2025 PwC Network Sustainability Report

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Introduction to our FY25 Network Sustainability Report

This year our business has responded to a highly dynamic and rapidly changing external environment.

This report reflects our continued journey to respond to diverse, emerging sustainability reporting standards. We expect to continue to evolve our network reporting in both our approach and in the content over the coming years as the sustainability reporting landscape continues to take shape. In addition, we continue to enhance data insights within our network to identify and manage the complex matters we face.

In the early sections of the report, we set out our approach to reporting, as well as an overview of our business model and value chain. The inclusion of our first materiality assessment identifies those sustainability topics that are considered to be most significant for our business. The report also sets out the governance we have in place to provide oversight of our sustainability matters and details our approach to the robust risk management we know is fundamental to sustaining the trust and confidence of our clients, regulators and stakeholders. Our climate transition plan can be found further within the report.

Colm Kelly

Global Leader, Corporate Sustainability

Our approach to reporting

We are continuously evolving our reporting to enhance transparency around our sustainability journey. Our approach to reporting is guided by both emerging and well-established global reporting frameworks and requirements, particularly the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards and Greenhouse Gas Protocol. We refer to the applicable sources of guidance in individual sections of this report.

As part of this evolution, this year we are pleased to share the results of our network materiality assessment, which identifies the key material topics across our PwC network. In our report, we have focused on our risks and opportunities in relation to climate, acknowledging their importance to our stakeholders, and reflecting our existing commitments in this area. Our approach to reporting in future years will continue to evolve.

Scope of this report

This sustainability report has been prepared on behalf of PwC International Limited (PwCIL) and this report combines the information relating to the firms of the PwC network (referred to as 'the PwC network').

Throughout this report, the terms PricewaterhouseCoopers, PwC, our, we and us are used to refer to the network of firms of PwCIL, or, as the context requires, to one or more PwC firms.

The report covers a 12-month period for the year ended 30 June 2025 which is aligned with the reporting period of the PwC network's Global Annual Review.

Presentation currency

The presentation currency used in this report is US dollars ($), which aligns to the presentation currency used in the PwC network's Global Annual Review.

Time horizon

As of the end of the reporting period, the following time horizons were identified which align with the timelines used for strategic decision-making:

Short-term (0 to 12 months)	Medium-term (1 to 5 years)	Long-term (beyond 5 years)

These time horizons have been applied throughout the report, including within the materiality assessment, scenario analysis and climate resilience assessment.

Scope of assurance

Limited assurance has been obtained on specific greenhouse gas (GHG) emissions metrics only as detailed on page 39. For the assurance conclusion of the Independent Limited Assurance Practitioner, please refer to page 36.

Overview of the network, business model and value chain

At PwC, we help clients build trust and reinvent so they can turn complexity into competitive advantage. We're a tech-forward, people-empowered network of 364,000 people in 136 countries. Across audit and assurance, tax and legal, deals and consulting we help clients build, accelerate and sustain momentum.

As a people-based network of firms, our business model relies on people as our key asset and our primary input into our business activities and services. Their collective knowledge and skills provide a diverse and significant breadth of capabilities that we leverage to support our clients.

Key inputs for our business model include human, financial and intellectual capital, as well as physical assets, such as offices (mainly leased) and IT equipment. Our key outputs are services and solutions delivered to our clients to support their needs.

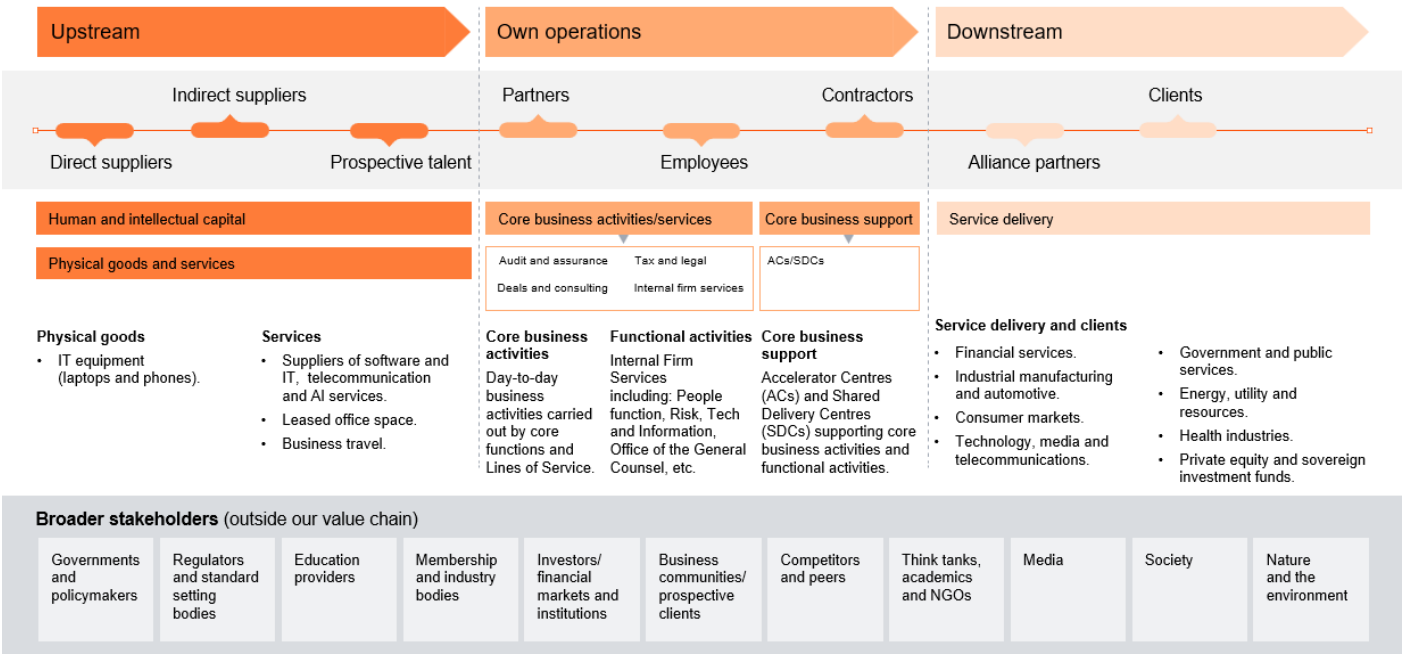
Value chain

Upstream: Our suppliers provide necessary products and services such as communications infrastructure, technology and travel services to facilitate our day-to-day business operations.

Own operations: We operate broadly the same business model across the world, supported by core business functions and a number of shared service delivery and acceleration centres which provide virtual client engagement support across our services and capabilities.

Downstream: We offer services to a diversified portfolio of private and public sector clients, spanning the majority of industries, sectors and geographical regions. We also work with alliance partners to accelerate innovation, to help power our clients' business transformation with some of the world's leading technology, working with companies in areas which complement our own service offerings.

Our value chain



Broader stakeholders: Outside our value chain, there are a range of stakeholders who influence our business, or the context within which we operate, in a number of ways. We recognise that these stakeholder groups can give rise to risks and opportunities for our business, while not directly being part of our value chain.

The PwC network

PwC is the brand under which the member firms of PwCIL operate and provide professional services. Together, these firms form the PwC network. 'PwC' is often used to refer either to individual firms within the PwC network or to several or all of them collectively.

The PwC network consists of firms that are separate legal entities. That's because in many parts of the world, laws and regulations require accounting firms to be locally owned and independent. The PwC network is not a corporate multinational and member firms don't and can't operate as if it was.

The PwC network is not a global partnership, a single firm, or a multinational corporation.

The firms that make up the network are committed to working together to provide quality service offerings to clients throughout the world. Firms in the PwC network are members of, or otherwise connected to, PwCIL, an English private company limited by guarantee.

PwCIL doesn't practice accountancy or provide services to clients. Instead, its purpose is to facilitate coordination between member firms in the PwC network. Focusing on key areas such as strategy, brand, and risk and quality, the Network Leadership Team and the Global Governance Board of PwCIL develop and implement policies and initiatives to achieve a common and coordinated approach among individual firms, where it's appropriate. See the Governance section for more details on the Executive Leadership and PwC's Global Governance Board.

Reporting boundary

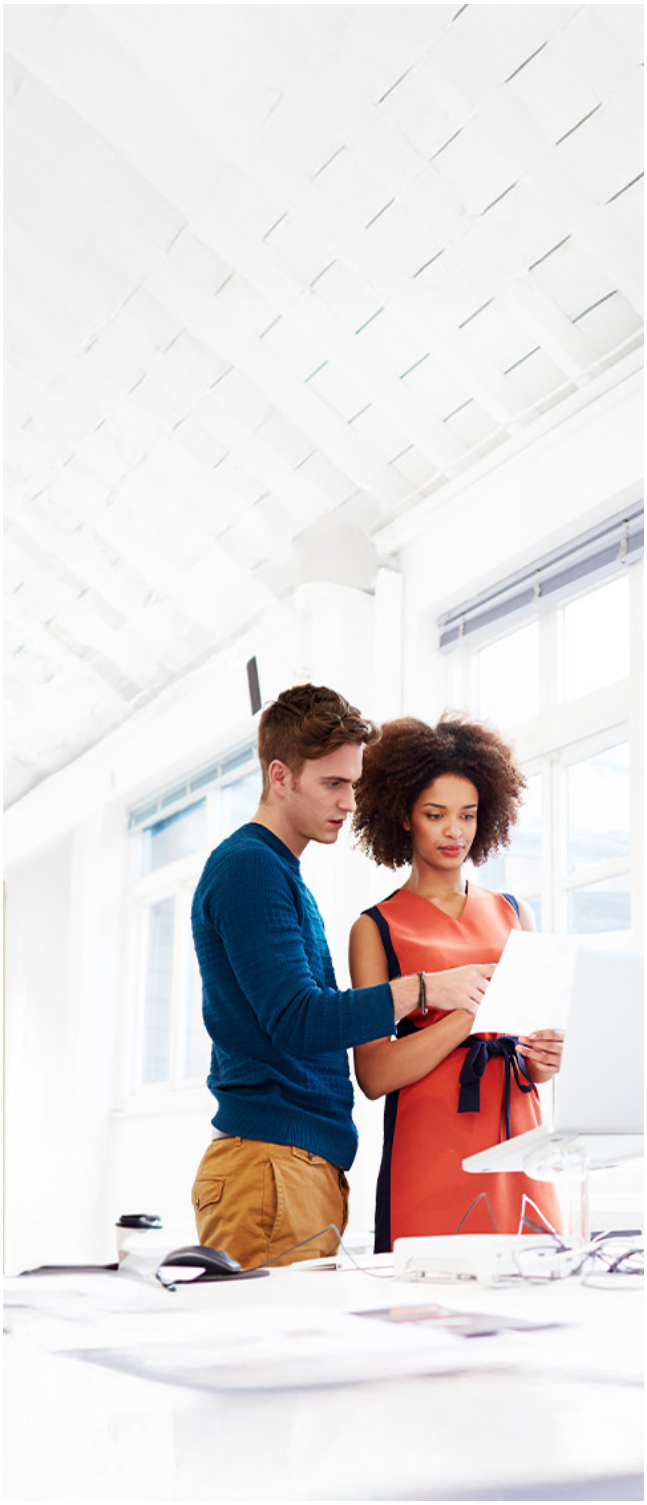
This report covers information relating to the PwC network (PwC). This comprises the firms of PricewaterhouseCoopers International Limited (PwCIL), each of which is a separate legal entity. Refer to the previous section for more information on the PwC network structure.

The PwC network publishes annual financial information as part of its Global Annual Review. The PwC firms included in the scope of the PwC network's published financial information in the Global Annual Review correspond to the PwC firms covered by this report.

The activities, products and services that form part of a PwC firm's value chain have been considered in assessing the climate-related risks and opportunities of PwC firms within the PwC network.

For details about our reporting boundary for greenhouse gas emissions, refer to the Climate metrics section.

Judgements and measurement uncertainties



When preparing this report, we have exercised judgement in a number of areas and have also used estimates in certain instances, for example, when information relates to an entity in the value chain, is forward-looking and/or involves data limitations. Our critical judgements, use of estimates and measurement uncertainties are set out in the following sections of the report.

Reference	Judgements and uncertainties
Page 15	Climate-related risks and opportunities (climate resilience)
Appendix 1	Materiality process
Appendix 2	Climate targets and related metrics

Materiality assessment

This year we carried out a materiality assessment to identify sustainability-related risks and opportunities that could reasonably be expected to affect PwC's financial prospects[1] over the short-, medium- or long-term.

We referred to, and considered, the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards and educational materials and the disclosure topics in the Sustainability Accounting Standards Board (SASB) standards for professional services, amongst other sources.

Insights were gathered from stakeholder representatives and subject matter experts from within the business to determine the actual and potential nature, magnitude and likelihood of identified risks and opportunities for our network. The findings were validated and approved by senior leaders including the Global Chief Commercial Officer, the Global Chief Operations Officer and the Global Corporate Sustainability Leader, among others.

The sustainability-related risks and opportunities of greatest significance for our business were identified within the topics summarised below. More detailed information on the materiality assessment process can be found in Appendix 1.

