Annual Report 2021

PricewaterhouseCoopers LLP

Members' report and financial statements for the financial year ended 30 June 2021

Registered number: OC303525

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Contents

Members' report for the financial year ended 30 June 2021

The members present their report and the audited consolidated financial statements of PricewaterhouseCoopers LLP ('the LLP') and its subsidiary undertakings (together 'the Group') for the financial year ended 30 June 2021.

Principal activities

The principal activity of the Group is the provision of professional services, including audit, tax and legal, deal advisory, risk advisory and consulting, in the United Kingdom, the Middle East and the Channel Islands.

Governance

The governance structure of the LLP primarily comprises the following:

- A Management Board, consisting of members of the Executive Board and Clients and Markets Executive, responsible for the policies, strategy, direction and management of the LLP. The Management Board is assisted by:
  - The Executive Board, responsible for the execution of the policies, strategy and management of the LLP.
  - The Clients and Markets Executive, responsible for overseeing the LLP's client-facing and market activities.
  - An International Committee, responsible for decision making in relation to and oversight of the LLP's strategic alliances, matters relating to regionalisation and approval of any matters relating to the PwC global network.
  - An Investment Committee, which supports growth of the LLP by providing governance for investments, including acquisitions, joint ventures and disposals.
  - A Partner Matters Committee, responsible for certain human resource matters relating to members.
  - A Client Committee, a committee of the Clients and Markets Executive, which considers engagement and client acceptance decisions.
  - An Executive Risk Committee, responsible for maintaining an effective risk framework and overseeing and challenging the management of risk across the LLP.
- A Supervisory Board, which considers, reviews and gives guidance to the Management Board on matters which the Supervisory Board considers to be of concern to the members, having regard to the interests and wellbeing of the LLP as a whole. The Audit Committee, a committee of the Supervisory Board, monitors and reviews the integrity of the Group's financial statements.
- A Public Interest Body, constituted to discharge duties under the Audit Firm Governance Code and responsible for considering the public interest aspects of the LLP. The Audit Oversight Body, a committee of the Public Interest Body, enhances the LLP's ability to fulfil certain responsibilities set out in the Audit Firm Governance Code 2016 and to comply with the principles for operational separation of audit practices.

Designated members

The designated members (as defined in the Limited Liability Partnerships Act 2000) of the LLP during the whole of the financial year ended 30 June 2021 were Kevin Ellis and Warwick Hunt.

Members' capital

The Group is financed through a combination of members' capital, undistributed profits and borrowing facilities. Members' capital contributions totalling £270m (2020: £277m) are determined by the Executive Board with the approval of the Supervisory Board, having regard to the working capital needs of the business. They are set by reference to an individual member's equity unit profit share and are repayable following the member's retirement.

Members' profit shares and drawings

Members receive a distribution out of the profits of the LLP after adjusting for their obligations to make annuity payments to certain former partners and other equity adjustments. The final allocation and distribution of profit to individual members is made by the Executive Board once their individual performance has been assessed and the annual financial statements have been approved. The Supervisory Board approves the process and oversees its application.

Each member's profit share comprises three interrelated components dependent upon the overall profitability of the LLP:

- Responsibility income – reflecting the member's sustained contribution and responsibilities.
- Performance income – reflecting how a member and their team(s) have performed.
- Equity unit income – reflecting the member's capital contribution.

Each member's performance income is determined by assessing achievements against an individually tailored balanced scorecard of objectives, based on the member's role. These objectives include ensuring the delivery of quality services, managing risk effectively and maintaining independence and integrity. There is transparency among the members over the total income allocated to each individual.

The overall policy for members' monthly drawings is to allocate a proportion of the profit during the financial year, taking into account the need to maintain sufficient funds to settle members' income tax liabilities and to finance the working capital and other needs of the business. The Executive Board, with the approval of the Supervisory Board, sets the level of members' monthly drawings, based on a percentage of their individual responsibility income.

Going concern

In its assessment of going concern, the Executive Board has considered the economic environment in the markets in which the Group operates, including the potential ongoing impacts of the COVID-19 pandemic. At the outset of the pandemic, the Group implemented a number of additional measures including a tight focus on ensuring the continued ability to deliver ongoing work and win new assignments, the associated billing, cash collection and management of the Group's working capital position, strict control of discretionary expenditure, deferral of certain investments and other outflows, including member distributions and staff bonuses, and increasing the Group's borrowing facilities as a precautionary measure. The Group adjusted rapidly to the changed trading environment caused by the pandemic and has continued to operate effectively, providing ongoing and new services to clients and maintaining a strong working capital position throughout. The pace of recovery in trading activity in the financial year ended 30 June 2021 was more rapid than had been expected.

The Executive Board continues to closely monitor and evaluate the potential further impacts of the pandemic, including planning appropriate responses for a range of possible scenarios. The central assumption is that growth in trading activity will remain heightened in the first half of the financial year ending 30 June 2022 and then normalise progressively over the second half, with positive net cash over the entire period. In the plausible downside scenarios considered by the Executive Board, the duration of the pandemic and its economic effects are assumed to be more prolonged, significantly reducing the levels of trading and revenue growth achievable. The Group's financial modelling shows that the position remains manageable in all scenarios with substantial levels of headroom being maintained against available working capital financing facilities even in the downside scenario.

Should the pandemic and its economic impacts significantly worsen, management has the option of reintroducing certain of the measures taken at the outset of the pandemic such as postponing or curtailing spend, including on partner distributions, staff bonuses and investments, requesting additional capital contributions from members or potentially restructuring its cost base.

Having regard to all of the above, the Executive Board has, at the time of approving the financial statements, a reasonable expectation that the Group will be able to continue in operational existence for the foreseeable future. Thus, the going concern basis has been adopted in preparing the consolidated financial statements.

Statement of members' responsibilities in respect of the financial statements

The Companies Act 2006, as applied to limited liability partnerships, requires members to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of both the LLP and the Group, and of the profit or loss of the Group for that financial year. In preparing those financial statements, the members are required to:

- select suitable accounting policies and then apply them consistently, subject to any changes disclosed and explained in the financial statements;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis, unless it is inappropriate to assume that the LLP or the Group will continue in business.

The members are responsible for safeguarding the assets of the LLP and the Group, and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The members are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the LLP and the Group, and enable them to ensure that the financial statements comply with the Companies Act 2006, as applied to limited liability partnerships.

The members are also responsible for the maintenance and integrity of the LLP's website on which the financial statements are available. Legislation governing the preparation and dissemination of financial statements may differ in other jurisdictions from that in the United Kingdom.

These responsibilities are fulfilled by the Executive Board on behalf of the members.

The Executive Board confirms that it has complied with the above requirements in preparing the financial statements.

Signed on 11 August 2021 on behalf of the Executive Board by:

Kevin Ellis
Chairman and Senior Partner

Warwick Hunt
Managing Partner and Chief Operating Officer

Report on the audit of the financial statements

Opinion

We have audited the financial statements of PricewaterhouseCoopers LLP ('the LLP') and its subsidiaries (together 'the Group') for the financial year ended 30 June 2021, which comprise:

- the consolidated income statement and consolidated statement of comprehensive income of the Group for the financial year ended 30 June 2021;
- the statements of financial position of the Group and the LLP at 30 June 2021;
- the statements of cash flows and statements of changes in equity of the Group and the LLP for the financial year ended 30 June 2021; and
- the notes to the financial statements, which include a summary of significant accounting policies and other explanatory information.

