

PwC Greece

Sustainability Report 2020-2021

www.pwc.com/gr



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Message from our CEO



The last two years have been unlike anything we have experienced before. The pandemic has reshaped our lives as we have all been called to face a series of challenges on both professional and personal level. Our world is now more complex and volatile than ever.

In PwC, we have responded with The New Equation. Our global strategy to address the two distinct but interconnected challenges that every organisation faces: to build trust and deliver sustained outcomes for all its stakeholders.

When COVID-19 struck, our investment in technology enabled us to make a seamless and quick transition to remote working, prioritising the safety of our people and the uninterrupted help to our clients in order to help them navigate through the impact of the pandemic.

To this end, we are proud of the support that our people provided to the Greek Government in the strategic design, implementation and operational roll out of the COVID-19 national vaccination programme. A programme that responded to the most urgent need of our country.

At the same time and in alignment with our purpose and sustainability strategy, we continued sharing PwC's greatest asset – the skills, knowledge and talent of our people – to build trust, drive change and support the development of communities and society. During FY20 and FY21, more than 100 volunteers dedicated more than 7,000 hours yearly (each year), to upskilling more than 130 startups, 80 NGOs and 1,000 individuals.

Measuring our impact on the environment and in alignment with PwC's global commitment to achieving net zero greenhouse gas emissions by 2030, we are transforming our business model to decarbonise our value chain, increase transparency, and support the development of robust ESG reporting frameworks and standards.

In the following pages you will find specific information on how our Sustainability Strategy and Corporate Sustainability programme evolved during FY20 and FY21. I am grateful of what we have accomplished as a firm in Greece through challenging times and the impact we have made in the market and the society.

Marios Psaltis
CEO, PwC Greece

01

Who we are and what we do



Our global network

At PwC, our purpose is to build trust in society and solve important problems.

We're a network of firms in over **156** countries with over **295,000** people who are committed to delivering quality in assurance, advisory and tax services*.



PwC in Greece

PwC Greece is the largest professional services organisation in the country, with more than 1,300 people and premises in Athens and Thessaloniki.

We are part of the global network of member firms of PricewaterhouseCoopers International Limited, each of which is a separate legal entity. We have been doing business in Greece since 1961, as Price Waterhouse.



Our values

Our values and behaviours reflect who we need to be to succeed as an organisation and as professionals, and define the expectations we have for working with each other and our clients. They guide how we make decisions and treat others.



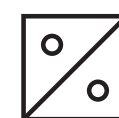
Areas of service include:



Advisory



Audit and Assurance



Tax



Legal



PwC's Academy

295,000

PwC firms' headcount, globally in FY21*.

2030

The year we commit to achieving our new net zero target*

84%

Fortune Global 500 companies which are PwC clients

US\$ 1bn

Additional investment in technology to drive audit quality in FY21

US\$ 45bn

In FY21*.

*Source: Global Annual Review 2021

PwC Greece's Leadership & Governance

PwC Greece's governance structure comprises an Executive Committee and an independent Governance body.



Executive Committee

The Executive Committee is responsible for the strategy execution and operational management of the business. Marios Psaltis, the Managing Partner of PwC Greece, is the head of the Executive Committee.

The members of the Executive Committee as of FY20 and FY21:



Marios Psaltis

Managing Partner of PwC Greece. Marios holds a BSc. (Hons) degree in Economics and Accounting from Bristol University and is a Fellow Member of the Institute of Chartered Accountants in England & Wales and of the respective professional bodies in Greece and Cyprus. Marios was previously Head of the Advisory, also Assurance Partner.



Kyriakos Andreou

Partner responsible for our Advisory Practice. Kyriakos is a member of the Association of Chartered Certified Accountants in the UK and the Hellenic Institute of Internal Auditors. Kyriakos' expertise is in the areas of Business Process Improvement, Performance Monitoring and Reporting, Internal Audit, Risk & Compliance and Internal Control Assessments.



Mary Psylla

Partner responsible for our Tax & Legal practice. Mary holds a degree in Law and is a member of the Athens Bar Association. Mary has deep and extensive experience in tax, specialising in financial services and private equity deals. She has been involved in a large number of M&A transactions in Greece and advised on tax planning and day to day issues with respect to direct and indirect taxation.



Nicholas Peyiotis

Partner responsible for our Assurance practice. He is a Fellow of the Association of Chartered Certified Accountants in the UK and the respective body in Cyprus. Nicholas was previously the Head of Deals and has advised and executed a significant volume of M&A transactions including both acquisitions and divestments in Greece and abroad for Greek and foreign entities. He also advised major restructuring transactions involving Greek and Foreign Lenders.

Governance Body

The Governance Body is responsible to oversee the compliance with the internal policies, procedures and Code of Conduct & Ethics. It comprises Partners independent of the Executive Committee who are elected by the Partners' General Meeting.

The elected members of the Governance Body as of FY20 and FY21:

Dinos Michalatos
Partner in Assurance

Thanassis Panopoulos
Partner in Advisory

Mariza Sakellariidou
Partner in Tax & Legal

Partnership

The PwC Greece's partnership holds regular meetings and elects new Partners at the end of the Financial Year. Marios Psaltis is the Managing Partner.

FY20:
28
Partners

FY21:
30
Partners

Legal entities

PwC Greece consists of the following separate legal entities:

- **PricewaterhouseCoopers Auditing Company SA**
Marios Psaltis is the Managing Director
- **PricewaterhouseCoopers Business Solutions SA**
Kyriakos Andreou is the Managing Director
- **PricewaterhouseCoopers Accounting SA**
Constantine Karydis is the Managing Director
- **M. Psylla - V. Vizas - G. Katrinakis Law Firm**
Mary Psylla and Vassilios Vizas are the Managing Partners

All legal entities listed above have been taken into consideration for this report and are privately owned entities. All of them are part of the global network of the independent member firms of PricewaterhouseCoopers International Limited, each of which is a separate legal entity.

Our mission

We are a part of the PwC global network of firms and the largest professional services firm in Greece, committed to deliver value adding services in Audit, Tax and Advisory for organisations and individuals.



Our vision

To be THE client-intimate, talent-centric, innovative business partner, passionately creating a trusting environment, generating value for stakeholders.



1,281

people consisting PwC Greece's headcount at 30 June 2020

1,367
as of June 2021

Financial results



In the Financial Year ending 30 June 2020 (FY20), the total revenues of all PwC Greece firms reached

103,313,194 €

In the Financial Year ending 30 June 2021 (FY21), the total revenues of all PwC Greece firms reached

108,064,151 €

Our tax footprint



In the Financial Year 01/07/2019-30/06/2020 (FY20), the total taxes paid by all PwC Greece firms were

41,451,143 €

In the Financial Year 01/07/2020-30/06/2021 (FY21), the total taxes paid by all PwC Greece firms were

49,112,564 €

PwC volunteers upskilled:

	FY20	FY21
Startups	139	136
NGOs	16	86
Individuals	665	1,369



PwC Greece's Thought Leadership reports include:

- 23rd Annual Global CEO Survey - Greek Report
- 24th Annual Global CEO Survey - Greek Report
- PwC Family Business Survey 2020 - Greek Report

Our COVID-19 response

The COVID-19 pandemic has been a human and economic tragedy that has deeply affected the lives of many people.

Our heartfelt condolences go out to all those who have lost loved ones.



When the pandemic struck, we adapted quickly to support all of our stakeholders during this unprecedented time. Protecting the safety and security of our people and preserving jobs.

Working with clients to deal with the immediate impacts of the pandemic. Using technology to seamlessly deliver quality services. And helping the communities in which we live and work, from supporting healthcare systems, to distributing food and medical supplies, to providing humanitarian relief efforts in emergencies.

While we navigate the COVID-19 recovery, we are working to help both businesses and communities prepare and respond to all challenges related to the pandemic and its effects.

PwC remains committed to being a responsible business, working with our people, clients and communities to continue building trust and solving important problems.

Our COVID-19 response

Specifically in Greece:

Taking care of our people

Since the beginning of the outbreak of novel coronavirus (COVID-19) which rapidly evolved into a significant challenge for the entire world, the safety of our people has been our top priority and continues to be our main focus, while maintaining high quality services for our clients. PwC has proved to have an established Business Continuity Management Program to prepare, respond, and recover from various types of operational threats as well as a Business Continuity Management System that is independently assessed and certified to: ISO 22301:2012, the International Standard for Business Continuity, to reduce the potential impact of a pandemic event on client work. PwC Greece continues to take considered actions in line with those indicated by the National Public Health Organisation (EODY) to ensure the safety, health and wellbeing of our people, clients, guests, suppliers and contractors.



Using technology

Our technology infrastructure and tools have been in place for a number of years and enabled our people to continue to carry out their work despite the significant change in our physical work environment.



Staying close to our clients and the market

We are keeping our clients and the market informed by sharing updates regarding developments and insights.

Tax and legal measures to address the negative effects of the occurrence of COVID-19



Payroll & Benefits Solutions related to COVID-19



Our leaders' opinion on the top emerging challenges



The response of the Greek companies to the pandemic



Public Sector work: From vaccine to vaccination

Since December 2020, we have been supporting the Greek Government in the strategic design, implementation and operational roll out of the COVID-19 national vaccination programme. We have delivered an end-to-end solution, including project management and governance, supply chain design and planning, a full set of digital tools, like the ebooking platform and a centralised analytics control tower that monitors and tracks KPIs of the vaccination progress in real-time, as well as trainings for the vaccination center personnel on policies and procedures. In addition, we provide assistance on day-to-day operations for the vaccination centers and a helpdesk for citizen queries. The focus is to build a seamless citizen's experience in the vaccination process by using digital tools and operational capabilities as key enablers.

Caring for our communities

First and foremost, the COVID-19 pandemic is a human tragedy and our thoughts are with those who lost loved ones and who are fighting the aftermath of the disease. While the pandemic forced us apart physically, it was also a time of coming together to support each other and the communities in which we live and work. Our thanks go out to the heroes of the pandemic, the medical staff and front line workers across the world who worked and continue to work, tirelessly and selflessly to keep us safe and well. At PwC, we also tried to play our part in the fight against the pandemic through volunteering. We are proud of how our people responded in some very difficult times. We are sharing the stories and results of their hard work in chapter 4 of this report.



How we coped with COVID-19

We cared



- Donated hospital equipment for COVID-19 patients in Intensive Care Units
- Supported Bloode to organise blood donations
- Upskilling training and laptop donation to students in remote areas
- Food Drive to the homeless in Shedia and other vulnerable groups
- Participated in the 1st Antivirus Crowdhackathon
- Part of #menoumespiti campaign by covering our building with the #menoumespiti logo

Our sustainability strategy

Our strategic pillars

Our purpose in action

In PwC, our purpose is to build trust in society and solve important problems and to this end, our sustainability strategy is critical.

We believe in sharing PwC's greatest asset – the skills, knowledge and talent of our people – to build trust, drive change and support the development of communities and society. We focus on education, building the capacity of NGOs and supporting start-ups and social enterprises. This is our most significant societal impact.

UN Global Compact

We're proud to have been a signatory to the UN Global Compact (UNGC) since 2002 and are deeply committed to its mission to support companies to operate responsibly in line with the ten principles and take strategic action in advancing the UN Sustainable Development Goals.



Responsible business

Responsible business

Ethics and Business Conduct

Our purpose, together with our values, provide the highest level guide for our behaviours and actions. Equally important is our infrastructure for sound governance, independence, ethics and compliance.

People, workplace, diversity and inclusion

The wellbeing, safety and development of our people is at the heart of everything we do. This has been more important than ever over the past year. As the COVID-19 pandemic spread rapidly across the globe, organisations of all kinds – including PwC – have had to react and respond appropriately in some very challenging circumstances.

People, workplace, diversity and inclusion

Community engagement

We have the power to create significant change. Our strategic framework is to share our professional skills to help solve societal challenges in our communities, with a focus on sharing digital technology and the supporting skills people will need to participate and thrive in the digital world. Our global "New world. New skills" initiative became even more significant during the COVID-19 pandemic eruption which brought the need for digital upskilling of all levels of society.

Environmental sustainability and net zero

At PwC, we believe the business community has a key role to play in society. And we're determined to play our part. In line with our purpose, we've made a worldwide science-based commitment to reach net zero greenhouse gas emissions by 2030.

Engaging with our stakeholders

Our stakeholders are the people who have interest in our activities and whose actions and views are significant to us and have impact on our business. Our stakeholders' groups include those where we have a legal, commercial or moral responsibility – such as our regulators, clients and the communities in Greece. Our people and suppliers are also important because our business operations depend on them. We include our alumni and graduates who may become our clients and employees. Equally important are the NGOs, social and micro enterprises as well as the media who bring to us diverse perspectives of our business and areas requiring attention. We have a wide range of processes for engaging with our different stakeholders' groups. In our previous Sustainability Report (FY18-FY19) we describe the basis of our engagement and the results on each stakeholder group.

Sustainability survey

In FY21, we conducted our second sustainability survey in order to better understand how our stakeholders view important issues and align them with our strategy.

