

PwC Finland Corporate Responsibility Review 2023

Building trust



Content

PwC in brief

PwC Finland is a Finnish limited liability company that is part of the global PwC network. PwC's purpose is to build trust in society and solve important problems. We help companies to improve their efficiency, promote growth and sustainability, and report reliably in a constantly changing environment – whether the client is a listed company, family business, growing enterprise, public organisation or non-profit institution.

Our service areas

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

Examples of our expertise

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

◆ PwC Global	2023	2022	
	Net revenue US\$	53.1	50.3
	Countries	151	152
	Experts	364,000	328,000
◆ PwC Finland	2023	2022	
	Net revenue € million	184	182
	Offices	11	11
◆ Clients	2023	2022	
	Overall client satisfaction	8.6	8.7
	Net promoter score (NPS)	58	62
	Number of clients	8,200	8,600
◆ Staff	2023	2022	
	Headcount	1,350	1,260
	Average employee age	35,4	36,2
	Average staff participation in training (working days)	14.0	12.0

CEO's review

Our financial year from 1 July 2022 to 30 June 2023 was mixed and challenging in terms of the market; it was tainted by the continuation of Russia's war of aggression against Ukraine and the resulting reflections on the market, the sharp rise and fall in the electricity prices and heightened inflation. Mergers and acquisitions, and particularly the initial public offering markets, were almost completely frozen. Business investments were also postponed or discontinued.

All this affected the demand for our services, and we fell short of the financial goals set for the financial year. However, our net revenue increased to €184 million (€182m in the previous year). The market situation was reflected in lower demand for management consulting, deals services and tax consulting. Auditing and assurance services, on the other hand, grew better than expected, and sustainability services stood out from other consulting services by their high demand and growth.

We strengthened our corporate responsibility reporting, assurance and consulting services by acquiring Mitopro Oy, which specialises in these services, on 1 July 2022. The firm has since been amalgamated with PwC Finland.

Our profitability remained good, but our operating profit decreased from the previous year as a result of higher costs due to inflation and smaller non-recurring items than in the comparative year.



Staff increased by 100, with traineeships for more than 260 students

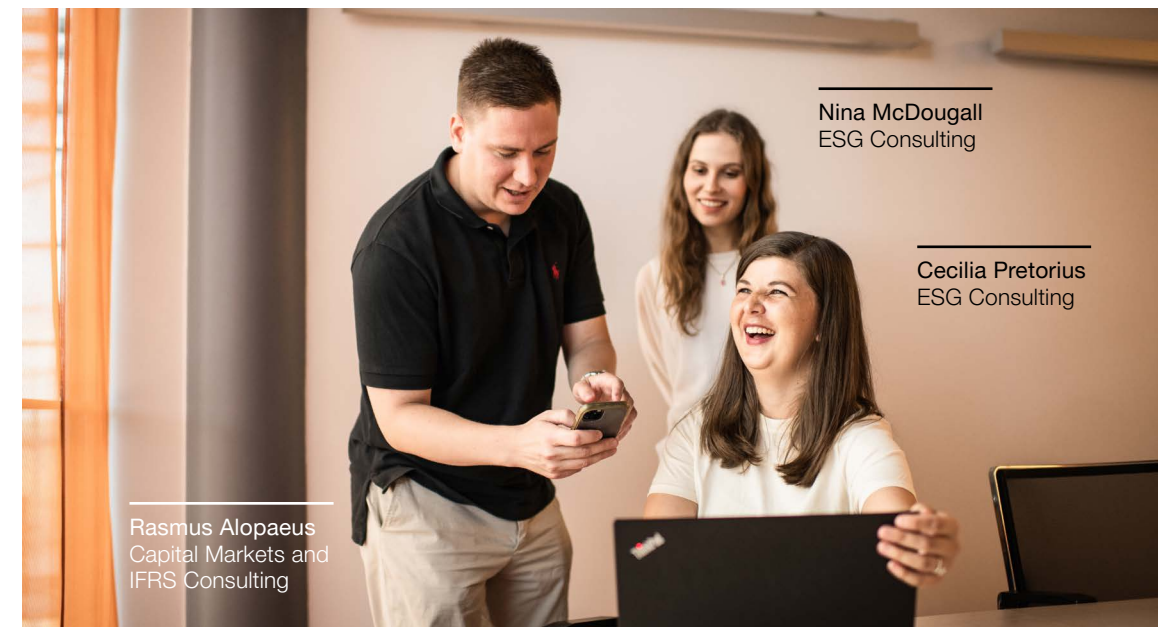
At the end of the financial year, PwC Finland had 1,353 employees (1,257 the year before). We were more successful with our recruitment goals than in the preceding period. We offered a record number of traineeships to students: during the financial year to June, we had 264 trainees.

The wellbeing of our employees is an important part of our corporate responsibility. Diversity and inclusion were one of our main themes in this period. We launched the Inclusive Mindset training for all staff members and made a commitment to have 75% of our entire staff complete the main content of the training during the financial years 2023 and 2024. In the spring of 2023, we launched PwC Finland's Shine network. It aims to steer our corporate culture towards everyone at PwC feeling safe and welcome regardless of their gender identity, gender expression and sexual orientation. All PwC employees who want to make our workplace more inclusive are welcome to join the network.

The People Engagement Index, which shows employee engagement, rose by one percentage point from the previous year to 79%, which is PwC Finland's highest ever score on this Index.


Clients praise our direct, caring approach

Client satisfaction is one of the key indicators when evaluating our operations. Client satisfaction remained at a high level, with an average of 8.6 (8.7 in the previous year) and a net promoter score (NPS) of 58 (62).



€ million

	2023	2022	2021
PwC Finland's net revenue	184.3	181.8	159.0
Statutory audit services	70.9	59.6	58.5
Other services	113.4	122.2	100.6
Staff expenses	121.8	120.0	111.7
Purchased services and other operating expenses	45.2	40.1	31.6
Rents and leases	7.2	6.5	6.3
Operating profit	16.8	23.4	15.0
Income taxes	3.4	4.6	1.9
Profit for the period	13.7	19.0	13.3



When it came to our values, we were praised for our direct and clear way of working with our clients and our genuine care for our clients, in keeping with last year. This care is particularly felt in our construction and maintenance of long-term client relationships. However, we still have room for improvement in proactivity and communication, for example.

We appreciate all the feedback we receive. We work continuously to ensure that collaboration with us meets expectations or even exceeds them.

EU-level projects spurred the development of the auditing sector

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

EU-level projects outline the development of the auditing sector from the perspective of regulation. The most significant of these is the Corporate Sustainability Reporting Directive (CSRD). The Directive was issued on 28 November 2022, and it entered into force on 5 January 2023. The Directive must be implemented in financial years beginning on or after 1 January 2024. The national implementation of the directive has progressed swiftly; the Finnish government gave a proposal concerning the issue in September 2023.

The CSRD is relevant as the sustainability information the Directive requires from the companies must be verified. The group of

sustainability reporters is also gradually expanding. Under the Directive, large companies with more than 500 employees operating in regulated markets in the EU will be the first to report as of 2024, and the first verified sustainability reports under the Directive will be published in 2025.

We will continue to invest heavily in the areas of sustainability reporting and assurance. We will also continue to monitor other projects related to our sector and welcome the development of the sector.

Start of something new

My 8-year term as CEO ended at the end of the financial year on 30 June 2023. Gratitude is the first thing on my mind. Gratitude for being able to lead one of Finland's leading expert organisations, steer our corporate culture in a more open and caring direction, make a big digital leap and witness great growth stories. People, my great colleagues, were the best of all. This will certainly be the case from now on too: my journey at PwC continues, and even more on the client front.

Kauko Storbacka started as the new CEO of PwC Finland on 1 July 2023. Kauko has been one of my closest colleagues throughout my term. With confidence, I pass the baton to Kauko.

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

Mikko Nieminen

CEO
Until 30 June 2023



I have seen our operations from many different angles over the years, and the CEO's role feels like a natural and inspiring next step. During Mikko's tenure as CEO, we have both grown as a firm and developed our operating methods significantly. This is a good mode in which to continue the new financial year.

The Finnish economy is currently beset by uncertainties. GDP is expected to fall this year (2023), and sectors such as construction and other manufacturing industry are in sharp decline. As corporate profitability declines, investment prospects are faint.

Despite this, I believe that two of the things we will see are a more active merger and acquisition market next year and demand for PwC's expertise. I believe that we can increasingly implement PwC's Purpose, build trust in society, and solve important problems. This makes us both an even more attractive employer and a partner to our clients.

We have increased our capacity to serve our clients, particularly in increased sustainability reporting requirements and demanding corporate transactions.

I expect moderate growth and healthy profitability in the current financial year. We will continue to invest in our staff, and our goal is to hire more than 120 new experts and offer traineeships to more than 230 students during this financial year.

Our goal is to be the best employer for our experts. To support this, we will continue to work towards an increasingly inclusive and diverse working culture, and we will invest in areas such as leader coaching.

Sustainability is part of everything we do. We have set goals for our sustainability efforts for the current four-year strategy period. Moreover, we support our clients in their sustainability. Over the past year, we have invested significantly in our staff's capacity for supporting our clients in developing sustainability reporting and ensuring it. In this review, we describe our progress towards our sustainability goals and take the first steps in applying the Corporate Sustainability Reporting Directive and sustainability reporting standards to reporting on our sustainability.

In my new role, I feel it is important to listen to stakeholders' ideas and expectations of PwC. I would be happy to receive feedback and thoughts on how to improve our operations. Feel free to contact me if you want to exchange ideas with me!

Kauko Storbacka

CEO

As of 1 July 2023

About this review



About this review

PwC Finland has been reporting on corporate responsibility since 2011, when we first published the Corporate Responsibility Review, which applied the GRI reporting framework. Responsibility reporting has developed rapidly since then, and the most significant development step is now being taken with the entry into force of the Corporate Sustainability Reporting Directive (CSRD), originally proposed by the European Commission.

The Directive was issued on 28 November 2022 and it entered into force on 5 January 2023. The Directive must be implemented in financial years beginning on or after 1 January 2024. The entry into force will be staggered. From 2024 onwards, the new requirements will have a significant impact on PwC's clients. PwC Finland will be obliged to report thus in the financial year beginning on 1 July 2025.

The new European sustainability reporting requirements will apply to more than 50,000 companies across the EU. According to the new sustainability reporting standards based on the Directive, companies must file standardised reports on sustainability impacts and the risks and opportunities associated with them.

We at PwC Finland, like many of our client companies, have started preparing for the new regulation. We will determine a process for reporting in accordance with the legislation and standards. We will reassess integral sustainability matters during the process, update our current sustainability programme, and publish a verified sustainability report as part of the Board of Directors' annual report for the financial year beginning on 1 July 2025 at the latest.

I believe that sustainability will become a stronger part of our business strategy, and the new reporting will clarify further which risks and opportunities are the most significant in our corporate responsibility.

This review builds on the key responsibility themes we have already identified. We use the GRI reporting framework for reporting, but we have included some elements of the requirements of the future sustainability reporting standards in this review.

Tiina Puukkoniemi

PwC Finland, Corporate Responsibility Leader





Drafting principles

The measures and results presented in our Corporate Responsibility Review cover the financial year 1 July 2022–30 June 2023 of PwC Finland, i.e., PricewaterhouseCoopers Oy. Our reviews have been prepared in accordance with GRI standards, where applicable. Please see our GRI Content Index 2023. We have also anticipated the requirements of the European sustainability reporting standards.

PwC Finland's Board of Directors approved the Corporate Responsibility Review in its meeting on 12 October 2023.

Financial information

The economic responsibility information reported, such as the tax footprint calculation, is based on our audited financial statements and bookkeeping. We provide more detailed information on our financial performance and net revenue in the statutory financial statements. The financial statements and the annual report for the 2023 financial year were published on 31 October 2023.

Staff details

Sustainability information concerning our staff is derived from our staff information system, which covers all key information concerning PwC Finland's staff.

We retrieve the average training days of our staff from our working hours monitoring system. Person-years were used as the divisor for the key figure of training days/person.

