto University School of Business** and **Hanken School of Economics**. We also worked actively with many other universities, student unions, and subject organisations throughout Finland.

Over the past year, our collaboration with universities of applied sciences has deepened as 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.

Due to the COVID-19 pandemic, we mainly continued virtual collaboration with educational institutions until the beginning of 2022. We organised many virtual events for students, including webinars on taxation, consulting and auditing in connection with the trainee selection event. These events served to demonstrate the operations of our business units and we showcased the experiences of our experts at different stages of their career at PwC. During spring 2022, we were also able to organise physical encounters and events.

Benita Piela and Lotta Tontti representing PwC at a student event.



In the 2022 financial period, we collaborated with the following educational institutions:

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



Client meetings and networking face-to-face and virtually

Expert events and webinars are important channels for conveying our company's strategy and values, strengthening client relationships, acquiring new clients, and engaging in dialogue with our stakeholders. The COVID-19 pandemic continued partly throughout the financial period, which means that we organised some of the events virtually, some as hybrid events and some as face-to-face encounters.

During the financial period, we had approximately 80 events for the senior management, board members, entrepreneurs, associations, and foundations. We arranged some of the events in cooperation with our partners.

At our events, we discussed current topics and best practices, for example, in relation to legal matters, ownership,

"Our clients events attracted thousands of participants. Based on participant feedback we have succeeded in our goal of organising even better virtual events, high-quality private meetings and positive client experiences", says Kaisa Heikkinen, Brand & Communications Leader.

reporting, taxation, and corporate deals and reorganisations. We also had a number of ESG events. For example, in the PwCwomen event for women decision-makers and influencers, we heard different perspectives and speeches related to ESG, as well as on emotional skills and compassion in working life.

Thousands of participants took part in our events. Based on the feedback received, we are happy to say that we achieved our goal to organise better virtual events, high-quality face-to-face encounters, and positive client experiences.

Studies and publications for the benefit of stakeholders

The PwC network and the companies belonging to it issue 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. A key publication during the financial period was the Global CEO Survey, in which more than 70 CEOs participated in Finland. You can read more about our publications online at www.pwc.fi/en/publications.html.

We provide up-to-date blogs and news on our Newsroom website at uutishuone.pwc.fi. During the 2022 financial period, the site enticed more than half of the total number of visitors to our website.

In Podcasts, we discussed the topic of ownership in a variety of ways. During the financial period, we produced five episodes hosted by Marko Korkiakoski. PwC's podcast episodes can be found on Soundcloud, iTunes, and Spotify, and collectively at pwc.fi/podcast.

Interaction in social media

PwC Finland has profiles on LinkedIn, Instagram, Twitter, Facebook, and YouTube. Of these, the most active in the 2022 period were LinkedIn and Instagram. In addition to being a channel for sharing information, social media channels offer us an opportunity to interact with our stakeholders.

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

Charity as part of community engagement

As part of our community impact, we offer our employees the opportunity to use one working day to engage in volunteer work during the financial period, in addition to which we do other charity work.

During the 2022 financial period, our volunteers worked with **Eläinsuojelukeskus Tuulispää, Helsingin Seniorisäätiö, HelsinkiMissio, Hope, the Finnish Association for Nature Conservation (Luonnonsuojeluliitto), Clean Beach (Siisti Biitsi Ry), the Finnish Refugee Council** and the **Finnish Red Cross**. The COVID-19 pandemic was still prevalent during the period, which reduced the opportunities for volunteering. However, 43 people took up the opportunity and put in a total of 183 hours of work.

“The figures are quite moderate, and our goal is to raise the awareness of our employees about the possibilities of volunteer work and to encourage experts to participate in volunteer work,” says **Tiina Puukkoniemi**, PwC’s Corporate Responsibility Partner.