Topic	Description
Climate	Managing business risks associated with climate and reducing our impact on the climate.
Own workforce	Maintaining a workplace that is inclusive for all, that prioritises developing the skills of our people, supports wellbeing, and helps attract and retain the right talent to serve our clients.
Business culture and ethics	Embodying a culture of ethics, integrity and trust by continuing to embed our purpose, values and behaviours—including promoting a speak up culture—in our strategy, business model and decision-making at all levels of PwC firms and the network as a whole.
Technology, AI and innovation	Utilising our expertise to drive responsible technological innovation. Transforming ourselves and our services via disruptive technologies, including AI.
Data privacy, information and cybersecurity	Protecting and managing data and systems to safeguard the data of our clients and people.
Sustainability in our services	Integrating sustainability into our business strategy and developing innovative client services to meet evolving market needs.

This report contains our disclosures in respect of the risks and opportunities identified within the topic of Climate. Our approach to reporting in future years will continue to evolve.

While these matters were identified as the sustainability-related issues most significant for the network as a whole, we recognise and acknowledge that our individual firms may have sustainability-related risks and opportunities that differ from these based on the different contexts within which they operate. We therefore anticipate that different matters may arise in local reporting by individual firms.

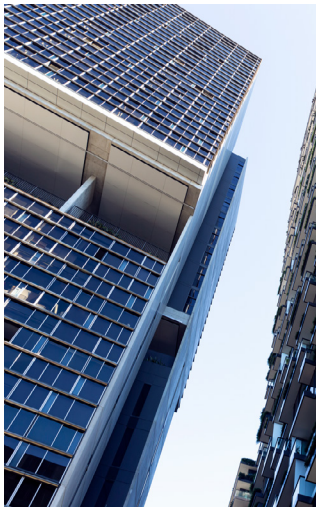
1 IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information, paragraph 3, defines the term 'prospects' as an "entity's cash flows, its access to finance or cost of capital over the short-, medium- or long-term".

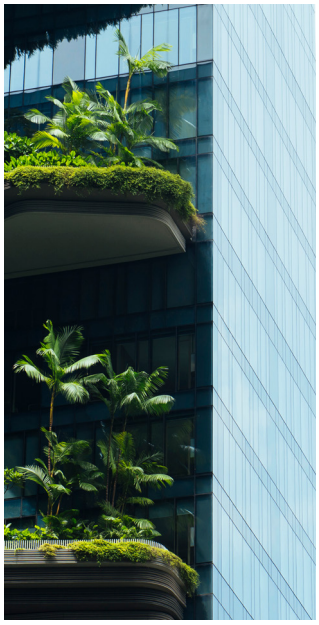
Governance

Executive leadership

The Network Leadership Team (NLT) sets the overall strategy and targets for the PwC network and the standards to which PwC firms agree to adhere. The NLT is currently comprised of the Network Chair and the Territory Senior Partners (TSPs) of the PwC firms in the UK and the US, plus a fourth member appointed by the Governance Board of PwCIL or "Global Governance Board" (currently the TSP of PwC Germany and Regional Senior Partner of PwC Europe).

The Global Leadership Team (GLT) is appointed by, and reports to, the NLT. Its members are responsible for leading teams drawn from PwC firms to coordinate and lead PwC's activities across all areas of the business, including our lines of service and network functional teams. Their responsibilities are reflected in their respective role descriptions.





Governance of our environmental strategy

Oversight and management of PwC's environmental agenda is conducted at both a network and individual firm level.

At a network level, management and oversight of our environment agenda, including our net zero programme, target setting and how we are transitioning our business to be sustainable in a low carbon economy, is provided by the NLT.

Our Global Sustainability Leadership Team (GSLT) is the primary management body relating to our own Corporate Sustainability (CS) agenda. It is led by our Global CS Leader and brings together CS leaders from the NLT PwC firms, representatives of our regions and subject matter experts to review our CS objectives, progress and impact. The GSLT monitors progress towards our net zero commitment, including our near-term science-based targets, as well as our broader business transition to adapt in response to the environmental agenda.

In the last 12 months, our Global CS Leader has reported to a number of key leadership groups to discuss our approach to decarbonising our business, and our progress in transitioning in response to climate-related risks and opportunities. This includes meetings with the GLT, and individually with the Global Chief Commercial Officer and the Global Chief Administrative Officer and Network Operations Leader.

Implementation of the CS agenda ultimately takes place within our firms at a territory level. Our network environment statement sets out targets, expectations and firm responsibilities, set at the network level.

TSPs are accountable for the progress towards our net zero transition. The TSP of each PwC firm has appointed a business leader who is responsible for defining and implementing the relevant plans in their territory.

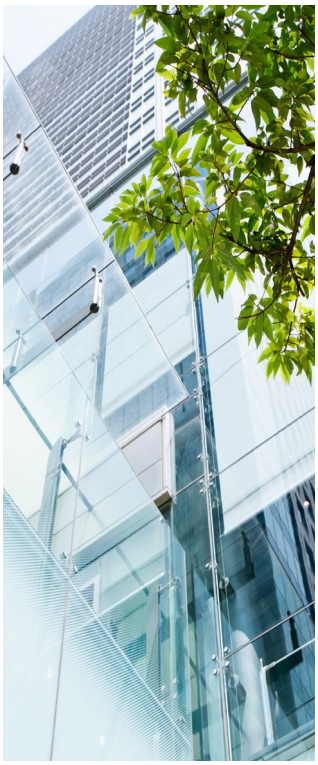
The TSPs of the Strategy Council firms (our largest 21 PwC firms and regions, which accounted for 75% of network emissions in FY25) currently have a Key Performance Indicator (KPI) embedded in their performance objectives relating to their progress against our network net zero commitment. This KPI impacts their reward and monetary incentives.

PwC's Global Governance Board

The Global Governance Board represents the interest of all members of the PwC network. It has overall responsibility for the governance of PwCIL and the PwC network, oversight of the NLT and approval of network standards (a collection of standards each firm agrees to abide by).

In addition to their own technical expertise across a range of disciplines, our Global Governance Board members also draw on specialist capabilities from within the business to supplement their own experience, including on sustainability matters.

The Global Governance Board currently has four standing committees focused on governance, markets, risk and operations. Each of these has an important role to play in governing PwC's response to risks and opportunities, including those relating to sustainability. As well as approving the NLT's annual plans (which includes sustainability-related KPIs) between them the committees provide governance over our CS and public interest matters, our sustainability-related services and product offerings, progress towards our net zero commitment, and our Enterprise Risk Management.



Risk management

Our approach to Enterprise Risk Management (ERM)

At PwC, we understand that robust risk management is fundamental to sustaining the trust and confidence of our clients, regulators and stakeholders. We maintain a strong and responsive ERM framework, which is regularly reviewed to reflect the dynamic and evolving nature of the risks we face as a network, including those relating to sustainability.

The network's governance and oversight structure includes a number of elements designed to reinforce sound risk awareness, accountability and decision-making across the network. These include the Governance Board of PwCIL ("Global Governance Board"), the Risk Committee of the Global Governance Board, the Network Leadership Team (NLT), the Global Leadership Team (GLT) and the Chief Risk & Regulatory Officer. You can read more about the roles that these bodies and individuals play regarding the operation and continued development of the network ERM framework in our Global Annual Review.

Key Network Risks (KNRs)

Each year we review the risks with the greatest potential impact on the PwC network, known as KNRs. KNRs are risks which have the potential to either undermine the achievement of the network strategy and business objectives, or fundamentally damage the network and compromise its future. The KNRs and ERM framework were considered as part of our materiality assessment (see Appendix 1). For more information on how we identify KNRs please refer to our Global Annual Review.

The Global Governance Board reviews the KNRs and related risk responses on a regular basis. The risks evolve over time and reflect issues whose consequences could extend beyond a single PwC firm to affect the entire network.

Our risk framework

Sustainability-related risks are embedded within our overall ERM framework and risks identified are subject to the same process and managed in line with all other risks.

Each PwC firm agrees to abide by a prescribed set of network standards and policies. These include a standard on ERM, which requires each PwC firm to establish an ERM programme, and integrate the ERM outputs into annual business planning. The ERM programme requires the identification, prioritisation, and mitigation of the most significant risks, with defined roles and responsibilities. PwC firms evaluate their risks, including those related to sustainability, and based on qualitative and quantitative factors assess their likelihood, impact(s) on the business, and nature (for example, whether they are operational, forward-looking, or emerging). They develop strategies to manage each risk, guided by criteria that consider financial, operational, legal impacts, as well as impacts on our people, reputation and quality. The criteria closely align with those used for the materiality assessment.

PwC firms conduct an annual review and complete a self-assessment of compliance with network standards, providing supporting evidence that is independently reviewed by specialists.

Climate-related risk and opportunity management

Within our ERM framework, Environment has been identified as a KNR.

Environment KNR: Not fully considering the impact of environmental risks (including extreme weather events, climate change, nature loss and geological disasters) on the network and preparing for their implications. This would include: (i) the impact of physical risks and related disruption; (ii) the impact of transitional risks on certain clients, sectors, economies and on our services; and (iii) failure to meet network commitments related to the environment.

Including Environment as a KNR not only reflects the importance the network places on the need to manage environment-related risk (including climate), but also effectively embeds it into the ERM programme and processes of PwC firms.

With respect to climate-related opportunities, the NLT is responsible for setting our market strategy and priorities. This includes consideration of the opportunities arising from climate and sustainability more broadly.

The Global Sustainability Markets Leadership team, a network-level management body (in addition to those outlined in the Governance section), works at a network level to set the strategy and ambition for our climate-related services. Collectively, they identify, assess, prioritise and monitor climate-related service opportunities and develop network-wide service offerings.

Climate-related risks and opportunities

Strategic significance of climate to the business

To understand the significance of climate for PwC's business model and value chain we carried out a materiality assessment to determine which climate-related risks and opportunities could reasonably be expected to affect our business.

That assessment identified the following climate-related risks and opportunities over the time horizons indicated.

Type and description	Time horizon
Physical risk - Impact of acute and chronic physical risk events, causing global or regional economic disruption which could impact our business through our client base.	Long-term
Transition risk - Managing reputational exposure for the business in the context of a dynamic system-wide transition to a low-carbon economy.	Short-, medium- and long-term
Opportunity - Adapting our existing services to embed climate considerations, and developing and scaling specific climate-related services.	Short-, medium- and long-term

Detailed findings

The strategic risks and opportunity described below are those that could reasonably be expected to affect the network's prospects. However, how these materialise at the level of individual firms across our network may vary and may not be considered significant in individual countries or regions.

The funding required to realise the identified opportunity and mitigate the risks is anticipated to be met via revenues generated from normal business activities in all cases.

Physical risk

Impact of acute and chronic physical risk events, causing global or regional economic disruption which could impact our business through our client base.

Effects on PwC's business

- Concentration of business activities vulnerable to the risk: Highest concentration of risk is expected to arise due to disruption to businesses in our client base, causing uncertainty in our revenue-generating activities.
- Time horizon: Long-term
- Type of financial effect(s): Revenue (decrease)

The frequency and severity of acute weather events is expected to continue to increase in the coming decades. In addition, anticipated chronic changes to temperatures and weather will drive social and economic change across many parts of the world. These changes are anticipated to drive shifts in economic activity and populations as communities adapt, which will result in financial risks in markets and economies.

As these events and changes occur, we recognise our business will be exposed to financial risk in affected locations arising from potential disruption to our own offices, the surrounding communities where our people live and the wider business communities—which in many cases will include our clients. The potential effects on our business are only expected to be material in the long-term, and the most significant disruption is expected to be to our revenue generating activities via our clients.

Effects on PwC's strategy and decision-making

The potential disruptive effect on us from impacts to our clients' businesses is very difficult to assess and therefore plan for, as different types of business (i.e. across industries and sectors) will be impacted by different types of climatic events at varying levels of severity.

In addition, the geographic variability of physical risks more generally means data on all the critical locations within the value chains of our clients would be needed in order to assess exposure levels. Given the complexity of global business value chains and the number of clients we have, even estimating the exposure levels would be extremely complex.

However, we can make some broad assumptions about the nature of our clients' businesses and the likelihood that they would be increasingly exposed to climate-related outcomes, in order to identify and work with those most likely to be affected. See further detail below in 'Current and anticipated financial effects'.

Business responses to mitigate this risk

As we work with our clients locally and regionally, we will provide our expertise and input to support them with their strategic planning, to identify and respond to climate-related risks and related developments (within relevant independence requirements). This is an important factor in how we can mitigate this risk for our own business as well as supporting them to build greater resilience.

This type of event also presents much wider societal and economic risks. We expect to work with multiple stakeholders, governments, clients and other ecosystem participants to plan for and reduce these risks as much as possible – to build resilience and minimise negative impacts.

Current and anticipated financial effects

The PwC network has not experienced material financial effects as a result of this risk in FY25.

We anticipate that the most significant impacts for our business will arise in the long-term, particularly if global temperatures continue to trend upwards. We estimate that the most significant financial effects will arise due to our business being indirectly impacted by decreased market demand (decreased revenue) due to disruption to our clients in high-risk sectors and/or regions.