Breakdown of survey respondents

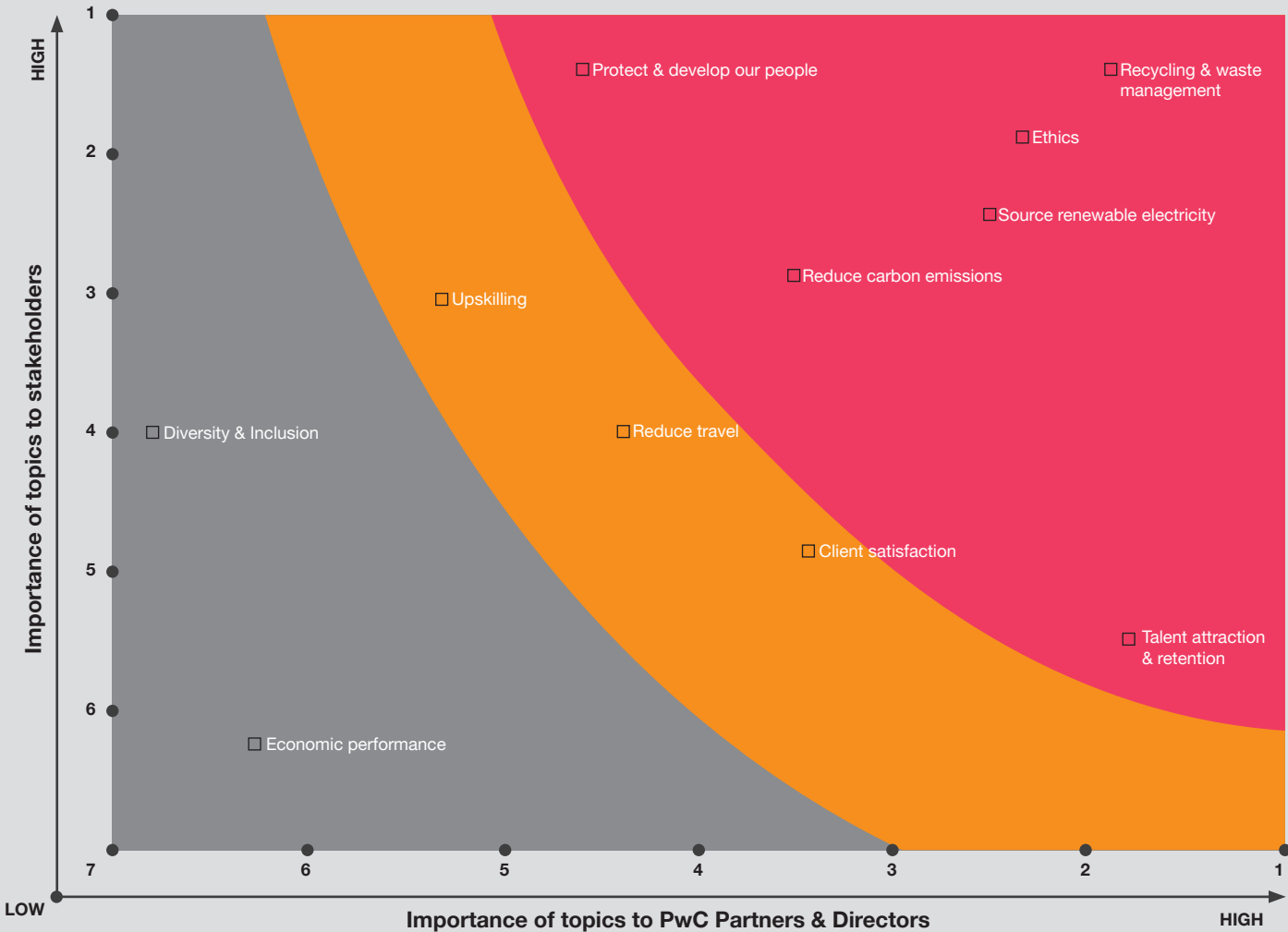
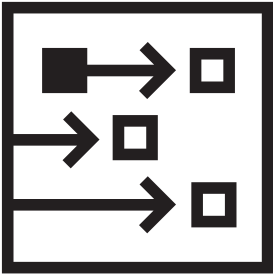


Stakeholders group	FY19 survey	FY21
Clients - incl. ESG clients	15	17
NGOs	16	20
Media	5	2
Students & Graduates	29	24
Suppliers	4	7
PwC Partners & Directors	43	36
PwC employees	83	324
Total	195	324

Materiality Matrix

The materiality matrix is the result of the sustainability survey addressed to all stakeholders in FY21. Their feedback helped us understand the importance of key topics to them, while the feedback of our Partners, Managing Directors and Directors to understand the business perspective. Then we set our priority topics which were validated by our Leadership.

The following materiality matrix describes the key topics for responsible business, people and diversity as well as environment and our net zero targets. A detailed analysis of our priority topics in community engagement can be found in the relevant chapter of this report.



A photograph of a modern building with a glass and metal facade. Two people in business suits are walking on a paved plaza in front of the building. The scene is brightly lit, with long shadows cast across the plaza.

02

Responsible Business & Corporate Governance

Our approach and material topics



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

Our purpose, together with our values, provide the highest level guide for our behaviours and actions.

The trust that our clients, communities and our people place in PwC, together with our high standards of ethical behaviour, are fundamental to everything we do. Being a responsible business is central to our purpose. We are committed to support organisations to reduce risk, seize opportunities, and become more sustainable. Equally important is our infrastructure for sound governance, independence, high ethical standards, quality, integrity and compliance in everything we do.

Material topics and top priorities

1. Exceptional ethical standards and Independence

2. Distinctive quality, risk management and data security

3. Client satisfaction

4. Economic performance

1.

Exceptional ethical standards and Independence

Our commitment is to uphold and embody ethics, transparency and integrity in both our work and behaviour. Ethics is at the top of what’s material to all our stakeholders and much of our success depends on our ability to build and sustain trust.

Our leadership sets the tone for a culture, policies and expectations that support and encourage our people to do the right thing, especially in difficult decisions.

Our judgement is free from bias, conflicts of interest or undue influence of others. We follow processes and procedures to identify and address any actual or potential conflicts of interests. We embed the need for quality throughout our business, following procedures and policies that address ethics, anti-corruption and anti-bribery, Independence and client engagement.

And we expect our suppliers to conform to similar ethical standards. We continuously measure our progress and make sure we comply with our network policies and local regulation.

Material topics and top priorities

Our Code of Conduct (CoC)

Our Code of Conduct outlines the values and behaviours that define how we behave and do business. It holds us accountable to be open-minded and responsive and to give our best. Our CoC reinforces the importance of conducting business within the framework of professional standards, laws, and regulations, together with our own policies, values, and standards, as we work across borders. Knowing, understanding, and living the CoC, is a fundamental part of who we are and what we stand for. Our CoC reflects the significant changes in our world, how we do business and our need as trusted professionals to understand how to continue to behave ethically in the face of all of these changes.

Third Party Code of Conduct

PwC’s Third Party Code of Conduct gives the framework of the standards of integrity and business conduct that we expect of the organisations and other third parties with which we do business. PwC expects third parties to require the same levels of integrity and business conduct from their personnel and anyone outside their organisation engaged to provide services for or with PwC.

Anti-corruption

We have zero tolerance for bribery and corruption. Our Code of Conduct states that it is absolutely unacceptable for our people to solicit, accept, offer, promise or pay bribes. We have specific policies and procedures to prevent bribery, corruption and money-laundering, as well as training which is part of our partners and staff professional and ethical responsibility.

Ethics Helpline - Reporting Concerns

Speaking up is an essential element for building trust. It is the right thing to do. We have the responsibility to report and express our concerns fairly, honestly and professionally.

So we encourage our people to speak up when dealing with behaviour or facing a situation that doesn't seem right. For complaints and allegations, we have a confidential mechanism including an Ethics Helpline that ensures confidentiality and enables our people to feel comfortable.

We listen and take action. We have designated Ethics and Business Conduct Leader, Officer and Ethics Committee always available for guidance, consultation and support to all our people. Any reported issues for misconduct are timely dealt with.



Michalis Pikis,
Director, Ethics, Business
Conduct & Anti-Corruption
Leader

Human Rights

We serve clients and communities around the world, working to achieve our purpose: to build trust in Society and solve important problems. Every day, we come together to make this happen, and whether we're working with PwC people or others, we depend on each other to be mindful of our ethical responsibilities.

Our approach to human rights is already well integrated into our existing business practices, for example as part of our Human Capital, Procurement, Ethics & Compliance and Corporate Responsibility activities. Panagiotis Zisis is the Independence & Human Rights Partner in PwC Greece.

Independence

As auditors of financial statements as well as providers of other professional services, we have to comply with the fundamental principles of objectivity, integrity and professional behaviour. The Independence office is led by the Independence and Regulatory leader who has a key role in advising and communicating with leadership in a proactive way, as well as identifying and helping address the business issues which could be impacted by Independence.

Any independence breaches are reported to the Partner responsible for Independence and the Territory Senior Partner. Disciplinary actions are determined in accordance with our policies.



Panagiotis Zisis
Independence and
Human Rights Partner



Margarita Goudi
Director, Independence
& Regulatory Leader

Independence policies, processes, training and checks

Our policies and processes are based on the ISQC1 issued by the International Accounting and Auditing Standards Board, and the Code of Ethics for professional accountants issued by the International Ethics Standards Board for Accountants (IESBA). Where appropriate, we apply the rules and standards issued by other regulatory authorities, such as the US Securities and Exchange Commission (SEC), the PCAOB and the Legislation governing statutory audits, including Law 4449/2017 and Regulation (EU) 537/2014. These policies and processes enable PwC to comply with professional and regulatory standards of independence concerning our services. Where other local standards go beyond the international requirements, as a member firm in that jurisdiction we are required to comply.

All our Partners and employees must fully comply with Independence requirements and confirm their Independence. We provide them with a set of training courses that are critically mandatory in

order to ensure that they understand what Independence means in their daily work. Most of the courses are applicable to employees in all Lines of Services. Also, we have training for specific Independence matters, exclusively to the audit staff.

To verify the accuracy of the Independence statements made by our Partners and staff, we conduct regular as well as random Independence compliance checks. Also we test all Partners candidates before they actually enter the partnership. Given the rotation of audit mandates, some Partners and staff get disposal notices to sell their newly restricted securities. Concerned people have then 14 days to dispose of their securities.

To protect the reputation of PwC we have rigorous procedures not only for accepting new clients but also for assessing our continuing relationships with existing clients, as well as approving specific engagements. These policies

and processes help us understand whether risks related to an existing or potential client and/or engagement are manageable, and whether we should be associated with particular businesses or people.

Our principles for determining whether to accept a new client or continue serving an existing client are fundamental to delivering quality which goes hand-in-hand with our purpose to build trust in society.

We have established policies and procedures for the acceptance of client relationships and engagements that consider whether we are competent to perform the engagement and have the necessary capabilities, including time and resources, can comply with relevant ethical requirements, including Independence, and have appropriately considered the integrity of the client and any reputational risks therein.

Transparency Report

We are committed to provide transparent and meaningful information about our Assurance services. To honour this commitment and according to the requirement of Regulation (EU) 537/2014, PricewaterhouseCoopers Auditing Company SA publishes an annual Transparency Report which is uploaded on our website.

Training

Annual Ethics & Compliance refresher for all Partners and staff

FY20

935

FY21

1,319

Onboarding training for new joiners

FY20

438

FY21

413

We make it our priority to continuously train our people on ethics and business conduct, Independence, anti-money-laundering, fair competition, anti-corruption, information protection and insider trading. Specifically, all our Partners and staff have to take mandatory annual refresher training on Ethics and Compliance in order to make sure that they understand and follow to the letter our ethical requirements and responsibilities. Our new joiners upon onboarding, must go through Ethics and Compliance training. In addition, there is also specialised Independence training for Partners and employees across the firm.

2.

Material topics and top priorities

Distinctive quality, risk management and data security

Distinctive Quality and Risk Management

As members of the PwC Network, PwC firms are bound to abide by certain common policies and to maintain the standards of the PwC network as put forward by PwCIL and we supplement those with additional policies and procedures to ensure compliance with all applicable standards and Regulations.

This membership enables PwC firms to work together to provide high quality services on a global scale to international and local clients while being knowledgeable about local laws and regulations, standards and practices which allows us to be leaders in globalisation.

Serving clients with high quality standards

At PwC Greece servicing clients with high quality standards is key. We, as well as the other PwC firms, are committed to working together to deliver quality service offerings which consistently achieve the specific expectations of clients, the expectations of the market and shareholders. The culture of quality and excellence is the bedrock of how we work on a daily basis. The COVID-19 pandemic has presented a number of new challenges in our work, including how we operate as a

team from home and our interaction with clients. Our system of quality management provided the framework to identify, assess and respond to risks arising from the COVID-19 situation. We issued practical guidance on audit and accounting matters and conducted regular web-based training sessions to increase awareness of potential focus areas. We reinforced appropriate supervision and review and the use of consultations with our firm's specialists to respond to any identified risk.

Digital upskilling

Everyone should be able to live, learn, work and participate in the digital world. The COVID-19 pandemic has accelerated changes in how and where we work. For many organisations the crisis brought to the fore the discrepancy between the skills people have and those needed for jobs in the digital world. Upskilling the workforce to bridge the digital divide is a complex problem that requires business leaders, government and educators to work together to make the world a more resilient, more capable and more inclusive place. We've been on a journey to upskill our own people and we're excited to share

what we've learned and help businesses, governments, local communities and individuals accelerate their upskilling journey. We continuously develop our people on use of technology to remain digitally fit. When the COVID-19 pandemic erupted, our people were able to quickly and seamlessly transition to working from home. Our existing network audit technology infrastructure and tools including Connect Suite and collaboration through Google enabled our staff to continue working seamlessly despite the significant change in our physical work environment.

Business Continuity Management System

We have policies, procedures and systems that support Business Continuity Management. We base our Business Continuity Management System (BCMS) on a comprehensive Business Continuity Management Framework that continuously seeks to improve the resilience of our firm and enables the delivery of effective response as well as the recovery capability

for any business disruption. The programme aims at minimising the impact on our people, client services, business operations, as well as protecting the PwC brand. Our BCMS is designed and implemented in line with PwC network standards, and has been certified against ISO 22301: 2012.

Data security, protection and privacy

Confidentiality is critical to our business. Misusing or losing confidential client information or personal data could expose our clients to risk, or us to legal proceedings and harm our reputation. All Partners and staff receive regular training on their confidentiality obligations. Information security is a high priority for us and our clients. To ensure the continued protection of our firm's information and technology assets and to maintain a secure environment for growth, we implement the PwC Global Information Security Policy, enriched with local legal and regulatory requirements in order to align it with industry standards and voluntary certifications. We also undergo second and third party audits to assess our ISMS for improvements where necessary.

We are strongly committed to protecting the privacy of personal data that we maintain about PwC clients, employees and other individuals. As part of this commitment to privacy, we regularly review our data protection practices to comply with applicable laws, industry standards and best practices. As a result of the

European Union's General Data Protection Regulation (GDPR) which came into effect on 25 May 2018, and due to other territorial regulations impacting privacy, PwC has established a comprehensive global programme - the Network Data Protection Programme (NDPP). NDPP provides a basis for, and a consistent approach to data protection compliance across the PwC network and within each member firm, including PwC Greece. An overarching goal of the NDPP is to promote a vision, practices and standards across the PwC network that achieve a robust level of protection and appropriate use of the personal data of our people, clients, vendors and other stakeholders. All PwC network member firms are now in the process of implementing the requirements of the NDPP through their own local programmes, building upon existing confidentiality and security processes and standards. These new programme requirements are extensive and cover multiple functional areas and aspects of our business, all in pursuit of accountability and transparency in how PwC collects, processes, protects and disposes of personal data.

Certifications

ISO 27001:2013

Information Technology - Security
Techniques - Information Security
Management Systems

ISO 9001: 2015

for our Quality Management Systems

ISO 14001:2015

for our Environmental Management System

ISO 22301: 2012

for our Business Continuity
Management System

ISO 37001:2016

for our Anti-Bribery Management Systems

3.

Material topics and top priorities

Client satisfaction

As a professional services firm, our core business is serving our clients and creating value for their businesses and their stakeholders. In PwC Greece, we work with over 2,200 clients from different industries, ranging from large organisations to micro enterprises and private clients. We engage with them to understand industry and business challenges, identify opportunities to improve the value offered by our contribution and interalia understand the importance of sustainability issues for them.

We actively seek feedback from across our client portfolio both informally throughout the course of our work as well as our formal rolling Client Feedback Programme. During the last two years, we've received over 410 responses across a representative sample from our client portfolio.