The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards ('IFRS') in conformity with the requirements of the Companies Act 2006 and, as regards to the LLP's financial statements, as applied in accordance with the provisions of the Companies Act 2006, as applied to limited liability partnerships.

In our opinion:

- the financial statements give a true and fair view of the state of the Group's and of the LLP's affairs at 30 June 2021 and of the Group's profit and of the Group's and the LLP's cash flows for the financial year then ended;
- the Group's financial statements have been properly prepared in accordance with IFRS in conformity with the requirements of the Companies Act 2006;
- the LLP's financial statements have been properly prepared in accordance with IFRS as applied in accordance with the provisions of the Companies Act 2006, as applied to limited liability partnerships; and
- the Group's and the LLP's financial statements have been prepared in accordance with the requirements of the Companies Act 2006, as applied to limited liability partnerships.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ('ISAs (UK)') and applicable law. Our responsibilities under those standards are further described below in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements, including the Financial Reporting Council's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We consider that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the members' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

In our work we have assessed the key assumptions feeding into the models used by management to assess going concern. We performed sensitivity analysis around the key inputs to the model to determine the adequacy and sensitivity of the model, and discussed with management whether there were any circumstances beyond the period of assessment that may cast significant doubt on the Group's ability to continue as a going concern.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the members with respect to going concern are described in the relevant sections of this report.

Overview of our audit approach

Materiality

In planning and performing our audit we applied the concept of materiality. An item is considered material if it could reasonably be expected to change the economic decisions of a user of the financial statements. We used the concept of materiality to both focus our testing and evaluate the impact of misstatements identified.

Based on our professional judgement, we determined overall materiality for the Group's and LLP's financial statements as a whole to be £35m (2020: £33m) and £30m (2020: £30m) respectively. In determining this, we have given specific focus and weighting to the benchmarks in respect of revenue (0.75% of Group and LLP revenue) and profit for the financial year (5% of Group and LLP profit for the financial year). We considered these benchmarks given the focus on the Group's revenue in external league tables and the importance of the profit measure.

We use a different level of materiality ('performance materiality') to determine the extent of our testing for the audit of the financial statements. Performance materiality is set based on the audit materiality as adjusted for the judgements made as to the entity risk and our evaluation of the specific risk of each audit area having regard to the internal control environment.

Where considered appropriate, performance materiality may be reduced to a lower level, such as for related party transactions.

We agreed with the Audit Committee to report to it all identified errors in excess of £0.5m (2020: £0.5m). Errors and misstatements below that threshold would also be reported if, in our opinion as auditor, disclosure was required on qualitative grounds.

Overview of our audit approach continued

Overview of the scope of our audit

The financial reporting function for the Group and its material subsidiaries is centralised in one operating location in the UK, with the exception of the Middle East group of subsidiaries. Our audit was conducted from the main operating location and all material subsidiaries, including the Middle East group of subsidiaries, were within the scope of our audit testing.

For the Middle East group of subsidiaries, in order to obtain sufficient audit evidence for the purposes of our audit opinion, a member firm of the Crowe Global network undertook specified audit procedures in the Middle East under our direction and supervision. We planned the work following a series of planning meetings with local management and the component auditor. We have reviewed the work of the component auditor and discussed matters with local management and the component auditor.

Key audit matters

In preparing the financial statements, the Executive Board, on behalf of the members, have made a number of subjective judgements, for example in respect of critical accounting estimates that involved making assumptions and considering future events that are inherently uncertain. We focused our work primarily on these areas by assessing the Executive Board's judgements against available evidence, forming our own judgements and evaluating the disclosures in the financial statements. We also addressed the risk of management override of controls, including evaluating whether there was evidence of bias by the Executive Board, which may represent a risk of material misstatement, especially in areas of critical accounting estimates and key judgements as outlined in note 1.

Key audit matters are those matters we identified that, in our professional judgement, were of most significance in our audit of the financial statements of the current financial year and included the most significant assessed risks of material misstatement, whether or not due to fraud. These matters are those that had the greatest effect on the overall audit strategy, the allocation of resources on the audit, and on directing the efforts of the engagement team. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

In our audit, we tested and examined information, using sampling and other auditing techniques, to the extent we considered necessary to provide a reasonable basis for us to draw conclusions. We obtained audit evidence through testing the effectiveness of controls, substantive procedures or a combination of both.

In determining the key audit matters, we noted that there have been no changes in the Group's operations during the financial year that significantly impacted upon our audit. Our assessment of the most significant risks of material misstatement and resulting key audit matters are as detailed below.

These key audit matters relate to both the Group and the LLP. This is not a complete list of all risks identified by our audit.

Key audit matter	How the scope of our audit addressed the key audit matter
Revenue recognition and the valuation of contract assets	
The Group enters into a broad range of client contract types. The timing of revenue recognition on these contracts is dependent on the fulfilment of contractual terms that can be complex and involve subjective judgements on contract completeness and recoverability. Estimates are also required in assessing the fair value of contract assets. Revenue recognition and the valuation of contract assets are included within note 1 as areas of critical accounting estimate. The accounting policy for revenue is outlined in note 2. The disclosure of contract assets and contract liabilities is included within notes 13 and 15 respectively.	We selected a sample of client assignments focusing on material contracts and contracts that met certain identified risk criteria. Our testing focused on ensuring that revenue was recognised in accordance with the accounting policy and included obtaining details of the underlying contract, agreeing key engagement terms regarding enforceable rights to payment for work performed to date, obtaining evidence of fulfilment and the justification for the stage of completeness. As part of our work we challenged a range of areas including whether identified performance obligations were distinct, performance obligations had been satisfied for revenue recognised, the right to payment for work performed to date was enforceable in certain situations, assessments of costs to complete were appropriate and consistent with other evidence and whether the Group was acting as principal or agent. We reviewed provisions carried against the value of accrued income, ensuring a suitable assessment had been performed considering provisions held at both engagement and portfolio levels. We found no material misstatements arising from our testing. We consider the disclosure in notes 2, 13 and 15 to the financial statements to be appropriate having given specific regard to this being an area of critical accounting estimate.

Key audit matter	How the scope of our audit addressed the key audit matter
Provisions for claims and regulatory proceedings	
Disputes arise in the normal course of business. We focused on this area because of the potential financial impact that a major claim or regulatory proceeding could have on the Group and because of the uncertainties involved, including the need to exercise judgement. Provisions in respect of claims and regulatory proceedings are included within note 1 as an area of critical accounting estimate. The disclosure of provisions for claims and regulatory proceedings is included in note 18.	We met with the Group's General Counsel to discuss claims and actions by regulatory bodies. We examined these matters and considered the processes for ensuring the completeness of the reporting of claims and for assessing the risk of unrecorded claims. We reviewed external legal advice and details of judgements where relevant, and reviewed the controls operating around the completeness of reporting. We examined the Group's insurance arrangements and considered the impact of those terms and the level of cover on the provisions made. We consider the estimates made by management in determining the provisions for claims and regulatory proceedings to be reasonable in light of the evidence available to the date of this report. We consider the disclosure in note 18 to the financial statements to be appropriate having given specific regard to this being an area of critical accounting estimate.

Other information

The members are responsible for the other information. The other information comprises the members' report and the energy and carbon reporting, which is published with the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether it is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of the other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have no exceptions to report in respect of the following matters which the Companies Act 2006, as applied to limited liability partnerships, requires us to report to you if, in our opinion:

- we have not received all the information and explanations we require for our audit; or
- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns.