Disruption caused by increasing levels of extreme weather events is anticipated to affect industries and business sectors differently. As a portfolio business, we have a broad base of clients which includes businesses from almost all sectors within the economy, which in itself provides some element of risk mitigation for our business.

To identify, at a high level, the segments of our portfolio where clients may be exposed to higher levels of climate-related physical risk than others, we have referred to the International Financial Reporting Standards (IFRS) Foundation's Sustainability Accounting Standards Board (SASB) Materiality Finder resource. Approximately 20% of our global revenues in FY25 came from clients that operate in industries for which the SASB Materiality Finder has identified "physical impacts of climate change" as a potentially relevant topic.

The disruption felt by our clients means we may encounter uncertainty within our own business. A key response to mitigate this risk will be to identify those clients who face the highest levels of exposure, and to support them to adapt their business models and supply chains to build resilience. This is reflected in the opportunity for our business in sustainability-related services (see 'Climate-related opportunities' detailed below).

Transition risk

Managing reputational exposure for the business in the context of a dynamic system-wide transition to a low-carbon economy.

Effects on PwC's business

- Concentration of business activities vulnerable to the risk: Applicable to all lines of service, though risk level will vary across jurisdictions based on local context and views on climate in general terms
- Time horizon: Short-, medium- and long-term
- Type of financial effect(s): Revenue (decrease)

The evolving nature of the global context in which we operate means that our business may be exposed to potential criticism and therefore reputational risk as a result of things we do, or in some cases potentially for things we don't do. We expect the level of risk that materialises will depend on the pace at which the system-wide transition to a low-carbon economy progresses, and the perceived role we — or the broader financial ecosystem — are viewed as having contributed to the pace of transition. There are various ways this type of risk to our reputation, and ultimately our brand, could materialise.

Effects on PwC's strategy and decision-making

Our strategy to manage this risk is multi-faceted—including plans to reduce our own impact on the climate, supporting clients on their decarbonisation journey, and taking steps to support the broader system-wide transition. Actions we are taking include:

- **In our own operations:** Remaining focused on managing our own operational emissions is an important part of how we are responding to this risk. This is reflected in the substantive programme that has been implemented across our network to make sure we continue to make progress toward our commitments. Part of the focus of that programme is on identifying and addressing the barriers to progress that emerge on the journey, which include broader structural challenges that impact many other businesses and could impede progress in overall terms. It is already clear that addressing these types of barriers will require ongoing engagement with other stakeholders. Read more about our progress toward our net zero commitments in our climate transition plan.
- **In our work with clients:** We are committed to investing in our people, in climate capabilities and technology to broaden and scale our business – to support our clients with new climate services and embed climate considerations within our core services (see further details in the 'Climate-related opportunities' detailed below).
- **Supporting the broader systemic transition:** One part of our own net zero commitment involves contributing our expertise to wider efforts to facilitate the transition to low-carbon alternatives.

Current and anticipated financial effects

There have been no material financial effects as a result of this risk in FY25.

We anticipate that the most significant financial effects arising from this risk may stem from reputational damage, resulting in a decrease in revenue if there is a fall in demand for our services. This may affect the 'Climate-related opportunities' referenced below and could potentially have broader implications for demand for our services across all lines of service.

The dynamic nature of the business context and broader transition means we do not currently consider there to be a meaningful way to usefully quantify this type of risk.

Opportunity

Adapting our existing services to embed climate considerations, and developing and scaling specific climate-related services.

Effects on PwC's business

- Concentration of business activities relevant to the opportunity: All lines of service, particularly in major global economic hubs
- Time horizon: Short-, medium- and long-term
- Type of financial effect(s): Revenue (increase), investment (increase)

The anticipated market growth in climate-related support represents an opportunity for the network over the short-, medium- and long-term. Client demand for PwC's climate-related service offerings is currently concentrated in major global economic hubs; however, we expect this will expand in future time horizons as the global sustainability landscape continues to shift.

Effects on PwC's strategy and decision-making

To realise this opportunity, it will be necessary to continue to invest in our service offerings, and to build skills and capacity within our workforce.

We continue to embed climate considerations through our services to support our clients and meet evolving market needs. In addition, we will continue to deepen and expand our specialist capabilities and develop new service offerings. Some specific actions already being taken include:

- **Upskilling our people:** These issues impact all sectors, geographies and products, and all businesses will be affected in some way. All our people will need at least a baseline knowledge and competency of climate matters to provide even more value to our clients, whatever service we're delivering. In FY25, 158,298 PwC employees (nearly 44% of our people) participated in sustainability upskilling activities, including climate-related modules.

- **New climate-related service offerings:** We have evolved our specific climate-related services to support clients as they transform their business and reporting strategy in response to new standards.

Embedding consideration of climate in our core services

There is work underway across our network to embed climate matters into our relevant services. The upskilling and capacity building mentioned above is central to enabling this.

Current and anticipated financial effects

During FY25, sustainability-related projects accounted for approximately US$1.5 billion of revenue (approximately 2.6% of total FY25 network revenue). These projects spanned a range of sustainability-related services, including supporting clients to protect value at risk from climate impacts and manage their energy strategies, amongst many other areas of work. We anticipate the addressable market size for services in this arena will continue to increase in the future.

We also expect that sustainability matters more broadly will drive an evolution of our relevant service offerings. We see sustainability, including climate, becoming key drivers of change within businesses, driving increased demand for a range of our services, including — but not limited to — sustainability services, across all our client sectors to differing degrees.

So whilst we do acknowledge it will create opportunity for us, we expect, given the extent to which sustainability will be embedded throughout our business and most of our service offerings, that it will be very challenging to meaningfully separate and identify the actual or anticipated financial effects for our business.

In addition, the dynamic way in which the policy landscape continues to evolve creates uneven scale, scope and pace of change across different countries and sectors, giving rise to significant uncertainty within markets as they respond.

For both these reasons, we do not yet have enough data from these market evolutions to reliably anticipate or forecast the demand for our service offerings in such a way that would constitute relevant information.

We do expect that as climate conditions, the policy landscape and markets continue to evolve, more data will become available regarding the manner in which businesses, governments and other stakeholders respond to these changes. This may allow us to better forecast and provide meaningful relevant information in this respect in the future.

Across the PwC network, the majority of investment is made by firms at a local level in their services and people. At a network level, we continue to invest to support globally aligned service approaches and capabilities to support consistent delivery of sustainability-related services for our clients. This dual approach to investment will continue into the future.

The level of investment we choose to make will depend on both the demand for sustainability-related services and the investment needs for other business priorities. We will remain adaptable and flex our investments according to prevailing market conditions.

Climate resilience

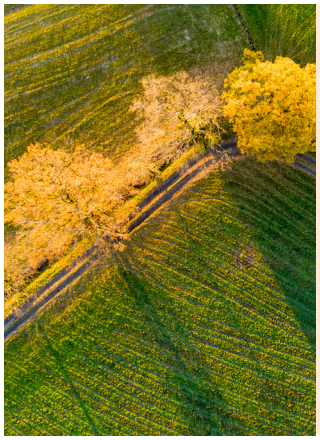
An overview of our approach to scenario analysis

Based on the output of our materiality assessment, we used scenario analysis to assess the climate resilience of our strategy and business model to climate-related changes, developments and uncertainties related to the climate-related risks and opportunity identified. For this purpose, we selected two climate scenarios:

1. Paris-aligned scenario (1.5°C) to assess the transition impacts for our business in an economy shifting to a low-carbon world, and
2. No-mitigation scenario (>4°C) to assess our physical risk under a high-emissions scenario consistent with a future with limited policy changes to reduce emissions.

These scenarios were chosen to stress-test our business at differing ends of the climate spectrum. In taking this approach, we seek to identify strategic actions needed to support long-term business resilience.

Our latest scenario analysis was carried out in FY25. This assessment was undertaken on a top-down basis at a network level and considered PwC offices and services.



What is a 'climate scenario'?

Climate scenarios are hypothetical future states under different levels of global warming and states of transition to a low-carbon world. They provide a forward-looking view into how different types of climate-related risks and opportunities may impact an organisation. There are a number of scenarios which have been developed by central scientific organisations or large businesses that are publicly available and widely used within climate-related scenario analysis.

First, in our Paris-aligned scenario, we assessed transition risks by using a scenario where the rise in global temperatures is limited to an average of 1.5°C relative to pre-industrial levels. Second, in our No-mitigation scenario we assessed physical risks by selecting a stressed physical scenario which assumes limited policy changes are implemented to curb the current volume of emissions, resulting in an increase of >4°C in average global temperatures. We periodically review the relevance of the scenarios we choose to apply in our analysis and refine as needed.

Scenario	Paris-aligned scenario (1.5°C)	No-mitigation scenario (>4°C)
Underlying model	Network for Greening the Financial System (NGFS) Net Zero 2050 scenario	Intergovernmental Panel on Climate Change (IPCC) Shared Socioeconomic Pathways 5-8.5
Assumptions	• Ambitious climate policies are introduced immediately. • Transition risk leads to a negative short-term impact on gross domestic product. However, immediate coordinated transition will be less costly than inaction or a disorderly transition in the longer-term. • Carbon dioxide (CO_2) removal is used to accelerate decarbonisation but kept to the minimum possible and broadly in line with sustainable levels of bioenergy production. • Electricity from renewables increases five-fold over the next three decades. • Net CO_2 emissions reach zero around 2050 (50% chance of limiting global warming to below 1.5°C by the end of century).	• Reversal of current technology and/or mitigation policy trends. • Global emissions continue to rise as a result of high-carbon intensity of the energy system. • High reliance on fossil fuels to support economic development. • Global mean sea level rise of 0.63–1.01 m (likely range) by 2100 relative to the 1995–2014 average. • Very high frequency and intensity of heat waves and extreme precipitation events.

Description	Impact on PwC's business model and strategy
Physical risk Impact of acute and chronic physical risk events, causing global or regional economic disruption which could impact our business through our client base.	The **No-mitigation scenario** drives a greater level of physical impacts given the increased severity of climate- and weather-related events that would likely take place. For PwC, we anticipate that the worst climate-related effects will arise in this scenario in the long-term. However, we are already seeing extreme weather have an impact today, though these impacts would not be considered material to our business. We are best equipped to manage the physical risk exposures which may arise through our client base by building our climate-related services to manage increased demands from clients as they respond to build business resilience to these risks. Supporting them to manage their exposures will in turn help to reduce the exposure of our own business to climate-related disruptive effects. We acknowledge physical risks will also be present in a **Paris-aligned scenario**, but we have not analysed those impacts, instead focusing on the more severe position as a means of stress-testing our business.
Transition risk Managing reputational exposure for the business in the context of a dynamic system-wide transition to a low-carbon economy.	The **Paris-aligned scenario** drives a greater level of transition impacts, given the dominance of policy changes and disruption as the economy transitions to a low-carbon world. For PwC, reputational and brand risks become prominent in this scenario as our business may be exposed to potential criticism for things we do, or in some cases potentially for things we don't do. We expect the level of risk that materialises will depend on the pace at which the system-wide transition progresses, and the perceived role we — or the broader financial ecosystem — are viewed as having contributed to the pace of transition. Existing risk mitigation measures are designed to continually evolve as stakeholder expectations shift, for example: • Our transition plan strategy continually evolves, and • We continue to develop and scale our climate-related service offerings to support our clients to reduce their impacts.

Description	Impact on PwC's business model and strategy
Opportunity Adapting our existing services to embed climate considerations, and developing and scaling specific climate-related services.	The size of the related market opportunity will to some extent depend on overall global climate outcomes and the pace of transition, but opportunity is expected to exist under both scenarios, albeit with potentially varying growth rates. We anticipate that the demand for climate-related services under a **Paris-aligned scenario** will be driven by clients reacting to increasing policy changes, technological disruption, more stringent sustainability reporting requirements and increasing pressure from stakeholders to reduce their carbon footprint. In a **No-mitigation scenario**, clients will need to assess, plan for and adapt to increasing climate-related physical risks throughout their value chains, which may involve strategies to manage supply chain vulnerabilities, crisis management or similar.

Judgements and uncertainties

The following judgements and uncertainties are noted with respect to the climate-related risks and opportunities disclosed above.

Physical risk: Impact of acute and chronic physical risk events, causing global or regional economic disruption which could impact our business through our client base.

- Climate model uncertainties: There is significant uncertainty regarding the variability in climate projections including the potential changes in weather patterns and evolving climate conditions.
- Client portfolio: Estimated disruption to our client base is based on a sector-based analysis applied to PwC's FY25 revenues. However, the geographic variability of physical impacts of climate has not been factored in, due to complexity of business value chains. This introduces uncertainty to the application of the sectoral exposure.

Transition risk: Managing reputational exposure for the business in the context of a dynamic system-wide transition to a low-carbon economy.

- Stakeholder perceptions: We have identified this as a risk for our business as stakeholder trust and confidence are fundamental to our business. However, reputational exposure in the context of a dynamic system-wide transition is difficult to predict and/or model in order to determine if, and when this risk may materialise.

Opportunity: Adapting our existing services to embed climate considerations, and developing and scaling specific climate-related services.