PwC participates in Team Rynkeby charity cycling team

PwC Finland was one of the supporters of Finland’s Team Rynkeby cycling team during 2021–2022. Team Rynkeby – God Morgon Finland is part of a European charity cycling team, where teams cycle to Paris every year and raise money for children who suffer from serious illnesses.

In Finland, the funds collected by Rynkeby are donated to **Aamu Suomen Lasten Syöpäsäätiö**, which supports research and treatment development for children’s cancer, and **Sylva**, which supports children and young people with cancer and their families.

In 2022, Finland’s Team Rynkeby – God Morgon gathered nearly one million euros to the Aamu foundation and Sylva (EUR 912,464).

“PwC Finland supported Rynkeby from 2013 to 2019, so we were already familiar with the cycling team. The cyclists themselves are responsible for their cycling and equipment costs, and Eckes-Granini and the organisations receiving the donations cover the administrative costs. This is another way of ensuring that our donations go directly to children with cancer and cancer research,” says Brand & Communications Leader **Kaisa Heikkinen**.



Aid to Ukraine

Our support to Ukraine was among the most significant charity projects. In March 2022, we donated EUR 100,000 to the Finnish Red Cross in support of Ukraine. We also supported our employees in the war area and their families in many ways as a PwC network.

Every year, we donate EUR 25,000 to a charity that our employees vote for. This year, **MIELI Mental Health Finland** gained the most votes. We also supported the work of **Women’s Line**.

Joulupuu Christmas donation initiative

Also, this year, we took part in the Joulupuu

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

Meaningful voluntary work

PwC's COO **Kati Tammilehto** is one of the PwC employees who made use of the opportunity to volunteer during the past financial period. Kati volunteered at **HelsinkiMissio**'s summer party at the Cecilia residential home together with other employees from PwC's internal services.

"After we arrived at the residential home, the staff provided us with brief guidance on how to work with the elderly, after which each of us was introduced to one of the residents. The person I assisted happened to be seriously ill but turned out to be the most pleasant and positive gentleman," says Kati.

The guests at the summer party enjoyed the joyous atmosphere, grilled sausages, and outdoor games. Music institute Resonaari's orchestra for people with disabilities maintained by HelsinkiMissio was in charge of music.

"After chatting with my new acquaintance, it turned out that he has worked as an accounting entrepreneur and written

taxation-related books. To him, PwC was a familiar company. We also found common ground in golf and musical hobbies. Our time together had been so meaningful to both of us that I asked if I could come back to visit. I was also in contact with the head of the Cecilia residential home to make sure that my visit was allowed. Everyone was perfectly fine with the visits," says Kati.

The day spent together was a meaningful experience for both, and Kati has visited her new friend almost every other week since the day of volunteering.

"I dare say that we have built a warm friendship. We have gone for walks with a walker and golfing in the park. Every now and then, we have played music together, and we are planning on performing at the Christmas party of the residential home. I have no previous experience in working with the elderly, and I cannot say what I was expecting when I signed up for volunteer work. In the aftermath, I can only be pleased that I took on this opportunity and got such a meaningful relationship in my life," says Kati.



Traditional Christmas donation to support children and young people's mental health

In December 2021, we donated EUR 25,000 to a charity chosen by our employees. We have a long tradition with our so-called Christmas donation, and this year, the donation was made for the 18th consecutive time. **MIELI Mental Health Finland** was elected as the recipient of the Christmas donation.

MIELI Mental Health Finland is a mental health organisation whose main task is to promote mental health and prevent mental health issues. MIELI operates nationally and promotes mental health of all ages and helps to strengthen mental health skills through various training, materials, and voluntary activities. The

mieli
Suomen Mielenterveys ry

organisation coordinates an on-call Crisis Helpline and aims to reduce the negative attitudes related to mental health. MIELI maintains the Sekasin-chat platform for young people in collaboration with the Finnish Red Cross, Finnish Federation of Settlement Houses, and SOS Children's Village.

In addition, MIELI seeks to influence society by actively participating in social dialogue and by influencing structures and decision-makers.