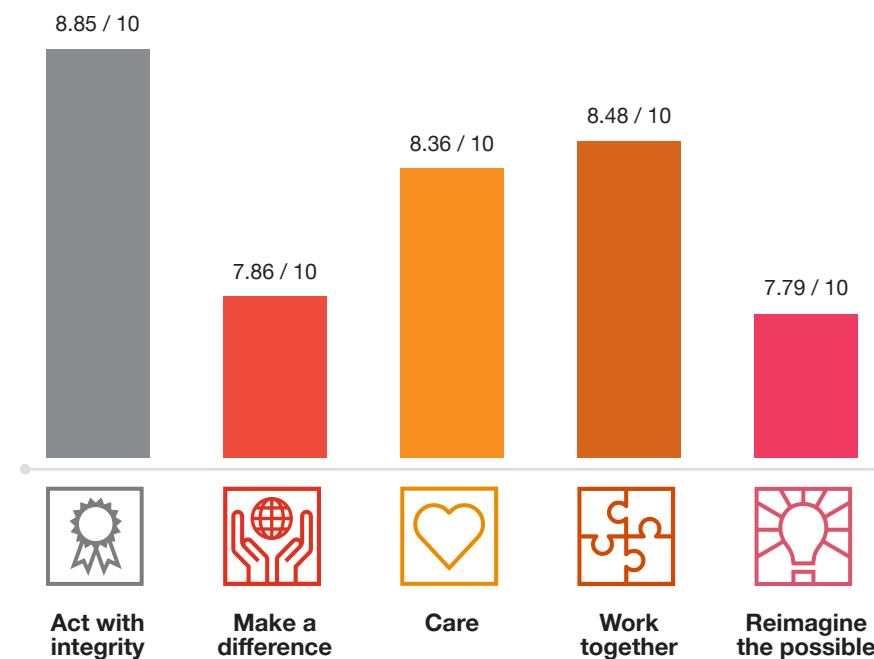
Our aim is to identify how we can improve the value and relevance of our performance and our clients' experience. Equally important while working with our clients is living up to our values. So in the last two years, we have been asking our clients to assess the extent to which PwC's people live our values. Our objective is to assess if positive behaviours are indeed perceived from our clients.

Period:
November 2019 – June 2021

921
invitations

410
Responses

Average Score FY20 - FY21



4.

Material topics and top priorities

Economic performance

Financial results

In the Financial Year ending 30 June 2020 (FY20) the total revenues of all PwC Greece firms reached:

103,313,194 €

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Our tax footprint

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41,451,143 €

In the Financial Year 01/07/2020-30/06/2021 (FY21), the total taxes paid by all PwC Greece firms were:

49,112,564 €

Headcount and hiring

As of June 30, 2020

Headcount:
1,281
persons

Hired: **386** new employees

As of June 30, 2021

Headcount:
1,367
persons

Hired: **367** new employees

Supporting the Greek economy and creating jobs

We build sustainable economic growth for the benefit of our clients, suppliers, Partners and staff, as well as the communities where we live. The direct spending relating to our activities generates value to our communities, providers and the broader Greek economy.

We help complex systems function, help private, public and social sector organisations look at the bigger picture, by striking a balance between staying competitive, driving innovation, enhancing engagement and preserving our environment.

We also contribute to our country's economic performance by strengthening the economic and financial performance of our clients through our assurance, tax and advisory services, sharing insights with our Thought Leadership studies, as well as creating jobs.

Responsible Procurement

Our purchasing process takes into consideration the economic, environmental and social impacts of our spending. At PwC Greece, we're committed to respecting fundamental rights and reducing the social, environmental and ethical impacts of our purchasing process. We seek contractors and businesses and follow the PwC network's approach to responsible procurement, take into consideration and use local suppliers whenever applicable.

Greek Thought Leadership studies

Thought Leadership studies and reports

FY21



24th Annual Global CEO Survey

Greek report



Family Business Survey 2021

Greek report



Deals in Greece 2020



The response of the Greek companies to the pandemic

FY20



Infrastructure in Greece 2019



Deals in Greece 2019



23rd Annual Global CEO Survey

Greek report

Professional memberships

- Hellenic Federation of Enterprises (SEV)
- Federation of Industries of Northern Greece (SEVE)
- Athens Chamber of Commerce and Industry (EVEA)
- Hellenic Association of Insurance Companies
- American-Hellenic Chamber of Commerce
- British-Hellenic Chamber of Commerce
- German-Hellenic Chamber of Commerce
- Chinese-Hellenic Chamber of Commerce
- South Eastern European Energy Forum
- Hellenic Association of Management Consulting Firms (SESMA)



Enabling
and
developing
our people

03

Our approach and material topics

The past years have been challenging for people everywhere.

And that matters to us - because at PwC, our people are at the heart of everything we do.

It makes it vital that our “people first” approach continues to guide our actions, as it has done over the past years. During that time, we’ve remained focused on keeping our people safe, supporting their wellbeing, providing them with the flexibility they need to manage the often-competing demands of professional and personal lives, offering them opportunities to develop new skills, and continuing to build a diverse and inclusive workforce.

Material topics and top priorities

Guided by our shared purpose, values and behaviours, we have focused on:

1. Protect and develop our people
2. Talent attraction and retention
3. Inclusion and Diversity

Professional development

We emphasise the importance of real-time development at PwC so our people continuously develop their professional skills and enhance their personal brand. We offer a wide variety of training and developmental opportunities so our people stay relevant in the marketplace and build their credentials and experiences.

Our Employee Value Proposition

Our Employee Value Proposition defines the characteristics of PwC Greece people: a) relentlessly curious - our drive to influence the future propels and evolves us personally and professionally b) leaders of change - we are ambitious, adaptable and trusted leaders that drive meaningful change for the world; and c) caring about each other - our open, kind environment creates space for everyone to collaborate and have their voice heard.

Inclusion and Diversity

At PwC, we respect and value differences. We know that when people from different backgrounds and with different points of view work together, we create the most value – for our clients, our people and society.

The PwC family

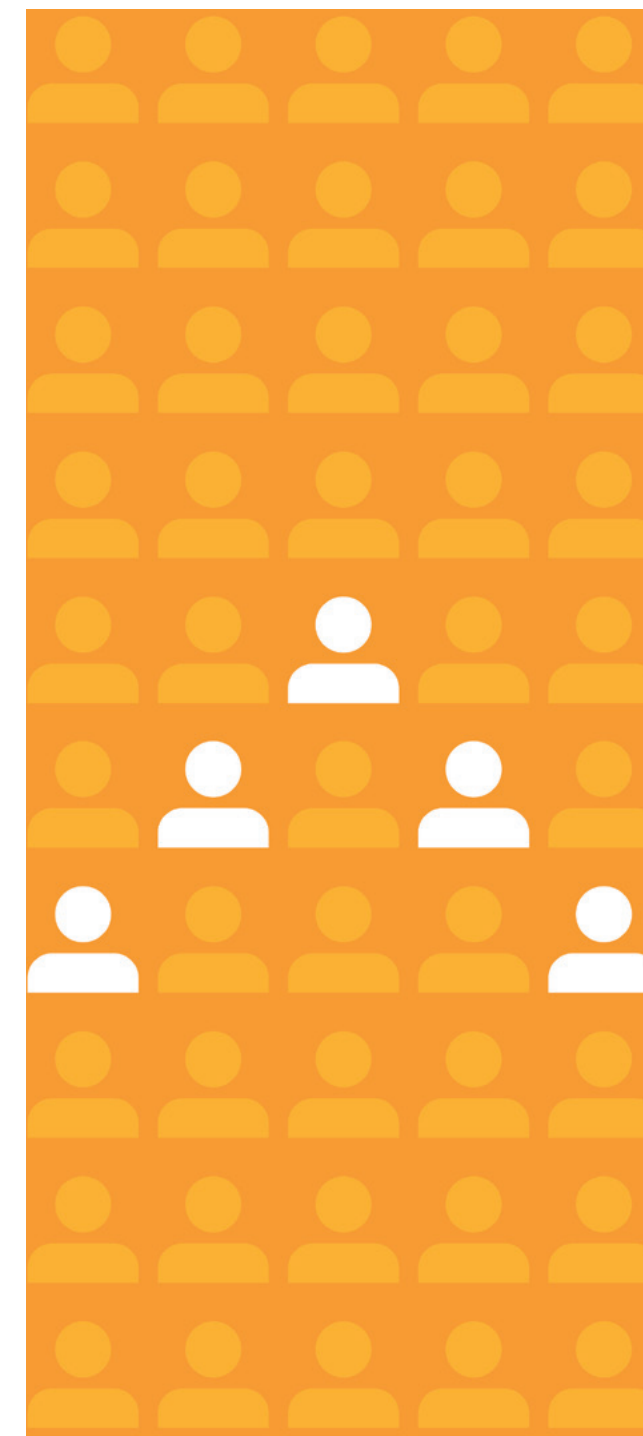
From the moment a professional comes on board, they are considered a part of the PwC family. Even if they choose to leave the firm to explore other opportunities, we stay connected through our ever-growing alumni community network. We support our PwC alumni and help them stay connected to us and their former colleagues through networking opportunities.

Decent work and economic growth

SDG #8



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



1.

Material topics and top priorities

Protect and develop our people

As the COVID-19 pandemic erupted, PwC had to react and respond in very challenging circumstances. The safety of our people has been our top priority and continues to be our main focus, while maintaining high quality services for our clients. PwC Greece continues to take considered actions in line with those indicated by the National Public Health Organisation (EODY) to ensure the safety, health and wellbeing of our people, clients, guests, suppliers and contractors.



Thanks to long-standing investments in technology, we rapidly switched to remote working. In a matter of days, the vast majority of our workforce was able to continue seamlessly doing their jobs staying safely at home. And following the developments, we planned for a safe, controlled and monitored return to the workplace tailored to different situations, taking into consideration safety protocols, updates to workspace configuration, technology requirements, the wellbeing needs of our people and client considerations.

How we coped with COVID-19

#PwCAgile

From March to June 2020, including the first lockdown:



We stayed safe

- Majority of our people working from home
- Monitoring mechanism for people working from clients' premises
- Constant disinfections
- Guidelines on office and client visits and travel monitoring

We maintained our well being

- Kept our people in high spirits by adjusting our wellbeing program to the circumstances and turned it to virtual mode
- Promoted our 24/7 anonymous helpline for people who struggle with quarantine
- Organised online Pilates class for everyone to attend

We stayed connected by

- Implementing our cutting edge technology to achieve remote collaboration with our people and clients
- Adjusting in no time to our clients' environment and needs to achieve excellent results
- Organising virtual workshops to answer any questions or address concerns about the impact of COVID-19

We didn't stop learning

- **17** internal etrainings for more than 800 people

We cared

- Part of #menoumespiti campaign by covering our building with the #menoumespiti logo
- Completed 11 Upskilling trainings to organisations & NGOs
- Supported the 1st Antivirus Crowdhackathon
- Supported NGOs with our Virtual Easter Bazaar and donations

We welcomed new colleagues

- More than **65** interviews
- **20** people assessed
- **35** new joiners onboarded

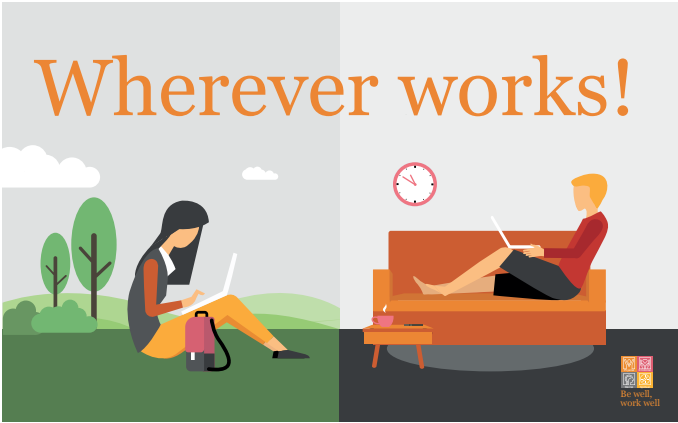
We are independently assessed and certified to ISO22301:2012

The International Standard for Business Continuity, which provides the framework to help organizations keep operating during the most challenging and unexpected circumstances

“Wherever Works” policy

As part of our continuous effort to address our people’s needs and to add flexibility in the way we work, PwC Greece is adopting more flexible ways to work under the initiative “Wherever Works”. The “Wherever Works” plan gives all employees the option of working remotely from their home or any other place of their choice and always in compliance with PwC Policies and taking into consideration technology and guidance, as many days as they wish, according to business needs.

#WeStaySafe



“

“The pandemic has made us more flexible, agile and resilient and I am very proud of what we have all achieved. As we are hopefully looking towards a post COVID-19 future, our PwC Greece people agenda is more crucial than ever. Adopting a human-centric approach we have listened to what our people value most and with their help we are creating an environment where relentlessly curious, caring and leaders of change are thriving.”

”



Alexandra Klimi
Human Capital Director

Caring for the wellbeing of our people

Be Well, Work Well is PwC’s investment in well-being, helping our people feel empowered and supported to put their well-being first - so they can be their best selves, at home, at work and everywhere in between. Being well and working well means more than eating better and exercising. It’s about everyday behaviours and intentional habit-forming that help fuel our six dimensions of well-being - physical, emotional, mental, spiritual, financial and social - which are proven drivers of performance, fulfilment and engagement. A healthy way of living is all about habits that fuel all our four dimensions of energy -physical, emotional, mental and spiritual. Habit Bank has been created to provide inspiration for habits that can energise in each of these dimensions.



Be well,
work well

Pilates

Cross Training

Nutritionist

Mental Wellbeing support

Group Sessions

The ongoing pandemic has blurred the lines between our personal and professional commitments. To be our best selves at work, home and everywhere in between, we encourage our people to speak up for what’s important to them and incorporate healthy habits into their routine, simple things like scheduling “me time”, stepping away from their computer for fresh air, checking in with a colleague or friend, reducing meeting times and taking deep breaths between calls. During the lockdown and as long as COVID-19 safety measures continued, in PwC we have digitised all physical activities so that all our people would have access and opportunity to participate.

2.

Talent attraction and retention

Material topics and top priorities

Our professionals are at the heart of our business strategy and success.

We recruit top talent with a focus on inclusion and diversity, with traditional and nontraditional backgrounds so that we continue to build PwC as a great place to work.

We provide our people with the tools - including enriching professional experiences, everyday coaching, timely and productive feedback, and high-quality learning and development opportunities - to deliver against our commitment each day.

In addition to attracting talented experienced professionals, PwC is among the largest recruiters of graduates in Greece. We help students and graduates find their path and build their future. We stay close to the Academia, Universities and Career Centres all over Greece. Our Human Capital professionals advise students about the skills necessary for the fast evolving business world.

Career opportunities to support youth

We offer a variety of programmes for students and graduates to start creating their careers with PwC. We focus on their skills and passions, not just degrees and education. We hire graduates from all backgrounds into different teams across our firm. We organise Onboarding events for our new hires, creating an experience that sets the tone going forward in PwC’s culture. During the COVID-19 lockdown, Onboarding events have been organised digitally with much success. Aiming to give our people the full experience of PwC’s culture these events also included well-being sessions.