Responsibilities of the members for the financial statements

As explained more fully in the Statement of members' responsibilities in respect of the financial statements set out on page 3, the members are responsible for the preparation of the Group's and LLP's financial statements and for being satisfied that they give a true and fair view, and for such internal control as the members determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the members are responsible for assessing the Group's and LLP's ability to continue as a going concern and for using the going concern basis of accounting unless the members either intend to liquidate the Group or the LLP or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance as to whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the override of controls by management, the improper application of the revenue recognition accounting policy and the risk of inappropriate judgements surrounding the recognition of liabilities arising from claims relating to litigation or regulatory sanction.

Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, use of data analytics in the analysis of journals, reviewing accounting estimates for biases, a thorough review and assessment of the revenue recognised on a selection of client engagements to ensure appropriate application of revenue recognition policies and discussions with in house General Counsel around the provisions held for claims, litigation and sanction.

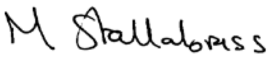
Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected a material misstatement in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. We are not responsible for preventing, and cannot be expected to detect, non-compliance with all laws and regulations.

These inherent limitations are particularly significant in the case of misstatement resulting from fraud as this may involve sophisticated schemes designed to avoid detection, including deliberate failure to record transactions, collusion or the provision of intentional misrepresentations.

A further description of our responsibilities for the audit of the financial statements is set out on the Financial Reporting Council's website at: www.frc.org.uk/auditscopeukprivate. This description forms part of our auditor's report.

Use of our report

This report is made solely to the LLP's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, as applied to limited liability partnerships. Our audit work has been undertaken so that we might state to the LLP's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the LLP and the LLP's members as a body for our audit work, for this report, or for the opinions we have formed.



Matthew Stallabrass
(Senior Statutory Auditor)

for and on behalf of
Crowe U.K. LLP
Statutory Auditor
London

11 August 2021

Consolidated income statement for the financial year ended 30 June 2021

	Note	2021 £m	2020 £m
Revenue	2	4,447	4,380
Expenses and disbursements on client assignments		(492)	(621)
Net revenue		3,955	3,759
Staff costs	3	(2,011)	(1,951)
Depreciation, amortisation and impairment of non-financial assets	4	(136)	(136)
Other operating charges	4	(529)	(614)
Net impairment losses on financial assets	13	(7)	(27)
Operating profit		1,272	1,031
Finance income	5	3	5
Finance expense	5	(26)	(28)
Profit on ordinary activities before taxation		1,249	1,008
Tax expense in subsidiary entities	6	(78)	(70)
Profit for the financial year		1,171	938
Profit for the financial year attributable to:			
Members	23	1,001	786
Non-controlling interests	23	170	152
Profit for the financial year		1,171	938

Consolidated statement of comprehensive income for the financial year ended 30 June 2021

	Note	2021 £m	2020 £m
Profit for the financial year		1,171	938
Other comprehensive income (expense)			
Items that may be reclassified subsequently to profit or loss:			
Cash flow hedges	23	1	(2)
Translation of foreign operations	23	(10)	3
Items that will not be reclassified to profit or loss:			
Remeasurements of retirement benefits	22	91	(81)
Other comprehensive income (expense) for the financial year		82	(80)
Total comprehensive income for the financial year		1,253	858
Total comprehensive income for the financial year attributable to:			
Members		1,093	712
Non-controlling interests		160	146
Total comprehensive income for the financial year		1,253	858

Cash flow hedges are disclosed net of tax in the consolidated statement of comprehensive income. There is no tax on any other component of other comprehensive income (expense).

Statements of financial position at 30 June 2021

	Note	Group 2021 £m	Group 2020 £m	LLP 2021 £m	LLP 2020 £m
Non-current assets					
Property, plant and equipment	7	202	184	–	–
Right-of-use assets	8	715	785	–	–
Goodwill	9	72	79	6	6
Other intangible assets	9	13	16	–	–
Deferred tax assets	21	12	8	–	–
Investments in subsidiaries	10	–	–	57	57
Interests in joint ventures and associates	11	–	3	–	–
Other investments	12	95	114	70	71
Retirement benefit assets	22	161	38	161	38
		1,270	1,227	294	172
Current assets					
Trade and other receivables	13	1,250	1,323	834	894
Assets classified as held-for-sale	13	60	–	56	–
Cash and cash equivalents	14	806	524	558	392
		2,116	1,847	1,448	1,286
Total assets		3,386	3,074	1,742	1,458
Current liabilities					
Trade and other payables	15	(932)	(922)	(802)	(805)
Liabilities classified as held-for-sale	15	(25)	–	(7)	–
Tax in subsidiary entities		(61)	(48)	–	–
Borrowings	16	(14)	(11)	–	–
Lease liabilities	8	(80)	(75)	–	–
Provisions	18	(2)	(2)	–	–
Members' capital	19	(14)	(19)	(14)	(19)
		(1,128)	(1,077)	(823)	(824)
Non-current liabilities					
Borrowings	16	(50)	(72)	–	–
Lease liabilities	8	(712)	(777)	–	–
Deferred tax liabilities	21	(15)	(9)	–	–
Retirement benefit obligations	22	(45)	(44)	–	–
Provisions	18	(119)	(94)	(53)	(33)
Other non-current liabilities	20	(123)	(118)	–	–
Members' capital	19	(256)	(258)	(256)	(258)
		(1,320)	(1,372)	(309)	(291)
Total liabilities		(2,448)	(2,449)	(1,132)	(1,115)
Net assets		938	625	610	343
Equity					
Members' reserves	23	912	618	610	343
Non-controlling interests	23	26	7	–	–
Total equity		938	625	610	343
Members' interests					
Members' capital	19	270	277	270	277
Members' reserves	23	912	618	610	343
Total members' interests	23	1,182	895	880	620

The exemption under section 408 of the Companies Act 2006, as applied to limited liability partnerships, from presenting the LLP's income statement has been taken. The LLP's profit for the financial year ended 30 June 2021 was £972m (2020: £714m).

The financial statements on pages 8 to 56 were authorised for issue and signed on 11 August 2021 on behalf of the members of PricewaterhouseCoopers LLP, registered number OC303525, by:

Kevin Ellis
Chairman and Senior Partner

Warwick Hunt
Managing Partner and Chief Operating Officer

Statements of cash flows for the financial year ended 30 June 2021

	Group 2021 £m	Group 2020 £m	LLP 2021 £m	LLP 2020 £m
Cash flows from operating activities				
Profit for the financial year	1,171	938	972	714
Tax on profits	78	70	–	–
Adjustments for:				
Depreciation, amortisation and impairment of non-financial assets	136	136	–	–
Loss on disposal of property, plant and equipment	2	1	–	–
Gain on disposal of other intangibles assets	(18)	–	(18)	–
Gain on disposal of joint ventures and associates	(1)	–	–	–
Foreign-exchange movements	7	–	–	–
Remeasurement gains on other investments	(9)	(2)	(7)	(1)
Income from investments in subsidiaries	–	–	(72)	(41)
Finance income	(3)	(5)	(2)	(3)
Finance expense	26	28	–	–
Changes in working capital (excluding the effects of acquisitions):				
Decrease in trade and other receivables	13	103	4	158
Increase in trade and other payables	30	14	1	51
Increase in provisions and other non-current liabilities	27	32	23	7
Movement in retirement benefits	(27)	(27)	(28)	(28)
Cash generated from operations	1,432	1,288	873	857
Tax paid by subsidiary entities	(63)	(73)	–	–
Net cash inflow from operating activities	1,369	1,215	873	857
Cash flows from investing activities				
Purchase of property, plant and equipment	(72)	(58)	–	–
Proceeds from sale of property, plant and equipment	1	1	–	–
Purchase of intangible assets	(4)	(6)	(2)	–
Proceeds from sale of intangible assets	20	–	20	–
Purchase of other investments	(10)	(15)	(10)	(10)
Proceeds from redemption of other investments	36	17	18	2
Purchase of interests in joint ventures and associates	–	(1)	–	–
Proceeds from sale of joint ventures and associates	2	–	–	–
Distributions received from joint ventures and associates	2	2	–	–
Interest received	2	3	1	1
Income received from investments in subsidiaries	–	–	72	41
Net cash (outflow) inflow from investing activities	(23)	(57)	99	34
Cash flows from financing activities				
Payments to members	(799)	(765)	(799)	(765)
Payments to non-controlling interests	(141)	(138)	–	–
Interest paid	(5)	(6)	–	–
Finance charges on lease liabilities	(19)	(19)	–	–
Principal payments of lease liabilities	(66)	(65)	–	–
Proceeds from borrowings	–	200	–	–
Repayment of borrowings	(19)	(157)	–	–
Capital contributions by members	21	36	21	36
Capital repayments to members	(28)	(22)	(28)	(22)
Capital contributions by non-controlling interest partners	21	42	–	–
Capital repayments to non-controlling interest partners	(16)	(22)	–	–
Net cash outflow from financing activities	(1,051)	(916)	(806)	(751)
Net increase in cash and cash equivalents	295	242	166	140
Foreign-exchange movements	(13)	–	–	–
Cash and cash equivalents at beginning of financial year	524	282	392	252
Cash and cash equivalents at end of financial year (note 14)	806	524	558	392

Statements of changes in equity for the financial year ended 30 June 2021

			Group	LLP
	Available for division among members £m	Attributable to non-controlling interests £m	Total £m	Total £m
Balance at beginning of prior financial year (note 23)	671	(1)	670	468
Profit for the financial year	786	152	938	714
Other comprehensive expense for the financial year	(74)	(6)	(80)	(74)
Total comprehensive income	712	146	858	640
Profit allocated in the financial year	(765)	(138)	(903)	(765)
Transactions with owners	(765)	(138)	(903)	(765)
Balance at end of prior financial year (note 23)	618	7	625	343
Profit for the financial year	1,001	170	1,171	972
Other comprehensive income (expense) for the financial year	92	(10)	82	94
Total comprehensive income	1,093	160	1,253	1,066
Profit allocated in the financial year	(799)	(141)	(940)	(799)
Transactions with owners	(799)	(141)	(940)	(799)
Balance at end of financial year (note 23)	912	26	938	610

Notes to the financial statements for the financial year ended 30 June 2021

1 Basis of preparation

These financial statements consolidate the results and financial position of PricewaterhouseCoopers LLP ('the LLP') and its subsidiary undertakings (together 'the Group').

The financial statements have been prepared in accordance with International Financial Reporting Standards ('IFRS') and IFRS Interpretation Committee ('IFRIC') interpretations, in conformity with the requirements of the Companies Act 2006, together with those parts of the Companies Act 2006 applicable to limited liability partnerships ('LLPs') reporting under IFRS. On 31 December 2020, IFRS as adopted by the European Union was brought into United Kingdom ('UK') law and became international accounting standards as adopted by the UK, with future changes subject to endorsement by the UK Endorsement Board.

Accounting policies that relate to the financial statements as a whole are set out below, while those that relate to specific areas of the financial statements are shown in the corresponding note. All accounting policies have been consistently applied to all the financial years presented. The new standards and interpretations adopted during the financial year, as set out below, have not had an impact on the financial statements.

The financial statements have been prepared on a going concern basis under the historical cost convention, except as otherwise described in the accounting policies.

In its assessment of going concern, the Executive Board has considered the economic environment in the markets in which the Group operates, including the potential ongoing impacts of the COVID-19 pandemic. At the outset of the pandemic, the Group implemented a number of additional measures including a tight focus on ensuring the continued ability to deliver ongoing work and win new assignments, the associated billing, cash collection and management of the Group's working capital position, strict control of discretionary expenditure, deferral of certain investments and other outflows, including member distributions and staff bonuses, and increasing the Group's borrowing facilities as a precautionary measure. The Group adjusted rapidly to the changed trading environment caused by the pandemic and has continued to operate effectively, providing ongoing and new services to clients and maintaining a strong working capital position throughout. The pace of recovery in trading activity in the financial year ended 30 June 2021 was more rapid than had been expected.

The Executive Board continues to closely monitor and evaluate the potential further impacts of the pandemic, including planning appropriate responses for a range of possible scenarios. The central assumption is that growth in trading activity will remain heightened in the first half of the financial year ending 30 June 2022 and then normalise progressively over the second half, with positive net cash over the entire period. In the plausible downside scenarios considered by the Executive Board, the duration of the pandemic and its economic effects are assumed to be more prolonged, significantly reducing the levels of trading and revenue growth achievable. The Group's financial modelling shows that the position remains manageable in all scenarios with substantial levels of headroom being maintained against available working capital financing facilities even in the downside scenario.

Should the pandemic and its economic impacts significantly worsen, management has the option of reintroducing certain of the measures taken at the outset of the pandemic such as postponing or curtailing spend, including on partner distributions, staff bonuses and investments, requesting additional capital contributions from members or potentially restructuring its cost base.

Having regard to all of the above, the Executive Board has, at the time of approving the financial statements, a reasonable expectation that the Group will be able to continue in operational existence for the foreseeable future. Thus, the going concern basis has been adopted in preparing the consolidated financial statements.

1 Basis of preparation continued

New standards and interpretations adopted in the financial year

During the financial year ended 30 June 2021, the Group adopted Amendments to IFRS 3 'Business Combinations', IFRS 9, IAS 39 and IFRS 7 'Interest Rate Benchmark Reform', IAS 1 and IAS 8 'Definition of material', IFRS 16 'Leases for COVID-19-Related Rent Concessions' and References to the Conceptual Framework in IFRS Standards. These changes have not had an impact on the financial statements.

New standards and interpretations not yet adopted

There are a number of IFRS standards, amendments and IFRIC interpretations that have been issued by the International Accounting Standards Board ('IASB') that will require future adoption and are not expected to have a material impact on the Group:

- Amendments to IFRS 4 'Insurance Contracts' and IFRS 7, IFRS 4 and IFRS 16 'Interest Rate Benchmark Reform – Phase 2' will become effective for the accounting period to 30 June 2022.
- Amendments to IFRS 4 'Insurance Contracts' and IFRS 16 'Leases – COVID-19-Related Rent Concessions – Extension of the practical expedient' will become effective for the accounting period to 30 June 2022, subject to endorsement.
- Amendments to IAS 1 'Presentation of Financial Statements: Classification of Liabilities as Current or Non-Current' and IFRS 3 'Business Combinations', IAS 16 'Property, Plant and Equipment', IAS 37 'Provisions, Contingent Liabilities and Contingent Assets' and 'Annual improvements to IFRSs 2018-2020 cycle' will become effective for the accounting period to 30 June 2023, subject to endorsement.
- IFRS 17 'Insurance Contracts' and Amendments to IAS 12 'Deferred tax relating to assets and liabilities from a single transaction' will become effective for the accounting period to 30 June 2024, subject to endorsement.