"I would like to thank the PwC employees for choosing MIELI's mental health work for children and young people for your Christmas donation. We live in an exceptional period, in which there is a particular need to support children and young people's mental health. All children and young people need someone to talk to and someone who has time to talk," says Sari Aalto-Matturi, Executive Director at MIELI.

"With the donations, we can build a world where children and young people who are lonely or living in a difficult situation can be sure that there are adults nearby they can lean on," says Aalto-Matturi.



Environmental stewardship

The PwC network has set a global greenhouse gas reduction target by 2030. PwC Finland is also committed to this goal.

During the last financial period, we promoted our environmental goals by changing our Helsinki office building to zero-emission district heating, renewing our car policy, and updating our travel instructions.



Environmental stewardship



Kati Tammilehto, PwC Finland's COO and Net Zero Leader

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PwC Finland's Helsinki office is located at the KOy Itämerentori, which started using fully fossil-free and emission-free district heating on 1 April 2022. The electricity produced by the roof solar panels in our office building was 48 mWh for PwC's property, of which PwC's share is about half. Other electricity used by the property is produced with wind power. In our own offices, we have used green electricity for a long time and minimised electricity use with LED lighting and automatic lighting control.

Attention to sustainable travelling

Travelling is an essential part of our work, which is why reducing emissions from travelling is a significant part of our environmental goal.

We have offered our employees the opportunity to use the company car for a long time. In spring 2022, we renewed our car policy by defining a maximum emission limit of 140g/km for company cars. At the same time, we added a significant number of hybrid and electric cars and changed the company car benefit to limited benefit, which we hope will encourage employees to reduce driving.

During the last financial period, we also updated our general travel instructions into a package where we pay special attention to the sustainable organisation of meetings and travel. During the current financial period, we will launch a travel reporting portal for the employees to monitor their travelling and emissions in more detail.

Our environmental reporting is in line with the PwC network's Net Zero goals. Since FY22, we have expanded our previous reporting regarding Scope 3 emissions, including the purchased products and services. We have compensated the carbon dioxide emissions caused by travelling since 2018, and we have steered the compensations to the PwC network's validated biodiversity targets.

Sustainability requirements for partners

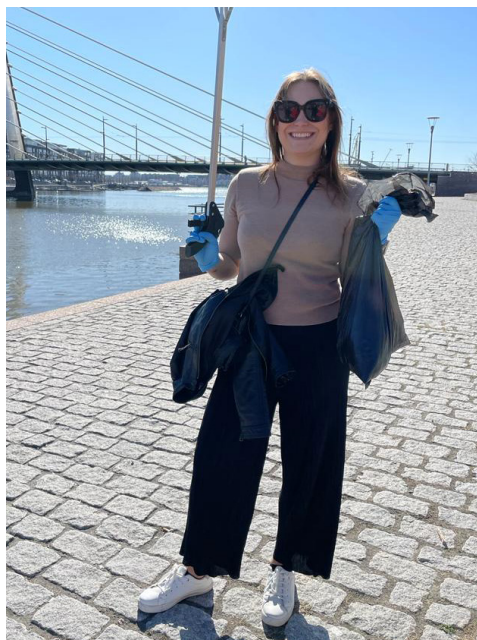
In addition to reducing our direct emissions, we support our partners and suppliers in reducing environmental impacts. For several years now, we have required our suppliers to commit to the PwC network's sustainability requirements for third parties. We have also signed an agreement with several of our partners on recycling equipment and furniture.

We actively map our suppliers' environmental commitments and, if

necessary, make changes to our supplier contracts in order to reach our Net Zero commitment, according to which 50% of our suppliers must have their own science-based SBTi climate targets by 2025.

Active efforts to promote climate and biodiversity

For some time now, Green Team, consisting of staff representatives, has operated in our company. The purpose of



Johanna Juura took part in a waste collection event organised by Green Team.

the group is to help maintain environmental awareness among the staff and encourage the employees to participate in the work to promote climate and biodiversity.