Sick leave hours are retrieved from our working hours monitoring system, and the hours are proportional to the hours worked. Theoretical regular working hours have not been used in the calculation, as our experts' working hours vary from season to season. Occupational accidents include those approved by our insurer.

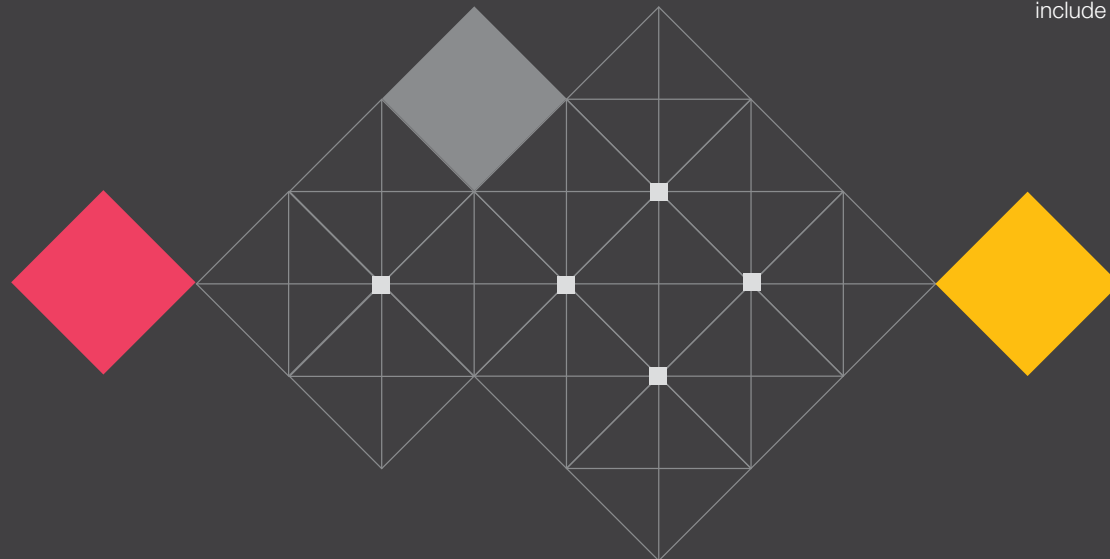
Environmental information

We report our greenhouse gas (GHG) emissions according to international GHG Protocol reporting principles. In the key figure table of the Corporate Responsibility Review, we report the Scope 2 emissions using a market-based calculation method that takes into account the specific emissions of the electricity and heat we buy. The total emissions have considered the market-based calculation method.

We also report the location-based amount of electricity emissions, which is based on the average specific CO2 emissions of electricity generation in Finland.

Air travel miles are derived from our travel agent's reports. This agent performed the flight emissions calculations.

Car travel emissions include taxi and business travel emissions, excluding emissions from cars owned by PwC Finland, which are taken into account in the Scope 1 emissions. We use Traficom's average emission factor, which has been calculated for on-the-road passenger cars, to calculate the emissions of car travel.





Sustainability and its management at PwC

Sustainability and its management at PwC

PwC Finland's corporate responsibility is based on the PwC network's global corporate responsibility strategy and PwC Finland's relevant topics. In our work, we focus on four previously identified subareas that are relevant for sustainability: responsible business, staff diversity, environmental stewardship, and community engagement.

We have set our own goals for these areas, and we monitor our progress regularly, for example, in the meetings of the Corporate Responsibility Steering Group and in this review. 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 development targets that require a sharper focus.

Corporate responsibility management and responsibilities

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

For many years now, the Corporate Responsibility Leader has been supported by the Corporate Responsibility Steering Group, which consists of PwC managers and experts representing business functions. **Janne Rajalahti**, Chair of the Board of PwC Finland, chairs the steering group. The steering group sets corporate responsibility goals, coordinates practical measures,

The members of the PwC Finland Corporate Responsibility Steering Group are (from left) Kaisa Heikkinen, Leena Tiensuu, Tiina Puukkoniemi, Janne Rajalahti, Kati Tammilehto, Mirva Laaksonen, Johanna Niemelä, Jarkko Sihvonen, Tytti Bergman and Mikael Guarnieri.

makes proposals to the Territory Leadership Team, monitors the achievement of goals during the period, and is involved in the preparation of the Corporate Responsibility Review. During the last financial year, the CR Steering Group convened five times.

In addition to the Corporate Responsibility Steering Group, the Corporate Responsibility Leader shares the responsibility work actively with Inclusion & Diversity Leader **Niina Vilske** and her steering group, as well as Net Zero Leader **Kati Tammilehto**, who directs our climate strategy.

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

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 Leader and members of the CR Steering Group when necessary.

We have started preparing for future sustainability reporting pursuant to the EU Corporate Sustainability Reporting Directive (CSRD). This means re-evaluating both our leadership model and the relevant issues from the perspective of the new Directive and the relevant European sustainability reporting standards.



Indicators and goals of corporate responsibility

We implement PwC's corporate responsibility strategy with goals, action plans, guidelines, and monitoring. This table describes our common responsibility goals and related key measures during the reporting period.

Subarea	2024 strategy period objective	Key measures for 2023 financial year
Sustainable business operations	We build trust in society and resolve our clients' important problems. We want to be the most trusted ESG advisor.	<ul style="list-style-type: none"> We strengthened our services in reporting, assurance, consultative corporate responsibility, and ESG services by acquiring Mitopro Oy, a firm specialised in corporate responsibility reporting, assurance and consulting We developed our services to meet new client needs arising from the requirements of the new CSRD and the EU taxonomy We integrated environmental and responsibility aspects more closely into our consulting services, such as in our strategy development, supply chain management, and mergers and acquisitions.
Staff and diversity	We want to be a respected and respectful employer. We create an encouraging and safe working environment that inspires employees to develop in their careers.	<ul style="list-style-type: none"> We introduced common goals for all team leaders to support each employee's wellbeing and development. We launched the Inclusive Mindset training for all staff members and made a commitment to have 75% of our entire staff complete the main content of the training during the financial years 2023 and 2024 We launched PwC Finland's Shine network. It aims to promote our corporate culture towards everyone at PwC feeling safe and welcome regardless of their gender identity, gender expression and sexual orientation We trained our team leaders to identify wellbeing challenges at work and to use a new model of active support to address situations where the ability to work is at risk.
Social engagement	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.	<ul style="list-style-type: none"> We encouraged staff to be more active in volunteering. We explored the possibilities of skilled volunteering. We shared PwC's expertise and insights with stakeholders through articles, blogs, podcasts, social media, and expert seminars.
Environmental stewardship	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.	<ul style="list-style-type: none"> We launched a new reporting platform for all staff members to monitor travel emissions. We updated our car policy and travel guidelines to reduce emissions from travel. During the year, the Green Team, an environmental working group made up of staff representatives, engaged our staff in various responsibility measures and published revised recycling guidelines and other guidelines to increase responsibility awareness.

Strategy and value creation

Maija Luoranen
Capital market
Transactions

Tanya Krause
ESG and Sustainability
Reporting

Iain McCarthy
Tax Services

Strategy and value creation

In June 2021, the PwC network announced a new global strategy, The New Equation. Its purpose is to answer two questions which our clients around the world are seeking to answer: how can we build trust with our stakeholders and society, and how can we create genuinely sustainable solutions? The New Equation for business rests on these two questions. We help our clients create sustainable solutions and build trust by combining our best experts and technology for our clients.

PwC Finland's strategy

PwC Finland's strategy implements PwC's global strategy in Finland, considering 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 business areas and in our internal services. These focus areas are: caring for each other; working together; combining expertise into new service packages, or in other words integrated solutions; sales and account management; and digital and data capability.

"Our purpose is to build trust in society and solve important problems. We build trust with our assurance services, for example: we verify information between different actors and thus create

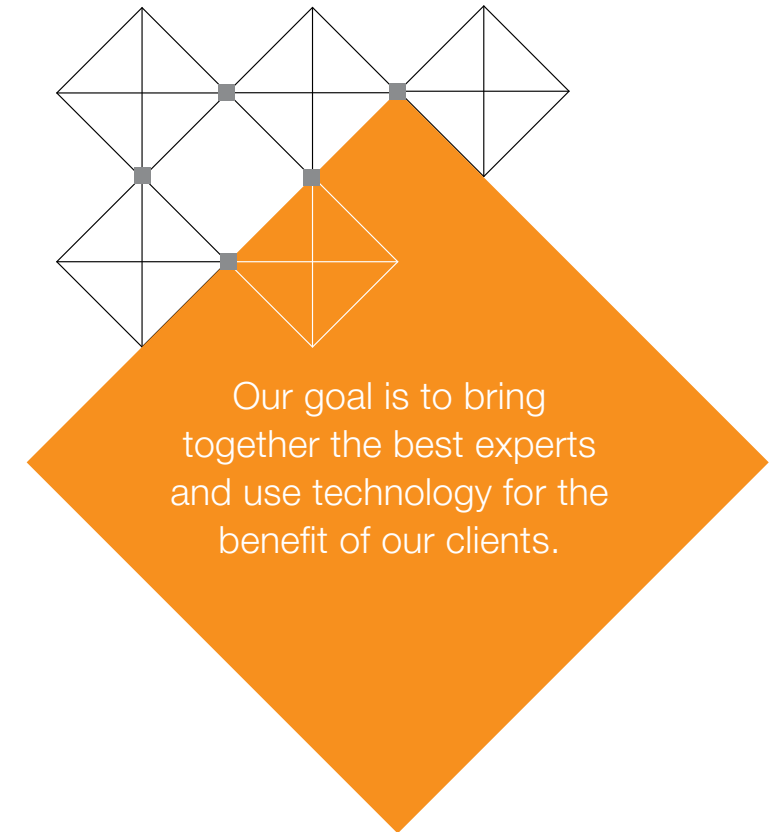
trust in the market. Our goal is also to support our clients in solving important problems. We help companies solve sustainability challenges through our sustainability services," says CEO **Kauko Storbacka**.

"In order to solve important problems, we need to combine our expertise across lines of business and provide our clients with comprehensive solutions. Our goal is to bring together the best experts and use technology for the benefit of our clients," Storbacka continues.

PwC's value creation model

We have been analysing our value creation for several years. 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 with 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 – our staff. Only with a dedicated and skilled expert group can we implement our purpose in the best way possible way – without forgetting other types of capital.



Value creation at PwC

Capital types

Financial capital

- Shareholders' equity
- Liabilities

Natural capital

- Electricity consumption 745,000 kWh (100% green electricity)

Manufactured capital

- Operations in 11 locations
- ICT, efficient infrastructure, tools and software

Human capital

- Skilled, professional and diverse staff
 - 1,353 employees at end of the financial year
 - 264 trainees during the financial year
- Wellbeing and ability to work

Intellectual capital

- Client base
- Client satisfaction (Net Promoter Score 58)
- Known and reliable brand
- Methodologies, tools and operating methods related to client consulting

Social capital

- Social participation and influencing:
 - Partnerships
 - Charity
 - Thought leadership, development and sharing of competencies

PwC Finland

PwC Finland is a Finnish company that is part of the international PwC network. Our clients are supported by the PwC network's nearly 364,000 experts in 151 countries.

We support our clients in the transformation and help businesses create sustainable growth, operate efficiently and report reliably.

Our Purpose (PwC's Purpose) is to build trust in society and solve important problems.

Our organisation is divided into three business areas: auditing and other assurance services, tax consulting and legal services, and consulting and deals, Strategy&, a unit of strategic consulting, is part of our consulting and deals unit. In addition, our organisation consists of the following internal services: client compliance, brand and communications, HR, legal affairs, financial administration, data management, and office and facility services.

Our strategic focus areas: Caring for each other, working together, integrated solutions, digital and data capabilities, and sales and account management.

Wide client base: we have more than 8,000 clients, including both listed companies and owner-entrepreneurs, as well as growth and start-up companies, foundations and associations, public sector actors and individuals.