Critical accounting estimates and key judgements

The preparation of consolidated financial statements in conformity with IFRS requires management to make estimates and assumptions that affect the reported amounts of revenue, expenses, assets and liabilities and the disclosure of contingent assets and liabilities.

The estimates and judgements are continually evaluated and are based on historical experience and other factors, including market data and expectations of future events that are believed to be reasonable and constitute management's best judgement at the date of the financial statements. In the future, actual experience could differ from those estimates and adjustments could be required to the carrying value of assets and liabilities. Where appropriate, present values are calculated using discount rates reflecting the currency and maturity of the items being valued.

Set out below is a summary of the critical accounting estimates that could have a significant effect on the Group's financial results:

- Revenue recognition (note 2) and the valuation of contract assets (note 13) – estimating the stage of contract completion, including estimating the costs still to be incurred and assessing the likely engagement outcome. A 5% movement in contract assets would result in a change in revenue of £22m.
- Provisions for claims and regulatory proceedings (note 18) – assessing the probable outcome of claims and regulatory proceedings and estimating the level of costs likely to be incurred in defending and concluding such matters.
- Defined benefit and end-of-service benefit schemes (note 22) – determining the actuarial assumptions to be applied in estimating the defined benefit obligation for each scheme, with the key actuarial assumptions being discount rate, inflation and life expectancy.

Further details of significant estimates and judgements are set out in the related notes to the financial statements.

1 Basis of preparation continued

Consolidation

Subsidiary undertakings are entities over which the Group has control. Control is defined as the power to direct the entity's relevant activities, exposure to variable returns from involvement with the entity and the ability to use this power to affect the amount of the returns. Subsidiary undertakings are fully consolidated from the date on which control is transferred to the Group.

They are de-consolidated from the date that control ceases. On consolidation, intercompany transactions, balances and unrealised gains and losses on transactions between Group companies are eliminated. Accounting policies of subsidiary undertakings have been amended, where necessary, to ensure consistency with the policies adopted by the Group.

Foreign currencies

Transactions in foreign currencies are recorded at the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated using the rates of exchange at the reporting date and the gains and losses on translation are included in the income statement.

For the purpose of these consolidated financial statements, the results and financial position of each subsidiary undertaking are expressed in sterling, which is the functional currency of the LLP and the presentation currency for the financial statements.

The assets and liabilities of the Group's foreign undertakings are translated at exchange rates prevailing on the reporting date. Income and expense items are translated at the average exchange rates for the period. Exchange differences arising on consolidation on the retranslation of foreign undertakings are recognised in other comprehensive income.

Impairment of non-financial assets

Assets that are subject to depreciation or amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the carrying amount of the asset exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. Non-financial assets, other than goodwill, that have suffered impairment are reviewed for possible reversal of the impairment at each reporting date. The budgets and forecasts that form the basis for the fair value less costs to sell and value in use models used for impairment testing include forecast capital investment and operational impacts related to sustainability projects.

2 Revenue

Revenue is measured as the fair value of consideration received or receivable for satisfying performance obligations contained in contracts with clients, including expenses and disbursements but excluding discounts and Value Added Tax. Variable consideration is included in the transaction price only to the extent that it is highly probable that a significant reversal will not be required when the uncertainties determining the level of variable consideration are subsequently resolved. Revenue is recognised when, or as, the Group satisfies performance obligations by transferring control of services to clients. This occurs as follows for the Group's various contract types:

- Time-and-materials contracts are recognised as services are provided at the fee rate agreed with the client where there is an enforceable right to payment for performance completed to date.
- Fixed-fee contracts are recognised over time based on the actual service provided to the end of the reporting period as a proportion of the total services to be provided where there is an enforceable right to payment for performance completed to date. This is determined based on the actual inputs of time and expenses relative to total expected inputs.
- Performance-fee contracts are recognised when the right to consideration arises on having met the relevant performance-related elements.
- Contingent-fee contracts, over and above any agreed minimum fee, are recognised when the contingent event occurs and the Group has become entitled to the revenue.
- Licence-fee contracts that provide a right to use the Group's intellectual property ('IP'), as it exists at the date the licence is granted, are recognised when the licence agreement is entered into and the licensee is able to use and benefit from the licence. Licence-fee contracts that provide a right of access to the Group's IP, as it exists throughout the licence period, are recognised over time to reflect the pattern in which the benefits of access transfer to the client over the licence period.

Where contracts include multiple performance obligations, the transaction price is allocated to each performance obligation based on its stand-alone selling price. Where these are not directly observable, they are estimated based on expected cost plus margin. Adjustments are made to allocate discounts proportionately relative to the stand-alone selling price of each performance obligation.

Estimates of revenues, costs or extent of progress toward completion are revised if circumstances change. Any resulting increases or decreases in estimated revenues or costs are reflected in the income statement in the period in which the circumstances that give rise to the revision become known.

For time-and-materials, fixed-fee and licence-fee contracts, fees are usually billed on account based on a payment schedule. For performance-fee and contingent-fee contracts, fees are usually billed and paid when entitlement to the revenue has been established. If the revenue recognised by the Group exceeds the amounts billed, a contract asset is recognised. If the amounts billed exceed the revenue recognised, a contract liability is recognised. Contract assets are reclassified as trade receivables when billed and the consideration has become unconditional because only the passage of time is required before payment is due. The Group's standard payment terms require settlement of invoices within 14 days of receipt.

The Group does not adjust the transaction prices for the time value of money as it does not have any contracts where the period between the transfer of the promised services to the client and the payment by the client exceeds one year.

2 Revenue continued

Disaggregation of revenue

The Group derives revenue from the provision of professional services across the following lines of service and industry segments:

Line of service	2021 £m	2020 £m
Tax	1,070	1,071
Audit	1,069	1,003
Consulting	996	1,057
Deals	854	781
Risk	458	468
	4,447	4,380

Industry segment	2021 £m	2020 £m
Financial services	1,532	1,473
Government and health industries	748	705
Industrial manufacturing and services	708	726
Consumer markets	610	624
Technology, information, communications and entertainment	495	450
Energy, utilities and resources	354	402
	4,447	4,380

The table below disaggregates revenue from external clients by managed territory within the Group:

	2021 £m	2020 £m
United Kingdom	3,557	3,478
Middle East	829	850
Channel Islands	61	52
	4,447	4,380

Assets and liabilities related to contracts with customers

Details of the Group's and the LLP's trade receivables and contract assets are disclosed in note 13 and contract liabilities in note 15.

Unsatisfied long-term contracts

The aggregate amount of the transaction price allocated to fixed-price, long-term contracts that were partially or fully unsatisfied at 30 June was:

	2021 £m	2021 %	2020 £m	2020 %
Within one financial year	106	78	56	84
1–2 financial years	17	13	10	15
2–3 financial years	8	6	1	1
3–4 financial years	3	2	–	–
4–5 financial years	1	1	–	–
	135	100	67	100

In accordance with IFRS 15, these amounts do not include variable consideration which is constrained. All other contracts with customers are for periods of one year or less, or carried a right to consideration directly aligned to the performance completed to date.

Where the contract is for a period of one year or less or where the right to consideration is directly aligned to the performance completed to date, the Group has applied the practical expedient set out in IFRS 15 'Revenue from Contracts with Customers' in respect of the presentation of the transaction price allocated to partially or fully unsatisfied contracts with customers.