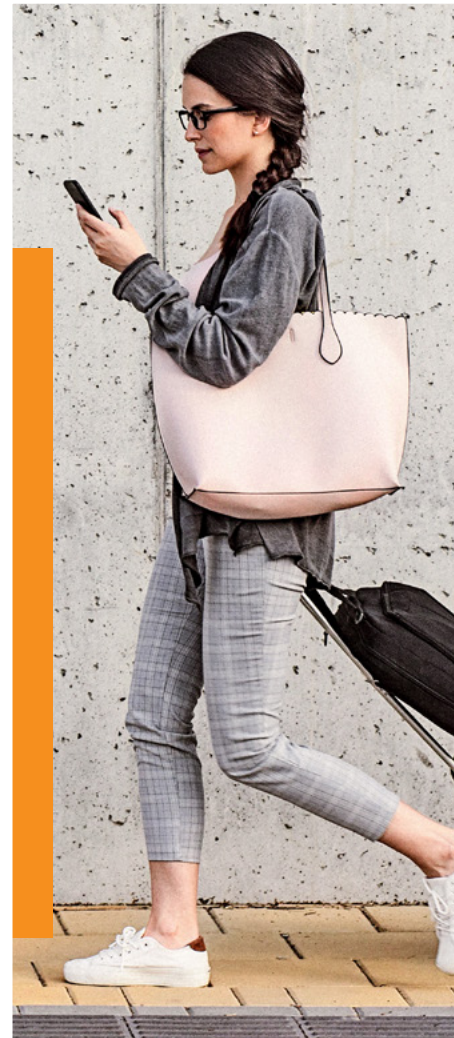
	FY20 New hires	FY21 New hires
	386	367
	FY20 Graduates hired	FY21 Graduates hired
	141	109
	FY20 Women hired	FY21 Women hired
	168	181

Landing Home initiative

During FY21 we launched our Landing Home initiative with the aim to bring talented Greek speaking professionals back to Greece, to join our team. In line with our mission to build trust in society, we wish to contribute to the brain regain, establishing PwC Greece as the first choice employer for talents who would like to accelerate their career in Greece.

We are very happy to announce in FY21 through a series of actions (social media campaign, dedicated webpage with storytelling, webinars and establishment of collaboration with Greek, Cypriot societies, associations and career offices) we welcomed 75 new colleagues (42 Associates, 23 Senior Associates, 6 Managers and 4 Senior Managers) who were living or studying abroad.

One year later, we continue this initiative, aiming to inspire more people to take the step back home, for a career with us.



Internships

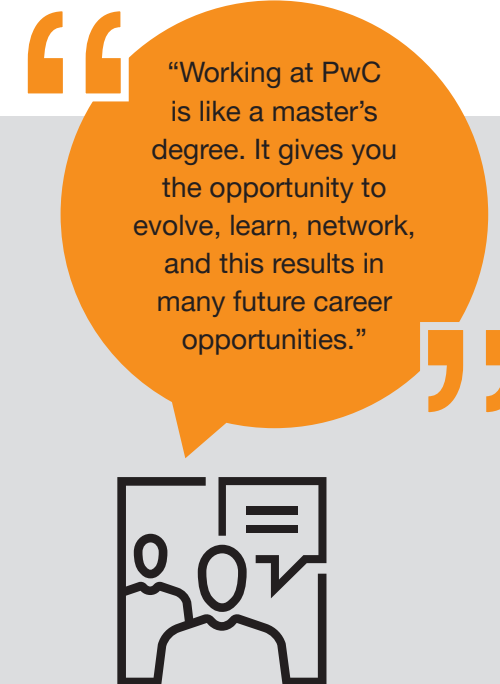
We participate in career fairs and we maintain close communication with universities' career centres all over Greece. We offer internships to students enabling them to gain work experience and acquire business skills by working together with our professionals.

Internships in FY20	102
Internships in FY21	72

Performance and career development

In PwC Greece, learning opportunities are endless. When our people are thriving and growing as individuals and professionals, they're helping us to thrive and grow as a business. We're doing everything we can to make sure they do, introducing new learning platforms to help them upskill and develop as the leaders of the future.

To analyse in depth the feedback of our people on their career development path and opportunities, we run focus groups with the Blu Ivy Group. We engaged in a productive discussion and leveraged the results into our People strategy.



82%

of the Global People Survey FY21 participants from PwC Greece said that they have the opportunity to work on challenging assignments that contribute to their development.

92%

of the survey participants from Greece said that the feedback and coaching they receive allows them to make immediate improvement in their performance.

PwC Greece Graduate Rotational Programme

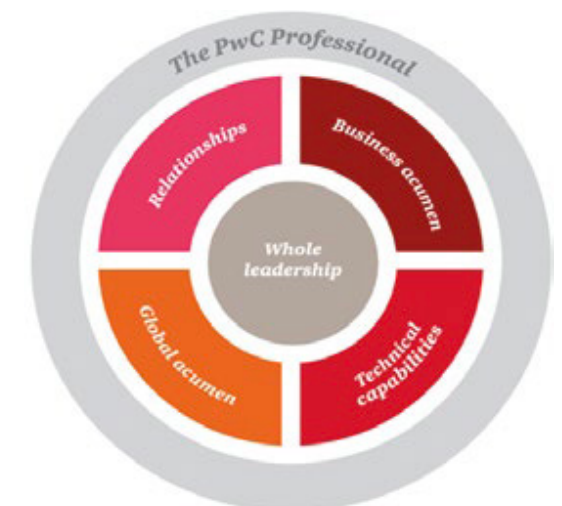
Our Graduate Rotational Program in Financial Services lasts three years offering the opportunity to develop unique and diversified skills by participating in high scale projects in Financial Services in rotation assignments between Assurance and Advisory. Participants learn from formal training, mentoring as well as on the job experience in some of the biggest projects in the Financial Services

industry. During the programme, participants also study towards the Chartered Accountant (ACA) qualification. Once they complete the program, they will get the opportunity to decide where they think their unique abilities can bring the most value by choosing a career between Assurance, FS Consulting and Deals. The programme has been designed and opened for enrollment in FY21 and started in FY22.



The PwC Professional

The PwC Professional is the firm's leadership development framework. The framework exists to support the development and career progression of our people, helping them to meet the expectations of our clients, colleagues and communities in today's changing global marketplace. The PwC Professional plays a significant role in outlining the capabilities needed by our people to flourish, learn and develop together as leaders at every level.



Recognition, remuneration and rewards

Our Total Reward Strategy on Rewards and Recognition is part of our broader strategy to attract and retain the best people. Our rewards and recognition schemes are constantly evolving, reevaluated and revamped in order to make sure that our people get a fair compensation for their performance as well as feel recognised and valued.



Coaching and feedback

Coaching and feedback are incorporated in our performance management cycle and on a project/regular basis. Our feedback process works both ways and we regularly ask for our employees' feedback on the performance of the people they work with.

We review our staff remuneration every year and right after the annual performance review all processes are completed. During this process an individual's merit increase (fixed pay) and performance bonus (variable

pay, eligibility based on management level) are agreed and finalised.

Decisions are based on the individual's performance (i.e. performance rating), management level, job profile/role and firm's/group financial performance. Throughout the process, our Human Capital Rewards team makes sure that transparency, fairness and internal equity standards are in place by closely monitoring overall pay levels, merit increase and performance bonus suggestions and gender pay gap indices.

During the past two years, we introduced the Kudos recognition scheme to empower our team leaders, to recognise their people and promote behaviours aligned with our values. In FY21 we included formal recognition with **Kudos** to Corporate Responsibility volunteers.



Upskilling

We are dedicated to ensuring that our people have the right set of skills that equip them for today and prepare them for tomorrow. By upskilling, we mean giving our employees opportunities to gain the knowledge, the tools and the ability they need to use advanced and ever-changing technologies in the workplace and their daily lives.

Upskilling is not simply a matter of teaching people how to use a new device. That device may be obsolete by next year. The upskilling experience involves learning how to think, act and thrive in a digital world that is sustainable over time. At PwC, we have always embraced new technology and innovation in our ways of working, including learning and development. Our upskilling journey began in 2019 when we launched our 'Digitising the Network' programme with the mission to invest in and provide our people with new skills, innovative tools and capabilities.

We support and encourage an employee-led approach to innovation, because it is more effective to let people choose what they want to learn. We encourage our people to use their new skills to improve their jobs and their work with clients. Some of this learning takes place in classrooms, but most of it takes place through self-paced multimedia and simulation game modules, or through projects in which teams learn by building and sharing new tools.

We offer a wide variety of training and development opportunities so our people stay relevant in the marketplace and build their credentials and experiences. We emphasise the importance of real-time development at PwC so our people continuously improve their professional skills and enhance their personal brand.

In FY21 the average training per employee was: 50.5 hours



Source: PwC's Learning Management System, Vantage

In FY20 the average training per employee was: 43.2 hours



Source: PwC's Learning Management System, Vantage

*The data highlights that training hours fell last year due to longer in-person sessions being replaced with multiple shorter, more focused learning experiences.

The results of our Global People Survey in FY21 demonstrate the appreciation of our people. Specifically, 82% of the respondents from PwC Greece said that

“At PwC, the quality of the technology I work with allows me to complete my work efficiently.”

- Our training programmes include:
- **Professional qualifications and certifications:**
ACCA, ACA, IESOEL, CFA, CIA, CIMA, Actuary, CISA, IFRS, ADIT.
 - **Global Assurance Curriculum:**
Helps our employees in Assurance upskill as mandated by the professional requirements for continuous education and stay up to date with the latest technical developments.
 - **PwC's Advisory University:**
Offers various learning and educational programmes, in addition to local consulting development programmes.
 - **YouLead:**
To develop leaders who are committed both to their personal and their teams' development.
 - **Development Centres for Senior Associates:**
118 participants in FY20 and 133 in FY21.

In FY21, we introduced the Virtual Digital Academy (VDA) aiming to strengthen the digital skills of our employees.

Training duration:	Four days, i.e 28 hours
Content:	Alteryx and PowerBI
Number of participants:	687
Hours trained:	19,236

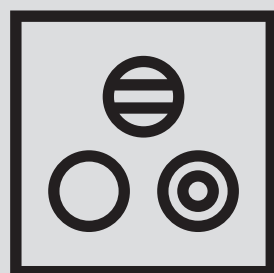
Source: PwC's Learning Management System, Vantage

3.

Material topics and top priorities

Inclusion and Diversity

The Value of Inclusion



Our goal is to actively develop the inclusive mindset and leadership skills that are essential to building trust and delivering sustained outcomes for our clients, while also creating a culture of belonging for our people.

By inclusion and diversity (I&D) we mean bringing together the perspectives of individuals of all backgrounds, skill-sets, life experiences, abilities and beliefs.

An inclusive and diverse work environment: The voice of our people

In our FY21 Global People Survey:



75%

of the respondents of PwC Greece said that they are satisfied with action taken by the territory Leadership to build a diverse and inclusive work environment.



71%

of the respondents in Greece said that the leaders they work with are taking appropriate actions to build a diverse and inclusive work environment.



Mary Psylla

Diversity Leader
Tax & Legal Leader

We have a long-standing commitment to inclusion and diversity as a means of delivering on our purpose and strategy. We can only solve the most important problems if we have diverse teams and foster a culture of inclusion and transparency. Knowing this ambition needs to be driven from the highest levels, we appointed Mary Psylla as a Diversity Leader of PwC Greece.

Developing inclusive mindsets

We need to develop the inclusive mindset and leadership skills that are essential to building trust and delivering sustained outcomes for our clients, while also

creating a culture of belonging for our people. The Inclusion and Diversity Seminar in our YouLead curriculum aims to help learners build understanding of the essential inclusion and diversity constructs that will help them to shift their mindset, and to explore both the skills essential to practising more inclusive behaviours and also the best ways to improve their leadership skills.

Supporting and advancing women

Gender equality remains a priority focus. While the number of our women senior executives has been increasing, there is more that we need to do. To attract and

retain female talent and to significantly increase female representation at director and partner level we upgraded our programmes, recruitment targets, resourcing, sponsorships, retention and leadership accountability.

In 2021, PwC renewed its pledge to the UN's HeForShe movement, a forum for a more diverse, inclusive and gender equal world. And in International Women's Day, our female leaders shared their experiences and perspectives on how they overcame career challenges as part of the Our Leaders #ChooseToChallenge campaign.

In Greece, we support the social enterprise Women on Top and organise a series of events, activities and campaigns to raise awareness about the different aspects of diversity and inclusion among our people and external stakeholders.

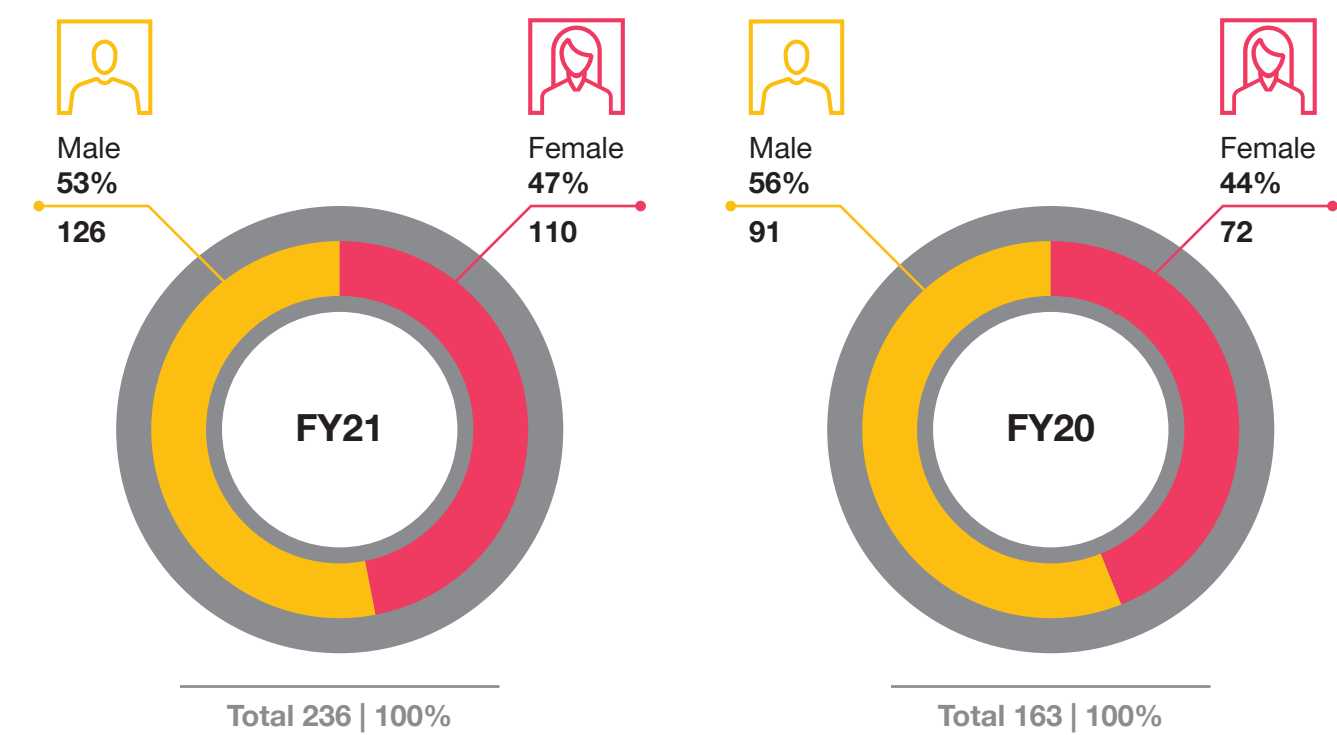


HeForShe
UN Women Solidarity Movement
for Gender Equality



We take action to minimise the gender gap in our industry and have achieved progress in increasing the promotion of our female employees. Yet, we recognise that we have a long way ahead in order to further improve gender representation at partnership level and take actions in FY22. More on the breakdown of our grades per gender can be found at the “Our people in numbers” section in the end of this chapter.