In autumn 2021, Green Team organised a workshop for all employees, in which we discussed the environmental actions that can be implemented in the office environment in addition to those already implemented. As a result of the workshop, we have developed waste recycling, waste prevention, and more sustainable meeting and catering services.

During the financial period, Green Team also held three waste collection days, during which employees collected waste in the Ruoholahti office area. Joint activities have been positively received, which is why we will continue organising thematic days during the current financial period to keep the local environment clean. In the spring, we also organised a bike maintenance day in order to encourage our employees to travel to work by bike. On 26 March 2022, we honoured the annual Earth Hour by switching off the lights in the Ruoholahti office.

Since May 2022, we have had two beehives from Korpikuusikon Hunaja Oy. We also aim to raise the awareness

among our employees of the importance of biodiversity and, in particular, the important role of pollinators in the wellbeing of the planet. Beehives are located in Hotel Nuuksio.

In our communications, we actively highlight ways, in which everyone can

influence climate and biodiversity through their own choices. We are involved in the Count Us In campaign, which started in September 2021 and will continue until autumn 2023. So far, 41 PwC Finland employees have made 96 promises in relation to their own climate action as a part of the campaign.



PwC's bees are located in Hotelli Nuuksio.

Net Zero – for the climate

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

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

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

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

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

In addition, we strive to support our clients in setting their emission targets and to promote sustainable development and the achievement of international environmental goals by influencing our other stakeholders and decision-makers. Our commitment is in line with the Paris Agreement, which pursues the limitation of global warming to 1.5°C.

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

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

Our key figures and appendices

Business operations		FY 2022	FY 2021	FY 2020
Turnover	EUR million	181.8	159.0	159.0
Statutory audit services	EUR million	59.6	58.5	70.2
Other services	EUR million	122.2	100.6	88.8
Staff expenses	EUR million	120.0	111.7	98.1
Purchased services and other operating expenses	EUR million	40.1	31.6	45.8
Operating profit	EUR million	23.4	15.0	14.5
Income taxes	EUR million	4.6	1.9	1.0
Profit for the period	EUR million	19.0	13.3	13.8
Overall client satisfaction	(0–10)	8.7	8.7	8.8
Net promoter score (NPS)		62	62	65
Social impact				
Work with educational institutes and organisations, sponsorship and donations	EUR thousand	660	380	464

Environment		FY 2022	FY 2021	FY 2020
Greenhouse gas emissions ¹⁾				
Scope 1: direct emissions ²⁾	tn CO ₂ e	102	124	157
Scope 2: power consumption (market-based) ³⁾	tn CO ₂ e	0	0	0
Scope 2: power consumption (location based) ³⁾	tn CO ₂ e	66	65	124
Scope 2: heating energy ⁴⁾	tn CO ₂ e	269	356	303
Scope 2: cooling energy	tn CO ₂ e	0	0	0
Scope 3: Purchased products and services ⁵⁾	tn CO ₂	1,715	-	-
Scope 3: air travel ⁶⁾	tn CO ₂ e	203	29	586
Scope 3: road travel ⁷⁾	tn CO ₂	82	42	120
Business travel				
Air mileage	km	1,095,180	123,746	4,284,974
Kilometres driven	km	557,640	277,486	774,340
Energy				
Power consumption	kWh	738,900	493,360	882,641
Heating energy	kWh	1,728,000	1 958,111	1,664,331
Cooling energy	kWh	314,400	325,723	560,351

1) We report our greenhouse gas emissions according to the international GHG Protocol reporting principles. We report Scope 2 emissions by using a market-based calculation method, which takes the rated emissions of electricity bought into account. The location-based greenhouse gas emissions caused by electricity are based on the CO₂ emission factor three-year moving average of 89 kg CO₂/MWh produced by Motiva. The emissions caused by district heating and cooling are based on Helen's specific emission factor heat 182 kg CO₂/MWh.

