

Together towards sustainable growth

PwC Finland – corporate responsibility review 2013

*part
of it:*



PwC Finland – corporate responsibility review 2013

This corporate responsibility review presents a summary of the measures and results of PwC Finland, i.e. PricewaterhouseCoopers Oy, over the 2013 financial period (1 July 2012 – 30 June 2013). Our responsibilities are discussed in more detail on our website at www.pwc.fi/yritysvastuu. Our financial performance is presented in our financial statements (www.pwc.fi/2013).

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What does responsibility mean to us?

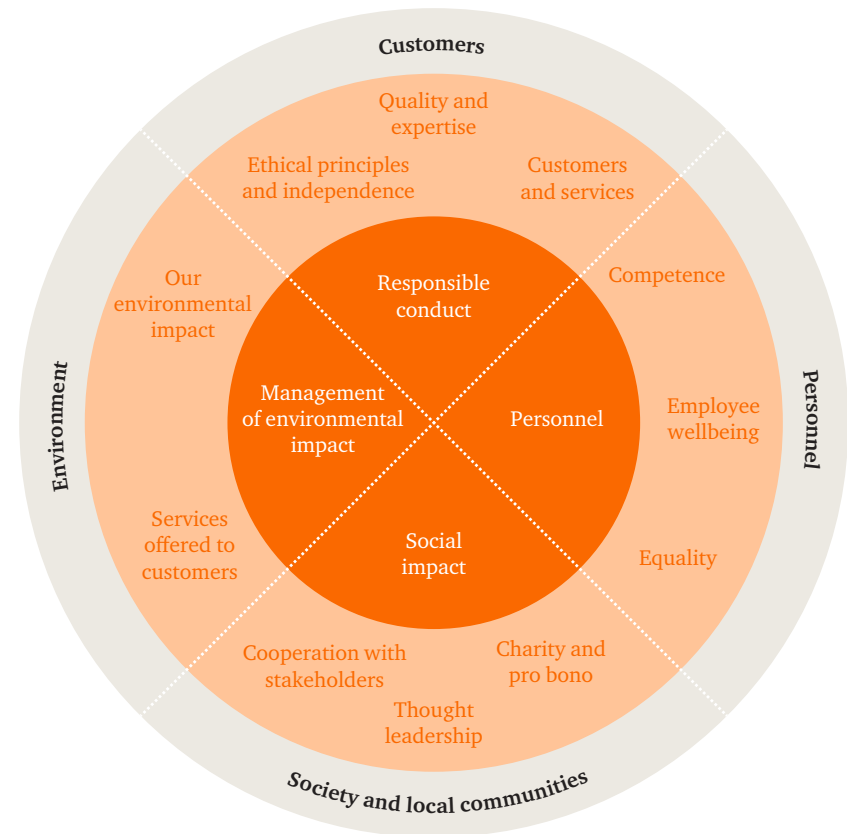
For us, responsibility means that we are all part of the development process which leads towards a sustainable future – both in our operations and in our services that support the business and corporate responsibility of our customers.

This is reflected in our business strategy entitled 3 K – Kestävän kasvun kumppani (3 K – A partner in sustainable growth): we help our customers build sustainable growth. Sustainability also means that business operations have been built correctly on a sustainable basis. Furthermore, sustainability means that we operate responsibly as an employer with a focus on our environmental impact.

The framework of our corporate responsibility

The framework of our corporate responsibility is based, not only on our business strategy, but also on significant corporate responsibility themes and the corporate responsibility strategy of the global PwC chain.

Its essence is summarised in our “part of it” theme – the will to be part of sustainable development. We focus on four areas through which we can have an influence: a responsible way to work with our customers, the expertise, diversity and wellbeing of our personnel, our social impact, and the management of our environmental impact.



Review of the CEO

The last couple of years have been challenging for the Finnish economy: our competitiveness has decreased and there are fewer jobs available. Finnish business groups have mainly grown abroad, with only rare investments made in Finland. At the same time, the public sector has struggled with structural changes.