Promotions per gender



Focusing on different dimensions of inclusion and diversity

Our commitment to inclusion and diversity goes beyond gender to cover all dimensions of diversity. With this in mind, PwC has taken action throughout the years to support people from a wide range of groups. At a network level, PwC is a founding member of the Partnership for Global LGBTI Equality, an official project of the World Economic Forum. This involves member organisations coming together to advance global progress in equality and social and economic inclusion for LGBT+ people.

Turning to disability - in May 2021 the Valuable 500 revealed the organisations that have signed up and committed to do more in support of disability inclusion across industries. As part of this, Bob Moritz, our Global Chairman, has appointed Leandro Camilo, a partner in PwC Brazil and the local Inclusion and Diversity head, as Global Disability Leader to help drive accelerated change across our network.

In PwC Greece, we are strong supporters of MDA Hellas (Muscle Dystrophy Association) and participate in their various initiatives, including the Athens Marathon Finish Liners. More on this programme can be found in the next chapter of this report.

Listening to our people

In order to build a resilient foundation for the future, we are working to reinforce a positive, healthy and engaging workplace where our people feel empowered and supported in their careers. In FY21, we re-launched our annual Global People Survey (GPS) after a temporary pause in FY20 in favour of more local, real-time feedback during the pandemic, namely Pulse survey. These surveys are a great indicator of how our people feel about working at PwC. They reveal insights that help our leaders understand where we're doing well and identify areas that need more work.

GPS FY21

key findings

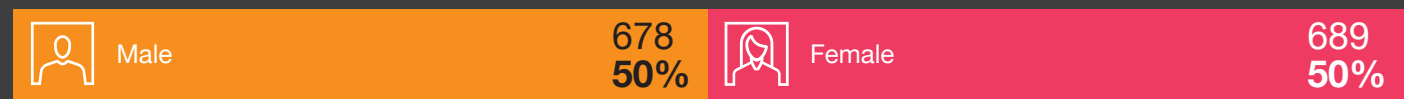
- People Engagement Index: We adopted a new People Engagement Index that focuses on more personalised aspects of the engagement experience. The index serves as an overall litmus test for how our people are feeling about PwC, and the early results have been positive, with **71%** of our people having a favourable impression of PwC. Also **75%** of the respondents expect (plan) to be working at PwC for the next 12 months.
- Additionally, **85%** of survey respondents are proud to work at PwC, **64%** would recommend it as a great place to work, while **85%** that their work is meaningful to them.
- Our Growth and Development indicators were also high, reaching **73%**.
- Regarding values, **83%** of respondents feel that their personal values align with those demonstrated by PwC.
- We introduced the Inclusion & Diversity Index which gave us a positive basis of **67%** to build on.
- The trust of our people to the effectiveness of our Leadership increased considerably, **71% FY21 vs. 66% FY19**.
- Our Ethics indicators were above **80%** in **FY21**.

Going forward

- We want to improve on Wellbeing and to this end we are designing targeted actions to achieve better resourcing of projects/teams, ways to help our employees prioritise and navigate better their workload and assess changes on the way we work.
- We are further strengthening our Be Well, Work Well programme, leveraging feedback and ideas on new initiatives by our people.
- We continue our People agenda to provide career clarity and better pay for performance.

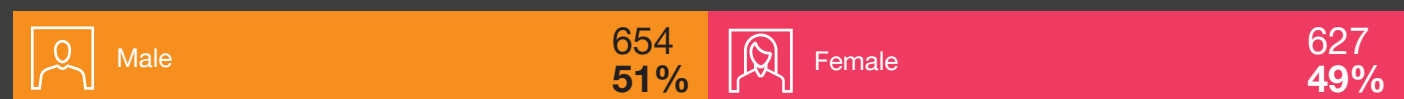


Our People in numbers



FY21

Total of 1367 | 100%



FY20

Total of 1281 | 100%

Executive Director - Director - Senior Manager - Manager



FY21

Total of 357 | 100%

FY20

Total of 311 | 100%

Position	FY21		FY20	
	Female	Male	Female	Male
Partner	4	26	4	24
Executive Director / Director	15	31	11	33
Senior Manager	51	50	35	39
Manager	88	92	87	78
Total	158	199	137	174

Senior Associate/ Associate/ Administration/Interns	FY21		FY20	
Female	531	53%	490	51%
Male	479	47%	480	49%
Total	1010	100%	970	100%

Senior Associate/ Associate/ Administration	FY21		FY20	
	Female	Male	Female	Male
Administration	34	14	35	15
Associate	318	285	283	296
Senior Associate	170	168	167	164
Total	522	467	485	475

New hires	FY21		FY20	
Women	181	49%	168	44%
Men	186	51%	218	56%
Total	367	100%	386	100%

Permanent/ Fixed term contracts	Male FY21		Female FY21	
Permanent term contract employees	623	92%	567	91%
Fixed term contract employees	55	8%	60	9%
Total workforce	678	100%	627	100%

Full/Part time employees	Male FY21		Female FY21	
Full time employees	677	99,5%	683	99%
Part time employees	1	0,5%	6	1%
Total workforce	678	100%	689	100%

Per region	Male FY21	Female FY21	Male FY20	Female FY21
Athens	660	675	641	615
Thessaloniki	18	14	13	12
Total workforce	678	689	654	627

04

Our impact
on society and on
the environment

Our approach and material topics



Guided by our purpose we are working together to help address some of society’s most urgent challenges

PwC’s purpose - to build trust in society and solve important problems - guides us when it comes to our impact on society and our planet.



We are determined to bring the best of our people, powered by technology, to help tackle society’s biggest challenges and deliver sustained outcomes. We believe that economic and social progress need to be recoupled in order to create a more sustainable, equitable and just world. The foundation for this broad effort lies in our commitment to furthering progress towards the UN Sustainable Development Goals (SDGs), which are critical to addressing the design problems in our economy. After all, business does not prosper in societies that are not prospering.

Material topics and top priorities

To support these efforts and fulfil our purpose, and following the global strategy, we at PwC Greece have set the following material topics and priorities which match our stakeholders expectations according to our materiality matrix:

- 1. Advancing on our commitments to inclusivity and upskilling in our communities through our New world. New skills. programme**
- 2. Providing support for COVID-19 relief efforts as well as general society initiatives**
- 3. Reducing our environmental footprint aiming to achieve net zero in FY30, while working with people and organisations to support their Environmental, Social and Governance (ESG), climate change transformation**

Our impact in numbers

	FY20	FY21
 PwC volunteers We were able to implement about half of the physical volunteering activities before the lockdown.	142	173
 Hours of general volunteering, skills sharing, pro bono and discounted engagements for NGOs and charities	7,205	7,821 The increased skills sharing digital programmes were the reason for maintaining and even increasing the number of hours and volunteers.

Our upskilling reach

	FY20	FY21
Startups & social enterprises	139	136
NGOs	16	86*
Individuals & students	665	1,369*

We are members of CSR HELLAS.



* The number differences are due to the different types of activities. For example, in FY21 we increased our reach to NGOs through the online upskilling to NGOs all over Greece through Social Dynamo. Similarly, the number of students and individuals significantly increased that year because of our stronger participation in The Tipping Point (see below). Interestingly, the number of startups remained the same!

1.



Material topics and top priorities



New world.

New skills.

Everyone should be able to live, learn, work and participate in the digital world.

We're investing in the future and growth of 15 million people, NGOs, and social and micro enterprises to help them maximise their potential by 2022. Our biggest global programme, which is also a PwC Greece strategic priority, in this area is **New world. New skills.** which seeks to enable participants to learn digital and supporting skills to help them succeed.

New world. New skills. programme became even more significant during the COVID-19 pandemic eruption which brought the need for digital upskilling of all levels of society.

We share the skills, knowledge and talent of our people to support our country. We are doing this through upskilling and mentoring to startups and social enterprises, supporting the NGO sector to enhance transparency, investing in education and capacity building of secondary school and university students, as well as by providing pro bono services to NGOs.



Skills and education

Through investment in education and skills building, we're helping students and individuals prepare for the jobs of the future.



TIPPING THE POINT

The Tipping Point (TTP) is a social enterprise that connects highschool students with professionals who mentor them in today's business environment. Straplined "The world in your classroom", TTP uses an online platform to reach students in remote areas of Greece and help them prepare for the world of work. When the pandemic struck, we at PwC Greece were considering ways to further PwC's 'New World, New Skills' upskilling strategy. Acting on our belief that every student should be able to live, learn, work and participate in the digital world, we began participating in TTP. Our TTP programme "Digital and soft skills for the 21st Century" started on March 1, 2020 and continues to date with a long-term perspective.

Our impact through TTP in numbers in FY20 & FY21 was:

24 + **563**
Schools Students

Our people played a key role in TTP

In FY21 27 PwC volunteers delivered:
39 live classroom virtual training sessions and replied to 160 topics raised by students on digital and soft skills needed for their future paths

In FY20 18 volunteers delivered:
12 classroom sessions and replied to 37 topics

During the pandemic, the Tipping Point and PwC mentors helped students adapt to a virtual schooling environment. Messinia has now been registered as an area that has developed students' skills by participating in the Tipping Point and other digital initiatives of NGOs and the Ministry of Education.

Professor,
High School in Kalamata,
Messinia

The most joyful part of my volunteering in The Tipping Point was inducing "A-HA!" moments in students. These are the moments when new brain synapses are born. Is there anything more fascinating than a brain developing in real time?

PwC volunteer mentor

We also support other organisations and programmes aiming to upskill students such as **Junior Achievement Greece** and **AIESEC Greece**.

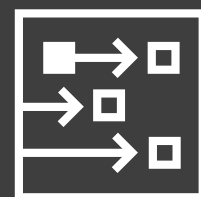


For our education upskilling programmes we have received the Hellenic Responsible Business Bronze Award in FY21.



Startups

We share our expertise to help entrepreneurs in Greece scale for even more impact. We collaborate with incubators and accelerators to support the development and growth of startups and micro enterprises. The key component and success factor of our programmes is the volunteering of our people.



ELEVATE GREECE national startup point

Elevate Greece is an initiative of the Ministry of Development & Investments to support and cross borders develop the Greek innovation ecosystem. Elevate Greece provides a digital gate through which Greek startups can apply to be officially accredited by the competent State Ministry (Ministry of Development & Investments – General Secretariat for Research & Innovation [GSRI]). Its aim is to follow up their progress through KPIs, as well as to attract both Greek and global investors.

PwC is an official supporter, and offered a monetary award to Hack the Box, the winning startup in the Fastest Growing category in the National Startup Awards. The awards ceremony took place within the framework of Thessaloniki International Fair, in September 2021. In addition to the award, PwC offers upskilling and mentoring to the startups. The programme continues in FY22, enhanced with additional exclusive consultation sessions.

In FY21 we upskilled and mentored

86

Elevate Greece startups

126

Individuals - startups founding members

The impact of our people

23

PwC volunteers

18

training and mentoring sessions

Subjects:

Entrepreneurship in the digital world, financial literacy and business plan for startups, client relations management, cybersecurity, legal basics for small businesses, as well as strategy mentoring.



“Elevate Greece serves as the entry point to the Greek ecosystem providing startups and Spin-Offs with important incentives and grants. Through Elevate Greece the state has legislated tax breaks for angel investors, stock option schemes and has created a wide network of esteemed Official Partners. PwC is one of the latter and has been actively supporting the ecosystem with tools and experience that are crucial, especially at an early stage of entrepreneurship.”

Dr. Christos Dimas, Deputy Minister of Development and Investments

“Many elements of the company’s organisational structure and processes may be evident for some, but unknown to others. All sessions and educational content are dynamic, and focus on the specific needs of each participant. Thank you PwC Team!”

Airstay, startup participating in Elevate Greece

Upskilling startups is a different and mind stimulating experience for me. Not only do I enjoy sharing my knowledge with them, I also broaden my perspective by understanding their challenges and discussing their issues. I am impressed by their innovation and resilience and always welcome such volunteering opportunities.

Vassilis Korakis, Manager, Advisory, PwC volunteer



**START
SCHOOL OF BUSINESS**



**SOCIAL
INNOV**



pwc



In FY20, we supported **START School of Business**, a programme organised by **Socialinnov**, aiming to **upskill young entrepreneurs, startups and owners of very small businesses in the Athens area**. **Socialinnov’s mission is to transform education and offer to beneficiaries the opportunity to acquire training in digital skills and gain agile business skills, in order to upskill and reskill professionally.**

Among the supporters of Socialinnov’s programmes are Microsoft, Lemos Foundation and the US Embassy in Athens. In the cycle of START School of Business of FY20, PwC volunteers delivered upskilling seminars in cybersecurity, financial literacy, legal basics and digital business writing. The project was implemented in Lela Karagianni’s residence, a historical building in Athens, under the hospices of the Municipality of Athens. Due to lockdown, the Start School of Business was not implemented in FY20, but restarted in FY22 at Serafio City of Athens.

In FY20 and FY21 we also participated in other startups’ upskilling initiatives, such as Spark Accelerator with The Found.ation accelerator, Viza Innovation Programme and Reload Greece. Most notably, we supported the Antivirus Crowdhackathon which has been the first remote innovation marathon of startups to address the effects of the pandemic.



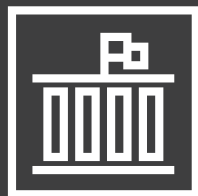
**ANTIVIRUS
CROWDHACKATHON**



For our startups upskilling programmes we have received the Bravo Market Sustainability & Dialogue Award in FY20 and FY21.

NGOs

We support NGOs, helping them to build a stronger, more transparent sector.



SOCIAL DYNAMO

Social Dynamo supports Bodossaki Foundation's vision of a dynamic civil society that acts, influences, and engages. It is a unique hub which empowers civil society through providing training, professional support and networking.

The Municipality of Athens and the Municipality of Thessaloniki are strategic partners for activities within these cities. PwC has been supporting Social Dynamo by providing training and mentoring to its NGOs members. Our common goal is to help these organizations to become sustainable, increase their effectiveness and maximise their social impact.