Output

Services received by our clients

- 896,945 working hours
- Continuously developing expert services.
- Audit certificates issued and completed
- Expert projects

Other output generated through the provision of expert services

- Carbon dioxide emissions (facilities & business travel)

Impact

Financial impact

PwC Finland's net revenue: EUR 184 million

Distribution of financial added value

- Salaries of employees and shareholders:
 - salaries (incl. other expenses) EUR 105.2 million, other taxable employee benefits and other employee benefits
- Partners:
 - dividends EUR 18.7 million
- Public sector
 - taxes and tax-related fees EUR 101 million
- Property owners and financiers
 - Rents and leases EUR 7.2 million
- Non-profit investments and subsidies
 - collaboration between educational institutions and organisations, sponsorship and donations of EUR 733,000

Environmental impact

Fewer emissions

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

Impact on clients' business

Building trust

- Job creation
 - 164 new permanent employees
- Helping young people enter the field through the trainee programme
 - 264 trainees during the financial year
- Impact of intellectual capital and expertise on the field and society on a broader level

Our services have an impact on our clients' business through different kinds of capital. Our work also has an indirect impact on society through our clients.

Our key stakeholders

The main stakeholders of PwC Finland are staff, clients, various collaboration partners, and educational institutions and student organisations.

Stakeholder	Forms of interaction	Example of collaboration during the financial year	Plans to develop collaboration
Staff	People group, reviews of the CEO and the leaders of lines of business, management's webcasts, intranet, employee newsletters, staff and group events, Global People Survey	We continued active communication with our staff through regular CEO webcasts where employees can present questions to 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 still want to be the best workplace for experts. We will continue to build an inclusive team that promotes development and care by means of training, communication, process review, and everyday management.
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	We organised several events and webinars for sharing information and networking, such as the Yhdessä kasvuun (together towards growth) project with Boardman Grow. We also published several studies and reports, of which the most important for Finland were the Global CEO Survey and a broad family business survey conducted every two years.	We are investing interaction and better use of technology to be able to provide more efficient and higher quality client experience. In accordance with our purpose, we want to support our clients in solving important problems.
Collaboration partners	Physical and virtual events, webinars, training events, publications, and books	We continued our long-term partnerships such as our collaboration with the Finnish Family Firms Association and Boardman in the spirit of training and joint events.	Our close collaboration with our partners will continue. We will continue to organise joint events.
Educational institutions	Collaboration with educational institutions and student organisations, social media collaborations, excursions, trainee programmes, recruitment events and fairs in educational institutions, company visits to PwC	We served as a partner company for the Aalto University School of Business and Hanken school of business, and worked actively also with several other universities, student unions and student organisations all over Finland. We organised several events for students, and we collaborated on social media with educational institutions.	We continuously develop our collaboration with our existing partners (such as creating new event concepts together with students and our experts). We strive to create more interesting encounters with students and introduce realistic examples of the opportunities our firm can offer.



Ear to our clients' pulse

We systematically collect feedback from our clients to evaluate and develop our operations. Last year, we again received feedback from more than 1,000 clients.

Our clients' overall satisfaction rate was excellent during the financial year to June: overall satisfaction was 8.6 on a scale of 0–10 (8.7 the year before). Our other client satisfaction indicator is the Net Promoter Score (NPS). The NPS fell from 62 in the previous financial year but remained at a high level of 58.

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

"When asking about the way we work according to our values, we receive praise on the integrity of our operations, working together, and genuine caring for our clients. Caring is particularly tangible in the feedback that our clients give regarding building and maintaining long-term client relationships," says **Kimmo Nieminen**, Markets Leader.

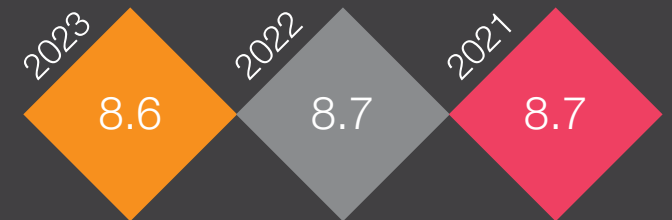
Based on the feedback, our clients value the expertise and high-quality work of our experts, year after year. They also give praise for how nice, efficient, and flexible it is to work with our experts.

Our clients want us to be more proactive and to invest more in communication and, in some cases, more systematic coordination of projects. Our flexibility and efficient operation were also praised, but there have been some challenges with schedules during the year.

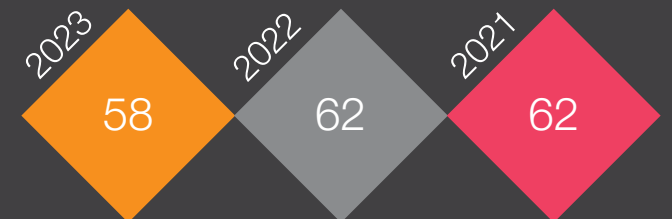
"Thank you once again for all the client feedback! We sincerely appreciate each and every piece of feedback. Our goal is to respond to our clients' wishes and needs even better than before, and to actively try to give them new ideas and better additional value. We need to challenge both our own and our clients' thinking constantly so we can respond to needs," Nieminen continues.

Towards the end of the financial year, we prepared the introduction of an even more client-focused feedback survey and a new type of reporting, the implementation of which began immediately at the beginning of the new financial year in July 2023.

Overall client satisfaction (0–10)



Net Promoter Score (NPS)



Creating value for society: our tax footprint

PwC's purpose is to build trust in society and solve important problems. Transparency is a key factor in maintaining trust, and we also want to be transparent about the direct additional financial value of our firm's activities for wider society in the form of taxes and parafiscal levies. 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 we provide to our clients creates added financial value for both PwC and PwC employees, as well as 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 to society in the form of corporate income tax, value added tax, personal taxation contributions and social and pension insurance contributions.

"Maintaining a well-organised society requires tax revenue. Our firm's business generates tax revenue for the state and municipalities in the form of payroll taxes, VAT, and corporation tax. We are part of society, and with the annual reporting of our tax footprint, we want to be open about our operation's direct economic value to society," says **Markku Hakkarainen**, our Tax and Legal Leader.



Markku Hakkarainen
Tax Services

Mikko Nieminen
Assurance Services

Saara Vahvaselkä
Legal Services



PwC Finland's tax footprint

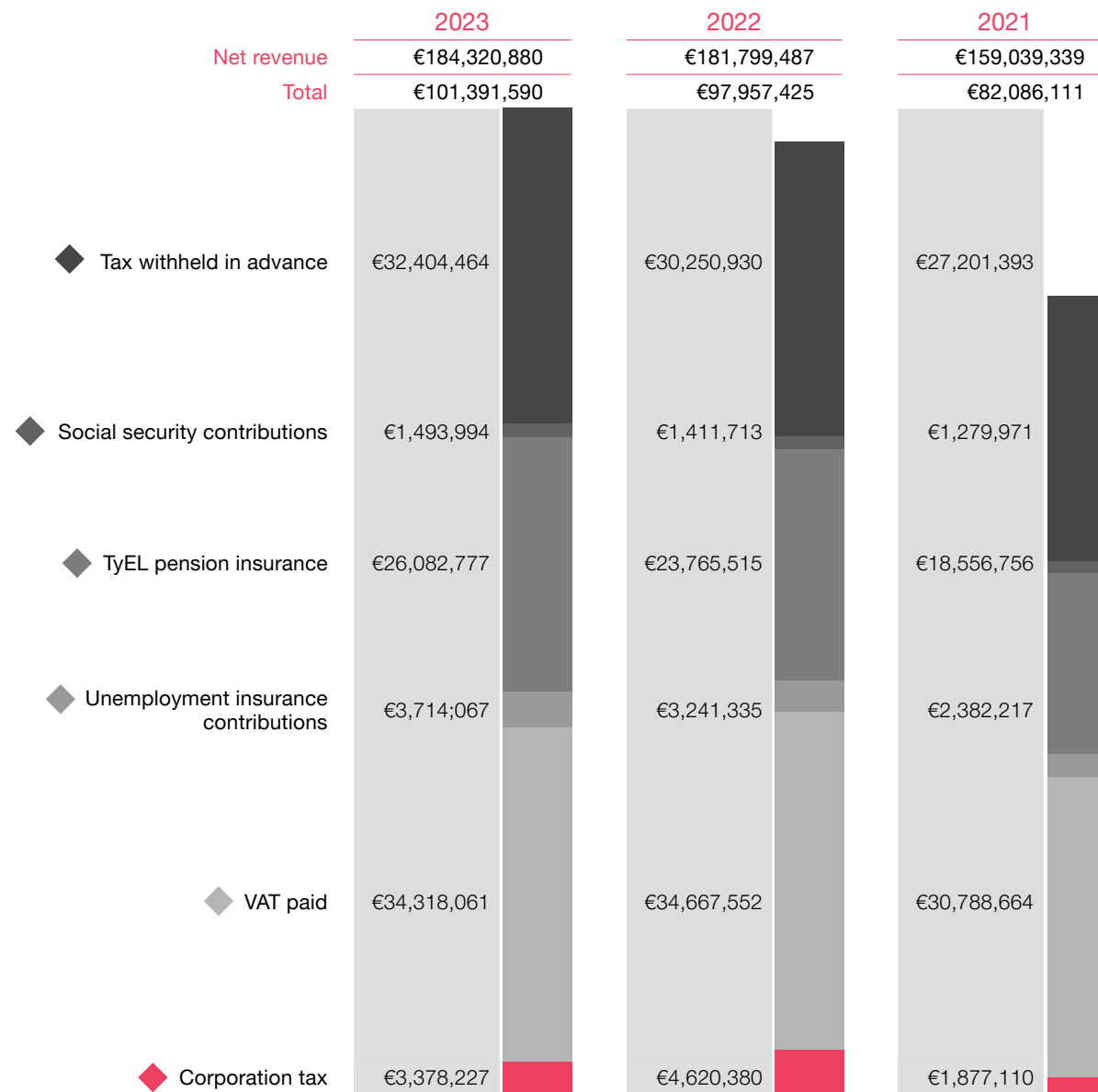
All PwC Finland's business operations are carried out by PricewaterhouseCoopers Oy, which is wholly and directly owned by its shareholders living in Finland. The firm's operations are not funded from abroad and it does not have any interest-bearing liabilities.

The variable remuneration paid by the firm to its shareholders and staff is determined according to the firm's results, the fulfilment of personal goals and operations based on our values and quality criteria. In addition to salary, the firm pays the shareholders dividends. Shareholders do not receive any salary or other personal financial payments from the PwC network.

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

Our net revenue for the financial year was €184 million (€182 million in the previous year). The amount of paid taxes and para-fiscal levies and payments totalled €101 million (€98 million). Totalling €67 million (€63 million), corporate taxes, prepayment taxes and social security and pension payments accounted for the majority of these taxes and para-fiscal levies.

The added financial value our firm generates for society, i.e., the firm's tax footprint, consists significantly of withholdings on salary collected and paid by the firm. The figure below presents the levels of these withholdings.



Environmental stewardship

Sari Menna
Assurance Services

Jan Bäckström
Consulting

Environmental stewardship

As a firm providing expert services, PwC Finland's environmental impacts consist mainly of energy used for the needs of our operations and business travel. Our supply chain creates indirect environmental impacts, where the most significant emission sources are related to technology and business premises.

The PwC network is committed to the United Nations Race To Zero campaign and the Paris Climate Agreement to halt global warming to 1.5°C. In September 2020, we launched the Net Zero commitment to achieve zero greenhouse gas emissions by 2030. In July 2021, the independent Science Based Targets initiative (SBTi) confirmed our short-term emission reduction target, on which our commitment is based. Our commitment covers the network of member companies in 151 countries of the PwC network.

The baseline for our review is the financial year ending in June 2019. By 2030, we are committed to:

1. reducing emissions from our operations (scope 1 & 2) by 50%
2. reducing emissions from business travel (scope 3) by 50%
3. switching completely to renewable electricity.

We are also committed to supporting our partners in setting their science-based short-term emissions targets to cover 50% of the products and services we buy by 2025.