3 Staff costs

	Group		LLP	
	2021 £m	2020 £m	2021 £m	2020 £m
Salaries	1,691	1,641	130	152
Social security costs	158	154	17	19
Pension costs in respect of defined contribution schemes (note 22)	152	149	22	24
Current service cost in respect of end-of-service benefit schemes (note 22)	9	7	–	–
Guaranteed minimum pension equalisation on defined benefit schemes (note 22)	1	–	1	–
	2,011	1,951	170	195

Salaries include wages and salaries, bonuses, employee benefits and termination benefits.

The Group recognises termination benefits when it is demonstrably committed to terminating the employment of current employees before their retirement or providing termination benefits as a result of voluntary severance. During the financial year ended 30 June 2021, the Group recognised £5m (2020: £14m) and the LLP recognised £1m (2020: £4m) of termination benefits within salaries.

The average monthly number of employees during the financial year was:

	Group		LLP	
	2021 Number	2020 Number	2021 Number	2020 Number
Client support staff	21,812	21,205	693	822
Practice support staff	4,845	4,746	761	799
	26,657	25,951	1,454	1,621

4 Other operating costs

Depreciation, amortisation and impairment of non-financial assets

	2021 £m	2020 £m
Depreciation of right-of-use assets (note 8)	75	75
Depreciation of property, plant and equipment (note 7)	47	48
Amortisation of other intangible assets (note 9)	7	8
Impairment of right-of-use assets (note 8)	3	4
Impairment of goodwill (note 9)	3	1
Impairment of property, plant and equipment (note 7)	1	–
	136	136

Other operating charges

Other operating charges comprise firmwide overheads including technology and marketing; people-related costs, such as recruitment and training; gains and losses on the disposal of property, plant and equipment, intangible assets and other investments; charges relating to claims and regulatory proceedings; and occupancy costs, including property service charges and lease-related expenditure.

Auditor's remuneration

Total fees and expenses payable to the auditor, Crowe U.K. LLP, for the financial year ended 30 June 2021 were £0.5m (2020: £0.5m). This comprised audit fees of £0.4m (2020: £0.4m) relating to the LLP and Group consolidation and other service fees of £0.1m (2020: £0.1m) relating to the audit of subsidiary companies and audit-related assurance.

5 Finance income and expense

	2021 £m	2020 £m
Finance income		
Interest receivable	2	3
Net interest income on defined benefit schemes (note 22)	1	2
	3	5
Finance expense		
Finance charges on lease liabilities (note 8)	(19)	(19)
Interest payable	(5)	(6)
Unwinding of discount on provisions (note 18)	(1)	(2)
Interest expense on end-of-service benefit schemes (note 22)	(1)	(1)
	(26)	(28)
Net finance expense	(23)	(23)

6 Tax expense in subsidiary entities

Income tax payable on the profits of the LLP and other LLPs consolidated within the Group is solely the personal liability of the individual members of those LLPs and consequently is not dealt with in these financial statements.

Certain subsidiary entities consolidated in these financial statements are subject to taxes on their own profits and this tax expense is reported in these consolidated financial statements. The tax expense is the sum of the current and deferred tax charges of those entities and is calculated using tax rates that have been enacted or substantively enacted at the reporting date.

Current and deferred taxes are recognised in the income statement, except where they relate to items that are recognised in other comprehensive income, in which case they are recognised in other comprehensive income. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

The tax expense included within the consolidated income statement comprises:

	2021 £m	2020 £m
Current tax on income of subsidiary entities for the financial year	76	66
Deferred tax movements (note 21)	2	4
Tax expense in subsidiary entities	78	70

The following table reconciles the tax expense at the standard rate to the actual tax expense:

	2021 £m	2020 £m
Profit on ordinary activities of subsidiary entities before tax	329	318
Tax expense at UK standard rate of 19% (2020: 19%)	63	60
Impact of items not deductible for tax purposes	2	3
Adjustments to tax charge in respect of prior financial years	9	9
Remeasurement of deferred tax arising from a change in the UK standard rate	(1)	–
Effect of different tax rates across the Group	5	(2)
	78	70

7 Property, plant and equipment

Group

	Freehold property £m	Leasehold property £m	Fittings, furniture and equipment £m	Total £m
Cost				
At beginning of prior financial year	2	106	284	392
Transfers to right-of-use assets on adoption of IFRS 16 'Leases' on 1 July 2019	–	(10)	–	(10)
Exchange differences	–	–	1	1
Additions	–	14	44	58
Disposals	–	–	(43)	(43)
At end of prior financial year	2	110	286	398
Exchange differences	–	(4)	(4)	(8)
Additions	–	21	51	72
Disposals	–	(7)	(27)	(34)
At end of financial year	2	120	306	428
Accumulated depreciation				
At beginning of prior financial year	–	40	170	210
Transfers to right-of-use assets on adoption of IFRS 16 'Leases' on 1 July 2019	–	(4)	–	(4)
Exchange differences	–	–	1	1
Depreciation charge for the financial year	–	7	41	48
Disposals	–	–	(41)	(41)
At end of prior financial year	–	43	171	214
Exchange differences	–	(2)	(3)	(5)
Depreciation charge for the financial year	–	11	36	47
Impairment charge for the financial year	–	–	1	1
Disposals	–	(7)	(24)	(31)
At end of financial year	–	45	181	226
Net book amount at end of prior financial year	2	67	115	184
Net book amount at end of financial year	2	75	125	202

Property, plant and equipment is measured at cost less accumulated depreciation and any recognised impairment loss. Depreciation is primarily provided on a straight-line basis from the point the asset is available for use over the following estimated useful economic lives:

Freehold property	50 years
Leasehold property	50 years or shorter leasehold term
Fittings and furniture	10–20 years or shorter leasehold term
Equipment	2–5 years

Repairs and maintenance costs arising on property, plant and equipment are charged to the income statement as incurred.

There were no capital commitments relating to property, plant and equipment contracted but not provided for at 30 June 2021 in the Group (2020: £34m). Assets under construction of £19m (2020: £1m) are included within leasehold property and £42m (2020: £12m) within fittings, furniture and equipment. The assets under construction relate principally to the fit-out of office accommodation.

LLP

During the financial year ended 30 June 2021, there were no property, plant or equipment assets or capital commitments within the LLP (2020: nil).

8 Leases

Group

Payments associated with all short-term leases and certain leases of low-value assets are recognised on a straight-line basis as operating costs in the income statement. Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise office-related and technology equipment.

All other leases are recognised as right-of-use assets and corresponding lease liabilities at the date at which the leased assets are available for use by the Group.

Lease liabilities are initially measured at an amount equal to the present value of the expected future lease payments for the underlying right-of-use assets during the lease term. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined, or the relevant incremental borrowing rate. The lease term is a non-cancellable period of the lease; periods covered by options to extend and terminate the lease are only included in the lease term if it is reasonably certain that the lease will be extended or not terminated. Where the Group has the option to extend the lease term beyond the non-cancellable period, or of not exercising a termination option, all facts and circumstances that create an economic incentive to exercise an extension option or not exercise a termination option are considered.

Each lease payment is allocated between a repayment of the liability and a finance cost. Lease liabilities are subsequently measured using the effective interest method. The carrying amount of the liability is remeasured to reflect reassessments and lease modifications.

Where the Group is an intermediate lessor and has assessed these leases to be operating leases, it accounts for its interests in the head lease and the sub-lease separately and recognises lease payments received as income on a straight-line basis over the lease term in the income statement. Such leases are not material to the Group.