- Market demand: Client demand for services of this nature is difficult to predict and we expect will vary based on prevailing climate conditions, and the future evolution of regulatory and policy landscapes across the world.
- Regional variances: Demand for services of this nature, particularly specific climate-related services, are largely influenced by regional perceptions and attitudes towards climate which are often difficult to predict. Regional variances are likely to result in varying levels of demand for these services across regions.

Climate transition plan

Greenhouse gas (GHG) emissions reduction targets

In September 2020, the PwC network announced a global commitment to achieve net zero GHG emissions, with near-term science-based targets set for 2030. In July 2021, these near-term emissions reduction targets were independently validated by the Science Based Targets initiative (SBTi). In November 2024, the PwC network set long-term science-based targets for 2050 which were independently validated by the SBTi. These targets were established using the Absolute Contraction Approach and the commitment is in line with a 1.5-degree scenario as outlined in the Paris Agreement. Our emissions reduction targets apply to gross GHG emissions[2].

The PwC network has committed to:

Overall net zero[3] target:

- Reach net zero GHG emissions across the value chain[4] by FY50.

Long-term target:

- Reduce scope 1, 2 and 3 absolute emissions by 90% from a FY19 base by FY50.

Near-term targets:

- Reduce scope 1 and 2 absolute emissions by 50% from a FY19 base by FY30.
- Transition to 100% renewable electricity in all PwC firms by FY30.
- Reduce absolute business travel emissions by 50% from a FY19 base by FY30.
- Have 50% of the network's purchased goods and services suppliers (by emissions) set science-based targets to reduce their own climate impact by FY25.

2 Scope 2 market-based approach is considered in the targets. More information on this can be found in Appendix 2.
3 SBTi defines achievement of net zero as reducing GHG emissions across the value chain to a residual level consistent with limiting warming to 1.5 degrees, by 2050 at the latest. Residual emissions must then be neutralised using permanent carbon removals.
4 Please see the Climate metrics section for more information on the value chain considerations in emissions calculations and target setting.

As we decarbonise our business, there are emissions that we have not yet reduced or eliminated. We purchase high-quality carbon credits each year equivalent to the volume of these emissions for our scope 1, scope 2 and scope 3 business travel[5]. We do not count these as emissions reductions towards our near-term targets.

In line with the offsetting commitment we made in 2020, we plan to transition our portfolio to carbon removals from FY30. In line with our new long-term targets, we aim to achieve net zero by 2050 and plan to neutralise all unabated emissions from that point onwards. We will continue to review evolving market solutions and options to meet these commitments. You can read more about our approach here.

Further details on our targets and related metrics can be found in Appendix 2.

Actions and decarbonisation levers

Our business transformation in response to the climate agenda is an ongoing process and our environment strategy remains focused on two key interconnected agendas — mitigation and adaptation. Areas of focus include:

- **Energy efficiency in buildings**
  We are enhancing building efficiency by integrating Building Energy Management Systems (BEMS), upgrading existing Heating, Ventilation and Air Conditioning (HVAC) systems in our offices, optimising energy use with landlords, and installing efficient lighting along with sensors and occupancy-based lighting controls.
- **Use of renewables**
  We currently source and purchase[6] 99% renewable electricity across our network of firms, progressing towards our target of 100% by 2030. We also look to purchase alternative fuels such as biogas for gas-heated offices where available and we're installing solar photovoltaic technology to cover portions of our energy use.
- **Internal policy and behavioural changes**
  Some of our firms have sustainable resourcing programmes in place, as well as IT management programmes to enable resource efficiencies through the management of our IT footprint. We use technology to analyse and understand our emissions in order to better target our interventions where they will be most impactful. We are upskilling our workforce and also working to reduce and redesign office spaces to promote collaboration and enhance energy efficiency. Our supplier engagement programmes are focused on encouraging suppliers to set science-based targets to reduce their own climate impacts.
- **Transportation**
  We are implementing and evolving policies and programmes to help reduce our transportation emissions. We connect virtually where possible and appropriate. Some PwC firms are introducing carbon caps and budgets on travel, monitored by digital dashboards and supported by resources and tools (e.g. travel calculators). We have made individual purchases of Sustainable Aviation Fuels (SAFs) in a number of markets. We are also working to transition vehicle fleets to electric vehicles (EVs) in firms that retain fleets.

5 Well-to-tank emissions are not included in the scope of our carbon credit purchase.
6 Supported by Energy Attribute Certificates (EACs).

Investment and funding allocation

Investment in climate mitigation

Delivering on our net zero commitment requires sustained and targeted investment. We estimate that our approach accounts for the capital deployment of some US$36 million in FY25 in support of:

- Investments in sustainability-focused professionals, renewable energy procurement, real estate and office enhancements and electrifying our vehicle fleets.
- Supplier engagement and sustainable procurement funding to support suppliers in establishing their own science-based targets (SBTs) to reduce their environmental impact.
- Funding partnerships and collaboration initiatives with framework and standard-setters as well as industry alliances.

We also invested an additional US$9 million to support our Beyond Value Chain Mitigation activities. This investment does not include any activities to reduce our GHG emissions, which are covered separately above. Specifically, the additional investment covers:

- Sustainable aviation fuels
- Carbon credits

Internal carbon price

While we do not apply a carbon price at a network level, there are examples of PwC firms that apply an internal carbon price to help drive low-carbon investment and activities.

Governance, strategy and progress

Governance

The transition plan is developed by Global Corporate Sustainability (CS) Leadership and reviewed and approved by the Network Leadership Team (NLT). The Governance Board of PwCIL monitors the implementation of the transition plan.

Our net zero strategy spans all PwC firms and local implementation plans are in place across our network, stewarded by business leaders in each territory. Progress towards these local plans is continually monitored and currently comprises a key performance metric for leaders of our largest 21 PwC firms and regions.

Strategy

Our climate strategy is designed to deliver progress towards our near-term science-based targets and our long-term net zero commitment.

PwC has used climate-related scenario analysis to assess the climate resilience of our strategy and business model to climate-related changes, developments and uncertainties. PwC's business model is impacted by climate-related opportunities through the increasing demand for specific services from clients as they transition to a sustainable economy, and the need to evolve the skills and capabilities of our people in response to this changing market demand.

With respect to those actors upstream from our business, our transition plan has already impacted what we buy and who we buy it from. Most notably, it has impacted our business travel decisions, sourcing renewable electricity, and having suppliers with SBTs to reduce the climate impact in our supply chain. Our supply chain will continue to be impacted as we further refine our purchasing strategies.

With respect to impacts downstream from our business, the climate-related risks and opportunities detailed in this report have already and will continue to impact how we engage with our clients and on which topics, the type of work we perform (with greater and growing emphasis on climate and environmental matters), as well as the strategic alliances we develop.

For details on our progress towards our climate transition plan, refer to Appendix 3.

Climate metrics

Summary of greenhouse gas (GHG) emissions

GHG metric	FY19 Baseline year	FY22	FY23	FY24	FY25	Change since baseline year
Scope 1 Direct emissions						
Total scope 1 emissions (tCO_2e)	**39,787**	**30,582**	**31,873**	**28,815**	**26,663**	**-33%**
Scope 2 – Indirect energy emissions						
Total scope 2 emissions (location-based) (tCO_2e)	**181,874**	**140,442**	**135,504**	**135,840**	**132,207**	**-27%**
Scope 3 – Indirect emissions						
Category 1 - Purchased goods and services emissions (tCO_2e)	1,138,379	1,237,937	1,248,008	1,132,265	1,096,851	-4%
Category 2 - Capital goods emissions (tCO_2e)[7]	246,850	247,145	272,414	213,513	222,404	-10%
Category 3 - Upstream energy and fuel related emissions (tCO_2e)	66,155	50,786	50,324	50,334	49,705	-25%
Category 6 - Total business travel emissions (tCO_2e)	995,660	326,283	541,642	576,197	621,957	-38%
Air travel (tCO_2e)[8,9]	668,795	196,308	343,711	373,125	415,885	-38%
Land-based travel (tCO_2e)	117,867	40,751	54,388	63,157	64,057	-46%
Accommodation (tCO_2e)	107,075	55,876	91,913	82,569	79,834	-25%
Well-to-tank (WTT) for business travel (tCO_2e)[10]	101,923	33,348	51,630	57,346	62,181	-39%
Category 7 - Employee commuting (tCO_2e)[11]	203,603	113,822	123,276	125,875	107,772	-47%
Total scope 3 emissions (tCO_2e)	**2,650,647**	**1,975,973**	**2,235,664**	**2,098,184**	**2,098,689**	**-21%**
Total gross GHG emissions (tCO_2e) (location-based)	**2,872,308**	**2,146,997**	**2,403,041**	**2,262,839**	**2,257,559**	**-21%**
Biogenic emissions (tCO_2e)	3,316	2,677	2,929	2,843	2,949	-11%

7 As of FY25, scope 3, category 2 (capital goods) is reported as a separate category. Prior to FY25 scope 3, category 1 (purchased goods and services) and category 2 (capital goods) were reported as a combined category.
8 The DESNZ 2022 emission factors (previously published by DEFRA) were used to calculate air travel emissions to best reflect the current state of travel in FY25. In addition to this, the DESNZ (previously published by DEFRA) 2023 emission factors have been applied to FY21 and FY22 to best reflect air travel emissions during the COVID-19 pandemic. This methodology is consistent with prior years.
9 Air travel emissions are inclusive of Radiative Forcing (RF).
10 Business travel WTT emissions are not included in the scope of our carbon credit purchase.
11 Commuting emissions are inclusive of upstream fuel and energy-related emissions (WTT).

Emissions are measured and reported using carbon dioxide equivalent (CO_2e), capturing all relevant emissions from the seven greenhouse gases covered by the Kyoto Protocol — carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF_6) and nitrogen trifluoride (NF_3).

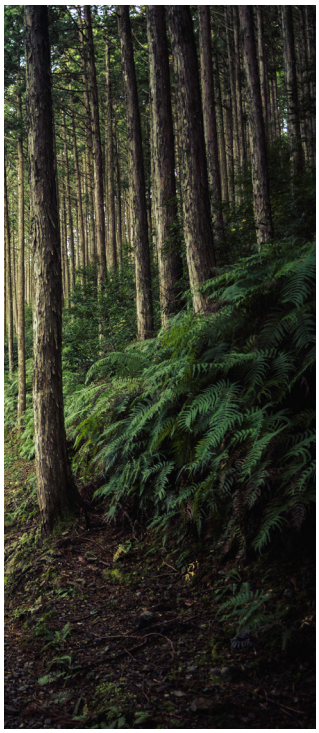
Contractual instruments

We procure 99% of our electricity from renewable sources globally, using a mix of self-generation (1%), bundled Energy Attribute Certificates (EACs) (35%), and unbundled EACs (63%). As most of our facilities are leased and have a small building footprint, on-site renewable generation is often not feasible. In many markets, bundled renewable electricity remains unavailable due to market, regulatory and infrastructure constraints, making unbundled EACs the most practical and scalable solution at this point in time.

Carbon credits

In FY25 we contracted a total volume of 542,882 tCO_2e carbon credits. 26% of these have been issued and cancelled while the remaining 74% have been sourced through the Lowering Emissions by Accelerating Forest finance (LEAF) Coalition and have been delayed. Due to the pioneering nature of the Coalition, delivery of credits has taken longer than anticipated and credits we will source through the Coalition to meet our FY25 commitment are contracted but still awaiting issuance and cancellation.

We do not count emissions reductions from carbon credits towards our emission reduction targets. In line with the offsetting commitment we made in 2020, we plan to transition our portfolio to carbon removals from FY30. In line with our new long-term targets, we aim to achieve net zero by 2050 and plan to neutralise all unabated emissions from that point onwards. We will continue to review evolving market solutions and options to meet these commitments. More information about our carbon credit purchasing process, including the quality criteria we apply and disclosures of our purchases, is available here.



Reporting boundary for GHG emissions

We measure our GHG emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) (GHG Protocol).

i. Organisational boundary

PwC's reported corporate sustainability information covers the operations and supply chain of all PwC firms in the PwC network and for purposes of only this report is reported as a combined total of individual associates[12] using an operational control approach guided by the GHG Protocol.