Climate change mitigation

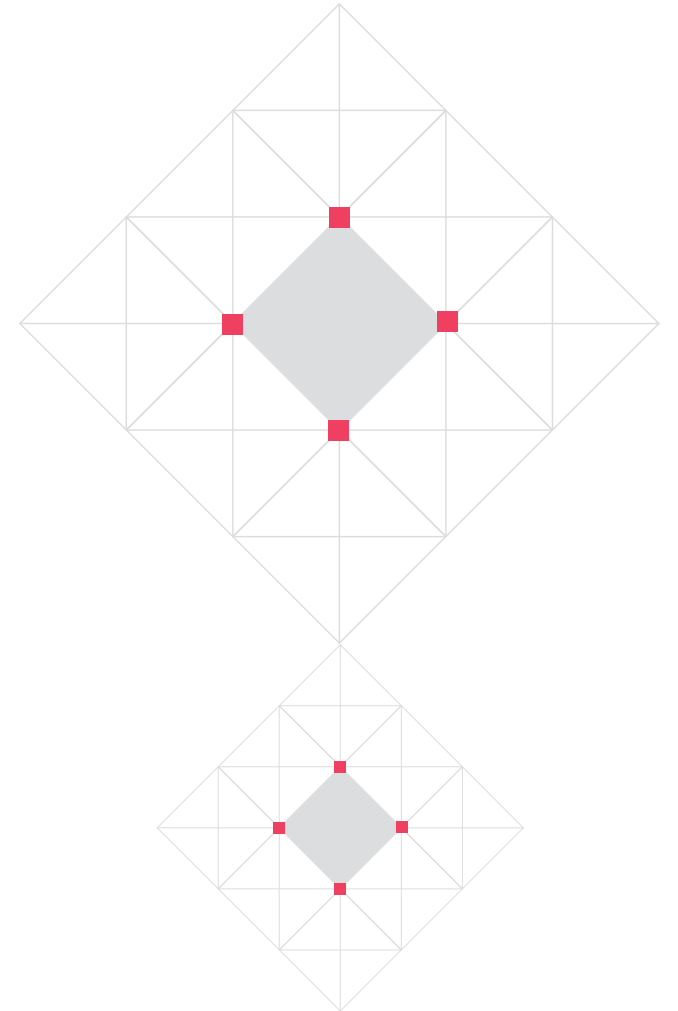
PwC Finland's operating principles for mitigating and adapting to climate change are based on the global operating principles of the PwC network. The measures are aimed directly at the introduction of renewable energy and indirectly at mitigating climate change, such as by changing our travel habits.

We recognise that as a firm providing professional services, we can only have a limited impact on climate change mitigation through our operations. Instead, our impact is significantly greater when we support our clients in their efforts to mitigate climate change, and we provide guidance and support for our staff to make more sustainable solutions.

As part of a change in our operating culture, we have prepared business travel guidelines for our staff which instruct them to minimise their own carbon footprint and use virtual meetings as an alternative to travel whenever possible.

To ensure that our entire supply chain is committed to mitigating climate change, PwC requires third parties to identify and manage the environmental impact of their organisations. PwC requires third parties to minimise greenhouse gas emissions and engage in projects that promote environmental liability, efficient waste management and efficient use of natural resources. We require our contractual partners to commit to PwC's global liability requirements.

As a token of our mitigation efforts, we have been awarded the Silver level EcoVadis certification.





Samira Lohilahti
Facility Management
services

We endeavour to involve our staff in the mitigation of environmental impact. PwC Finland operates a Green Team, within which a group of staff members introduce environmental issues to the employees' daily lives with various events and fact sheets. Established events include bike maintenance days, Earth Hour, waste collection near the office, and various recycling briefings. With the Green Team, we have also published guidelines on the organisation of sustainable catering and events.

Actions and resources related to the climate change policy

During this past financial year, we have placed particular emphasis on the following measures to reduce emissions:

- Our Helsinki office switched to emissions-free and fossil-free district heating.
- We updated our car policy and travel guidelines to reduce emissions from work travel.
- We launched the Travel Dashboard for staff, which allows everyone to monitor the development of their own business travel emissions.
- We continued to actively work to increase the sustainability awareness of the staff.

PwC Finland's Green Team organises a bike maintenance day, where the staff can bring their bikes for maintenance, annually at the Ruoholahti office.

Air travel & business trips

To help reduce air travel emissions, we updated our travel guidelines that now urge employees to consider whether flying is necessary, depending on the situation. As part of a change in our operating culture, we have prepared business travel guidelines for our staff which instruct them to minimise their carbon footprint and use virtual meetings as an alternative to travel whenever possible.

To support the monitoring of our air travel, we introduced the Travel Dashboard. In 2023, the management team decided that the groups can no longer fly on recreational trips every year.

Travel emissions have decreased naturally with the rise in working from home. We have already reduced our air travel emissions by more than 50%, as per our target level. Our most important goal is to henceforth keep travel emissions at a lower level.

In spring 2022, the Territory Leadership Team of PwC Finland approved a reform of the car policy aimed at ensuring that new company cars pollute less. At the end of the financial year, company cars' average CO2 emissions were 64 g/km. Under the new car policy, employees entitled to use a company car can only receive the car for limited use – not a full company car benefit. The change is intended to help motorists consider whether they need to drive. This update also included a change to the procurement limits to include even more electric car models within the limits. In June 2023, 59% of company cars were electric cars or plug-in hybrids.

Progress towards emission targets

We measure and report on the achievement of goals annually. The global progress of the emissions targets of the PwC network will be reported in the annual Global Annual Review. The table below shows the progress of Finland's PwC emission targets.

Scope tCO _{2e}	2023	2022	2021	2020	Comparison year 2019	Target level 2030
Scope 1 ¹⁾	85	102	124	157	184	92
GHG emissions covered by regulated emissions trading schemes ²⁾	0	Not reported	Not reported	Not reported	Not reported	
Scope 2 (market based) ³⁾	59.5	269	356	303	394 ⁴⁾	179
Electricity (market based) ³⁾	1	0	0	0	0	
Electricity (location based)	57	66 ⁵⁾	65	124	144	
Heating ⁶⁾	58	269	356	303	383 ⁴⁾	
Cooling	0.5	0	0	0	11 ⁴⁾	
Scope 3	2 186	2 000	71	706	1,148 ⁴⁾	
Purchased products and services	1,621	1,715	Not reported	Not reported	Not reported	
Business travel, air travel ⁷⁾	518	203	29	586	1,148 ⁴⁾	574 ⁸⁾
Business travel, car	47	82	42	120	Not reported	
PwC Finland total emissions (market based)	2,330.5	2,371	551	1,166	1,726 ⁴⁾	
Greenhouse gas intensity (tCO _{2e} / EUR million)	12.7	13.0	3.5	7.3	10.5	

- 1) The figure includes emissions from cars owned by PwC Finland
- 2) PwC is outside the emissions trading system, as are the fuels used by PwC.
- 3) Electricity emissions are reported on a market and location basis. A market-based figure is used in the calculation of emissions.
- 4) Changes in previously reported data: number calculated using a new method in connection with setting SBTi goals.
- 5) Location-based emissions from electricity consumption emissions for the 2022 financial year have been corrected retroactively.
- 6) We have itemised the heat and cooling consumption for the report. For the financial years of 2019–2021, consumption reporting included the Helsinki office, the floor area of which covers 77% of the whole of PwC Finland, and for the financial years of 2022–2023 reporting covered all of Finland.
- 7) Scope 3 business travel includes only air travel emissions for the 2019 financial year.
- 8) Scope 3 reduction targets have been set for business travel.

The electricity consumption figures from the financial years 2019–2021 only cover our Helsinki office. The figures for the financial year 2022 include PwC Finland's electricity consumption with an accuracy of 98.8%. For the financial year 2023 the figures are 100% accurate.

GHG emission reductions achieved in accordance with SBTi's targets

SBTi target	2023, tCO _{2e}	2019 (baseline), tCO _{2e}	Emission reduction target for 2030 (from 2019 level)	Change from 2019 to 2023
We will reduce emissions from our activities (Scopes 1 & 2) by 50% by 2030	147	578	-50%	-75%
We will reduce business travel emissions (Scope 3) by 50% by 2030	565 (air travel and driving included)	1,148 (air travel included)	-50%	-51%

Maria Aaltonen
Private Tax and Wealth

Ella Maisonlahti
Internal HR services

Origin and consumption of energy

To achieve our 100% renewable energy target, the PwC network is involved in the RE100 project, in which the companies involved are committed to using only renewable electricity.

Our target in terms of electricity consumption, heating and cooling included only the Helsinki office in the 2019 financial year. As we have reported emissions from all our offices since 2023, our reporting has expanded, which should be considered when making the comparison. Despite this, the use of renewable electricity verified with guarantees of origin is at a very good level.

In the spring of 2022, we replaced the Helsinki office's district heating with emissions-free heating.

The electricity produced by the roof solar panels in our Helsinki office building was 50 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 offices, we have used water, solar and wind power for a long time and minimised electricity use with LED lighting and automatic lighting control.

Energy consumption and combination of energy sources	Unit	2023
Fuel consumption from crude oil and petroleum products	MWh	363
Consumption of purchased or acquired electricity, heating, steam and cooling from fossil sources	MWh	387
Electricity	MWh	9
Heating	MWh	369
Cooling	MWh	9
Total fossil energy consumption	MWh	750
Share of fossil energy sources in total energy consumption	%	24
Fuel consumption from renewable sources, including biomass (as well as industrial and municipal waste of biological origin, biogas, renewable hydrogen, etc.)	MWh	10
Consumption of purchased or acquired electricity, heating, steam and cooling from renewable sources	MWh	2,362
Electricity	MWh	736
Heating	MWh	1,333
Cooling	MWh	293
Total renewable energy consumption	MWh	2,372
Share of renewable energy sources in total energy consumption	%	76
Total energy consumption (Total fossil energy consumption + Total renewable energy consumption)	MWh	3,122

The method of calculating energy consumption has changed in the 2023 financial year, which is why comparative data is not available.

Emission offsets

In addition to emissions reductions, we are committed to offsetting our remaining emissions from Scope 1 and Scope 2, as well as business travel emissions. Until 2030, we are committed to offsetting emissions from commuting annually, such as through the LEAF project, which supports the slowing down of deforestation. As of 2030, we will move to a 100% depreciation allowance to support our commitment. This allowance is generated by activities that absorb carbon from the atmosphere (such as afforestation, carbon-dioxide capture and storage).

The PwC network has set quality criteria for member companies when offsetting CO2 emissions. The criteria define standards, project types, portfolio composition and our approach to eliminating emissions, and they require projects to undergo the due diligence inspection of third-party suppliers.

Learn more about our quality standards in our PwC Network Climate disclosures report: <https://www.pwc.com/gx/en/corporate-responsibility/pdf/pwc-network-climate-report-fy22.pdf>

Our current carbon offsetting portfolio focuses on natural climate solutions and emerging economies. The projects support other sustainable development outcomes – for example, the protection of health, livelihoods, and critical ecosystems in rural communities through the Lowering Emissions by Accelerating Forest finance Coalition (LEAF).

For the 2023 financial year, PwC Finland has compensated a total of 1,100 tCO2e carbon offsets from the following projects as part of its global portfolio.

Project name	Summary of the project
Rimba Raya REDD+ Indonesia	The Rimba Raya project is protecting 65,000 hectares of biodiversity-rich forest from conversion to oil palm plantations, protecting over 120 threatened and endangered species in the project area. The project supports more than 10,000 forest-dependent community members living along the boundaries of the project, who have traditionally held no tenure and who have used the forest in an unsustainable way.
Unitor REDD+ Brazil	The project avoids over 16 million tCO2e emissions, over 30 years. It also protects forest and biodiversity of the area and creates employment's opportunities for local communities.
Yunnan Kunming IFM China	The project will conserve 6,879 hectares of forest and is expected to generate 821,000 tCO2e emission reductions for 20 years. Beyond the positive impacts on the climate, the project will have several social and environmental benefits.
Cardamom REDD+ Cambodia	The project aims at protecting 497,000 ha of forest and its unique biodiversity, since it's habitat form any species among which 50 are endangered and listed on the IUCN Red List. It also enables to preserve a region on which 29 local communities depend (16,319 people).
UpEnergy Cookstoves Uganda	The project brings energy-saving stoves to lower-income communities so their charcoal and firewood demand decreases. This project not only reduces carbon emissions, it also has many positive impacts on biodiversity and communities.
Renewables (Wind/Solar) in India	This bundle of certified solarpower projects play a keyrole in India's shift towards a low carbon economy by generating electricity from a renewable sources and supplying it to the stategrid.