Movements in lease liabilities during the financial year ended 30 June 2021 were as follows:

	2021 £m	2020 £m
Balance at beginning of financial year	852	–
Recognised on adoption of IFRS 16 ‘Leases’ on 1 July 2019	–	664
Exchange differences	(9)	1
Additions	15	252
Finance charges (note 5)	19	19
Payments	(85)	(84)
Balance at end of financial year	792	852

Disclosed as:

	2021 £m	2020 £m
Current	80	75
Non-current	712	777
	792	852

The maturity profile at 30 June of the undiscounted future cash flows required to settle these lease liabilities is as follows:

	2021 £m	2020 £m
Within one financial year	81	77
1–2 financial years	81	75
2–3 financial years	79	75
3–4 financial years	76	75
4–5 financial years	75	73
More than five financial years	528	539
	920	914

During the financial year ended 30 June 2021, total cash outflows in respect of leases was £87m (2020: £88m), including £2m (2020: £4m) on short-term leases and leases of low-value assets. The value recognised in the income statement in respect of these short-term leases and leases of low-value assets during the financial year ended 30 June 2021 was £2m (2020: £4m).

8 Leases continued

Right-of-use assets are measured initially at cost comprising:

- the amount of the initial measurement of the lease liability;
- any lease payments less lease incentives at or before the lease commencement date;
- any initial direct costs; and
- any restoration costs.

Subsequently, the right-of-use assets are measured at cost less accumulated depreciation and any accumulated impairment losses, and adjusted for remeasurements of the lease liability due to reassessments or lease modifications. The right-of-use assets are depreciated over the lease term on a straight-line basis.

Movements in right-of-use assets during the financial year ended 30 June 2021 were as follows:

	Land and buildings £m	Other assets £m	Total £m
Cost			
At beginning of prior financial year	–	–	–
Recognised on adoption of IFRS 16 'Leases' on 1 July 2019	606	5	611
Exchange differences	1	–	1
Additions	246	6	252
Disposals	(2)	(1)	(3)
At end of prior financial year	851	10	861
Exchange differences	(10)	–	(10)
Additions	9	7	16
Disposals	(13)	(3)	(16)
At end of financial year	837	14	851
Accumulated depreciation/impairment			
At beginning of prior financial year	–	–	–
Depreciation charge for the financial year	71	4	75
Impairment charge for the financial year	4	–	4
Disposals	(2)	(1)	(3)
At end of prior financial year	73	3	76
Exchange differences	(2)	–	(2)
Depreciation charge for the financial year	71	4	75
Impairment charge for the financial year	3	–	3
Disposals	(13)	(3)	(16)
At end of financial year	132	4	136
Net book amount at end of prior financial year	778	7	785
Net book amount at end of financial year	705	10	715

LLP

During the financial year ended 30 June 2021, there were no right-of-use assets or lease liabilities held by the LLP.

9 Goodwill and other intangible assets

Group

	Goodwill £m	Computer software £m	Customer relationships £m	Total other intangible assets £m
Cost				
At beginning of prior financial year	94	87	21	108
Exchange differences	1	–	–	–
Additions	–	6	–	6
Disposals	–	(7)	(1)	(8)
At end of prior financial year	95	86	20	106
Exchange differences	(4)	–	(2)	(2)
Additions	–	2	2	4
Disposals	–	(13)	–	(13)
At end of financial year	91	75	20	95
Accumulated amortisation/impairment				
At beginning of prior financial year	15	74	16	90
Amortisation charge for the financial year	–	6	2	8
Impairment charge for the financial year	1	–	–	–
Disposals	–	(7)	(1)	(8)
At end of prior financial year	16	73	17	90
Exchange differences	–	(2)	(2)	(4)
Amortisation charge for the financial year	–	5	2	7
Impairment charge for the financial year	3	–	–	–
Disposals	–	(11)	–	(11)
At end of financial year	19	65	17	82
Net book amount at end of prior financial year	79	13	3	16
Net book amount at end of financial year	72	10	3	13

There was £2m of computer software assets under development within other intangible assets in the Group at 30 June 2021 (2020: £2m).

9 Goodwill and other intangible assets continued

LLP

	Goodwill £m	Computer software £m	Customer relationships £m	Total other intangible assets £m
Cost				
At beginning of prior financial year	6	–	1	1
Disposals	–	–	(1)	(1)
At end of prior financial year	6	–	–	–
Additions	–	2	–	2
Disposals	–	(2)	–	(2)
At end of financial year	6	–	–	–
Accumulated amortisation/impairment				
At beginning of prior financial year	–	–	1	1
Disposals	–	–	(1)	(1)
At end of current and prior financial year	–	–	–	–
Net book amount at end of prior financial year	6	–	–	–
Net book amount at end of financial year	6	–	–	–

There were no assets under development in the LLP at 30 June 2021 (2020: nil).

9 Goodwill and other intangible assets continued

Acquisitions and goodwill

The acquisition method of accounting is used to account for business combinations by the Group. The consideration transferred for the acquisition of a subsidiary undertaking is the fair value of the assets transferred and the liabilities incurred by the Group, including those from any contingent consideration arrangement. Acquisition related costs are charged to the income statement as incurred. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are initially measured at their fair values at the acquisition date.

Goodwill arises where the fair value of the consideration transferred for a business exceeds the fair value of identifiable assets, liabilities and contingent liabilities. If the consideration is less than the fair value of the identifiable assets, in the case of a bargain purchase, the difference is recognised immediately in the income statement. Goodwill arising on acquisitions is capitalised with an indefinite useful economic life and tested annually for impairment. Assets are grouped at the lowest levels for which there are separately identifiable cash flows ('cash generating units'). For the purposes of assessing impairment, goodwill is allocated to the group of cash generating units which represents the lowest level at which goodwill is monitored for internal management purposes.

Impairment reviews

The largest element of goodwill held within the Group is £50m (2020: £54m) in respect of the Group's strategic alliance in the Middle East. The recoverable amount for goodwill has been determined based on value in use, being the present value of future cash flows based on two-year financial budgets, including the anticipated impact of the COVID-19 pandemic on revenues and the cost base. Cash flows for the periods beyond existing budgets have been extrapolated using a 3% long-term GDP annual regional growth rate (2020: 3%). The discount rate applied against the anticipated future cash flows is based on a pre-tax estimated weighted average cost of capital of 11% (2020: 11%).

The remaining goodwill represents UK acquisitions and relates primarily to the provision of consulting services. The discount rate applied against the anticipated future cash flows is based on a pre-tax estimated weighted average cost of capital of 12% (2020: 12%). During the financial year ended 30 June 2021, impairment charges of £3m (2020: £1m) were recognised against this goodwill in relation to businesses acquired in prior financial years, having given consideration to their value in use.

A reasonable change in the key assumptions, such as revenue growth, cost base growth and the discount rate, used in assessing the goodwill for impairment would not have a significant impact on the difference between value in use and the carrying value.

Customer relationships

Customer relationships recognised on the acquisition of a business are initially measured at fair value and amortised on a straight-line basis over the expected useful economic life of the relationship, typically three to ten years.

Computer software

Costs directly associated with the purchase or development of computer software are stated at cost less accumulated amortisation and amortised on a straight-line basis over the expected useful economic life of the software, typically three to five years.

Costs directly attributable to the development of identifiable software are recognised as intangible assets only if development costs can be reliably measured, the product or process is technically and commercially feasible, future economic benefits are probable, and the Group has adequate resources available to complete the development and use or sell the software. Directly attributable costs that are capitalised as part of the asset include employee costs and an appropriate portion of direct overheads. Other development expenditures that do not meet these criteria are recognised as an expense as incurred.