2) The figure includes emissions made by vehicles owned by PwC Finland.

3) We are developing out reporting. Power consumption figure from financial years 2020 and 2021 covered only Helsinki office consumption. Figure of 2022 covers PwC Finland's power consumption with accuracy of 98.8%, meaning we expanded our reporting to cover other offices as well.

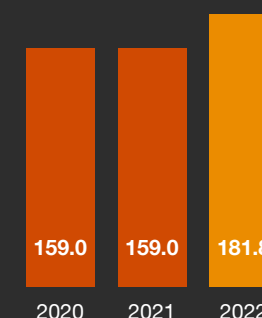
4) We are developing our reporting. We specified our heating and cooling energy consumption in the report. Reported figures cover our Helsinki office, which makes up 77% of PwC Finland's surface area. Last year's report included an error which has been fixed here. Helsinki office started using emissionless district heating 1 April 2022 onwards. This will significantly reduced our emissions.

5) Purchases include, among others, training, marketing, catering and IT procurements.

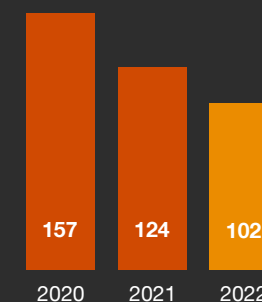
6) We have compensated for all the emissions from our air travel since 2019.

7) We have altered the way we calculate our road travel emissions. It includes taxi and business travel emissions excl. vehicles owned by PwC Finland. We use Traficom's emission factor for cars. Taxi travel emissions for 2020 are not available.

Revenue EUR million



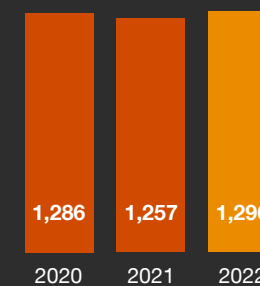
Direct emissions
tn CO₂e



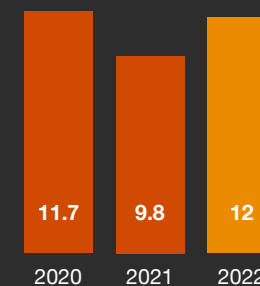
Staff		FY 2022	FY 2021	FY 2020
Average number of staff during the financial period	persons	1,296	1,257	1,286
Number of staff at the end of the financial	persons	1,257	1,213	1,215
- Audit services, statutory audit	persons	493	501	519
- Other services	persons	620	588	579
- Internal services and support functions	persons	144	124	117
Voluntary employee turnover	%	19.2	13.6	13.6
Recruited employees (regular) during the financial period	persons	196	78	154
Trainees over the financial period	persons	253	204	240
Average no. of part-time employees during the financial period	persons	138	128	111
Average no. of employees on family leave during the financial period	persons	57	52	50
Average no. of employees returning from family leave during the financial period	persons	109	71	52
Average term of employment	years	6	6,4	6
Staff's diversity				
Staff gender distribution	F/M %	53/47	53/47	53/47
Board of Directors	persons (F/M)	2/5	1/6	2/5
Territory Leadership Team	persons (F/M)	2/7	2/7	2/7
Average age of staff	years	36.2	36.4	35.3
Employee satisfaction and occupational wellbeing				
Response rate to the Global People Survey	%	63	65	-
People Engagement Index (PEI)	%	78	78	-
Sick leave rate	%	2.0	2.0	2.2
Accidents at work and on work journeys	no.	5	5	10
Talent management				
Total number of training days	days	13,905	10,939	13,406
Training days per person (FTE) ¹⁾	days	12.0	9.8	11.7
Training costs per person (FTE) ¹⁾	EUR per person	1,016	560	1,772
Training offered by PwC experts	days	236	342	748
No. of APA/CPA/CPFA/CIA	person	27	20	23
Staff incentives				
Salaries (incl. other expenses)	EUR million	96.5	91.2	90.8
Profit-based bonuses and variable pay (incl. other expenses)	EUR million	23.5	20.5	7.3
Dividends paid	EUR million	12.0	7.7	6.2

1) FTE = Full Time Employees.