Staff and diversity

Nils Jensen
Management Consulting

Heidi Wikström
Internal Finance

Staff and diversity

We are constantly building a more diverse, inclusive and equal workplace. We believe that by combining our different competencies, perspectives and backgrounds we can find sustainable solutions for our clients and society. Our values, such as care and working together, support the growth of our diverse and inclusive staff.

Operating principles

Our values and our shared framework, the Code of Conduct, guide us to do the right thing. All staff members are required to complete the Ethics & Compliance training once a year and affirm their compliance with our Code of Conduct framework.

At PwC, we provide a safe and equal work environment for everyone, and we do not tolerate discrimination, bullying or disrespectful behaviour. All our people are equal regardless of their nationality, skin colour, gender identity or expression, sexual orientation, political affiliation, native country, language, religion, disability, parenthood or childlessness, financial or class status, or any other factor.

PwC is committed to complying with the UN Guiding Principles on Business and Human Rights. Increasing understanding and expertise is key to building a diverse, inclusive and equal staff.

“Securing an inclusive staff is everyone’s responsibility. We offer everyone the opportunity to improve their awareness, understanding and competence with the Inclusive Mindset training package. The Inclusive Mindset training is an excellent package for improving work skills, both personally and for our entire staff,” our Inclusion & Diversity Leader **Niina Vilske** says by way of example.

The Inclusion & Diversity steering group, led by the CEO and Inclusion & Diversity Leader, provides an important channel for dialogue and the development of a diverse and inclusive workplace. The steering group has members from each of our business units and convenes at least three times a year. The steering group’s purpose is to ensure that we are moving forward towards our

goals both at the level of the firm as a whole and in each of our business units. The steering group maintains an active dialogue and cooperates with the Inclusion Team, which consists of voluntary staff representatives. The Inclusion Team contributes to a workplace that nurtures diversity and is inclusive.



We felt it was especially important to show our support for the rainbow community. We established a Shine network of volunteer PwC members to support a workplace culture where each future and current PwC member feels safe and welcome regardless of their gender identity and expression or sexual orientation.

Our partnership with Pride Helsinki in the summer of 2023 was our way of demonstrating our desire to be involved in building a more equal society, including outside PwC.



Collaboration and participation

We invest in open interaction and the creation of a speak-up culture. We want to develop a culture in which everyone has the courage to express their opinions and, if necessary, to intervene in any shortcomings they perceive.

A practical example of that culture of openness is the fact that the live CEO webcasts that were held regularly for all staff members during the 2023 financial year were always followed by an open Q&A section: staff had the opportunity to ask direct questions and voice their concerns to the leaders. We were happy to see that there were always plenty of questions. The questions were also answered immediately in the live webcast, whenever possible. If this was not possible for any reason, they were answered afterwards.

PwC also has a separate body dedicated to increasing the interaction between staff and leaders: the People Group. This is a working group consisting of staff-elected representatives and employer representatives, chaired by the HR Leader. The Group's most important task is to act as a channel for discussion between the firm's leaders and staff, and its operation also covers the requirements of regular dialogue as set by the industrial safety organisation and the Co-operation Act.

The People Group convenes seven times a year on average. In the 2023 financial year, the group was particularly active and met a total of nine times. In addition to the normal meeting rhythm, a

few additional meetings were held during the financial year, as the employer considered it important to actively involve the People Group in the discussion when our firm was planning organisational reform.

The term of office of the People Group is two calendar years. At the beginning of our financial year in the autumn of 2022, we held elections for the People Group to elect new members. Since the turn of the year 2022–2023, we have had a new active People Group with a total of eight employee representatives and two employer representatives.

PwC is not a member of any employers' association and is therefore not an organised employer. For this reason, we are not bound by any collective agreement. In addition, no universally binding collective agreement has been established for our industry. Thus, we are not bound by any collective agreement, but our operations are governed by labour law, the provisions of existing employment contracts and our firm's internal guidelines and established practices. Naturally, employees are free to join a union of their choice, and we do not object to organised labour.


Human resources management

We strive for an open culture and team spirit, which was challenged by the pandemic. That is why we encourage employees to spend some days working at the office. At the same time, it is important for us to maintain a flexible working model, and to meet for various parties and events, both for the staff as a whole and for teams.

The key pillars of our culture are on the one hand the direction and model shown by the leaders and, on the other, everyday leadership. By strengthening leadership work and skills in leadership, we aim to create space and support so everyone can develop themselves, receive feedback and experience a feeling of success. We train team leaders and client team leaders on a regular basis. In recent years, one important theme has been the creation of a secure and trusting relationship. This also allows for better support in challenging situations.

As part of the career path, we provide a clear educational path for different professional specialisations, such as auditors, tax consultants and business management consultants. We train a lot ourselves, but we also use external service providers and training provided by the PwC network. However, a key part of learning takes place in our everyday work on the one hand and, on the other, learning from colleagues. As skills develop, the professional can move to a new career level and more demanding tasks.

We have set ourselves the goal of recognising staff-related risks. We consider these as part of our risk assessment at the firm level and in several business or function-specific risk assessments. The most relevant for the staff are risk assessments and surveys related to ethical principles and occupational safety and health. We use this to support the planning and orientation of activities.



Mental wellbeing in focus

In the 2023 financial year, our wellbeing efforts were focused on supporting mental health and ability to work. We launched a primary work ability management approach, the Active Support Model, under which daily routines are aimed at achieving a uniform approach to situations that risk wellbeing and the early intervention in them.

To introduce the model in practice, we and our healthcare partner offered team leaders training in work ability management and opportunities to share good practices with each other. We introduced a new tool that helps team leaders, HR and occupational healthcare to support staff, monitor sick leave and anticipate disability risks.

During the financial year, team leaders held more than 200 discussions as part of the early support process. We set common goals for the team leaders, one of which is to support their team members' wellbeing. With these common goals, we aim to bring clarity to our expectations of the role of team leader.

We informed our staff about our active support practices and encouraged them to speak up early and take care of themselves. In addition to extensive occupational healthcare services, we started offering low-threshold counselling with mental health professionals in the autumn. Preventive and solution-oriented service helps deal with problems before they become crises and lead to absences due to sickness. We also supported mental health through training events and thematic webinars.



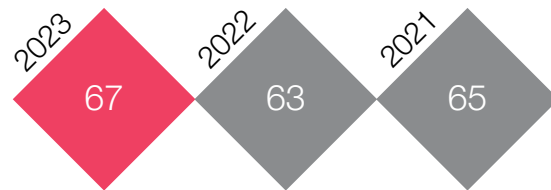
More than 800 people attended our annual summer party this year. The programme featured a passing of the baton between the old and the new CEO, as well as prominent artists, who created an atmosphere.

Our indicators

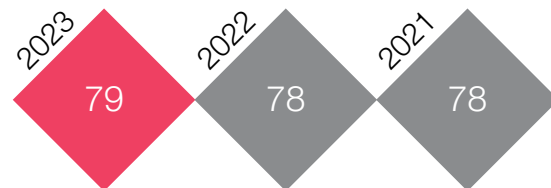
To promote the good functional ability of employees and inclusion in the workplace, we set goals and track progress using a number of indicators.

Our key indicator is the People Engagement Index (PEI) of our annual PwC Global People Survey (GPS). We set a target of 80% for the 2023 financial year. We reached 79%, our highest result ever.

Response rate to the Global People Survey



People Engagement Index (PEI)



The results of the survey are reviewed at different levels of the organisation through questions related to employees' wellbeing, ethical behaviour and expression of opinions, as well as through various demographic divisions. The survey is not an intrinsic value, but it helps us ensure that our development is on the right path, as well as to identify strengths and areas for improvement.

In the 2023 financial year, we also asked our staff about the atmosphere at work on a monthly basis in addition to the annual staff survey. No specific target was set for this indicator. This monthly mood questionnaire's open responses were particularly valuable, as they highlighted pain points and successes.

We are also monitoring our development in terms of diversity. We have set a comprehensive set of indicators and targets for the coming years. One of our key goals is women's career advancement to partner and leadership roles, and we monitor this development with several metrics. Our annual employee survey allows us to study our employee experience in terms of age group,

gender, career level and years of service, for example. We recognise that diversity is a much broader concept, but unfortunately, we are at least not yet able to measure it. We are constantly working to improve our indicators and monitoring.

In addition to diversity, it is important for us to build an increasingly inclusive staff, where everyone feels like they belong and can be themselves. The results of the staff survey are also an important measurement tool, so we examine its results from the point of view of inclusion and belonging.

To ensure the realisation of one of our key objectives, good immediate management, we set common goals for all team leaders as part of our annual goals for the 2023 financial year. These goals emphasise the importance of regular contact with team members – regular contact is seen as an important means of establishing confidential and transparent relationships and supporting development and sustainable work.

Our key staff numbers

At the end of the financial year, we had 1,353 employees (1,257 in the previous year), and our average number of employees was 1,360 (1,296).

Over 90% of our staff were permanent and full-time employees at the end of the financial year. Of the staff, 52% were women and 48% were men.

During the financial year, we hired 164 permanent employees and 264 trainees.

Headcount

	2023			2022			2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Average headcount during the financial year	650	710	1,360	604	692	1,296	587	670	1,257
Headcount at the end of the financial year	649	704	1,353	591	666	1,257	570	643	1,213
Permanent employment contract	617	669	1,286	562	639	1,201	540	614	1,154
Agency contract worker	4	1	5	0	1	1	3	0	3
Fixed-term employment contract	32	35	67	27	29	56	29	30	59
Paid by the hour	41	42	83						
Full-time	602	632	1,234	541	600	1,141	524	571	1,095
Part-time	47	72	119	48	68	116	43	75	118
Average no. of employees on family leave during the financial year			51			57			52

Permanent staff turnover

The turnover rate for the financial year was highest among men under the age of 30 (19.6%), and lowest among women in the same age group (11.1%).

Age group	2023								2022								2021							
	Starting employees		Leaving employees		Staff		Turnover %		Starting employees		Leaving employees		Staff		Turnover %		Starting employees		Leaving employees		Staff		Turnover %	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Under 30 years	195	145	39	23	199	207	19.6	11.1	167	161	29	43	140	147	20.7	29.3	131	136	17	40	126	148	13.5	27.0
30–50 years	58	47	46	60	359	392	12.8	15.3	56	75	59	67	324	374	18.2	17.9	28	28	48	33	309	351	15.5	9.4
Over 50 years	1	4	9	10	59	70	15.3	14.3	10	4	5	4	60	72	8.3	5.6	5	5	0	2	61	65	0	3.1
Total	254	196	94	93	617	669	15.2	13.9	233	240	93	114	524	593	17.8	19.2	164	169	65	75	496	564	13.1	13.3

Diversity indicators

In the 2023 financial year, our Board of Directors consisted of seven people, including six men and one woman. Our Territory Leadership Team consisted of eight people, six men and two women.