The private sector has been forced to adapt its operations in the difficult market situation, which has increased corporate and financing arrangements. This was seen as growing demand for the expertise and services of PwC, last spring in particular. We took part in nearly all major capital and corporate arrangements last spring, stimulating our operations in almost all of our service units.

Our key indicators: personnel, customers and the brand

We measure our success, not only through financial indicators, but also through personnel satisfaction, customer feedback and

the strength of our brand. According to our personnel satisfaction survey conducted last spring, our employees consider challenging tasks to be enjoyable and important considering personal development. We produced the best results in training and our corporate responsibility.

Unfortunately, the total result does not correspond with our objectives. We were unable to reach our goals in leadership, supervisory work, and the management of workloads. Our aim is to develop and improve our operations within these areas. Only through satisfied and happy professionals can we reach our other business goals.

Moreover, customer feedback and our customer satisfaction surveys indicate that we succeeded in what we do. On the basis of feedback, we need to be better able to utilise our international chain and share more industry-specific information with our customers.

We measure the strength of our brand and the images our customers have of PwC through a separate annual survey. According to the results measured in the spring, we

are on the correct path: our brand is very strong and even stronger than before, even though it does not stand out enough from our competitors. The score of our consultancy services increased the most in our brand survey. We need to be even more seamless in offering our extensive service range to our customers. This is one of our goals for the recently started period.

Turnover in excess of 100 million

We had set relatively tough financial objectives considering the challenging market situation. We nearly succeeded in meeting these objectives, with our turnover increasing 5.3 per cent to EUR 102.8 million (EUR 97.6

million in 2012) thanks to our high-quality customer work. I consider this a strong performance, especially considering that we were also able to improve our profitability.

What is the most important to us is that we produce the added value our customers require and support them on their path towards sustainable growth. For this purpose, our services combine the expertise of various fields into a single package which serves our customers' needs. Internally, we have been organised into three business areas: auditing and other assurance services, tax consultancy, and consulting and deals.

Audit services comprise the largest business area. The company's number one



position as the auditor of listed Finnish companies on the Helsinki Stock Exchange (NASDAQ OMX Helsinki) was reinforced during the financial period (share 38.3%; previous year 36.7%), the turnover of the business segment reached the objectives set.

Currently, the business segment of consulting and deals is our smallest business area. We have developed our consultancy services to better respond to customer needs, which was seen as the most rapid growth in turnover compared with our other service units. Demand for our tax consultancy services, as well as the segment's turnover, continued to grow, even though the double-digit

” Our aim is to improve seamless cooperation with our different competence areas.

growth of previous periods decelerated to more conservative growth.

In addition to these three business areas, we monitor a separate matrix unit specialised in family-owned and private ownership corporate services. Serving medium-sized and owner-run companies, this unit succeeded in serving its customers better than before, which was seen in a clear increase in turnover and profitability.

Our objective for the 2014 financial period (1 July 2013 – 30 June 2014) is to respond to the service needs of our customers as comprehensively as possible and to

improve our seamless cooperation between our different competence areas. We are looking for the largest growth in consulting and deals.

Responsibility as part of business operations

Responsible conduct has been important to us as long as I can remember. It has been a natural part of our operations where most of our services increase trust and transparency in the market between different stakeholders. Our company's values and ethical principles emphasise responsibility towards all of our stakeholders. We want to be part of the development leading towards a sustainable future.

The key to the corporate responsibility strategy of our global PwC chain is summarised in the words “part of it”. Furthermore, responsibility lives within the

business strategy of PwC Finland: we want to be a partner in sustainable growth for our customers. In order to be even more systematic in leading our corporate responsibility, we conducted a survey last spring of our stakeholders' expectations of the corporate responsibility of PwC, revised our corporate responsibility more thoroughly than before, and reorganised our management of corporate responsibility.

The stakeholder survey emphasised two themes: we need to include the point of view of corporate responsibility in all of our activities and services. The personnel raised

good leadership and supervisory work as a separate theme. In addition to our business strategy and the corporate responsibility strategy of our global PwC chain, we revised our essential themes at the end of the financial period on the basis of the results of the stakeholder survey.