Our impact together with Social Dynamo:

In FY20, PwC volunteers provided financial upskilling training to **19** NGOs and their **29** representatives in Thessaloniki.

In FY21, we upskilled **57** NGOs and their **80** representatives in different areas of Greece through virtual training on digital skills and social impact reporting.

Pro bono work

We have been engaging in a broad range of pro- and low-bono projects that are conducted with the same combination of expertise and commitment that we put into our client work.

Our people contribute their professional skills to pro-bono support for charities and NGOs. Many of these organisations are on the front line providing support to communities that continue to be affected by the pandemic.

FY20: 5 pro bono projects

FY21: 9 pro bono projects

Material topics and top priorities

2.

COVID-19 relief and general community work

Coming together in the fight against COVID-19



As the COVID-19 pandemic continues, we understand and appreciate the burden that the crisis has imposed on communities, and we remain fully committed to supporting our country. With health protection restrictions on face-to-face team volunteering activities, it was more important than ever to think innovatively and strategically about how to support our communities.

We are working closely with organisations in Greece and abroad to help them prepare and respond to challenges related to the pandemic and its effects. We modified our community activities to cover the needs that emerged, while we adapted our standard general community programmes to the new norms. And our people stepped in and rose to the challenge, providing vital help to society within the framework of our Wherever Works Policy.

How we helped

Initially we focussed our efforts to help strengthen health care

Just as the pandemic erupted, we joined forces with the Hellenic Federation of Enterprises (SEV) and we donated special technical equipment of high value for **Intensive Care Units (ICUs)** in public hospitals. The donation has been implemented in coordination with SEV and approved by the Ministry of Health who identified the specific needs of each hospital.



534
blood units

100
donos

13
events

In FY20

We continued our support to **Bloode**, the first online platform for blood donors in Greece. Bloode is an NGO aiming to raise awareness about the importance of donating blood, as well as finding donors to help people in need.

Bloode supports us in the organisation of blood donations in our premises and raising awareness within our people. Since these events could not take place in our premises due to health protocol, Bloode implemented blood donations in specifically designated safe places in collaboration with public hospitals with our support. In FY20, Bloode was able to collect 534 blood units from 100 donors in 13 events. In FY21 Bloode achieved the same results by organizing 10 blood donations with PwC's support. In FY22 we held the first blood donation in our premises since the pandemic eruption and hope to continue this practice throughout the year.



We gave financial support to **Child's Smile**, funding medical services for children in intensive home care. These patients were not able to be hospitalised because most ICUs are reserved to COVID-19 patients. So Child's Smile supported their families who took the burden to provide them intensive care at home. With PwC's contribution the NGO was able to cover the annual salary of an especially trained nurse who provided regular care to these children.

PwC also offered additional financial aid in order to help the NGO provide medical supplies as well.



We supported **ELEPAP** - an organisation caring for people with disabilities - especially children with a donation related to COVID-19 implications. In addition, we gave financial aid to Artemis NGO in order to provide equipment of Covid-19 protection material to children in need and their families.

Humanitarian initiatives

Food drive

We provided food supplies, books and radiophones to 130 homeless in collaboration with **Shedia** in Athens.

We supported the **Social Plate** in Thessaloniki.

Through **Boroume** we offered In kind food provisions to NGOs caring for elderly with neuro-disability (Asylo Aniaton) and youth with psychological disorders.

PwC's Bazaars & NGOs support

In 2019, just before the pandemic erupted, we organised our annual Christmas Bazaar and Bake Sale in our offices together with NGOs selling festive items to our people. But later on, during the lockdown and high risk periods, Easter and Christmas, we created a digital bazaar platform with links to NGOs eshops.

In summer 2020, we donated gently used office furniture to ELEPAP, Make a wish, Team of the world, the Social Services of Aspropyrgos Municipality, HIGGS and Peto for upcycling.



Education sector



Schools empowerment

We started a laptops upcycling initiative with a long-term perspective to the benefit of students in need. We support the Ministry of Education to enable all students to have access to technology and develop digital skills. This initiative meets our New world. New skills objective and complements our students digital upskilling programmes. Specifically, in FY20, in collaboration with Junior Achievement Greece and upon approval of the Ministry of Education, we donated 100 gently used laptops with new spare parts to schools in remote &/or underprivileged areas. We continued this practice in FY21 donating 100 laptops, as well as in FY22.

In FY21, we donated educational supplies to schools in remote areas. This has been an initiative of our volunteers who run internal fundraising and Pwc topped the amount raised enabling donations to **14** schools with **257** students, **200** laptops.

In FY21 we supported the Agricultural Schools of the Arc of the World to upskill socially disadvantaged teenagers who have just graduated from secondary schools in rural areas.

Our volunteers offered in-kind donations of creative education items to the children of Pinelopio Foundation.



Scholarships

We continued our annual scholarships offering. We gave two scholarships to postgraduate students at the University of Piraeus, Department of Banking & Finance.

For the 12th year in a row, we participated in the scholarships programme of the Fulbright Foundation to postgraduate students for studies in the US.



“Every day, here in New York, the new pandemic centre, the doctors and medical staff are being rightly applauded by the crowds for their sacrifices in the fight against COVID-19. At the other part of the globe, in Greece, a trainee works 32 hours without a break, perhaps gets some sleep, wakes up twice a week at work and is regularly called upon to perform a series of demanding procedures. Every afternoon at 7 pm in New York, as we are applauding, I turn my gaze a little further, to my classmates, my colleagues, our specialists in Greece, feeling safe, grateful and a little guilty.”

Dr. Emmanouil Chousakos, Fulbright Scholar in Memorial Sloan Kettering Cancer New York

Quote from article in Kathimerini on April 16, 2020.

MDA Hellas & Athens Marathon



We continued our support within the framework of our initiatives for Inclusion and Diversity to MDA Hellas (Muscle Dystrophy Association). MDA provides assistance and care to people with serious disabilities and their families, reaching out to 1,000 families all over Greece. Annually we sponsor MDA to organise a team of runners - the Finish Liners - who help its patients participate in the Athens Marathon on wheelchairs. The Athens Marathon and Half-Marathon races are some of the community activities we do together to strengthen diversity and inclusion in Greek society.



We donated a special running wheelchair for the MDA patients which provides comfort and better physical support during the 5 hours Marathon course.

Although the races have been cancelled in FY21 due to the pandemic, we continued our support to MDA with the same financial support as in sponsoring these events.

In FY20 and FY21, we continued being proud sponsors of Alexandra Stamatopoulou, MDA patient, Marathon Finish Liner and Paralympics swimming champion, as well as to G. Privileggio, Marathon Runner. Alexandra Stamatopoulou has won a bronze medal in the Tokyo Paralympics swimming competition, while Gloria Privileggio was the winner of Athens Marathon 2021.



Environmental sustainability and net zero

Climate change is one of the most pressing problems facing our world today. It affects everyone - from families worrying about their children's futures, to pension funds deciding where to invest. So, it is in the interests of everyone that we see systemic change that averts climate catastrophe and unlocks the potential of green growth.

At PwC, we believe the business community has a key role in making that happen. As a reflection of our strategy to build trust with stakeholders and deliver sustained outcomes, we're committed to leading by example. Environmental sustainability is a core focus for us and we've been a proud signatory to the UN Global Compact (UNGC) since 2002. We remain deeply committed to operating responsibly in line with the UNGC's ten principles.



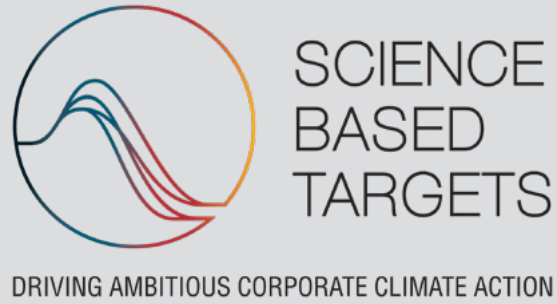
Our commitment to net zero by 2030

In September 2020, PwC globally announced its commitment to achieving net zero greenhouse gas (GHG) emissions by 2030. Our net zero commitment will require us to transform our business model to decarbonise our value chain, increase transparency, and support the development of robust ESG reporting frameworks and standards. We will also engage with clients and suppliers to support them in tackling their climate impact. PwC Greece is fully aligned with the global strategy, focusing in four key areas:

- Operations** We will reduce our greenhouse gas emissions in line with what is required to limit warming to 1.5°C above the pre-industrial level, limiting the worst impacts of climate change. This includes a 50% reduction in scope 1 and 2 emissions and a 50% absolute reduction in business travel emissions from a 2019 baseline by 2030. We are accelerating our transition to 100% renewable electricity. To mitigate our impacts, we will offset our emissions through high-quality carbon credits.
- Clients** We will work with our clients to support their efforts to make a net zero future a reality for all. This will involve building on our existing client work in sustainability and net zero transformation.
- Suppliers** We will engage with key suppliers, encouraging and supporting their efforts to achieve net zero. PwC globally commits that 50% of its global suppliers by emissions will have set their own Science Based Targets to reduce their own climate impact by 2025.
- Climate agenda** We will continue our long-standing programme of research and collaboration with business, policymakers and NGOs to accelerate the transition to a net zero economy.

Affirming our approach to emissions reduction targets

On 9 June 2021, during the WEF Alliance of CEO Climate Leaders, Bob Moritz, our Global Chairman, co-signed an open letter calling for government action in support of the 1.5°C policy. And in September 2021, PwC's global network received validation for our climate targets from The Science Based Targets initiative (SBTi). We were proud to receive the SBTi's validation, which affirms our approach and timeline to achieve our emissions reduction targets in line with a 1.5°C scenario. The SBTs initiative is a collaboration between CDP, the United Nations Global Compact, World Resources Institute (WRI) and the World Wide Fund for Nature (WWF).



PwC Greece's net zero commitment

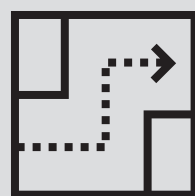
Since the announcement of PwC's global network commitment in September 2020, PwC Greece set net zero as a priority and has been working to develop the foundations needed. We've set a goal for an absolute 50% overall emissions reduction by FY30 taking into account FY19 as baseline year, since FY20 and FY21 reductions were due to the pandemic.

Here's a summary of our plan and achievements as this report is being developed.



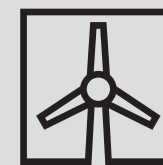
Governance

We put in place a governance framework for business ownership and accountability. We appointed a Net Zero Business Leader to strengthen the progress towards our commitment, namely **Constantine Karydis**, Partner, assisted by **Michalis Pikis**, Director.



Strategy

We produced our own roadmap and strategic net zero plan according to the blueprint and guidance of the global net zero leadership team. We carried out a milestone and progress mapping, enabling us to check that we remain on track at both a global and local level. We aligned to our ESG platform lead and market facing teams.



Operations

Our operations target a 50% reduction by FY30, with FY19 as baseline year, focusing in the following key areas

Scope 1 Greenhouse gas emissions

Office space rationalisation and energy efficiency:

Currently, we are assessing measures to rationalise the use of our office space and making energy efficiency improvements, such as heat sensors, movement detectors, LED lamps.

Sustainable car fleet:

We have introduced electric and plug-in hybrid cars to our corporate car fleet.

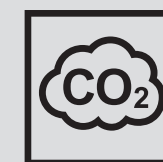
Scope 2 Renewable energy

Renewable energy:

Target: 100% by 2025. We have already engaged with our electricity providers and obtained guarantee of origin certificates thus procuring 93% renewable energy as of FY21.

Scope 3 Business travel emissions reduction

We committed to reducing air travel by 25% in FY22 and by 50% thereafter. We will leverage our successful delivery model of limited travel during the pandemic, which was possible due to our existing investment in technology infrastructure and upskilling.



Carbon removal - Offsets

To mitigate our impact further, we will support a range of high-quality carbon reduction projects. Starting in FY22, we are offsetting all our travel emissions.

We have committed to purchasing offsets for 100% of our emissions by FY23 onwards including the LEAF (Lowering Emissions by Accelerating Forest finance) Coalition.

These projects not only help us to reduce carbon emissions but also enable us to take responsibility for our impact. The initiatives we are globally supporting have collectively impacted more than 77 million people, protected or restored 510,000 hectares of land, and created over 134,000 new full-time jobs.



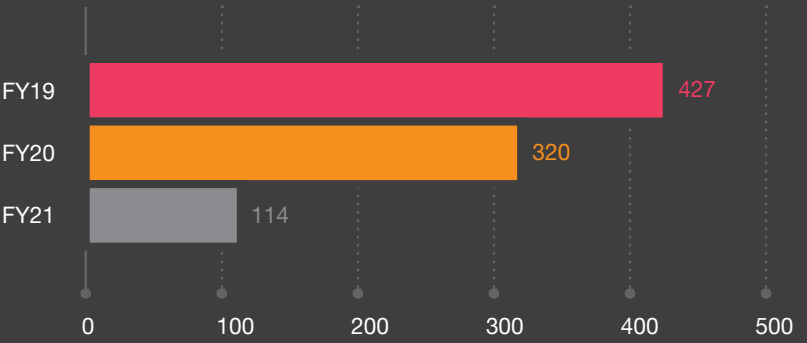
Reporting our carbon emissions

We fully recognise the importance of accurate and transparent reporting which is necessary in order to actively reduce the climate impact of our operational footprint. We enhanced our reporting framework according to the latest guidelines of our global network which expand what we measure and report to account for our wider climate impact. From FY22 onwards, we will report annually and transparently on our progress towards our net zero targets.

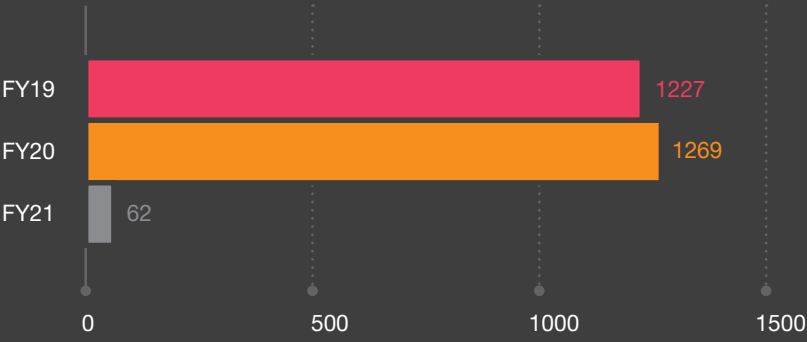
With the ongoing impact of the pandemic, we have seen our emissions reduce in line with government lockdown measures - and with the majority of our workforce continuing to work from home at various stages throughout the year - we have seen our FY21 scope 1 and 2 emissions declining since FY19, our baseline year, by 73% and 95% respectively. The latter decrease is mainly due to procuring 93% of our electricity through renewable sources.

Air travel (scope 3), is one of the largest sources of carbon emissions and, as expected, had a further reduction in FY21, compared to FY19, of 97%. This reduction is due to the continuing restrictions on both domestic and international air travel, as well as our successful services remote delivery resulting from our heavy investments in technology.