Gender and age distribution of the Board of Directors

	2023		2022		2021	
	Number	Share (%)	Number	Share (%)	Number	Share (%)
Male	6	86%	5	71%	6	86%
Female	1	14%	2	29%	1	14%
Other	0	0%	0	0%	0	0%
Total	7	100%	7	100%	7	100%
Under 30 years	0	0%	0	0%	0	0%
30–50 years old	3	43%	2	29%	2	29%
Over 50 years	4	57%	5	71%	5	71%

Gender and age distribution of the Territory Leadership Team

	2023		2022		2021	
	Number	Share (%)	Number	Share (%)	Number	Share (%)
Male	6	75%	7	78%	7	78%
Female	2	25%	2	22%	2	22%
Other	0	0%	0	0%	0	0%
Total	8	100%	9	100%	9	100%
Under 30 years	0	0%	0	0%	0	0%
30–50 years old	3	38%	5	56%	6	67%
Over 50 years	5	62%	4	44%	3	33%



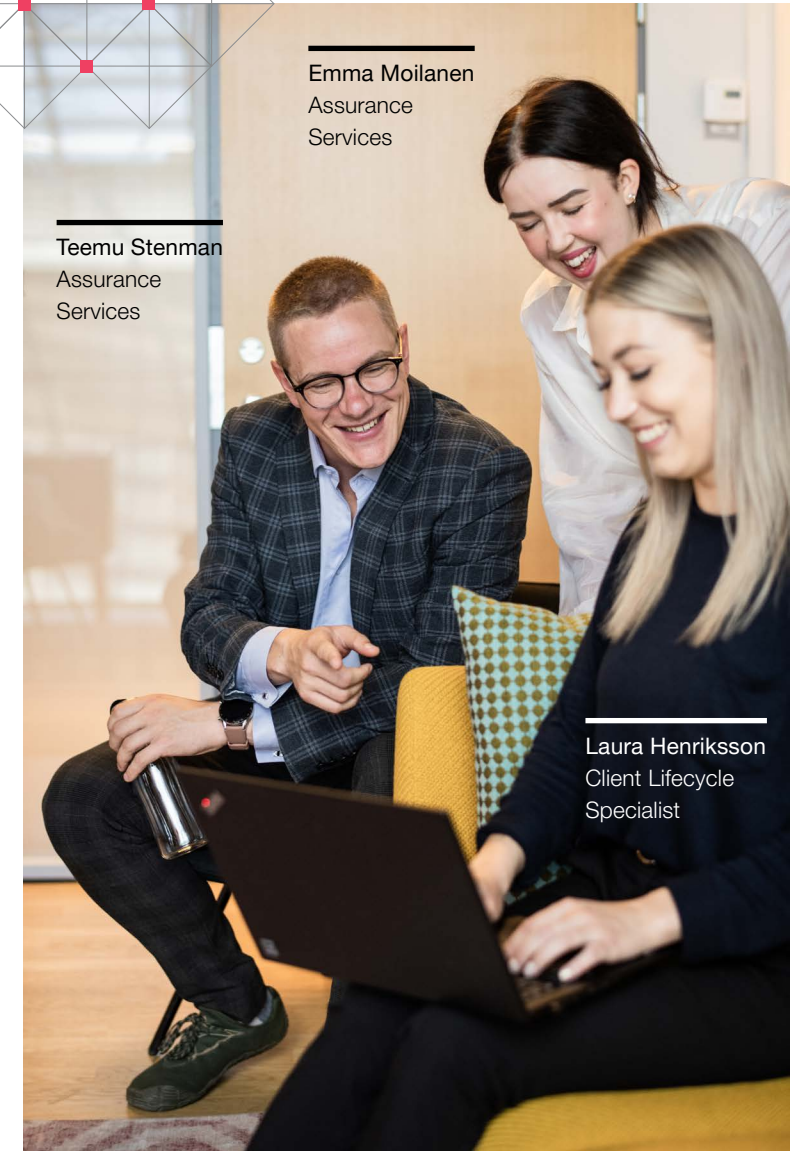
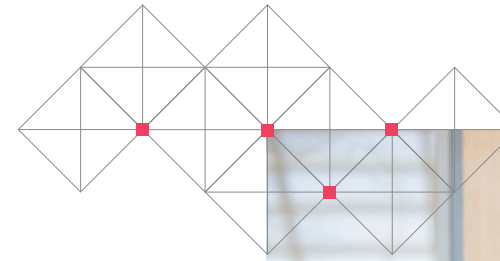
Gender and age distribution of the staff

At the end of the financial year at the end of June 2023, the majority of PwC's staff were aged 30–50 years. Just over a third were under 30, and almost one in ten were over 50.

	2023		2022		2021	
	Number	Share (%)	Number	Share (%)	Number	Share (%)
Male	649	48%	591	47%	570	47%
Female	704	52%	666	53%	643	53%
Total	1,353	100%	1,257	100%	1,213	100%
Under 30 years	455	34%	Not reported in previous years			
30–50 years	763	56%				
Over 50 years	130	10%				

The age distribution does not include contingent workers as their dates of birth are not available in our systems.

	Unit	2023	2022	2021
Number of trainees during the financial year	persons	264	253	204
Average age of employees	years	35.4	36.2	36.4
Average term of employment	years	6	6	6.4



Emma Moilanen
Assurance
Services

Teemu Stenman
Assurance
Services

Laura Henriksson
Client Lifecycle
Specialist

Training and competence development

As an expert organisation, it is essential for us that every PwC employee is constantly developing their skills as a professional. In the 2023 financial year, there were an average of 14 training days per employee (12 in the previous year).

Each of our business units is responsible for developing professional skills related to its services. In addition to this, we offer training related to leadership and other essential professional competencies. In terms of leadership, the themes have included coaching leadership skills, wellbeing management and sales management.

In terms of professional competencies, our training selection includes training related to interaction and presentation skills and to working in a diverse working environment. Training related to risk management and independence, which are prerequisites for our firm's high-quality operation, is also crucial for us.

We have also invested in the development of employees' digital and data skills in recent years, as we recognise this as a significant area of expertise for future work. For the past three years, our staff has had the opportunity to spend five working days training and developing their data and digital skills.

Self-leadership as a cornerstone of leadership skills

At PwC, employees often lead others in the early stages of their careers. In terms of leadership skills, we see self-leadership skills as the cornerstone of the development, upon which other leadership skills are built. For this reason, our career-level coaching programmes begin with the basics of self-leadership, after which we begin to build skills related to other types of leadership, such as the coaching leadership approach.

The changing world of work and the varying expectations of employees who have started at PwC at different times also challenge us to think about leadership in a new way.

Managing new generations of talent, supporting wellbeing and enabling a sustainable working career require hands-on leadership and recognition of one's own and other people's feelings. The cross-cutting themes of the leadership training in the 2023 financial year were interaction, emotional skills and wellbeing management. The same themes were reflected in the sessions for various roles and careers.

	2023	2022	2021
Training days per person (FTE 1), (days/person)	14.0	12.0	9.8
Total number of training days (days)	17,203	13,905	10,939
Average training hours per person, total men (h)	85.5	72.90	-
Partner	36.9	38.2	24.0
Salaried Partner	51.1	45.3	18.0
Director	55.8	44.7	27.5
Senior Manager	54.3	48.1	31.1
Manager	95.8	73.9	53.2
Senior Associate	119.4	103.2	85.2
Associate	103.3	101.5	85.4
Intern	58.7	36.5	33.5
Admin	14.6	31.9	13.2
Average training hours per person, total women (h)	79.5	65.1	-
Partner	44.9	30.1	33.6
Salaried Partner	61.5	66.6	45.2
Director	66.5	54.8	40.3
Senior Manager	64.4	55.9	44.6
Manager	71.0	61.6	45.2
Senior Associate	90.1	86.2	72.4
Associate	119.4	81.8	70.4
Intern	56.2	43.8	38.6
Admin	26.3	24.1	21.1
Training costs per person (FTE 1) (EUR per person)	1,248	1,016	560
Training offered by PwC experts (days)	213	236	342
No. of APA/CPA/CPFA/CIA qualifications (number)	18	27	20

Performance management as support of development

Performance management is one of our key HR processes. It aims to set clear goals for everyone's activities, to ensure their continuous development and transparent and fair remuneration and career advancement.

At the beginning of the financial year, annual targets are set for each person and there is a discussion about development and the next steps in their career (career outlook discussion). During the period, everyone receives feedback on their own activities, and managers supports the achievement of goals. Everyone's performance is assessed at the end of the period. The Career Roundtable is our annual process where all team leaders come together to discuss the contribution and development of their team members and reward issues.

Our goal is for staff to see evaluation as fair and decision-making as transparent. Our decision must be based on the right things – we acknowledge excellent performance and staff input. We want people to be able to trust that their work is appreciated. To succeed, we need committed staff, whose continuous development we support.

We follow our shared principles when assessing performance:

- Everyone can develop and grow as a professional (growth mindset).
- Our staff sees evaluation as fair and decision-making as transparent.
- In addition to achieving our annual goals, everyone is expected to act in accordance with our values.
- The goals and expectations must not conflict with the way of working that supports wellbeing.

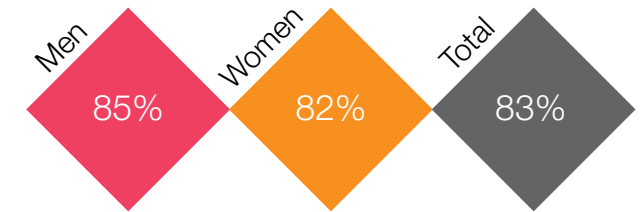
Team leaders and their conversations play an important role in performance management. We offer annual training to all team leaders in performance evaluation and development planning.

Bonuses as part of overall remuneration

Our goal is to identify and reward our experts for their achievements during the financial year. We have a comprehensive variable reward scheme in place that applies to all of our employee groups. We distributed a total of €6.4 million in bonuses (excluding social security contributions) to our employees based on the results and their performance in the 2023 financial year.

We also have quick reward schemes that allow for immediate recognition and rewarding of particularly meritorious performances. Our goal is to ensure that our employees feel valued and motivated to continue their top-level performance.

Employees who participated in regular performance and development evaluations



EUR million	2023	2022	2021
Salaries (incl. other expenses)	105.2	96.5	91.2
Profit-based bonuses and variable pay (incl. other expenses)	16.6	23.5	20.5
Dividends paid	18.7	12.0	7.7

International mobility reaches a new level

International mobility continues to be an important way for us to strengthen our expertise. The pandemic posed challenges to mobility, especially in its early stages, but mobility has now returned and is reaching new peaks in the post-pandemic world. During the last financial year, nine people worked in our network outside Finland, while in Finland, four employees were on an secondment, as well as three PwC employees from other countries.

As restrictions have lifted, we look forward to giving more of our employees the opportunity to experience work and life abroad. This provides valuable experience that supports the diverse development of our expertise and enhances our cultural understanding. Our goal is to continue to support international mobility and encourage our employees to take advantage of this opportunity to expand their skills.

Secondments and employees from other PwC countries in Finland

	2023	2022	2021
Secondments (leaving from Finland)	9	4	9
Secondments (coming to Finland)	4	12	12

Occupational health and safety

PwC arranges occupational healthcare services for all its employees. The proportion of days lost due to sickness decreased in the 2023 financial year to 2.67% from 2.89% in the previous year. Long absences of more than 30 days decreased, with the greatest decrease being in sick leave for mental health reasons. Short absences of 1–3 days increased. This included a high number of respiratory infections, particularly in the autumn of 2022. In the 2023 financial year, accidents were mild, and they did not cause any compensated days of disability.

	unit	2023	2022	2021
Persons covered by the occupational health and safety management system	%	100	100	100
Deaths due to accidents at work and occupational diseases	number	0	0	0
Accidents at work	number	7 ²⁾	4 ²⁾	2 ²⁾
Occupational accident rate (number of accidents at work/average headcount during the financial year)	%	0.5	0.3	0.2
Occupational disease cases	number	0	0	0
Sick leave rate	%	2.7	2.9 ¹⁾	2.0
Days lost due to accidents at work, fatal accidents at work, occupational diseases and related deaths	pv	0.5	³⁾	³⁾

1) In the 2022 review, the sick leave rate for the 2022 financial year was incorrectly given as 2.0%; the correct figure was 2.9%.

2) Accidents on the way to and from work excluded.

3) The figure was not monitored in previous years.



Ethical Code of Conduct and reporting channel

We are committed to respecting human rights (human rights statement), which is also in line with the ILO principles. We expect every PwC employee to act in accordance with these principles. All third parties with whom we work are also committed to adhering to similar principles in their operations (global guidance for third parties in the PwC network). In addition, our Code of Conduct clarifies and specifies the instructions and provides guidance for reflection in challenging situations.