Average number of staff



Training days per person



Other staff related key figures

Average training hours	Male	Female
Partner	38.2	30.1
Salaried Partner	45.3	66.6
Director	44.7	54.8
Senior Manager	48.1	55.9
Manager	73.9	61.6
Senior Associate	103.2	86.2
Associate	101.6	81.8
Intern	36.5	43.8
Admin	31.9	24.1
Total		

Recruitments	Male	Female
Less than 30 years of age	167	161
30–50 years of age	56	75
More than 50 years of age	10	4
Total	233	240

Age and gender distribution of Board members	Male	Female
Less than 30 years	0	0
30–50 years	1	1
More than 50 years	4	1
Total	5	2

Fixed-term vs. permanent employees	Male	Female
Fixed-term employment relationship	27	29
Permanent employment relationship	562	639
Total	589	668

Full-time vs. part-time employees	Male	Female
Full-time	541	600
Part-time	48	68
Total	589	668

Employees with a contract vs. leased employees	Male	Female
Contract	589	667
Leased employees	0	1
Total	589	668

Staff turnover	Starting employees		Leaving employees		Staff		Turnover, %	
	Male	Female	Male	Female	Male	Female	Male	Female
Less than 30 years of age	167	161	29	43	140	147	20.7%	29.3%
30–50 years of age	56	75	59	67	324	374	18.2%	17.9%
More than 50 years of age	10	4	5	4	60	72	8.3%	5.6%
Total	233	240	93	114	524	593	17.8%	19.2%

Our main stakeholders appendix

Stakeholder	Forms of interaction	Example of collaboration during the financial year	Plans to develop cooperation
Clients	Face-to-face and virtual client meetings, client events (physical, virtual and hybrid events), client feedback surveys, website chat, social media channels, PwC publications, newsletters	<p>We organised a number of events and webinars to share information and network, such as the hybrid Boardman Aamustudio with the theme of Sustainability in numbers.</p> <p>We published several surveys and reports, such as PwC's annual Global CEO Survey. From Finland, 70 CEOs took part in the survey.</p>	We are investing in interaction and utilisation of technology, also after the COVID-19 pandemic, to produce even better high-quality client experience. In accordance with our purpose, we also want to support our clients in solving significant problems.
Staff	People group, reviews of the CEO and the Territory Leadership Team, management's webcasts, intranet, employee newsletter, staff and group events, Global People Survey	We continued active communication with our staff in regular management webcasts, where the employees had an opportunity to ask questions from the management. We invested in resilience through training, coaching, and various forms of support. In management development, virtual management ranked alongside traditional themes to ensure that the challenges and risks of remote work are identified and addressed. We implemented the principles of the new hybrid working model under the heading New Normal.	We still want to be the best workplace for experts. We will continue to build an inclusive work community that promotes development and care by means of training, communication, process review, and everyday management.
Educational institutions	Partnership with educational institutions and subject organisations, lectures, recruitment events and exhibitions at educational institutions, and visits to PwC, are all part of the trainee programme	We organised numerous events, most of them in a virtual format, together with student organisations, including study circles, case events, CV clinics, and other cooperation events. In addition, many of our experts were lecturing on courses in their respective fields.	We continuously develop our cooperation with our existing partners (such as creating new event concepts together with students and our experts).
Cooperation partners	Physical and virtual events, webinars, training events, publications, and books	We continued our long-term partnerships such as our cooperation with the Finnish Family Firms Association and Boardman Grow in the spirit of training and joint events.	Our close collaboration with our partners will continue. We will continue to organise joint events.

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