During the current financial period, we will invest in developing our responsible service range by integrating responsibility in all of our services. We will also continue to monitor our carbon footprint in order to reduce our environmental impact. With regard to corporate responsibility, we are a leading operator in the business field – both in our operations and in corporate responsibility services produced for our customers. Our aim is to continue on this path.

Other events in the 2013 financial period

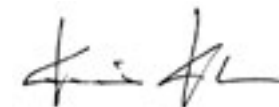
Our corporate responsibility experts conducted the third annual PwC Corporate Responsibility Barometer, which identifies the status of corporate responsibility management and reporting in Finnish companies. Of the 157 companies included in the survey, essential areas of corporate responsibility have been decided on in 75 companies, while the same figure was 58 in the previous survey and 34 in the survey before that. In every third company, the management team bears responsibility for corporate responsibility. The survey has raised much attention, and we believe that it encourages companies to develop their corporate responsibility.

In the area of stakeholder cooperation,

the most important events considering corporate responsibility were our participation in the activities of Finnish Business & Society, and our membership in the jury of the Responsibility Reporting Competition. We improved the transparency of our operations among our personnel by releasing an HR transparency report, presenting a more detailed account of HR themes, such as the personnel and cost structure, changes in categories, and rewards. In addition, we improved the opportunities for internal information sharing and networking by introducing Spark, the PwC chain's own social media channel.

The journey towards becoming a partner in sustainable growth continues.

It is inspiring to see how corporate responsibility has changed over the years into a true part of business operations in our society as well as here at PwC. Responsibilities are more and more in the minds and on the agenda of leaders when making decisions. Even though we still have much to do, we are on a path in the right direction towards becoming a partner in sustainable growth – as is stated in our strategy. I wish to thank all of our customers for showing trust in us, our employees for your commitment and high-quality work, and our partners for your constructive cooperation!



Kim Karhu
CEO

Review of our corporate responsibility partner

Corporate responsibility is slowly evolving from a separate function into a fixed part of business operations and their guiding principles – also in our company. This development is clearly indicated in the annual PwC Corporate Responsibility Barometer, which measures the level of corporate responsibility in Finnish companies, and from the survey conducted for our stakeholders.

We understand even better that our customers expect us to include the point of view of corporate responsibility in our entire service range. Naturally, there is still demand for special corporate responsibility services associated with climate change, the development of corporate responsibility, the identification of business connections and values in corporate responsibility, business transactions, reporting, or even the confirmation of reporting information.

The challenges in sustainable develop-

ment still exist even if, during financially difficult times, more attention is paid to the sustainability of the economy and funding without, however, forgetting the impact on the environment or society. Investors and the business management can see more clearly that corporate responsibility can be a source of value or at least a strong driver of values. This indicates that all areas of sustainable development will eventually intertwine, especially when reviewing the long-term increase in the business ownership value.

PwC Sustainability & Climate Change services, together with our other services, support customers in the aforementioned challenges, but these alone are not enough to turn PwC into a responsible company. We also need to take care of our financial sustainability and responsible HR policies, minimise our environmental load and make investments for the good of society.

On our corporate responsibility pages and in our corporate responsibility review, we state everything we have done in order to promote responsible business operations, to develop equality and diversity among our

personnel, to reduce our carbon footprint, and to contribute to positive social development in different networks.

During this reporting period, we carried out a number of projects which we are proud of, but this is not enough for us. In

our business strategy, we have raised the idea of sustainable growth where our aim is to be a partner for our customers. Sustainable growth can be built from various materials.

Growth without any corporate responsibility is hardly sustainable even if everything else is in order. Understanding this approach and putting it into practice will be our biggest step during this financial period. We will also continue to develop supervisory work, taking the point of view of responsibility better into account. This is another important objective for us.

For PwC, taking corporate responsibility into account in business operations as part of the service range and in supervisory work



is strongly backed by the top management. This is important because the management needs to point us in the right direction. PwC knows where it is going: towards sustainable growth in our operations and those of our customers. That is where we need to be!