There were no incidents of serious human rights violations that came to our attention.

It is the responsibility of each PwC member to report activities that violate legislation, our values, ethical principles and our various policies. The employee's team leader is the closest, and usually the most suitable person to whom they can report violations. If necessary, a report can be made to the leader above, all the way up to the CEO.

PwC also has a dedicated Ethics Leader. In the 2023 financial year, HR Leader **Leena Tiensuu** acted as the Ethics Leader. Through their role, the Ethics Leader/HR Leader is already a natural party for

hearing various concerns or suggestions for corrective action. In addition, each business unit has its own HR representatives, with whom employees can share their concerns if talking to their team leader seems difficult. The nature of legal violations may make our firm's legal department the right party to resolve the matter.

Despite the culture of openness and speaking up, employees might sometimes be unsure to whom they should turn. An informant might also wish to remain anonymous. Particularly for such situations, PwC has the Ethics Helpline to report violations of our values and guidelines and to ask questions.

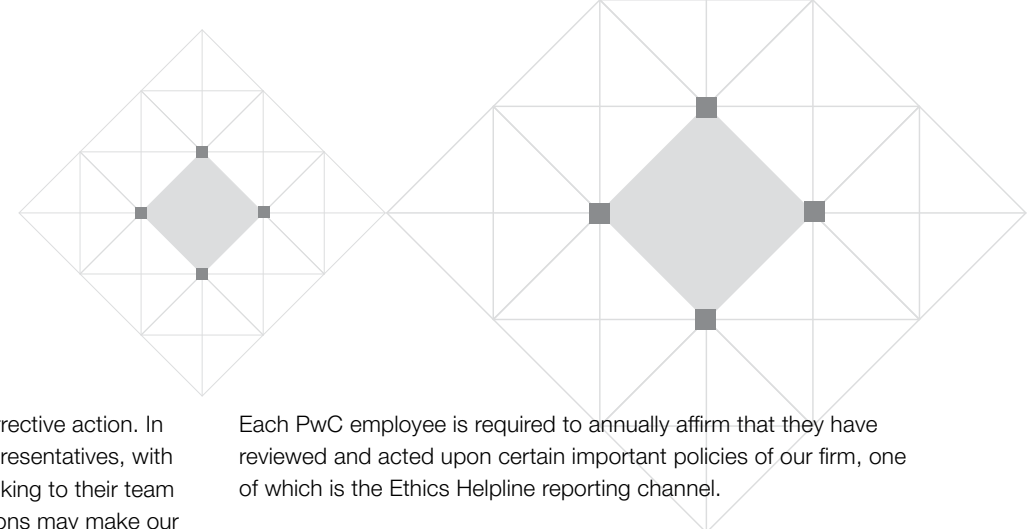
Ethics Helpline reporting channel

Depending on the nature of the matter, notifications made to the Ethics Helpline will be processed by the ethics leader, the leading legal counsel or an employment attorney. The party responsible for the processing will assess how and to what extent the reported matter will be investigated in accordance with the global settlement principles of the PwC network. All suspected violations reported, as well as their processing stages and conclusions, are documented in a separate database. Cases from outside the Ethics Helpline can also be recorded in the same database, that is, cases that have come to the attention of the ethics leader through other means.

Each PwC employee is required to annually affirm that they have reviewed and acted upon certain important policies of our firm, one of which is the Ethics Helpline reporting channel.

During the 2023 financial year, there was one case initiated through the Ethics Helpline channel, and three other separate cases were recorded in the same database from outside the reporting channel. The number of cases is relatively small, for which there are certainly many reasons. The most obvious and likely reason is that most of the issues can be solved by discussing them at work in teams and without the need to initiate a more formal route.

We believe that all the steps taken have been the right ones towards an increasingly open working culture. The results of the annual employee satisfaction survey (Global People Survey, financial year 2023) also support this belief. Compared to last year, the answers had a positive change (+3%) on the question that measures how easy it is to raise or report challenging ethical questions without fear of possible adverse consequences. There is still work to be done to strengthen the culture of openness and increase awareness of the different reporting channels. However, we are moving in the right direction.



Sustainable business operations



Sustainable business operations

Sustainability is an increasingly central part of companies' business operations, and it requires companies to be able to consider social, environmental and economic aspects in their business decisions. This is increasingly important in today's global business environment, where clients, investors and regulatory authorities are paying more and more attention to sustainability.

For PwC, sustainable business means introducing and examining all aspects of sustainability in everything we do – both in our operations and in our client work. Sustainability in business does not only mean improving existing practices, but it may also require innovative approaches and new business models that integrate sustainability into the firm's core business.

Under our New Equation strategy, we want to build trust in society and solve the most important problems. Led by our strategy, we further developed and grew our sustainability services in the 2023 financial year, both in terms of corporate responsibility reporting and assurance, as well as consulting ESG services and strategic counselling.

- We developed our services to meet new client needs arising from the requirements of the new Sustainability Reporting Directive (CSRD) and the EU taxonomy.

- We integrated environmental and responsibility aspects more closely into our consulting services, such as to strategy development, supply chain management, and mergers and acquisitions.
- We launched a new service package focusing on ESG data and analytics that combines PwC's ESG, strategy, industry, 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 strengthened our services related to reporting and assurance and consultative corporate responsibility and ESG services by acquiring Mitopro Oy, a firm specialising in corporate responsibility reporting, assurance and consulting.

The arrival of the Sustainability Reporting Directive (CSRD) and the European sustainability reporting standards (ESRS) clearly affected the demand for our sustainability services in the 2023 financial year. We were able to successfully support our clients in demanding definitions of relevance, value chain models and in evaluating and developing process, data and reporting capabilities.

Sustainability in our operations

The PwC network's Third Party Code of Conduct guides our firm's procurements, and we comply with its requirements for sustainable conduct, to which we also require our suppliers to commit. For example, we support our suppliers and partners in developing sustainable operations through virtual sustainability training.

Everything we do is guided by our ethical principles and guidelines, and the provisions and regulations related to our industry (such as quality and independence), the implementation and monitoring of which we have developed processes and systems for. We maintain and develop our employees' skills and awareness through a comprehensive range of training. During the last financial year, we continued to implement a sustainability training programme (ESG & Me programme) that covers our entire staff.

Our staff is our greatest asset. We promote diversity and wellbeing according to our Inclusion First action plan. Our employee survey and other feedback show that our efforts to increase diversity and inclusiveness have been successful. The Global People Survey's overall employee satisfaction score improved from 78% to 79% in the last financial year.



Anti-corruption culture

PwC Finland complies with the anti-corruption policy of the PwC network, which corresponds to the anti-corruption policy of the UN Convention. The purpose of the PwC network policy applied by PwC Finland is to prevent any inappropriate influence on the business.

In support of this policy, our internal and external operators can use the helpline and a whistle-blower channel, the Ethics Helpline, in line with ethical guidelines for reporting any misconduct, as well as global principles for investigating suspected misconduct that have come to light. We are committed to protecting reporters of shortcomings from any negative consequences.

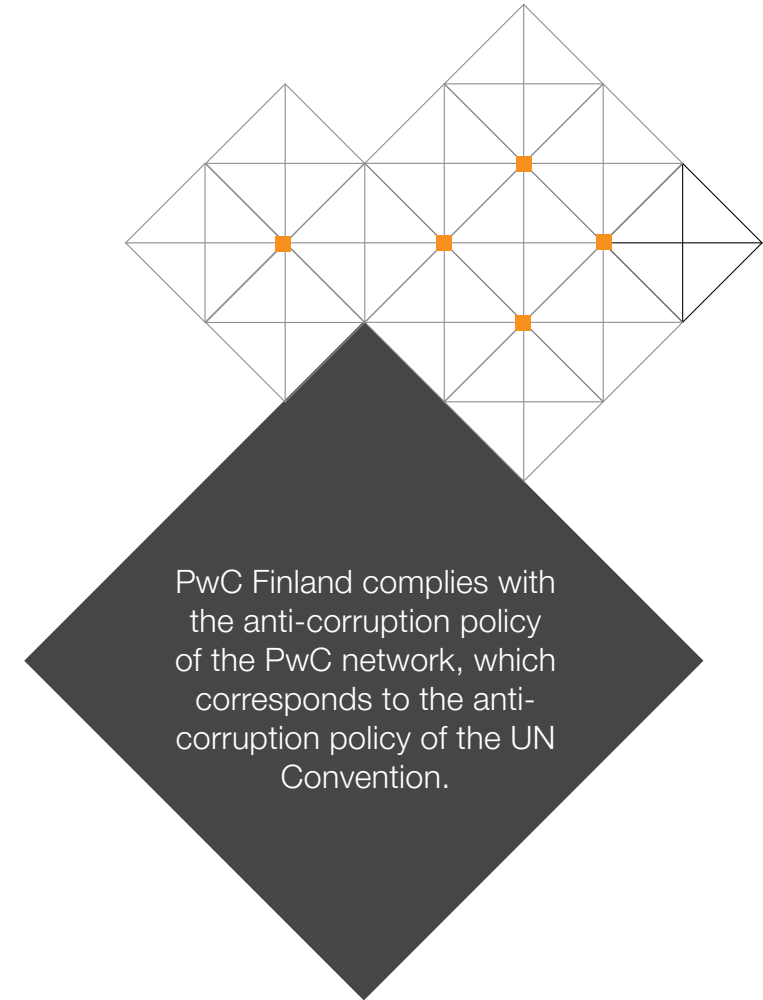
We have an action plan to identify, resolve and correct violations of our anti-corruption policies. In addition, we annually review compliance with this standard and local policies, and address any issues we identify.

Among other things, PwC Finland has adopted the following measures in its anti-corruption activities:

- Appointed a person responsible for anti-corruption activities.
- Carried out an annual anti-corruption risk assessment.
- Prepared an annual action plan based on a corruption risk assessment.
- Implemented the anti-corruption policy of the PwC network and supplemented it as necessary with respect to local laws and risks.

The anti-corruption policies are also available to all PwC Finland staff. We provide training and information on these policies annually to all our staff and partners.

There has been no corruption or violation of anti-bribery laws in our operations.



Social engagement

Atte Arjovuo
Management Consulting



Social engagement

As a firm with over 1,300 experts, 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.

We share our expertise, knowledge, and views on topics that are important to our field and business life in general, such as enterprise, 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 enterprise in a number of areas.

Our main channels of influence are partnerships, expert events, and expert articles and social media in external communications.

Collaboration with industry

During the 2023 financial year, we cooperated with, among others, the following operators related to our industry, most of which represent a multi-year partnership:

- Boardman and Boardman Grow
- DIF – Directors' Institute Finland
- FiBS ry
- Future Board
- Hallituspartnerit Helsinki – Board Professionals Finland ry
- Climate Partners of the City of Helsinki

- Inklusiiv ry
- Kasvuryhmä
- KTI Property Information Ltd
- Nordic Business Forum
- Finnish Family Firms Association
- Finnish Venture Capital Association (FVCA)
- Slush
- Finnish Foundation for Share Promotion
- Finnish Risk Management Association FINNRIMA
- Finnish Association of Auditors
- Association of Finnish Tax Professionals

The collaboration is carried out by PwC's responsible partners and is selected separately for each partner. Our firm's brand and communications team provides support for the event and content marketing related to the collaboration. We evaluate the value of partnerships and the success of collaboration on a regular basis.

We also collaborate closely with educational institutions

To expand and develop our business, we continuously recruit new experts. Each year, a large number of graduates and final-year students join PwC. Therefore, collaboration with educational institutions and its development are important to us. Our goal is to highlight the wide range of career opportunities that we can offer to students as an employer.

During the 2023 financial year, we served as a partner company of both 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. 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.

During the 2023 financial year, we were able to organise many events for students, including various excursions and social media collaborations. We also participated in many different recruitment events.