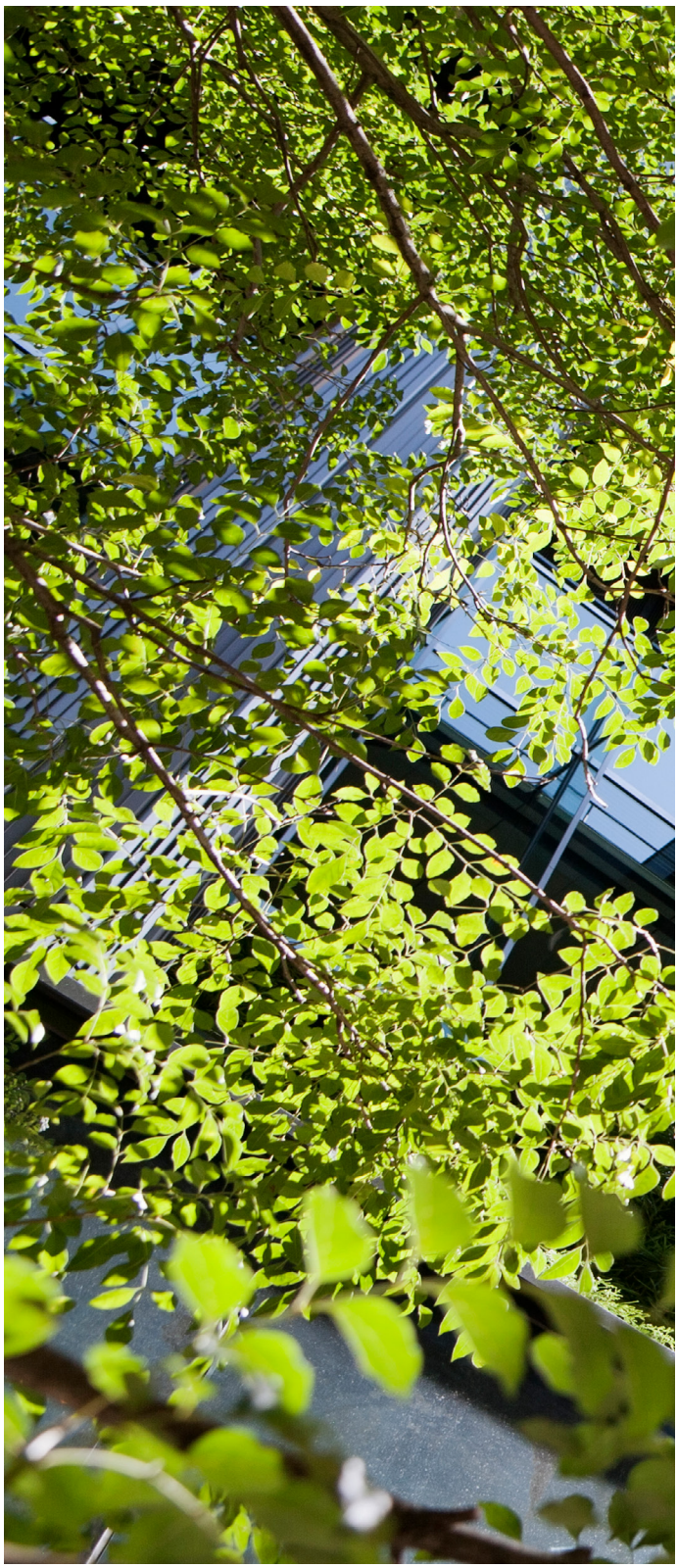
In accordance with that Protocol, any organisation that trades under the PwC brand or is operationally controlled by an organisation that trades under the PwC brand, is included within the organisational boundary, with one exception: we exclude companies that any PwC firm's insolvency practices may operationally control for short periods of time through provision of our services.

PwC uses the operational control approach as the most appropriate method to measure the GHG emissions, considering the network structure and the role of PwCIL in the development and implementation of policies and initiatives to achieve a common and coordinated approach among individual firms. For more details please see the Overview of the network. Our targets are set based on this approach to account for the progress and performance of the network as a whole.

ii. Value chain

We consider the entire value chain in the measurement of scope 3. Our scope 3 categories are defined and calculated as per the Corporate Value Chain (Scope 3) Accounting and Reporting Standard ("Scope 3 Standard"). We extend beyond the minimum boundary as defined in the Scope 3 Standard for scope 3 category 6 (business travel), where we disclose accommodation and related well-to-tank (WTT) emissions, and scope 3 category 7 (employee commuting), where we disclose the related WTT emissions. These additional disclosures are to meet Science Based Targets initiative (SBTi) criteria.

12 Due to the structure of the PwC network and for the purposes of reporting climate metrics, PwC firms are considered individual associates, which are combined for reporting at a network level. Therefore scope 1 and scope 2 information has not been disaggregated. Climate metrics are reported as a combined group for the purposes of providing the most relevant and accurate information for the PwC network as a whole. Read more about PwCIL's structure here.



Methodology, inputs and assumptions

We calculate scope 1, scope 2 and scope 3 GHG emissions using the indirect measurement method, as direct measurement is unavailable. We consider the principles and guidance of the GHG Protocol Corporate Accounting and Reporting Standard ("GHG Protocol Corporate Standard"), Scope 2 Guidance and the Scope 3 Standard to guide the criteria to define, collect, and calculate our GHG emissions metrics.

We report on scope 2 location-based emissions guided by IFRS S2. A location-based method reflects the average emissions intensity of grids on which energy consumption occurs (using mostly grid-average emission factor data). Additionally, we report scope 2 market-based emissions to support our targets. The market-based method reflects emissions from electricity using emission factors from contractual instruments.

We calculate Scope 3 using a combination of calculation methods using both primary and secondary data. We prioritise primary data and use it to calculate scope 3 category 1 (purchased goods and services), category 2 (capital goods), category 3 (upstream energy and fuel related emissions) and category 6 (business travel). We use secondary data in the calculation of scope 3 category 7 (employee commuting) through the use of a third-party model. We prioritise verified data in the calculation approach. We verify data internally through multi-round calculation reviews and cross-checking data with other sources. We verify data externally through the assurance of selected metrics. Please see the Assurance conclusion for more details.

The details of the methodologies, inputs and assumptions used for the reported emissions can be found in Appendix 4.

Events after the reporting period

No transactions, other events or conditions occurring after the end of the reporting period and before the date of authorisation of issue of this document have taken place that need to be disclosed in this report.

Disclaimer

This report contains information based on current information and forward-looking estimates, judgements and assumptions. Such information may be subject to limitations and uncertainties beyond the control of PwC. Subsequently, forward-looking statements are not guarantees of future performance, and outcomes may differ and/or change over time. PwC reserves the right to revise and adjust the content within this report as external factors and variables change, and as sustainability reporting requirements evolve. For further information on judgements and uncertainties considered in the process of preparing this report, please refer to the Judgements and measurement uncertainties section. This document is intended solely for informational purposes, and its contents should not be considered definitive, as revisions and adjustments may be made without prior notice or obligation to update.

At PwC, our purpose is to build trust in society and solve important problems. We're a network of firms in 136 countries with 364,000 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.

Independent Limited Assurance Report to PricewaterhouseCoopers Services B.V.

We have been engaged by PricewaterhouseCoopers Services B.V. (hereafter 'PwC') (acting for itself and for the benefit of other members of the PwC network (the "PwC network"), meaning any entity or partnership within the worldwide network of PricewaterhouseCoopers firms and entities, each a separate legal entity, to provide independent limited assurance on PwC network's reported Non-Financial information for the year ending 30th June 2025. For the avoidance of doubt PwC refers to the PwC network and/or one or more of its member firms, each of which is a separate legal entity. Please see www.pwc.com/structure for further details.

Our conclusion

On the basis of our procedures and evidence obtained nothing has come to our attention that causes us to believe that the Non-Financial information has not been prepared, in all material respects, in accordance with the Reporting Criteria (Appendix 2 and 4 of the 2025 PwC Network Sustainability Report).

This conclusion is to be read in the context of what we say below.

Subject Matter Information

The Non-Financial information included within the scope of our assurance report for the year ending 30th June 2025 is set out below and in full in Appendix A:

- **Greenhouse Gas – Scope 1 (total)**
- **Greenhouse Gas – Scope 2 (total market based and total location based)**
- **Greenhouse Gas – Scope 3 Category 1 Purchased goods & services**
- **Greenhouse Gas – Scope 3 Category 2 Capital goods**
- **Greenhouse Gas – Scope 3 Category 3 Fuel- and energy-related activities not included in Scope 1 or Scope 2**
- **Greenhouse Gas – Scope 3 Category 6 Business travel (including accommodation)**
- **Additional supporting metrics comprising; Energy usage (MWh), Proportion of electricity usage that is renewable, Percentage of suppliers with science-based targets and Carbon credits.**

The scope of our work does not extend to any other information.

Professional standards applied and level of assurance

We conducted a limited assurance review in accordance with International Standard on Assurance Engagements 3000 (Revised) - 'Assurance Engagements other than Audits and Reviews of Historical Financial Information' ('ISAE 3000'); and, in respect of the greenhouse gas emissions information, in accordance with International Standard on Assurance Engagements 3410 - 'Assurance engagements on greenhouse gas statements' ('ISAE 3410'), issued by the International Auditing and Assurance Standards Board. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement. It does not include detailed testing of source data nor the operating effectiveness of processes and internal controls.

Independence and quality management

We have complied with the Institute of Chartered Accountants in England and Wales ('ICAEW') Code of Ethics, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. We apply the International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements. Our work was conducted by an independent and multi-disciplinary team with experience in sustainability reporting and assurance.

Understanding reporting and measurement methodology

The Non-Financial Information needs to be read and understood together with the Reporting Criteria. GHG quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors. The absence of a significant body of established practice on which to draw, and hence to evaluate and measure Non-Financial information such as GHG emissions, allows for different, but acceptable, measurement techniques and can affect comparability between entities and over time. The Reporting Criteria used for the reporting of the Non-Financial Information are for the 2025 reporting year (year ending 30th June 2025).

Work done

We are required to plan and perform our work in order to consider the risks of material misstatement of the Non-Financial Information. In doing so, our procedures consisted primarily of:

- Reviewing PwC's material issues and reporting boundaries
- Making enquiries of relevant members of management at PwC and across its member firms
- Reviewing the working papers of assurance engagements completed of PwC member firms
- Evaluating the design of the systems of internal control for capturing and reporting the source data
- Performing sample tests on a selection of the data prepared by PwC: this included GHG emissions reported by 15 member firms, selected on the basis of their inherent risk and materiality to PwC, with additional random sampling. We have also relied on the conclusions of four territories previously assured by Crowe under separate appointments.
- Analytically reviewing the data included within the scope of our report and performing limited substantive testing of the Non-Financial Information to check that data had been appropriately measured, recorded, collated and reported
- Assessing the disclosure and presentation of the Non-Financial Information in accordance with the Reporting Criteria.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether the Non-Financial information for the year ending 30th June 2025 has been prepared, in all material respects, in accordance with the Reporting Criteria.

PwC's responsibilities

PwC is responsible for:

- designing, implementing and maintaining internal controls over information relevant to the preparation of the Non-Financial Information that is free from material misstatement, whether due to fraud or error

- establishing objective Reporting Criteria for preparing the Non-Financial Information
- measuring and reporting the Non-Financial Information based on the Reporting Criteria

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the Non-Financial Information is free from material misstatement, whether due to fraud or error
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained
- reporting our conclusion to PwC

This report has been prepared to assist PwC in reporting its Non-Financial information, to enable PwC to show it has addressed its governance responsibilities by obtaining an assurance report of its GHG emissions. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the PwC network as a body, for our work, for this report, or for the conclusion we have formed. We do, however, provide a release to allow the results of this assurance report to be shared with the CDP.

Signature

Alex Hindson
For and on behalf of Crowe U.K. LLP
Chartered Accountants, London

Date: 22nd October 2025

APPENDIX A: METRICS ON WHICH CROWE HAS PROVIDED LIMITED ASSURANCE

Item	Measure	PwC Network FY25
Greenhouse gas emissions summary		
Scope 1	Tonnes CO_2e	26,663
Scope 2 (market based)	Tonnes CO_2e	13,243
Scope 2 (location based)	Tonnes CO_2e	132,207
Scope 3 (Category 1: Purchased goods & services)	Tonnes CO_2e	1,096,851
Scope 3 (Category 2: Capital goods)	Tonnes CO_2e	222,404
Scope 3 (Category 3: Fuel and energy related activities not included in Scope 1 or Scope 2)	Tonnes CO_2e	49,705
Scope 3 (Category 6: Business travel)	Tonnes CO_2e	621,957
Additional supporting metrics		
Energy usage	MWh	336,857
Proportion of electricity usage that is renewable	Percentage	99%
Percentage of suppliers (by emissions) with science-based targets	Percentage	28%
Carbon credits	Tonnes CO_2e	542,882

Appendices

Appendix 1: Materiality assessment – details of process undertaken

The materiality assessment we performed in the first half of FY25 followed a two-stage process. The aim of the process was to identify sustainability-related risks and opportunities that could reasonably be expected to affect PwC's financial prospects over the short-, medium- and long-term, as well as related decision-useful information for the primary users of general-purpose financial reports:

Stage 1: Identification of sustainability-related risks and opportunities that could reasonably be expected to affect our financial prospects over time.

Stage 2: Identification of the material information for the climate-related risks and opportunities identified.

Any events or changes that occurred after the reporting period, were appropriately taken into account in determining material information (stage 2).

Stage 1 – Identification of sustainability-related risks and opportunities

We undertook the following actions to identify relevant sustainability-related risks and opportunities:

A Identify sustainability-related risks and opportunities

To build an understanding of what sustainability-related risks and opportunities could affect our current and future prospects, we took into account our business model and value chain, relevant laws and regulations, resources and relationships, dependencies and impacts.

Our process to identify relevant sustainability-related risks and opportunities also took into consideration:

- Educational materials issued by the International Financial Reporting Standards (IFRS) Foundation related to IFRS S1 and IFRS S2
- Disclosure topics in the Sustainability Accounting Standards Board (SASB) Standards, specifically SASB 'Professional and Commercial Services Industry Standard'
- Recent pronouncements of other standard-setting bodies such as the European Sustainability Reporting Standards (ESRS) issued under the European Union (EU) Corporate Sustainability Reporting Directive (CSRD)
- Sustainability-related risks and opportunities identified by entities that operate within the professional services sector
- PwC network Enterprise Risk Management (ERM) framework, and
- Local sustainability disclosures from individual PwC firms.