A handwritten signature in black ink, appearing to read 'Sirpa Juutinen'.

Sirpa Juutinen
Partner
Corporate Responsibility

Operating with our stakeholders

Our major stakeholders include clients, personnel, the media, students, educational institutions and students' associations, the public sector, cooperation partners, and organisations, federations and associations closely related to our sector. Other member firms of the PwC network throughout the world are also important partners to us.

One of the key forms of cooperation with our stakeholders covers various events. During the financial period, we organised more than 200 events for our customers, partners and personnel. The largest customer events were the annual Capital Markets seminar intended for the top management and board professionals, the publication of the CEO Survey, and the highly popular PwCwomen, which is intended for female decision-makers.

We published a number of reports and surveys that our customer companies can utilise. Some of these were aimed at improving the transparency of reporting in society, such as the annual Avoim raportti (Open Report) competition (www.pwc.fi/ar) directed at associations and foundations. Published for the third time in the spring, our Corporate Responsibility Barometer (www.pwc.fi/yri-tysvastuubarometri) increases awareness of the state of corporate responsibility management in Finland.

We also wanted to hear our customers' expectations of corporate responsibility within PwC. We received masses of responses, with a response rate of 22%. The results showed

that, in addition to separate corporate responsibility services, our customers expect us to include the corporate responsibility aspect in our other services.

In addition to various business events, we organised informal networking events and festivities for our personnel, such as after-work PwC Clubs. The largest personnel

events were the annual summer party and Christmas party. According to the annual tradition, we met PwC alumni last autumn.

We also continued our interaction with the personnel through means of discussions, personnel surveys, our electronic discussion forum and internal social media channel.

We are continuously in close cooperation



PwCwomen event

with educational institutes. During the 2013 financial period, we acted as partner for the Aalto University School of Business and the Hanken School of Economics. Furthermore, we are working actively with student associations at different universities in Finland and, during the financial period, started to work more closely with universities of applied sciences. PwC has signed seven cooperation agreements with business-minded subject associations. We also worked with faculties of law and universities of technology.

The personnel of PwC Finland were active and showed initiative at various student

events, which has further strengthened our cooperation. In addition to various events, PwC was visible on the websites of subject associations, in publications and social media.

We took a big leap in the Finland's Ideal Employers list conducted by Universum, revealing how business students perceive

” Supporting entrepreneurship is important to us.

organisations as employers. PwC came in sixth, moving up 14 places from 21st place in the previous year's list.

In the 2013 financial period, we organised a total of 64 events associated with student cooperation, such as expert lectures, job seeking counselling, annual parties, excursions and exhibitions. Through the Kisälli (Apprenticeship) programme intended for students, we gave jobs to 81 students during the period.

Other important partners for us include Boardman, the Directors' Institute of Finland, various chambers of commerce, the Finnish Institute of

Authorised Public Accountants, the Finnish Family Firms Association and the Finnish Venture Capital Association.

Considering corporate responsibility, our most important cooperation network is Finnish Business & Society, of which we are a member.

For more information about our stakeholder cooperation, please visit www.pwc.fi/sidosryhmat.



We also continued as a member in the jury of the Responsibility Reporting Competition. In addition, a partner of PwC acted as chair of the organisational team of the competition as a representative of the Finnish Institute of Authorised Public Accountants.

As part of the Responsibility Reporting Competition, our corporate responsibility experts provided students of five universities with the opportunity to choose the best responsibility report. This also allowed us to hear the ideas of students of the current state of corporate responsibility reporting and their future expectations.

Supporting entrepreneurship is important to us. During the financial period, we followed this principle by working with several parties specialised in the growth of entrepreneurship and by supporting various growing

companies, for example in internationalisation. We acted as partner in the Harva on Rautaa (Only the Best Succeed) competition, the Oravanpesä (Squirrel's Nest) growth project, and the Slush conference for start-ups. We also started working with AppCampus and took part in its corporate coaching programme.