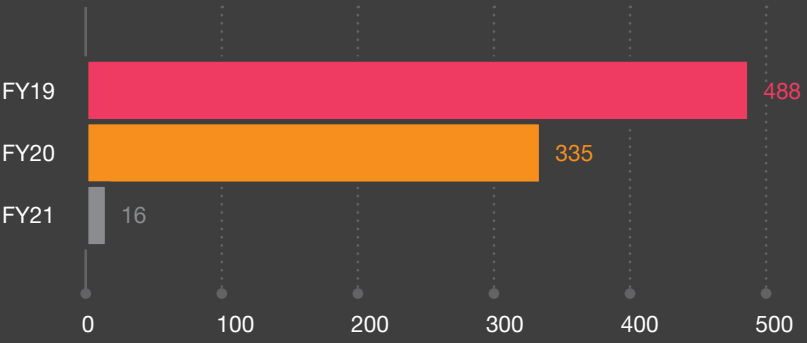
Scope 1
Direct emissions (tCO₂e)
Natural gas consumed on premises and fuel consumed by our car fleet



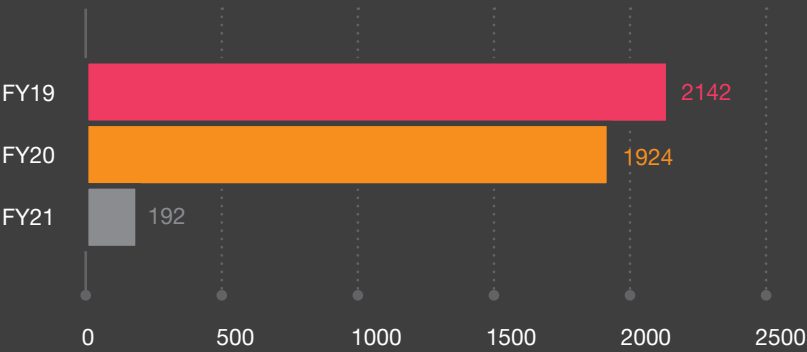
Scope 2
Indirect energy emissions (Market based - tCO₂e)
Electricity consumed in our offices



Scope 3
Greenhouse gas emissions (air travel only - tCO₂e)



Total emissions
(Market based tCO₂e)





05

Annex
GRI

GRI Content index FY20-FY21

Universal standards

We are using the updated 2021 general disclosures. In parenthesis are the former corresponding numbers

GRI 2: General Disclosures

1. The organisation and its reporting practises		
2-1 (former 102-1, 102-3, 102-4, 102-5)	Legal name of the organisation Location of headquarters Location of operations Ownership and legal form	Name of the organisation: “PwC Greece” The headquarters of PwC Greece are located at 268 Kifissias Ave, Chalandri 152 32, Athens, Greece. The country of our main operations is Greece. We have offices in Athens, Thessaloniki and Patra. At times, we may engage in other countries. Our ownership and legal form is described in Chapter 01 pp 6-7. As stated in Chapter 01, PwC Greece consists of the following separate legal entities: 1. PricewaterhouseCoopers Auditing Company SA 2. PricewaterhouseCoopers Business Solutions SA 3. PricewaterhouseCoopers Accounting SA 4. M. Psylla - V. Vizas - G. Katrinakis Law Firm
2-2 (102-45)	Entities included in the organisation’s sustainability reporting	All the above entities are included in the consolidated financial statements in Chapter 01, p 9
2-3 (102-50)	Reporting period, frequency and contact point	This report covers Financial Year 2020 (1 July 2019 – 30 June 2020) and Financial Year 2021 (1 July 2020 - 30 June 2021). Reporting frequency is every two years. Contact point: Vivian Ino Tsamadou, vivian.tsamadou@pwc.com
2-4 (102-48)	Restatements of information	There have been no restatements of information.
2-5 (102-56)	External assurance	We did not seek external assurance for this report.
2. Activities and workers		
2-6 (102-2, 102-6, 102-7, 102-9, 102-10)	Activities, value chain and other business relationships	2-6-a&b: About our organisation go to Chapter 01 “Who we are and what we do”, pp 4-5 Our revenues in Greece are in Chapter 01, p 9 Aggregated revenues for PwC firms globally and regionally are available in PwC’s Global Annual Review . We provide professional services to a broad range of sectors such as businesses, government, and private clients, whenever they may be located. For more information on our services and market sectors we serve go to the Services and Industries sections on our site pwc.com/gr . As a professional services business, PwC Greece does not source raw materials or manufacture products. Our supply chain is limited and consists of the goods and services we procure to operate (mainly our leased premises, utilities, travel, IT solutions, office equipment and supplies.) Our supply chain is briefly described in Chapter 2, pp 21 & 28 and in further detail in our PwC Greece Sustainability Report FY18-FY19 , Chapters 2, 3, 6 & GRI Index, pp 21-37-87-96. There have been no significant changes in our supply chain since that time. 2-6-c: There are no significant relevant business relationships to mention in this report. 2-6-d: There are no significant changes in 2-6-a, 2-6-b, and 2-6-c compared to our previous reporting period (FY18-FY19).

2-7 (102-7, 102-8)	Employees a. The total number of employees, and a breakdown of this total by gender and by region; b. Report the total number of: i. permanent employees, and a breakdown by gender and by region; ii. temporary employees, and a breakdown by gender and by region; iii.non-guaranteed hours employees, and a breakdown by gender and by region; iv.full-time employees, and a breakdown by gender and by region; v. part-time employees, and a breakdown by gender and by region; c. Describe the methodologies and assumptions used to compile the data, including whether the numbers are reported: i. in headcount, full time equivalent (FTE), or using another methodology; at the end of the reporting period, as an average across the reporting period, or using another methodology; ii.at the end of the reporting period, as an average across the reporting period, or using another methodology; d. Report contextual information necessary to understand the data reported under 2-7-a and 2-7-b; e. Describe significant fluctuations in the number of employees during the reporting period and between reporting periods.	a. The total number of our employees, and a breakdown of this total by gender and by region are included in Chapter 03 “Enabling & developing our people”, pp 46-47. b. The total number of: i. permanent employees and breakdown by gender are included in Chapter 03, p 47. Breakdown by region: FY21 male 605 in Athens & 18 in Thessaloniki, female 557 in Athens & 10 in Thessaloniki. FY20 male 578 in Athens & 11 in Thessaloniki, female 557 in Athens & 10 in Thessaloniki. ii. fixed-term employees and breakdown by gender are included in Chapter 03, p 47. Breakdown by region: FY21 male 54 in Athens & 1 in Thessaloniki, female 58 in Athens & 2 in Thessaloniki. FY20 male 62 in Athens & 2 in Thessaloniki, female 59 in Athens & 2 in Thessaloniki. iii. We have non-guaranteed hours employees in our offices Athens. Specifically, we had 12 males and 33 females in FY20 and 18 males and 52 females in FY21. iv. Full-time employees, and a breakdown by gender are included in Chapter 03, p 47. Breakdown by region: FY21 male 659 in Athens & 18 in Thessaloniki, female 673 in Athens & 14 in Thessaloniki. FY20 male 640 in Athens & 13 in Thessaloniki, female 612 in Athens & 12 in Thessaloniki. v. part-time employees, and a breakdown by gender are included in Chapter03, p 47. Breakdown by region: FY21 male 1 in Athens, female 2 in Athens. FY20 male 1 in Athens, female 3 in Athens. c. The methodology to compile and report all the data is our HRMS system. d. The type of employment is decided based on our business needs and there’s no need for any additional contextual information. e. There are no significant fluctuations in the number of employees during the reporting period and between reporting periods FY20-FY21.
2-8 (102-8)	Workers who are not employees	We offer full-time internships for limited months to university students. Information on Chapter 03, pp 38-39

3. Governance		
2-9 (102-18, 102-22)	Governance structure and composition	Chapter 01 describes the structure and composition of our leadership, management, partnership, Executive Committee and Governance Body, pp 6-7.
2-10 (102-24)	Nomination and selection of the highest governance body	Chapter 01, pp 6-7
2-11 (102-23)	Chair of the highest governance body	Chapter 01, pp 6-7
2-15 (102-25)	Conflicts of interest	Chapter 02 includes a description about our Independence on pp 22-23 Chapter 02 “Responsible Business & Corporate Governance” includes our Human Rights approach and Partner on p 20. More information on our Human Rights statement is on our site .
2-17 (102-27)	Collective knowledge of the highest governance body	Collective knowledge on our highest Governance Body is on our site, About us/ Leadership section.

2-19 (102-35)	Remuneration policies	See GRI 2-23, Policy commitments / Human Capital & Corporate Sustainability.
2-20 (102-36, 102-37)	Process for determining remuneration	The process is described in our relevant policies, see GRI 2-23, Policy commitments / Human Capital & Corporate Sustainability.

4. Strategy, policies and practices		
2-22 (102-14)	Statement on sustainable development strategy	Statement from Marios Psaltis, Managing Partner of PwC Greece “Message from our CEO”, p 1.
2-23 (102-11)	Policy commitments	<p>We have in place the following policies:</p> <ul style="list-style-type: none">• Risk Management: Matrisk Database. Advisory Risk Management Policies. Fair Competition Placement. Antitrust and Fair Competition. Business Continuity Management. Firms & Partners Taxes Policy. Global Tax Code of Conduct. Business Continuity Policy. Relevant information on Chapter 02• Human Capital & Corporate Sustainability: ACCA Policy. ACA Policy. Car Benefit Policy. Global Code of Conduct. Code of Conduct/ Greek Supplement. Third Party Code of Conduct. Anti-Corruption local Policy/ Guidelines. Complaints Allegations & Anti-Harassment Policy. Close personal relationships. Internal Recruitment Policy. Salary Advance Payments & Loans Policy. PwC Maternity & Paternity Policy. Leaves Employee Guidance. Wherever Works Policy. Dress For Your Day Policy. Learning & Development. Sanction Policy for non-compliance to mandatory trainings. CR Pro bono Policy. Donations Policy. In Memoriam Donations Procedure. Internal Regulation PricewaterhouseCoopers Business Solutions SA. Internal Regulation PricewaterhouseCoopers Accounting SA. Internal Regulation PricewaterhouseCoopers Auditing Company SA. Relevant information on Chapters 02, 03 & 04• Information Security & Data Protection: PwC Global Information Security Policy. Clear Desk Policy. Corporate Assets Acceptable Usage Policy. Password Security Policy. Terms for MDM Usage. Confidentiality & Data Protection Policy. Data Use Policy. Data Management and Retention Policy. Data Subject Request Form. PwC Data Classification Standard. Data Destruction Procedure. PwC Global ISP Control Standard. Operational. Physical Security Policy. Cyber Security and Data Protection Incident Framework. Third Party Supplier Standard. Vulnerability Management Standard. Encryption Standard. Application Security Policy. Application (Bots) Standard. Cloud Platform Security Standard. Ενημέρωση για την προστασία προσωπικών δεδομένων προσωπικού - ΠΡΑΙΣΓΟΥΩΤΕΡΧΑΟΥΣΚΟΥΠΕΡΣ ΑΝΩΝΥΜΗ ΕΛΕΓΚΤΙΚΗ ΕΤΑΙΡΕΙΑ. Πολιτική Επεξεργασίας Προσωπικών Δεδομένων Εργαζομένων - ΠΡΑΙΣΓΟΥΩΤΕΡΧΑΟΥΣΚΟΥΠΕΡΣ ΑΝΩΝΥΜΗ ΕΛΕΓΚΤΙΚΗ ΕΤΑΙΡΕΙΑ. Ενημέρωση για την προστασία προσωπικών δεδομένων προσωπικού - PRICEWATERHOUSECOOPERS ACCOUNTING ΑΝΩΝΥΜΗ ΕΤΑΙΡΕΙΑ ΠΑΡΟΧΗΣ ΛΟΓΙΣΤΙΚΩΝ ΥΠΗΡΕΣΙΩΝ. Πολιτική Επεξεργασίας Προσωπικών Δεδομένων Εργαζομένων - PRICEWATERHOUSECOOPERS ACCOUNTING ΑΝΩΝΥΜΗ ΕΤΑΙΡΕΙΑ ΠΑΡΟΧΗΣ ΛΟΓΙΣΤΙΚΩΝ ΥΠΗΡΕΣΙΩΝ. Ενημέρωση για την προστασία προσωπικών δεδομένων προσωπικού - PRICEWATERHOUSECOOPERS BUSINESS SOLUTIONS ΑΝΩΝΥΜΗ ΕΤΑΙΡΕΙΑ ΠΑΡΟΧΗΣ ΕΠΙΧΕΙΡΗΜΑΤΙΚΩΝ ΚΑΙ ΛΟΓΙΣΤΙΚΩΝ ΥΠΗΡΕΣΙΩΝ. Πολιτική Επεξεργασίας Προσωπικών Δεδομένων Εργαζομένων - PRICEWATERHOUSECOOPERS BUSINESS SOLUTIONS ΑΝΩΝΥΜΗ ΕΤΑΙΡΕΙΑ ΠΑΡΟΧΗΣ ΕΠΙΧΕΙΡΗΜΑΤΙΚΩΝ ΚΑΙ ΛΟΓΙΣΤΙΚΩΝ ΥΠΗΡΕΣΙΩΝ. Ενημέρωση για την προστασία προσωπικών δεδομένων προσωπικού - Μ. ΨΥΛΛΑ – Β. ΒΥΖΑΣ – Γ. ΚΑΤΡΙΝΑΚΗΣ ΔΙΚΗΓΟΡΙΚΗ ΕΤΑΙΡΕΙΑ. Πολιτική Επεξεργασίας Προσωπικών Δεδομένων Εργαζομένων - Μ. ΨΥΛΛΑ – Β. ΒΥΖΑΣ – Γ. ΚΑΤΡΙΝΑΚΗΣ ΔΙΚΗΓΟΡΙΚΗ ΕΤΑΙΡΕΙΑ. Relevant information on Chapter 02

		<ul style="list-style-type: none">• Infrastructure & Procurement: Procurement Policy. Business Cards Policy. Business Development Expenses Policy. External Contractors Management Procedure. Mobile Telephony Policy. PwC Greece Operational & Physical Security Policy. Business Information Subscriptions Policy. Expenses Reimbursement Policy. Physical Security Policy & Procedure for gradual Deconfinement. Travel Policy. Health & Safety Guidelines while Working from Home. Relevant information on Chapters 02 & 03• Marketing & Communication: Online behaviour and Social Media Guide for PwC Greece. Sponsorships & Advertising Policy <p>Also refer to: PwC’s Code of Conduct.</p>
2-24	Embedding policy commitments	All our policy commitments are included in “OnePlace”, the central information point for our organisation and all our Partners and staff. All our Partners and staff, as well as new joiners, go through regular training on embedding our policies in all our activities. Policy updates are communicated to all when situations change.
2-25 (103-2)	Processes to remediate negative impacts	In case of relevant incidents, we follow the appropriate legal requirements and internal procedures for disclosing these matters to affected parties and remediate circumstances that may have led to these situations arising. Relevant information also in Chapter 02
2-26 (102-17)	Mechanisms for seeking advice and raising concerns	Chapter 02, Ethics Helpline -Reporting Concerns p. 22
2-27 (307-1 419-1)	Compliance with laws and regulations	Chapter 02, pp 20-25 Chapter 02, pp 20, 23, 24, 25
2-28 (102-13)	Membership associations	Chapter 02, Professional memberships, p 29

5. Stakeholder engagement		
2-29 (102-40 102-42 102-43)	Approach to stakeholder engagement	Chapter 01, pp 16-17 Our primary stakeholders are those who have a significant interest in the actions and views of PwC Greece, and whose actions and views are, in turn, of significant interest to us. More information is also in PwC Greece Sustainability Report FY18-FY19 pp 20-23.
2-30 (102-41)	Collective bargaining agreements	PwC Greece employees have individual employment contracts with a common framework, enjoying conditions above minimum legal standards and wages commensurate with market rates. There are no collective bargaining agreements.