In addition, we generated a comprehensive list of potentially relevant sustainability disclosure topics, and their related risks and opportunities using professional judgement supported by AI-enabled tools. This approach generated a comprehensive list and supported completeness of information.

B Assess the risks and opportunities for significance to our business

The outcome of the above enabled us to identify relevant subject matter experts (SMEs) to involve in the process. Individuals were identified based on their roles within the PwC network and their knowledge and expertise. Input from various teams was sourced, so that a diverse set of SMEs who had a deep understanding of PwC's business provided input to the process.

The SMEs assessed the financial materiality of the sustainability-related risks and opportunities for PwC. In making this assessment they considered the actual or potential nature, magnitude and likelihood of the risks and opportunities and relevant time horizons. Risks were assessed in line with PwC's existing network ERM framework. Please refer to Our approach to reporting for the defined time horizons.

C Validate results and shortlist relevant topics

To help refine, moderate and validate the results, the outputs were shared with a number of stakeholders and senior leaders within the business, as well as representatives acting as proxies for key stakeholder groups (such as our people and clients). Internal proxies who engage with relevant stakeholder groups on a regular basis acted as representatives for these groups.

Senior business leaders then determined which of the sustainability-related risks and opportunities could reasonably be expected to affect PwC's current and future prospects to the greatest extent. No definitive scoring thresholds were applied in identifying the final list of most significant matters, but typically those with a higher magnitude and/or likelihood were considered to be of greatest business significance.

Stage 2 – Determination of the disclosures which are needed in relation to the climate-related risks and opportunities identified

In determining the material information to be disclosed in respect of the identified climate-related risks and opportunities, quantitative and qualitative characteristics were considered, as well as whether information would be material in the context of the network's sustainability reporting as a whole.

Judgement and assumptions were applied in determining the level of aggregation and/or disaggregation of information, and in how to communicate information to avoid obscuring material information.

The judgements applied will be reassessed at each reporting period.

Appendix 2: Climate targets and related metrics

Targets

PwC set science-based targets aligned with the Paris Agreement to limit temperature increase to 1.5°C compared to pre-industrial temperatures.

Targets are measured and reported using carbon dioxide equivalent (CO_2e), capturing all relevant emissions from the seven greenhouse gases covered by the Kyoto Protocol — carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF_6) and nitrogen trifluoride (NF_3).

Progress against all targets is measured and reported annually. Carbon credits are not used towards the achievement of our near-term emissions reduction targets.

Target	Coverage	Target objective	Target methodology
Reduce scope 1 and 2 absolute emissions by 50% from a FY19 base by FY30	100% coverage of gross scope 1 & scope 2 (market-based) across the network	Decarbonisation and conformance with science-based initiatives	Cross-sector, absolute contraction approach (ACA) reductions pathway in line with 1.5°C trajectory
Transition to 100% renewable electricity in all PwC firms by FY30	100% coverage of gross scope 2 (market-based) across the network	Decarbonisation and conformance with science-based initiatives	Cross-sector, ACA reductions pathway in line with 1.5°C trajectory
Reduce absolute business travel emissions by 50% from a FY19 base by FY30	100% coverage of gross scope 3, category 6 (business travel) across the network	Decarbonisation and conformance with science-based initiatives	Cross-sector, ACA reductions pathway in line with 1.5°C trajectory
Commit that 50% of our purchased goods and services suppliers (by emissions) have set science-based targets to reduce their own climate impacts by FY25	100% coverage of gross scope 3, category 1 (purchased goods and services) and scope 3, category 2 (capital goods) across the network	Decarbonisation and conformance with science-based initiatives	Engagement target based on absolute emissions
Reduce absolute emissions from scope 1, 2 and 3 by 90% from a FY19 base by FY50	100% coverage of gross scope 1 & scope 2 (market-based) across the network 95% coverage of scope 3 across the network	Decarbonisation and conformance with science-based initiatives	Cross-sector, ACA reductions pathway in line with 1.5°C trajectory

We use the metrics below to monitor progress towards reaching our targets. When validating our emissions reduction targets with the Science Based Targets initiative (SBTi), we defined the base year as FY19.

Greenhouse gas (GHG) metric	FY19	FY22	FY23	FY24	FY25	Change vs. FY19
Total scope 1 emissions (tCO_2e)	39,787	30,582	31,873	28,815	26,663	-33%
Total scope 2 emissions (market-based) (tCO_2e)	106,762	32,704	24,171	19,427	13,243	-88%
Total scope 1&2 emissions (market-based) (tCO_2e)[15]	**146,549**	**63,286**	**56,044**	**48,242**	**39,906**	**-73%**
Category 1 - Purchased goods and services emissions (tCO_2e)	1,138,379	1,237,937	1,248,008	1,132,265	1,096,851	-4%
Category 2 - Capital goods emissions (tCO_2e)	246,850	247,145	272,414	213,513	222,404	-10%
% suppliers with science-based targets (SBTs) (by emissions)[13]	0%	12%	19%	24%	28%	28 % points
Category 3 - Upstream energy and fuel related emissions (tCO_2e)	66,155	50,786	50,324	50,334	49,705	-25%
Category 6 - Total business travel emissions (tCO_2e)	995,660	326,283	541,642	576,197	621,957	-38%
Employee commuting (category 7) (tCO_2e)	203,603	113,822	123,276	125,875	107,772	-47%
Total scope 3 emissions (tCO_2e)	2,650,647	1,975,973	2,235,664	2,098,184	2,098,689	-21%
Total Gross GHG Emissions (tCO_2e) (market-based)	**2,797,196**	**2,039,259**	**2,291,708**	**2,146,426**	**2,138,595**	**-24%**
Energy-related metrics						
Energy usage (electricity and heating) (megawatt hour (MWh))[16]	435,096	367,868	351,346	346,929	336,857	-23%
% electricity from renewable sources[14,15]	56%	91%	91%	95%	99%	43 % points

13 % suppliers with SBT (by emissions) includes both category 1 (PG&S) and category 2 (capital goods) emissions.
14 Total self-generated or procured renewable electricity certificates as a % of total electricity consumption. % of Renewable Electricity is calculated in accordance with GHG Protocol scope 2 guidance. This includes the purchase of some International Renewable Energy Credits (I-RECs) and other renewable instruments that do not currently meet the RE100 boundary criteria but are used in accordance with the issuing body (e.g., I-REC) market boundaries. We do this to account for our impact now, in line with the GHG Protocol, while signalling market demand for renewables in the region.
15 The FY19 market-based emissions (FY19:-6%) and the renewable electricity percentage (FY19:3%) has been restated to account for renewable electricity previously not reported.
16 Total energy usage from electricity, heat, steam and hot water.

ii Additional supporting GHG metrics

We measure other additional GHG metrics to help monitor our environmental performance.

Reported GHG emissions are expressed in both absolute and intensity terms. The intensity ratios used to present the consolidated network data are GHG emissions per employee and per revenue. Aggregated employee data is collected from PwC firms. Employees are calculated according to the number of employees as per year end (excluding external contractors).

Additional GHG Metrics

Emission intensity measures (market-based)	FY19	FY22	FY23	FY24	FY25	Change vs. FY19
Gross emissions by revenue intensity (tCO_2e / $M USD revenue)	65.9	40.5	43.2	38.7	37.5	-43%
Gross emissions by headcount intensity (tCO_2e / employee)[17]	10.1	6.2	6.3	5.8	5.9	-42%
Gross energy and mobility emissions per revenue (tCO_2e / $M USD revenue)[18]	26.9	7.7	11.3	11.3	11.6	-57%
Gross energy and mobility emissions per employee by headcount (tCO_2e / employee)[17,18]	4.1	1.2	1.6	1.7	1.8	-56%
Beyond Value Chain Mitigation[19]						
tCO_2e avoided through the purchase and use of Sustainable Aviation Fuel	0	709	2,025	4,642	7,119	N/A
Volume of carbon credits (tCO_2e) [20]	700,434	270,585	546,718	725,883	542,882	N/A

17 Employees/headcount is calculated as total number of employees as at year end (excluding external contractors).
18 Energy and mobility emissions include scope 1, scope 2 (market-based) and scope 3 (category 6) business travel (including RF).
19 Beyond Value Chain Mitigation is action taken in addition to efforts to decarbonise within the value chain. Reported SAF and carbon credits are not counted as emissions reductions.
20 Carbon credits are purchased prospectively and reconciled against reported emissions for each PwC firm. PwC firms purchase carbon credits to counterbalance (at a minimum) scope 1, 2 and scope 3 business travel emissions they have not yet eliminated and do not count towards our targets. We do not purchase carbon credits for well-to-tank emissions related to business travel.

The methodologies, inputs and assumptions used for the target and other metrics include the following:

Target metric	Definition	Method	Activity data	Emission factors
Scope 2: market-based emissions	Total emissions from the consumption of electricity, heat, steam and hot water. This metric also includes the electricity consumption of PwC car fleet or long-term lease electric vehicles (EVs)	Data is collected from PwC firms on their purchased electricity and heating in offices, and the electricity consumption of company fleet or long-term lease EVs. Data for energy consumption is collected, using meter readings or invoices/statements.	Electricity, heat, steam and hot water consumption as well as electricity consumption of the PwC car fleet or long-term lease EVs in kWh.	Renewable energy is considered to have zero scope 2 emissions, and an emission factor of 0 tCO_2e/kWh is applied. For all non-renewable electricity, by order of preference and based on availability: • Supplier-specified electricity and heating emission factors are used, 1. Association of Issuing Bodies (AIB) European Residual Mix factors (RE-DISS) 2. The International Energy Agency (IEA) emission factors are applied to all other countries where no market-based factors are available
Energy usage (electricity and heating) (megawatt hour (MWh))	Total energy consumption from electricity, heat, steam and hot water	Data is collected from PwC firms on their purchased and self-generated energy for the consumption of electricity, heat, steam and hot water. Data for energy consumption is collected, using meter readings or invoices/statements.	Energy consumption from electricity, heat, steam and hot water in MWh	N/A
% electricity from renewable sources	Percentage of total electricity consumed from renewable sources	The percentage of renewable electricity is calculated by dividing the total amount of renewable electricity consumed by the total electricity consumed and presenting the result as a percentage.	Electricity consumed from renewable sources in kWh	N/A
% suppliers with SBTs (by emissions)	Percentage of suppliers across purchased goods and services (PG&S) and capital goods (CG) that have set a valid science-based target by emissions	The percentage of suppliers with SBTs (by emissions) is calculated by dividing the sum of the emissions of PG&S and CG suppliers with valid SBTs by the sum of total emissions of PG&S and CG suppliers and presenting the result as a percentage.	Financial value of goods, services and capital goods from internal finance and procurement systems ($USD)	N/A

Judgements and uncertainties

Significant judgements

	Description	Note reference
Organisational boundary for GHG emissions	PwC has applied the operational control approach to determine the organisational boundary for reporting GHG emissions. Both the selection of the most appropriate approach and the identification of operations over which the group has operational control are areas of significant judgement. In certain scenarios where operational control may not be clearly attributable, the following guidance is used by PwC firms to determine whether PwC has operational control or not: • Offshore operations - PwC firms report sustainability impacts for those activities under operational control within both their domestic geographical boundary as well as offshore activities. • Joint ventures - All impacts associated with the activities of all joint ventures where PwC has management control of the associated operation are included. • Third-party contractors - Activities of all third-party contractors are included in the operational footprint if the contractors are required to carry out work specified by PwC in accordance with PwC's operating policies. Otherwise, third-party contractors are considered as part of our supply chain and included within our PG&S. • Data centres - All impacts associated with data centres owned and operated by PwC or where PwC firms either lease a substantial proportion or all of a data centre, i.e. lease the site, a specified number of racks or defined storage space and are determined to have operational control over these facilities, are included in our operational footprint. Data hosting outside these circumstances are considered as part of our supply chain and included within our PG&S.	Reporting boundary for GHG emissions
Calculation methods for GHG emissions	PwC has applied a combination of different calculation methods to determine its scope 3 GHG emissions. PwC has applied judgement in determining the calculation methods that are most appropriate for each category depending on availability and quality of data.	Methodology, inputs and assumptions

ii Measurement uncertainty

The measurement of our GHG emissions reflect the approach adopted in International Financial Reporting Standards (IFRS) S2. The related disclosed metrics are subject to inherent high uncertainties arising from reliance on activity data and emission factors obtained from third parties. Where activity data and emission factors cannot be obtained on a timely basis, or are incomplete, estimation is used.

iii Changes in estimates

Commuting emissions were calculated for the first time in FY25 for the whole of the PwC network. These emissions are calculated using a mix of actual, surveyed data supplemented with estimates where required. All prior year data was also calculated using these methods to allow for year-on-year comparison. Impact of these revisions on total Gross GHG emissions: FY19: 7.6%; FY22: 5.6%; FY23: 5.4%; FY24 5.9%; FY25: 5.0%

Emission factors for accommodation were revised from the UK Department for Energy Security and Net Zero (DESNZ) to Cornell Hotel Sustainability Benchmarking Index (CHSB) to reflect more current and relevant accommodation emissions. The impact of these revisions on total business travel GHG emissions was as follows: FY19: -3%; FY22: -2%; FY23: 2%; FY24: -2%. The impacts are variable due to the impact of the COVID-19 pandemic and misaligned timing in emission factor updates between the DESNZ and the CHSB.