The largest marketing partnership was the Ice Hockey World Championships, which was a unique event organised in Finland in terms of size, offering us an opportunity to support our customer relationships.

In addition to being a partner, we evaluated the social and financial impact of the 2012 Ice Hockey World Championships as pro bono. Another significant marketing partner for us was the Sibelius Academy, with which we cooperated for a third year.

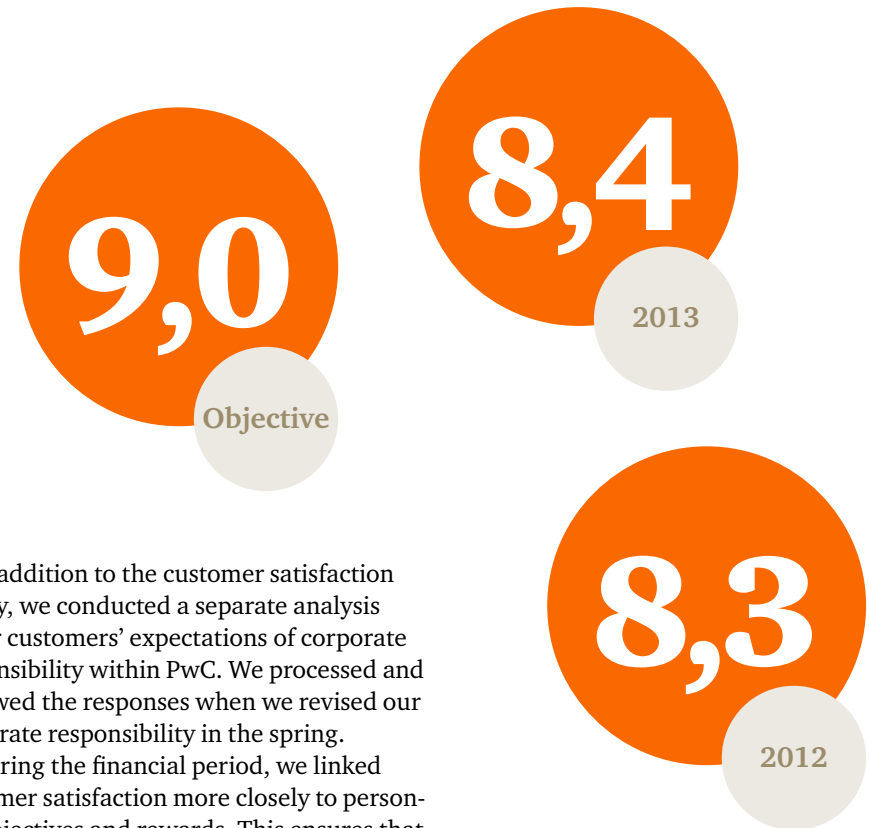
The satisfaction of our customers

In order to serve our customers in the best possible manner and be their partner in sustainable growth, we listen to what they have to say and continuously collect customer feedback.

We asked more than 2,700 of our customers to send us their feedback. The response rate was 41% in our electronic surveys, which is a good figure. The overall satisfaction of our customers improved from the previous year, being **8.4** on a scale from 0 to 10 (**8.3** the year before). However, we still have a long way to go before we can reach our long-term objective (**9**).

The net promoter score (NPS) of our customers was 50.7% (47.7% the year before). We have reached our long-term objective and will maintain this level, also in the future. It should be noted that the share of critical feedback from the total number of responses is very low.

On the basis of customer feedback, our strengths include, not only our high level of quality and expertise, but also our ability to form long-lasting customer relationships: we understand our customers' worries, communicate openly and react to feedback. We still need to develop with regard to the transfer of actual industry-specific information and the utilisation of our global PwC chain.



In addition to the customer satisfaction survey, we conducted a separate analysis of our customers' expectations of corporate responsibility within PwC. We processed and reviewed the responses when we revised our corporate responsibility in the spring.

During the financial period, we linked customer satisfaction more closely to personnel objectives and rewards. This ensures that our personnel are committed to the process, utilising feedback effectively in developing our services.