In the 2023 financial year, 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

We work with alumni groups to cooperate with educational institutions. The groups are made up of PwC employees. Each educational institution has one or more named alumni, who are responsible for the content of the agreement and collaboration. The role of the alumni is pre-defined and voluntary. The alumni officers collaborate closely, regardless of the educational institution, and we also meet regularly during the financial year.



In the 2023 financial year, we participated in Plan International's annual #GirlsTakeover campaign in which girls and young women occupy political, social and economic leadership positions as part of the UN's International Day of the Girl. On October 4, Mikko Nieminen, the CEO of PwC, was replaced by 16-year-old upper secondary school student Venla Taubert. During the day, Venla particularly discussed equality, diversity and inclusion at work with PwC employees.

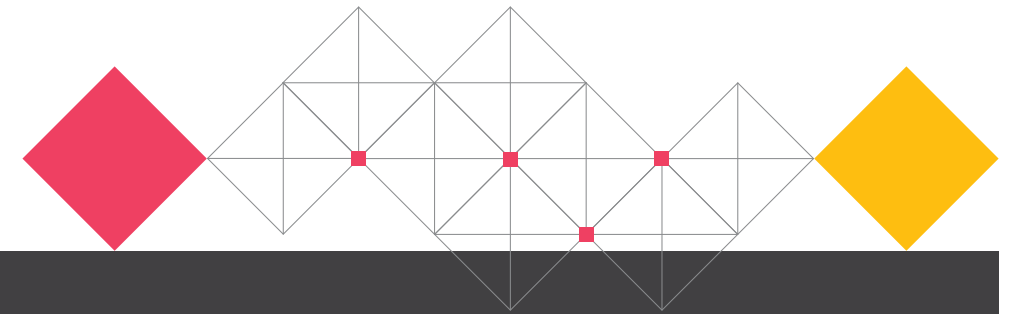
In conjunction with the campaign, we launched the Inclusion First action plan, with which we committed to taking a more active role in the development of a diverse and inclusive staff.

Volunteering for one day in a year

Our staff have the opportunity to do good for society and volunteer for one working day once a financial year.

For the 2023 financial year, we have offered our staff the following eight volunteering options to choose from: Eläinsuojelukeskus Tuulispää, Helsingin Seniorisäätiö, HelsinkiMissio, Hope, the Finnish Association for Nature Conservation, Clean Beach, the Finnish Refugee Council and the Finnish Red Cross. With our options, we aim to cover the work done to help people, animals and nature in different locations.

In the 2023 financial year, PwC employees volunteered for a total of 436 hours. This is more than in the years of the coronavirus pandemic, but we still have a lot to do to encourage more PwC employees to volunteer.



Volunteering

Volunteering in the 2023 financial year was also seen as a good opportunity to spend time with your teammates. PwC's internal Service Delivery Center team spent a working day in June at two different volunteer work sites in Tampere. In the morning, they cleaned litter from the shores of Lake Iidesjärvi as part of the Clean Beach programme. They spent the afternoon at the Finnish Red Cross's food bank.



Donations for those in need

We donate to charity annually in accordance with the annual budget decided by the Board of PwC Finland. Our donations are aimed at helping children and young people, nature conservation and other current groups in need of support.

The Russian invasion Ukraine increased the need for help and we decided to do our part to support victims of war and distress by donating €100,000 to the Finnish Red Cross's Ukraine drive. We also made a similar donation in the 2021 financial year. We also donated €10,000 to aid the victims of earthquakes in Turkey and Syria in a drive organised by the PwC network.

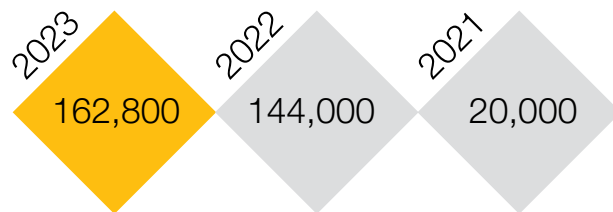
Our Christmas charity traditions include giving a Christmas bonus to a charity chosen by our staff. In 2022, the

Mannerheim League for Child Welfare received the most votes, and PwC Finland donated €25,000 as a Christmas bonus. The Christmas donation supported the anti-bullying work of the Mannerheim League for Child Welfare.

At Christmas 2022, PwC Finland's staff also exceptionally made their own donation, which consisted of the value of unused Christmas gifts from 2021. This donation of €17,000 was distributed between the second and third most voted charities, and we donated €8,500 to both the Children and Youth Foundation and WWF Finland.

In the 2023 financial year, we also made charitable donations to Team Rynkeby and Tukikummit ry, for example.

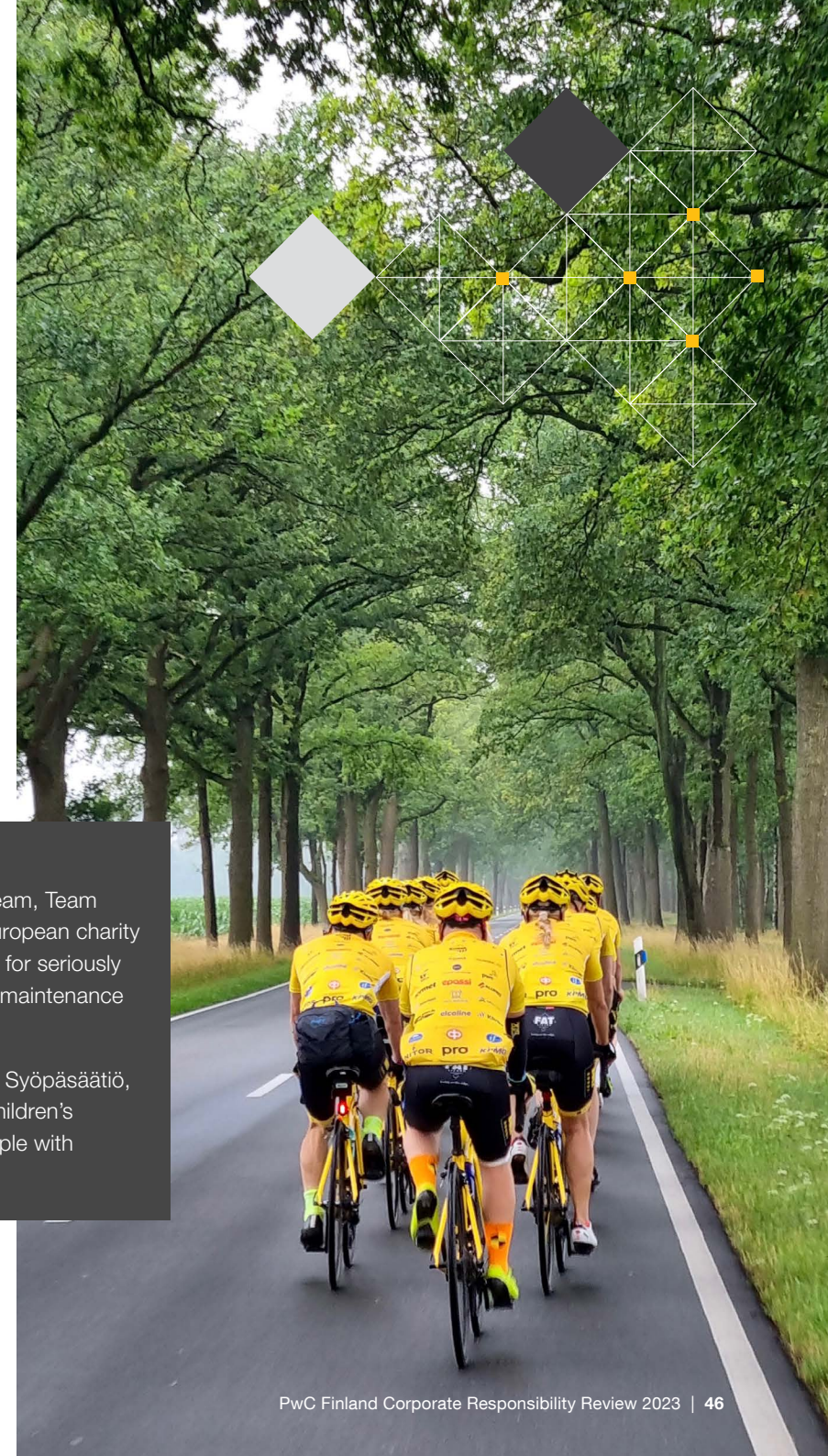
Total charitable donations




Rynkeby

We were again involved in supporting the Finnish cycling team, Team Rynkeby, in the 2022–2023 season. Team Rynkeby is a European charity cycling team that cycles to Paris every year to raise money for seriously ill children. This season, more than 2,000 cyclists and 500 maintenance team members cycled to Paris at the beginning of July.

In Finland, the funds 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.





Expert and client events are the most important channels of influence

For us, expert events and webinars are important channels for strengthening client relationships, acquiring new clients and engaging in dialogue with our stakeholders. After the coronavirus pandemic, we responded to our clients' wishes by organising numerous offline client events that enabled face-to-face meetings.

The themes of our events covered both current topics and preparing for future challenges, especially in the field of technology and ESG. PwC is the only provider of GRI-certified sustainability reporting training in Finland, so we organised several training events on the subject. Other key events included legal, ownership, reporting, taxation, real estate, and mergers and acquisitions.

During the financial year, we organised nearly 150 events for the senior management, board members, entrepreneurs, associations and foundations. We arranged some of the events in collaboration with our partners.

We follow instructions on how to organise client events in an environmentally sustainable manner. The instructions are related to catering, procurement and meeting arrangements.

For example, we have collaborated with caterer to minimise food waste the meeting buffets at the conference centre of PwC's Helsinki office. We prioritise vegetarian, organic and local food.

The conference centre serves mineral water from a mixer tap, tap water and coffee from a dispenser, which significantly reduces food waste. We share event materials electronically, and if we distribute participant gifts, we consider sustainability and reusability.

In principle, client events always have an equal and diverse representation as possible of PwC experts and potential guest speakers.

Useful research information and topical blogs by experts

The PwC network and member firms issue a number of reports and surveys every year that our client companies and other stakeholders can use. PwC Finland actively produces reports on the domestic market. The most important publications of the past financial year in Finland were the Global CEO Survey and the Family Business Survey, which is conducted every two years. PwC's global and domestic research information can be found at [pwc.fi/julkaisut](https://www.pwc.fi/julkaisut).

On our newsroom website, Uutishuone, we publish both news and blog posts written by our experts on themes relevant to our clients. During the financial year, we encouraged our staff to produce content by training them on blog writing. New and re-activated writers saw the number of articles published in the newsroom increase by about 20% on the previous year. In the 2023 financial year, the actively updated newsroom accounted for more than half of the total visitors to our website. Current articles and blogs by experts can be found at uutishuone.pwc.fi.

In podcasts, we talked about ownership and taxation. PwC's podcast episodes can be found on Soundcloud, iTunes, and Spotify, and centrally at [pwc.fi/podcast](https://www.pwc.fi/podcast).

PwC Finland's brand and communications team is responsible for firm-level communication channels, and it helps experts with content production. We evaluate the effectiveness of the content by monitoring metrics such as views.

Interaction in social media

PwC Finland increased its visibility on social media channels during the financial year. Our most active channels in the 2023 financial year were LinkedIn and Instagram, where we invested heavily in conveying our employer brand. In addition to the above, you can find PwC on Facebook, X (formerly Twitter) and YouTube.

PwC Finland's brand and communications team is responsible for the development and maintenance of social media channels. We also train our staff on specific social media channels, so that everyone can build their own expert profile and share relevant content with their contacts.

We evaluate our effectiveness on social media through metrics such as follower engagement.



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PwC's purpose is to build trust in society and solve important problems. We help companies to improve their efficiency, promote growth and sustainability, and report reliably in a constantly changing environment. In Finland, we have 1,350 experts working nationwide. Our services include consulting, deals, tax, legal, risk assurance, audit and other assurance services. For more information: www.pwc.fi/en.

PwC operates in 151 countries and employs over 360,000 experts worldwide. PwC refers to the PwC network and/or one or more of its member firms, each of which is a separate legal entity. Please see www.pwc.com/structure for further details.

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