The release of new IEA emission factors has allowed for full alignment to the IEA emission factors for the measurement of scope 3 category 3: upstream fuel-related emissions and transmission and distribution losses. The impact on scope 3 category 3 for FY19 is 22%. Further revisions were made to previously estimated data due to more actual data becoming available where estimates were previously used: FY19:-2%; FY22:-1%; FY23:-6%; FY24: -5%.

Emission factors for heating were revised from DESNZ to IEA to account for the regional differences in our network heating footprint resulting in more relevant scope 2. The impact on emissions were:

- Market-based emissions FY19: 6%; FY22: 31%; FY23: 21%; FY24: 32%
- Location-based emissions: FY19: 5%; FY22: 6%; FY23: 3%; FY24: 3%

Energy usage (electricity and heating) was revised due the availability of actual data to replace previously estimated data. The impact of these revisions on energy usage: FY19: -2%; FY22: -3%; FY23: -3%; FY24: -2%.

Biogenic emissions were revised to include biogenic emissions from business travel to account for out of scope emissions more comprehensively. The impact of these revisions on biogenic emissions: FY19: 8%; FY22: 5%; FY23: 7%; FY24: 13%.

Appendix 3: Progress towards our climate transition plan

Progress towards our climate transition plan[21]

Progress towards all targets is measured and reported annually. In addition, progress towards our business travel and purchased goods and services (PG&S) targets is monitored internally on a quarterly basis. Targets are also reviewed to align with Science Based Targets initiative (SBTi) requirements. Carbon credits are not used towards the achievement of our emissions reduction targets.

Total greenhouse gas (GHG) emissions

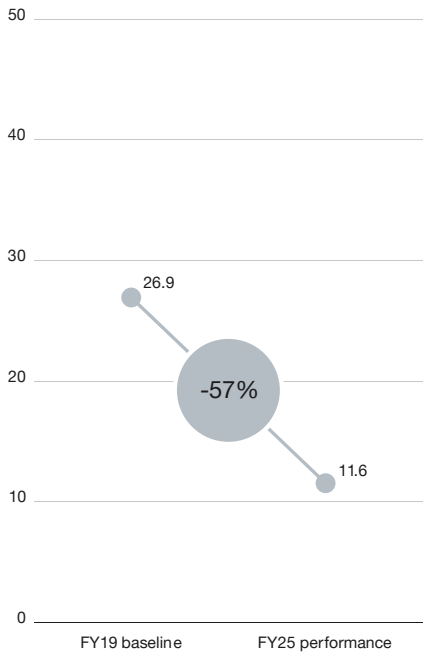
We have continued to reduce our overall carbon footprint in FY25 and to decouple our emissions from our business growth in line with our targets.

-24%

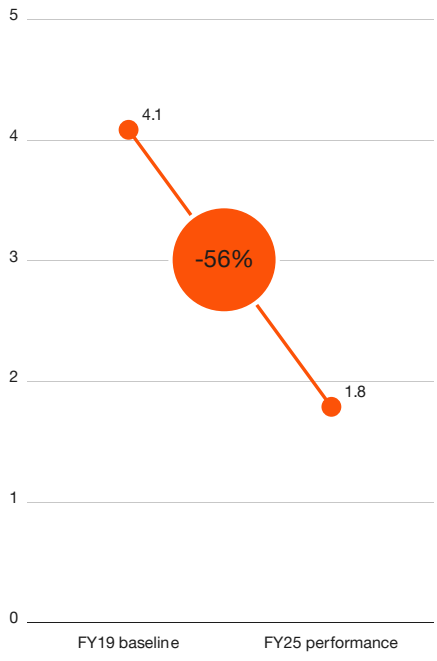
Reduction in absolute market-based GHG emissions **from FY19 baseline**

Reducing the intensity of our gross energy and mobility emissions

Gross energy and mobility market-based emissions revenue intensity (scope 1, scope 2 market-based and scope 3 business travel tCO_2e / $M USD revenue)



Gross energy and mobility market-based emissions per employee (scope 1, scope 2 market-based and scope 3 business travel tCO_2e / employee)



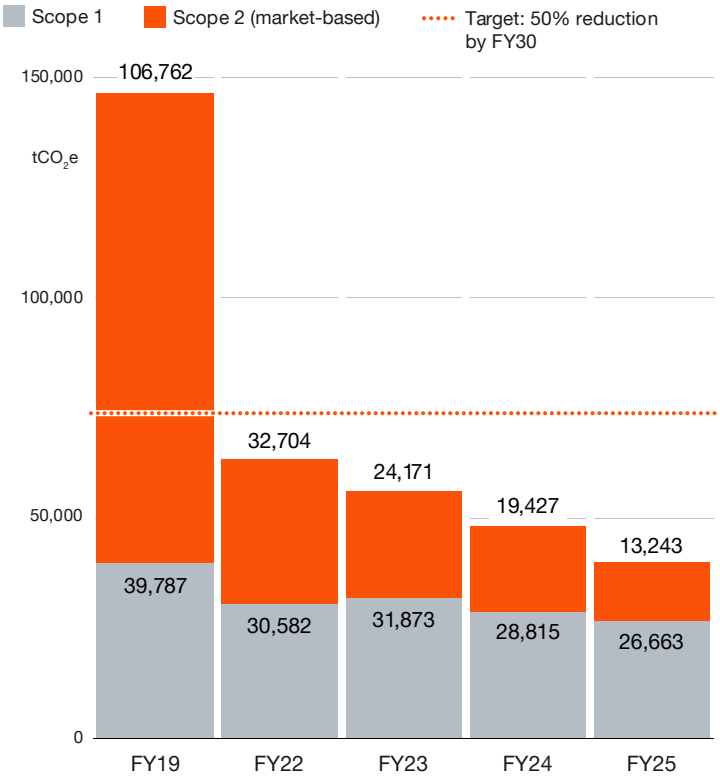
21 We report data for the current year, the three prior years and our FY19 baseline. This approach streamlines reporting and enables effective progress tracking.

Scope 1 and 2 emissions

Target: Reduce scope 1 and 2 absolute emissions by 50% from a FY19 base by FY30.

Scope 1 and 2 market-based emissions are now 73% below the FY19 base thanks to sustained investments in energy efficiency like improvements in building management systems and a continued shift to renewable electricity.

Current progress towards scope 1 and 2 target

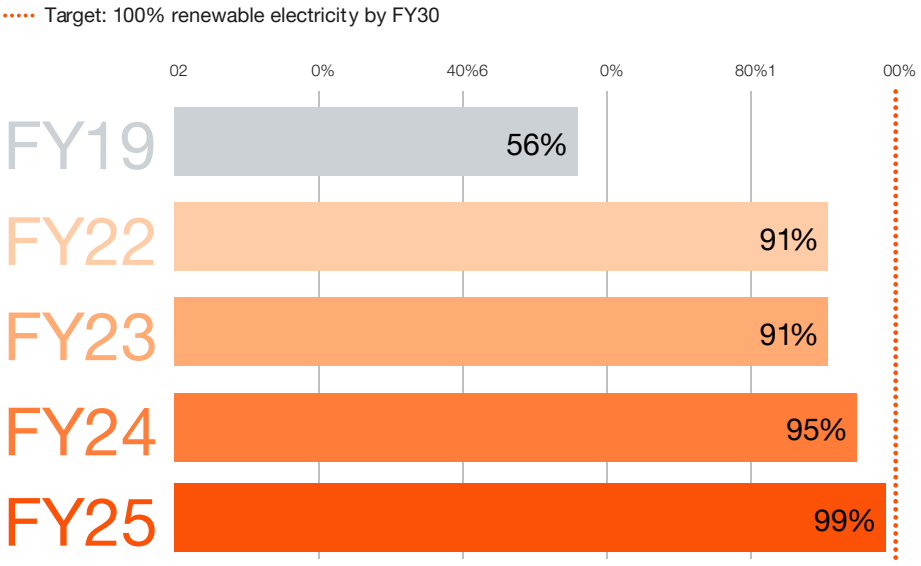


Renewable electricity

Target: Transition to 100% renewable electricity in all PwC firms by FY30.

We are now using 99% renewable electricity across the network. We procure this from renewable sources globally, using a mix of self-generation, bundled Energy Attribute Certificates (EACs) and unbundled EACs.

Current progress towards our renewable electricity target



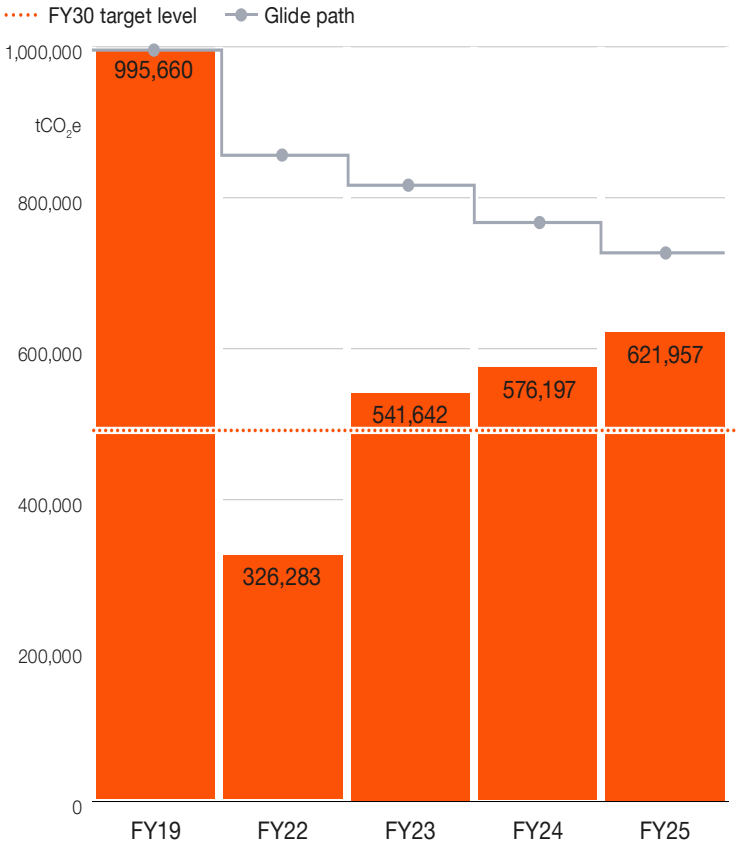
Scope 3 business travel emissions

Target: Reduce absolute business travel emissions by 50% from a FY19 base by FY30.

We have reduced absolute business travel emissions by 38% below our FY19 base. We continue to foster a culture of virtual collaboration, as well as introducing carbon budgets for some of our engagements, implementing impactful travel policies and using hybrid-working when feasible. These activities have driven changes across our network and reduced the carbon intensity of our travel relative to our baseline year. Our business travel emissions have increased since last year, however, driven largely by our teams travelling to connect with our clients in person, when necessary, to engage and support them as we deliver our services.

We remain committed to reducing our business travel emissions by driving through changes to the way we operate, but there are broader challenges that also affect our progress. In some regions, there are limited low-carbon travel options and a slow adoption of alternatives. These are compounded by persistent infrastructure gaps and uneven policies and incentives to support widespread low-carbon travel. We will continue to collaborate with others to help identify and address these broader systemic barriers that are common to business at large.

Current progress towards our target to reduce business travel emissions



Scope 3 supplier engagement

Target: Have 50% of the network's purchased goods and services suppliers (by emissions) set science-based targets to reduce their own climate impact by FY25.

Reducing emissions across our supply chain remains one of the most challenging aspects of our transition to net zero. This year, 28% of our suppliers (by emissions) had validated science-based targets (SBTs), with a further 5% publicly committed to setting one in the future. As we have expected for some time given the structural constraints we have observed and experienced, we have not met our FY25 goal.

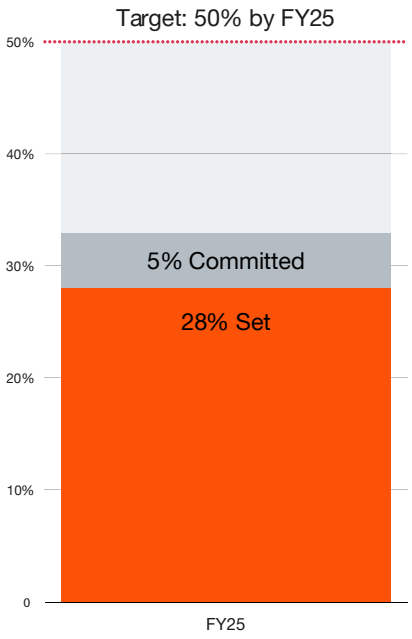
While our progress falls short of the target we validated in 2021, we have had significant activities underway across our global network to engage our suppliers, tailored to the different local market contexts of our firms. We have provided training and support, particularly to some of our smaller suppliers who are willing to set SBTs but do not have the capacity to take action on their own. We have also embedded sustainability into our procurement cycle as well as our supplier Code of Conduct. We have introduced new tools to track supplier emissions so we can address them more effectively.