We will invest in a more comprehensive and high-quality analysis of customer satisfaction. Our aim is to verify that satisfaction is measured at the correct time from the correct party.

Social impact: PwC does good



Charity and pro bono work comprise part of PwC Finland's social impact. "PwC does good" is our company's charity programme launched in 2011. It allows us to do good and powerful deeds as part of the working community. Currently, the "PwC does good" programme acts as an umbrella for all of our charity and pro bono work.

During the 2013 financial period, our experts offered pro bono support for the Uusi lastensairaala 2017 (A New Children's Hospital 2017) project and the Pop-up Company project which fights against the unemployment of young people. Other charity projects included the campaign organised with Mifuko Oy during our Christmas party. PwC employees donated shirts to Mifuko Oy, through which they were used in the manufacture of bags in the slums of Nairobi, preventing unemployment in the city slums.

In spring 2013, four employees of PwC Finland took part in the Danish Team Rynkeby charity bicycling event which collects funds for local cancer organisations. In Finland, we made donations to Sylva ry, an association of children with cancer. PwC Finland was one of the project's sponsors.

Launched in autumn 2011, the voluntary work of our employees was continued in the previous financial period led by the most active employees. During the current financial period, we will discuss within the steering group of corporate responsibility how our company supports voluntary work in the future.

For several years, we have donated Christmas funds to associations selected by the personnel. The recipient of the Christmas grant will be selected from among the best nominees in the PwC Avoim Raportti (Open

Report) competition by voting. In 2012, the Christmas grant was donated to the Clean Baltic Sea project of the John Nurminen Foundation. For more information about the annual Avoim Raportti (Open Report) competition intended for organisations and associations, please visit www.pwc.fi/ar.

Our objective for this financial period is to clearly define the charity projects we will take part in. Charity will be part of our social impact but we will shift more focus towards impact through expertise.

For more information about our social impact and the "PwC does good" project, please visit www.pwc.fi/yhteiskunnallinen-vaikuttaminen.



775 professionals

Focus areas in HR management included coaching leadership, interaction, sales and customer relationship coaching, wellbeing management and internal coaching. We also launched a project to update our personal information systems.

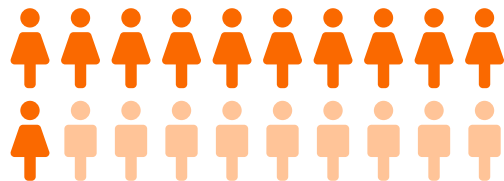
During the financial period, more than 70 people took part in our coaching interaction training. As part of the training programme, the attendants collected feedback on their behaviour from their teams and also from customers. We improved openness by releasing an HR transparency report, presenting a more detailed account of HR themes, such as the personnel and cost structure, changes in categories, and rewards. In addition, we expanded social media channels within our internal information flow by introducing Spark, the PwC chain's own social media channel.

In the annual personnel survey (Global People Survey), the response rate was 63% in Finland, the same as the year before. Our objective is to have all employees take part in the survey. The general survey index, i.e. the People Engagement Index (PEI), fell to 62% from the previous year's 64%. This was a disappointment to us, and we have already started to analyse the results more closely. The best results were achieved in our customer-oriented operating methods, our operational quality, training and corporate responsibility. According to the survey, our employees consider challenging tasks to be

The average age of our employees was

37.5
years.

Of our personnel, 55% were women and 45% were men.



In June 2013, we employed an average of **775** people (747 people in the 2012 financial period).

enjoyable and important considering personal development. According to the responses, we have made most improvements in handling customer feedback. We still have work to do with regard to rewarding and workload planning. Similarly, we should pay more attention to good performances. In addition, coaching should have more concrete content.

On the basis of the responses, our personnel are familiar with our one-year-old business strategy but would like to hear more concrete information about related projects. Compared with the PwC chain's average, we should develop leadership by example,

communication at the management level and motivation through appreciation. In addition to the personnel satisfaction survey, we identified our personnel's expectations of corporate responsibility within PwC. Good leadership and supervisory work were raised as the central themes associated with responsibility. We are already making good progress in developing these areas.