GRI 3: Disclosures and material topics

Identified Materials, Aspects, Boundaries		
3-1 (102-46)	Process to determine material topics	Chapter 01, section “Our sustainability strategy”, pp 15-17
3-2 (102-47, 102-49)	List of material topics	Chapter 01, section “Our sustainability strategy”, p 15 as well as in the beginning of chapters 02, 03 and 04

Economic performance and indirect economic impacts		
3-3 (103-1 103-2 103-3)	Management of material topics	Chapter 02, pp 27-28 Chapter 02 also describes the direct economic value generated and distributed (former GRI 201-1) as well as significant indirect economic impacts (former GRI 203-2). Also refer to PwC’s Global Annual Review for 2021 and 2020 for the economic performance of our global network. The annual financial statements of the PwC Greece entities are published according to the Greek legislation and are available publicly.

Materials		
3-3 (103-1 103-2 103-3)	Management of material topics	Being a professional services firm we don’t use materials for production of goods. Our carbon footprint turns out to be the most significant environmental impact our activities generate from our operations and travelling. Former GRIs 301-1 and 301-2 are not relevant to our operations. Chapter 04 “Our impact on society and the environment”, in section “Environmental sustainability and net zero” pp 62-67, describes our approach and material topics, commitment, priorities, carbon footprint measurement and reporting on our emissions.

Energy		
3-3 (103-1 103-2 103-3) 302-1 302-2 302-4	Management of material topics	Chapter 04 describes our boundary, approach, its component and material topics on pp 50, 62, 63 Energy consumption by our organisation, on Scope 1 & Scope 2, is included in p 65 and reporting on our carbon emissions pp 66-67. Chapter 04 also includes our strategy and actions regarding energy efficiency and achieving net zero.

Emissions		
3-3 (103-1 103-2) 305-1 305-2 305-3 305-4 305-5	Management of material topics	As above, our approach, boundary, component and emissions measurement are described in Chapter 04. Direct (Scope 1), Energy indirect (Scope 2), Other indirect (Scope 3) GHG emissions, intensity and reduction are all included in section “Reporting on our carbon emissions” in pp 66-67.

Effluents and waste		
3-3 (103-1 103-2) 306-2	Management of material topics	Being a services firm we don’t have production waste. We recycle the paper we consume as well as different kinds of materials, such as paper, plastic, aluminium and batteries. We regularly run campaigns to educate our people in limiting paper usage and the value of waste management and recycling. We upcycle gently used IT equipment and donate it to schools and NGOs. In summer 2020, we donated gently used office furniture to 6 NGOs and social enterprises. Further information about our in-kind donations in Chapter 04, section 2 “COVID-19 relief & general community work”, pp 57-61. Further information on PwC’s net zero commitment, Chapter 04 pp 62 - 67.

Supplier environmental assess		
3-3 (103-1 103-2)	Management of material topics	Chapter 04, p 63, includes PwC’s global commitment regarding its suppliers. Specifically, PwC globally commits that 50% of its global suppliers by emissions will have set their own Science Based Targets to reduce their own climate impact by 2025. Currently, as we are writing this report, we are assessing our local Supplier Policy in order to align with the global commitment.

Talent attraction and retention		
3-3 (103-1 103-2 103-3) 401-1	Management of material topics	This material topic, its boundary, management approach, evaluation and components are described in Chapter 03. New hires are described in pp 37-39. By region in FY21 there were 176 male and 174 female in Athens and 10 and 7 in Thessaloniki. In FY20, 213 male and 165 female in Athens and 5 and 3 in Thessaloniki. By age, the data available is: FY21, 107 male 20-30 yrs old and 39 31-40 yrs, female 125 and 30 respectively. FY20, 110 male 21-30 yrs, 26 male 31-40 yrs, 7 male 41-50 yrs, 100 female 20-30yrs, 13 at 31-40 yrs, and 3 at 41-50 yrs. New hires graduates were 141 (out of 386) in FY20 and 109 (out of 367) in FY21. Turnover: In FY21 male 124, female 103, in FY20 male 84, female 114. Of the total turnover 17% was in Athens and 28% in Thessaloniki in FY21, and in FY20 18% & 17% respectively. By age in FY21 the turnover was 18% in 20-30 yrs, 23% in 31-40 yrs and 9% in 41-50 yrs. In FY20 of the total turnover 16% was 20-30 yrs, 21% was 31-40 yrs, 9% was 41-50 yrs and 2% was over 50.

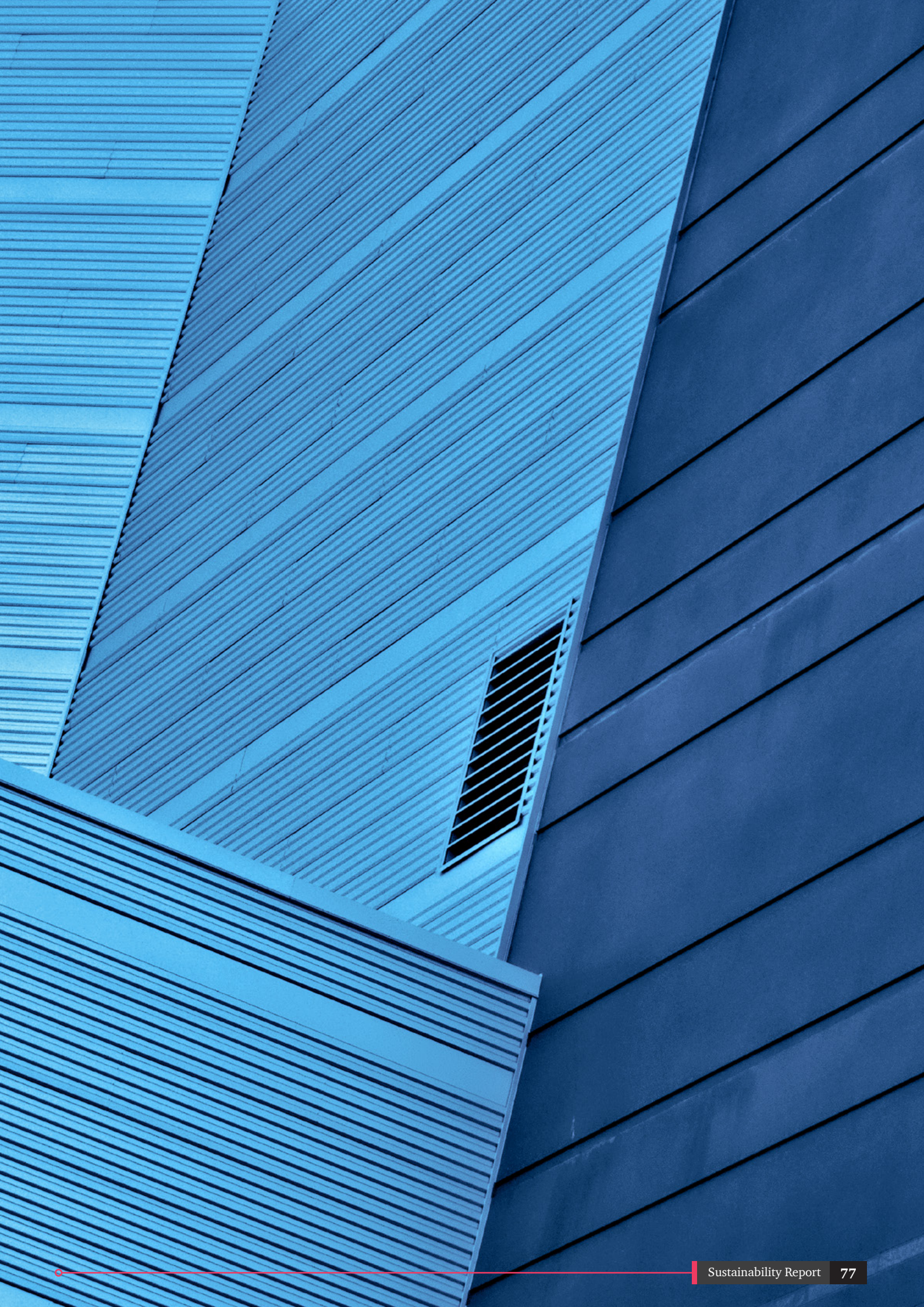
Training and education		
3-3 (103-1 103-2 103-3) 404-1 404-2 404-3 405-1	Management of material topics	This material topic, its boundary, management approach, evaluation and components are described in Chapter 03, “Upskilling” section, p 41. Same part includes the hours per year and average per employee. Programmes for upgrading employee skills and transition assistance programmes, coaching and feedback for professional development are also included in Chapter 03, pp 39-41. Source: PwC’s Learning Management System, Vantage All our employees receive regular performance and career development reviews throughout the year. Also, all employees (with at least 6 months in the firm) participate in the annual performance review process (end of each Financial Year) and in the annual merit increase/performance bonus process that follows. In addition, we provide regular training on how to give feedback. Diversity approach, governance, programmes and employees are described in Chapter 03 pp 42-44 and in numbers in pp 46-47.

Local communities		
3-3 (103-1 103-2 103-3) 404-1 404-2 404-3 413-1	Management of material topics	This material topic, its boundary, management approach, evaluation and components are described in Chapter 04, p 50. Operations with local community engagement, impact assessments, and development programmes are presented in pp 51-61.

Anti-corruption		
3-3 (103-1 103-2) 205-2	Management of material topics	This material topic, its boundary, management approach, evaluation and components are described in Chapter 02, section 1 “Exceptional ethical standards and Independence”, pp 21-23. Anti-corruption is included in p 21.

Customer privacy		
3-3 (103-1 103-2) 418-1	Management of material topics	This is described in Chapter 02, section 2 “Data security, protection and privacy”, p 24-25. To the best of our knowledge there are no substantiated complaints concerning breaches of customer privacy and losses of customer data in the reporting period, FY20 & FY21.

GRI 1: Foundation		Chapter &/or additional information
Requirement 8 (102-54 C)	Provide a statement of use	This report has been prepared in accordance with the GRI standards: Core option.
Requirement 7 (102-55)	Publish a GRI content index	We are reporting with reference to and in accordance with the GRI Standards, using the updated 2021 general disclosures.





ESG, Sustainability and Climate Change Services

Our services

Strategy & Transformation

Sustainability and climate is increasingly being built into the core of organizations, reflected in purposes and missions, managed across operations and linked to financing and investment decisions. Organisations who recognise these changes and take action to reorient their strategic directions have the potential to enhance their positioning for future success. We help our clients design and implement their ESG, sustainability or CSR strategies, integrate them into corporate strategy, measure their impact, align with UN Sustainable Development Goals and meet financing and investment requirements.

Reporting and Assurance

There is growing consensus that organisations, investors and governments can no longer rely solely on traditional financial information for decision making. Organisations are increasingly asked by different stakeholder groups to enhance and improve their ESG reporting and commit to targets that will enable a sustainable future growth.

Our add value services include:

- execution of stakeholders engagement and materiality analysis exercises;
- preparation of impactful reports that adhere to all applicable standards (GRI, SASB, UN Global Compact, CDP, Ecovadis), link to UN Sustainable Development Goals and incorporate quantitative and qualitative strategic targets;
- provision of sustainability assurance services, based on international auditing standards;
- assist in compliance with the EU non-Financial Reporting (NFR) Directive and readiness assessments on upcoming regulatory changes related to NFR.

Additionally, through our reporting services, we assist our clients to standardise and further automate their ESG, sustainability or CSR reporting process.

Sustainability and climate change

Sustainability issues are having an increasingly dramatic impact on businesses, investors, consumers, the workforce and governments. Whilst the COVID-19 pandemic has caused widespread disruption, it has also provided momentum and opportunity to rethink and reconfigure for resilience.

How we can help

PwC's Sustainability practice enables organizations to plan, source, deliver, finance and measure the wider impact of their products and services. We're helping future-proof businesses by making them more resilient, agile and sustainable.

We provide guidance on a wide variety of issues, working with clients from the corporate, private equity and public sector. We're specialists in how organizations can spot the risks and harness the opportunities.

Due Diligence

ESG is gaining traction across asset classes and managing ESG issues can create long term value for investors and their portfolio companies. PwC has the tools, methods and experience to enable investors to effectively drive incremental value from ESG. We apply our strong capability and deep knowledge of ESG to help clients develop an effective approach to the management of ESG factors on existing or target investments.

Climate Change

Organisations now focus on climate change and its consequences, both from a risk perspective and in the context of existing or upcoming regulations. We help them transform to net zero, increase their climate resilience, perform climate related risks and scenario analysis, incorporate climate risks in their risk appetite framework and meet the requirements of applicable standards and frameworks, including TCFD and ECB guide on climate risks.

ESG Intelligence tool

ESG Intelligence tool is an industry agnostic business intelligence platform, used to assist companies across all sectors monitor and report their Environmental, Social and Governance performance.

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PwC Greece Sustainability Report FY20-FY21

About this report

This is PwC Greece's fourth consecutive sustainability report. It represents PwC Greece's sustainability performance from 1 July 2019 to 30 June 2020 (FY20) and 1 July 2020 to 30 June 2021 (FY21). The content is inspired by the performance of our Corporate Sustainability (CS) strategy and initiatives, the positive impact of our services as well as the results of our people's engagement. All data presented in this report are in relation to PwC Greece's operations in Athens and Thessaloniki, unless stated otherwise.

This report is prepared in accordance with the GRI Standards: Core option. It has been compiled and written by PwC Greece's Corporate Sustainability function. PwC Greece's ESG, Sustainability and Climate Change Services Group has assisted in the adherence of this report according to the GRI standards.

To download the report, please visit our [site](#).

For further information about this report, please contact:



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At PwC, our purpose is to build trust in society and solve important problems. We're a network of firms in 156* countries with more than 295,000* people who are committed to delivering quality in assurance, advisory and tax services. Find out more and tell us what matters to you by visiting us at www.pwc.com.

*PwC's Global Annual Review 2021

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