We have seen that there is a commitment among many suppliers to change how they do business and to reduce their carbon footprint. The pace and scale of the changes taking place differ across both geographical regions and sectors. We have continued to see that different types of businesses and value chains are moving further and faster than others. Some organisations are grappling with data gaps and different methodologies, and they reflect different standard-setting bodies in their approaches. These challenges are consistent across markets and go far beyond the influence of individual suppliers, as well as the businesses that are engaging them through their value chains.

While we have focused our efforts and activities on those areas where we can achieve the greatest results, we are aware that a collective effort is needed to overcome some of the systemic and other barriers to progress that persist.

As we continue to engage with our suppliers across the network, we should be less focused on a pass/fail assessment at a point in time, and much more focused on identifying and addressing the barriers which emerge as we do so.

Current progress towards our supplier engagement target



Key assumptions and dependencies

The successful implementation of our climate transition plan relies on a set of critical dependencies and working assumptions. These reflect both external conditions beyond our direct control and internal factors that underpin our pathway to net zero. We acknowledge that these may evolve over time, and we will review them regularly to ensure continued relevance.

- **Energy transition pace**
  Our decarbonisation strategy depends on continued decarbonisation of electricity grids and the wider availability of renewable energy. We assume that by 2030, renewable electricity will be accessible in all major geographies where we operate.
- **Sustainable aviation and business travel**
  A material portion of our scope 3 footprint comes from business travel. We assume the scaling availability of Sustainable Aviation Fuels (SAFs) and other low-carbon transport options, alongside industry adoption of carbon-reduction measures, will support our business travel emissions reduction trajectory.
- **Supplier targets and reporting**
  A majority of our scope 3 emissions come from purchased goods and services. We assume that a growing proportion of our key suppliers will establish validated SBTs and provide transparent emissions data.
- **Carbon credit market**
  As we decarbonise our business, there are emissions that we have not yet reduced or eliminated. We purchase high-quality carbon credits each year equivalent to the volume of these emissions for our scope 1, scope 2 and scope 3 business travel.[22] We do not count these as emissions reductions towards our near-term targets. We assume that voluntary carbon markets will scale responsibly, with robust standards enabling integrity, permanence, and verifiability.
- **Headcount growth**
  Our emissions trajectory is modelled against projected headcount growth. We assume that efficiency measures (e.g. hybrid and remote working, technology upgrades) will outpace this growth.
- **Capital investment**
  We assume sufficient allocation of internal resources to fund renewable energy procurement, low-carbon office retrofits, and digital platforms to track and report emissions.
- **Data and measurement**
  Our strategy depends on the availability of accurate, consistent, and assurable emissions data across global operations. We assume continued improvement in data coverage, collection and automation.
- **Climate-related policy and regulation**
  Globally, climate policy will continue to be dynamic and influenced by a number of factors. We assume that policies will be both maintained and further introduced to support, for example, the expansion of carbon pricing mechanisms, mandatory climate-related disclosure requirements and incentives for low-carbon technologies.
- **Uncertainties and limitations**
  - Future geopolitical or macroeconomic shocks could alter travel patterns, supply chains, and investment priorities.
  - Technological breakthroughs (e.g. carbon capture, hydrogen fuels) may accelerate or alter our decarbonisation options.
  - Climate science, reporting and other standards, regulation and stakeholder expectations are dynamic and may require updates to our targets and assumptions.

22 Well-to-tank emissions are not included in the scope of our carbon credit purchase.

Appendix 4: Methodologies, inputs and assumptions used for the reported emissions

	Definition	Method	Activity data	Emission factors
Scope 1	Emissions associated with the stationary (i.e. non-transport) combustion of fuels at site or in an asset owned or controlled by the reporting organisation during the assessment period. Emissions associated with total fuel consumption or distance travelled by means of controlled or owned passenger transport (i.e. PwC car fleets or long-term 12+ month leases) powered by internal combustion engines, by partners, employees and contractors for business purposes	**Stationary combustion:** Data for stationary fuel consumption is collected by fuel type, using meter readings or supplier invoices. **Mobile combustion:** Data for mobile fuel consumption is collected by fuel type, using supplier statements, invoices, and fleet mileage logs or expense claims specifying the volume of fuel consumed or distance travelled.	**Stationary combustion:** Volume of fuel consumed (l or kg) for stationary combustion purposes. **Mobile combustion:** Volume of fuel consumed (l) or distance travelled (km) for mobile combustion purposes	UK Department for Energy Security and Net Zero (DESNZ) greenhouse gas (GHG) Conversion Factors for Company Reporting[24]
Scope 2 - Location based	Total emissions from the consumption of electricity, heat, steam and hot water. This metric also includes the electricity consumption of PwC car fleet or long-term lease electric vehicles (EVs)	Data is collected from PwC firms on their purchased electricity and heating in offices, and the electricity consumption of company fleet or long-term lease EVs. Data for energy consumption is collected using meter readings or invoices/statements.	Electricity, heat, steam and hot water consumption as well as electricity consumption of the PwC car fleet or long-term lease EVs in kWh.	International Energy Agency (IEA) (electricity & heating)[23]
Scope 3, Category 1 - Purchased goods and services	Emissions associated with all purchased goods and services procured by the firm	Spend-based method for goods and services.	Financial value of goods and services from internal finance and procurement systems ($USD)	Produced by in house environmentally extended input output model incorporating the 2022 EXIOBASE v3 dataset adjusted for inflation and exchange rates.

23 International Energy Agency (IEA) emission factors are released annually and account for a full calendar year. The IEA emission factors are also updated annually, with a two-year lag behind the year of release (e.g. 2023 IEA file includes updated factors up to 2021). This release occurs after the close of the PwC reporting period, which runs from July to June. Due to the release schedule and the IEA's annual updates of prior year emission factors, PwC reports using the preceding years emission factors that overlap with the first half of our financial year running from July to December (i.e. IEA 2021 factors are used for FY22 reporting).

24 As DESNZ and Association of Issuing Bodies (AIB) factors are typically released towards the end or after the PwC reporting period, the preceding year factors are used for reporting. E.g., 2024 DESNZ factors are used for FY25 reporting.

	Definition	Method	Activity data	Emission factors
Scope 3, Category 2 - Capital goods	Emissions associated with all capital goods procured by the firm	Spend-based method for capital goods.	Financial value ($USD) of capital goods from internal finance and procurement systems	Produced by in house environmentally extended input output model incorporating the 2022 EXIOBASE v3 dataset adjusted for inflation and exchange rates.
Scope 3, Category 3 - Upstream energy and fuel related emissions	Emissions associated with the upstream activities resulting from fuel- and energy-related activities, well-to-tank (WTT) emissions of scope 1 fuels and transmission and distribution (T&D) losses of energy consumed	Average-data method on scope 1 fuels consumed in buildings and company owned vehicle fleets and scope 2 purchased electricity in buildings and for charging EVs.	Building and company-owned vehicle fleet related volume of fuel consumed (l) or distance travelled (km) and purchased electricity (kWh) for buildings and EV charging.	**Scope 1 sources:** DESNZ GHG Conversion Factors for Company Reporting[24] **Scope 2 sources:** IEA (electricity & heating)[23]
Scope 3, Category 6 - Business travel	Emissions associated with employee air and land-based travel for business purposes, including emissions associated with accommodation (beyond the minimum boundary requirements for GHG Protocol).	**Air**: Distance travelled by employees from air travel, by class (economy, business, etc.) for each leg of air travel. Data is collected in the form of airline and/or travel agent reports or records specifying the class and distance flown of each flight undertaken. (distance-based method) **Land:** Data is collected in the form of reports from a travel agent or travel providers, and expense claims specifying fuel consumed or distance travelled by mode of transport (distance-based method) **Accommodation:** The number of nights stay in hotels, serviced apartments or guesthouses not owned or operated by PwC, broken down into domestic and international nights.	**Air:** Distance travelled (km) by class **Land:** Fuel consumed (l) or distance travelled (km) by mode of transport **Accommodation:** Number of room nights incurred during business travel.	**Air:** DESNZ GHG Conversion Factors for Company Reporting[25] **Land:** DESNZ GHG Conversion Factors for Company Reporting[24] Supplier-specified emission factors for train travel are used where available **Accommodation:** The Cornell Hotel Sustainability Benchmarking Index (CHSB), Supplier specific emission factors for accommodation stays are used where available

25 The DESNZ 2023 emission factors (previously published by DEFRA) reflect passenger load data from reduced travel during the COVID 19 pandemic. We have therefore applied these to FY21 and FY22 to best reflect air travel emissions during this time. We have utilised 2022 emission factors for FY23-FY25 as these are the latest available factors that are not impacted by reduced passenger loads experienced during the pandemic. With each new release of the DESNZ factors, these adjustments are reassessed for relevance and applicability. This approach ensures that the impact of the COVID-19 pandemic during the relevant reporting periods is accounted for and provides a more relevant and accurate representation of our air travel emissions. It is in line with the approaches used by the US Environmental Protection Agency and GHG Protocol in the provision of their emission factor data sets.

	Definition	Method	Activity data	Emission factors
Scope 3, category 6 - WTT emissions	Emissions associated with the upstream activities resulting from fuel- and energy-related activities, specifically the WTT emissions of business travel	Data is collected from PwC firms on the distance travelled or fuel consumed from air and land-based business travel. Data collected under scope 3 air and land-based business travel is utilised to calculate upstream fuel- and energy-related emissions calculations for business travel	Distance travelled (km)	DESNZ GHG Conversion Factors for Company Reporting[24]
Scope 3, Category 7 - Employee commuting	Emissions associated with employee commuting from employee homes to PwC offices. The employee commuting emissions include WTT-related emissions.	Data is collected from PwC firms on either the commuting emissions that have been calculated by the local firm or a local estimate. A third-party model estimates commuter distances and transport modes in regions lacking reliable data to calculate commuting emissions. Each year's emissions are calculated using inputs specific to the year being reported. It applies DESNZ emission factors to modelled commuter distances by transport mode, generating an emission factor per employee per region. This factor, combined with territory headcount, office occupancy, and annual working days, determines total commuting emissions. The model sources data from DALIA Research, the Mobility in Cities Database, and other reputable public datasets. We believe the use of secondary data in conjunction with primary data (headcount, etc) enables a faithful representation of this portion of emissions. Where office occupancy data is unavailable, the network average is used.	Distance travelled (km by mode of transport), surveys of employee commuting behaviour. Office occupancy rates (%), reliable secondary data sources or a combination of these methods. Due to the complexity no single methodology can be applied across the network.	DESNZ GHG Conversion Factors for Company Reporting[24]
Biogenic emissions	Emissions associated with the direct carbon dioxide (CO_2) emissions from biologically sequestered carbon.	Data is collected from all fuels consumed that have a biological component.	Quantities of fuel consumed in litres of fuel.	DESNZ GHG Conversion Factors for Company Reporting[24]

i Emission factors

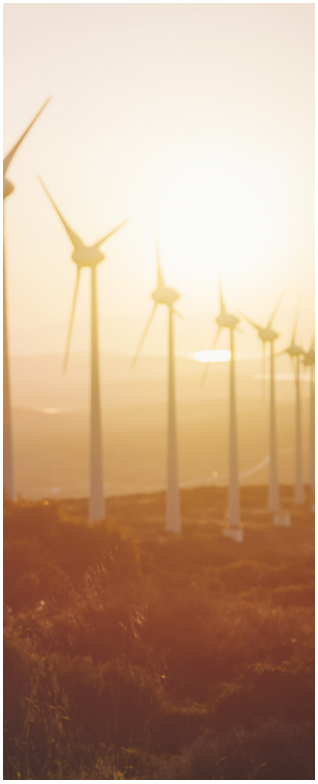
All emission factors used have converted the constituent gases into CO_2 equivalent values using sources which account for the global warming potential values based on a 100-year time horizon from the latest Intergovernmental Panel on Climate Change assessment. Emission factor sources are captured in the table above.

ii Exclusions

Scope 1 fugitive emissions are excluded as they are not material (<1% of total GHG emissions).

The criteria in the Scope 3 Standard are used to assess the relevance of scope 3 categories across the entire value chain. As a result of the assessment, the relevant scope 3 categories are reported. Those that are excluded comprise:

- Categories that are not material (<1% of total GHG emissions respectively): scope 3 category 4 (upstream transportation and distribution), scope 3 category 5 (waste generated in operations) and scope 3 category 13 (downstream leased assets).
- Categories that are captured elsewhere: scope 3 category 8 (upstream leased assets). Emissions from this category are reported in scope 1 and scope 2 based on the operational control approach applied.
- Categories not relevant to our business: scope 3, category 9 (downstream transportation and distribution), scope 3 category 10 (processing of sold products), scope 3 category 11 (use of sold products), scope 3 category 12 (end-of-life treatment of sold products), scope 3 category 14 (franchises) and scope 3 category 15 (investments).



2025 PwC Network Sustainability Report

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