We are working in closer cooperation with other Nordic PwC companies with regard to HR management and IT. Additionally, the second Nordic 36 Seats student event was organised in Malmö.



Voluntary employee turnover was **11.8 %** (15.3%).

During the financial period, we recruited **99** new regular employees and **81** fixed-term trainees.

Environmental impact of our operations

As part of responsibility, we have identified significant environmental impact of our operations, arising mainly from our offices and work-related trips. We have also calculated our carbon footprint within these areas.

On the basis of our carbon footprint, the majority of our emissions, i.e. some 55% (55% the year before), are generated by air travel and some 20% arise from car use (21%). On the basis of the calculation, some 75% of our emissions are caused by work-related trips.

The best results in the reduction of our environmental impact were made in paper consumption: we were able to reduce paper consumption in 2012 by 18% per person from the previous year. In three years, our paper consumption has reduced by 36% per person.

Electricity consumption remained at the previous year's level. Emissions from air travel increased by nearly 5% from the previous year, while emissions from cars were the same as the year before.

In new furniture investments, our aim has been to have as long a service life as possible. When making changes at the office, we have always utilised the existing furniture.

During the financial period, we improved the efficiency of our use of space at our Helsinki office. Through these changes, we can have an impact on our rent and maintenance costs, as well as the need for energy in lighting.

1.17 kg
CO₂e/person

Furthermore, we have identified the possibility to improve the energy efficiency of our Helsinki office together with the building owner and other tenants. The building where our Helsinki office is located has applied for the LEED (Leadership in Energy and Environmental Design) certificate.

In this financial period, our objective is to define our environmental impact goals in more detail. Travelling comprises a significant part of our customer work.

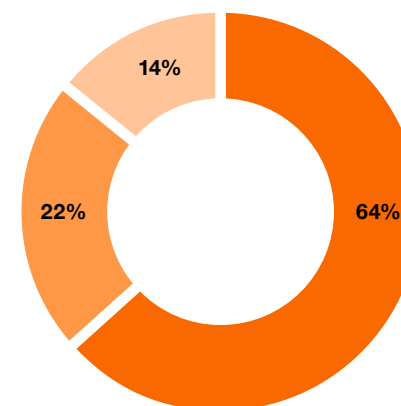
Our aim is to keep any resulting environmental impact under control, for example, by organising videoconferences when it is possible and purposeful. In addition to individual management, we can reduce our environmental impact through our customers. With the help of our corporate responsibility experts, we can support our customers in recognising, controlling and developing environmental impact, and in verifying environmental information.

Our key figures

Business operations		FY 2013	FY 2012	FY 2011	FY 2010
Turnover	EUR million	102.8	97.6	91.4	87.0
Auditing and other assurance services	EUR million	65.3	61.9	58.4	57.5
Tax consultancy	EUR million	23.0	22.3	19.4	18.1
Consulting and Deals	EUR million	14.5	13.4	13.6	11.3
Personnel costs	EUR million	67.6	63.3	61.2	58.5
Purchased materials and services	EUR million	30.1	30.5	26.4	24.8
Profit for the period	EUR million	3.0	2.1	1.8	1.8
Operating profit	EUR million	4.0	2.8	2.5	2.6
Taxes	EUR million	1.0	0.7	0.6	0.8
Overall customer satisfaction	(0–10)	8.4	8.3	8.1	7.9
Net promoter score (NPS)	%	50.7	47.7	-	-
Social impact					
Non-profit subsidies and sponsorships	EUR thousand	464	554	442	251

Environment		FY 2013	FY 2012	FY 2011	FY 2010
Carbon dioxide emissions					
Scope 1	tonnes CO ₂ e	0	0	0	0
Scope 2: power consumption*	tonnes CO ₂ e	205	201	172	170
Scope 3: air travel tonnes	tonnes CO ₂ e	502	480	504	394
Scope 3: car travel	tonnes CO ₂ e	186	187	210	212
Scope 3: paper consumption	tonnes CO ₂ e	11	12	46	52
Total emissions	tonnes CO ₂ e	904	880	932	828
Total emissions per person (average)	kg CO ₂ e	1.17	1.18	1.27	1.14
Business trips					
Air mileage	km	4,808,554	4,820,838	5,104,307	-
Car mileage	km	1,113,253	1,117,551	1,172,532	1,182,700
Energy					
Power consumption	kWh	989,430	971,616	829,829	819,120
Use of materials					
Paper consumption*	ream	5005	5840	6450	7310
Relative paper consumption/person	ream/person	8.4	10.3	11.5	13.2

* Power and paper consumption covers the Helsinki office.

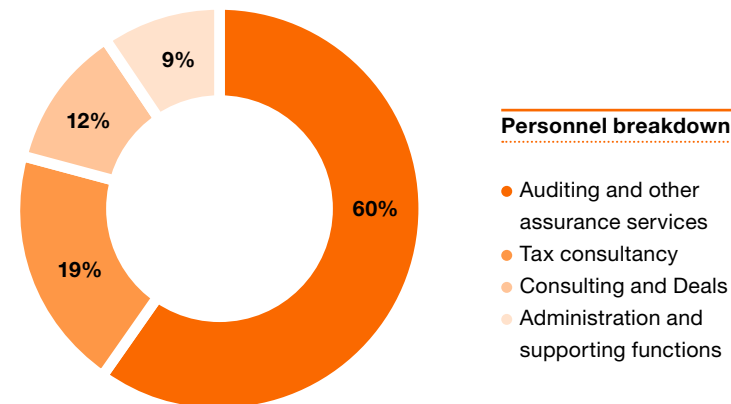


Turnover breakdown

- Auditing and other assurance services
- Tax consultancy
- Consulting and Deals

Personnel		FY 2013	FY 2012	FY 2011	FY 2010
Average number of personnel during the financial period	persons	775	747	734	723
Average number of personnel at the end of the financial period	persons	782	751	739	728
Auditing and other assurance services	persons	468	438	438	446
Tax consultancy	persons	152	145	141	125
Consulting and Deals	persons	90	94	97	94
Administration and supporting functions	persons	72	74	63	63
Voluntary personnel turnover	%	11.8	15.3	12.8	8.9
Recruited employees (regular) during the financial period	persons	99	100	100	54
Number of trainees during the financial period	persons	81	66	62	45
Average number of part-time employees during the financial period	persons	88	80	65	57
Average number of employees on parental leave during the financial period	persons	52	52	53	-
Number of persons returned from parental leave	persons	27	29	31	-
Average service period	years	7.5	7.6	7.8	7.5
Personnel diversity and equality					
Share of women of all employees	%	55	55	54	52
Board of Directors	(F/M)	2/7	1/6	1/6	0/6
Management team	(F/M)	0/7	0/7	0/7	0/7
Executive management team	(F/M)	1/11	1/11	1/9	1/9
Average age of personnel	years	37.5	37.7	38.7	38.2
Personnel satisfaction and wellbeing					
Response rate to the Global People Survey	%	63	63	66	84
People Engagement Index (PEI)	%	62	64	63	61
Sick leave rate	%	2.1	2.3	2.4	2.7
Number of occupational accidents	number	11	11	6	7
Development of personnel expertise					
Total number of training days	days	4,235	4,541	5,165	-
Training days/person (FTE)	days	6.6	7.2	8.2	6.7
Training costs/person (FTE)	EUR/person	1,685	2,207	1,984	-
Training offered by PwC experts	days	494	510	689	-
Number of new KHT/HTM/JHTT/CIA auditors	persons	12	21	15	20
Personnel rewarding					
Salaries and rewards	EUR million	54.6	51.2	49.6	47.7
Result-based bonuses	EUR million	2.6	2.2	2.2	2.3
Dividend paid to shareholders	EUR million	1.4	1.4	1.3*	1.3

* This figure was modified on 1 July 2014. The figure (1.4) stated in the original report was incorrect.





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