Expenditure on research and costs associated with maintaining computer software are recognised as an expense as incurred.

Notes to the financial statements continued

10 Investments in subsidiaries

LLP

	2021 £m	2020 £m
Shares in subsidiary undertakings		
Cost at beginning and end of financial year	68	68
Accumulated impairment at beginning and end of financial year	11	11
Net book amount at end of prior financial year	57	57
Net book amount at end of financial year	57	57

Investments in subsidiaries are measured at cost less impairment.

The financial statements consolidate the results and financial position of the Group, including all subsidiary undertakings listed in note 26.

Non-controlling interests in subsidiary undertakings

The non-controlling interest profits attributable to the individuals who are members of PricewaterhouseCoopers CI LLP and to the Middle East partners of PricewaterhouseCoopers (Middle East Group) Limited are shown as non-controlling interests in the consolidated financial statements.

PricewaterhouseCoopers (Middle East Group) Limited is the only subsidiary with a non-controlling interest that is material to the Group. The Group owns 100% of the ordinary shares of PricewaterhouseCoopers (Middle East Group) Limited and the local Middle East partners own 'B' shares, which provide the partners with certain income access rights. The pre-consolidated reserves of this company and its subsidiaries at 30 June 2021, attributable to non-controlling interests, showed a deficit of £1m (2020: £20m). At 30 June 2021, the local partners had also provided capital loans totalling £120m (2020: £116m).

10 Investments in subsidiaries continued

Set out below is summarised consolidated financial information for PricewaterhouseCoopers (Middle East Group) Limited and its subsidiaries, before intercompany eliminations with the remainder of the Group:

Summarised consolidated statement of financial position

	2021 £m	2020 £m
Current		
Assets	529	502
Borrowings	(14)	(11)
Lease liabilities	(11)	(7)
Other liabilities	(259)	(250)
Total current net assets	245	234
Non-current		
Assets	144	167
Borrowings	(50)	(72)
Lease liabilities	(60)	(79)
Local partner capital	(120)	(116)
Other liabilities	(68)	(57)
Retirement benefits	(45)	(44)
Total non-current net liabilities	(199)	(201)
Net assets	46	33
Equity		
Share capital	47	53
Reserves	(1)	(20)
Total equity	46	33
Shareholder and local partners' interests		
Share capital	47	53
Local partner capital	120	116
Equity reserves attributable to local partners	(1)	(20)
Total shareholder and local partners' interests	166	149

Summarised consolidated income statement

	2021 £m	2020 £m
Revenue	841	871
Profit before income tax expense	216	185
Income tax expense	(58)	(43)
Other comprehensive expense	(4)	(5)
Total comprehensive income	154	137
Total comprehensive income attributable to non-controlling interests	154	137

Summarised consolidated statement of cash flows

	2021 £m	2020 £m
Cash generated from operations	264	271
Income tax paid	(37)	(39)
Net cash generated from operating activities	227	232
Net cash outflow from investing activities	(26)	(26)
Net cash outflow from financing activities	(170)	(110)
Net increase in cash and cash equivalents	31	96
Cash and cash equivalents at beginning of financial year	125	29
Cash and cash equivalents at end of financial year	156	125

11 Interests in joint ventures and associates

	2021 £m	2020 £m
Value at beginning of financial year	3	3
Share of profit	–	1
Capital investment	–	1
Disposals	(1)	–
Distributions received	(2)	(2)
Value at end of financial year	–	3

The Group's interests in joint ventures and associates are consolidated using the equity method of accounting. The investment is initially recognised at cost and the carrying value adjusted to recognise the Group's share of the profit or loss of the joint venture or associate after the date of acquisition. The Group's share of profit or loss is recognised in the income statement with a corresponding adjustment to the carrying value of the investment.

At 30 June 2021, the Group held interests in the following three joint ventures and associates: PricewaterhouseCoopers Mobility Technology Services LLC, which offers international mobility services; PricewaterhouseCoopers Service Delivery Centre Holdings (Katowice) B.V., which provides shared services for PwC network firms; and PwC Poland Services Limited, which offers specialised cloud-based solutions and transformational services. These joint ventures are not material to the Group.

During the financial year ended 30 June 2021, the Group disposed of its 27% equity interest in Perfect Ward Limited, recognising a gain on disposal of £1m in the income statement.

All joint ventures and associates are listed in note 26.

12 Other investments

	Group		LLP	
	2021 £m	2020 £m	2021 £m	2020 £m
Reservoir trust restricted assets held at amortised cost	61	51	61	51
Other investments held at amortised cost	30	43	6	6
Other investments held at fair value through profit or loss	4	20	3	14
	95	114	70	71

Other investments are measured at amortised cost less impairment where the investment is held to collect contractual cash flows that represent solely payments of principal and interest. Otherwise, they are measured at fair value. Income from investments is recognised in the income statement when entitlement is established.

12 Other investments continued

Reservoir trust restricted assets held at amortised cost

	Group		LLP	
	2021 £m	2020 £m	2021 £m	2020 £m
Value at beginning of financial year	51	41	51	41
Additions	10	10	10	10
Value at end of financial year	61	51	61	51

The LLP has entered into a deed with the trustees of its two defined benefit pension schemes establishing a reservoir trust. Under the terms of the deed, the assets in the reservoir trust are restricted and are reserved to be used to meet any deficit, calculated in accordance with the terms of the deed, in the schemes at 31 March 2026, being the end of the trust term, or earlier if certain triggers are met. The trust assets will only be available to the LLP to the extent that they are not needed to meet any deficit in the schemes at that date. Notwithstanding these conditions, the trust assets do not constitute plan assets under IAS 19 and are therefore presented as restricted assets within other investments.

During the financial year ended 30 June 2021, the LLP made contributions into the trust of £10m (2020: £10m). The LLP has committed to contribute up to an additional £10m into this trust and currently expects to do so in the financial year ending 30 June 2022.

Reservoir trust restricted assets are considered to have a low credit risk and the loss allowance is therefore limited to the 12 month expected credit loss. The Group and the LLP have assessed the expected credit loss on reservoir trust restricted assets and no loss allowance has been recognised in the financial year ended 30 June 2021 (2020: nil).

During the financial year ended 30 June 2021, the LLP entered into an additional deed with the trustees of its defined benefit pension schemes to establish a second reservoir trust. The Group has undertaken to contribute up to £58m into this trust in the period from 30 June 2024 to 31 July 2026, dependent on the size of the funding deficit. Under the terms of the deed, the assets in this reservoir trust will also be restricted and reserved to be used to meet any deficit, calculated in accordance with the terms of the deed, in the schemes at certain designated dates being: 31 March 2026, 31 March 2027, 31 March 2028 and 31 March 2029, or earlier if certain triggers are met.

Other investments held at amortised cost

	Group		LLP	
	2021 £m	2020 £m	2021 £m	2020 £m
Value at beginning of financial year	43	52	6	6
Additions	–	5	–	–
Redemption of investments	(11)	(15)	–	–
Foreign-exchange movements recognised in profit or loss	(2)	1	–	–
Value at end of financial year	30	43	6	6

During the financial year ended 30 June 2021, the Group received a £10m redemption (2020: £12m) of repayable interest-bearing subordinated loan notes issued by an entity in the PwC global network. During the prior financial year ended 30 June 2020, the Group had invested in an additional £3m of these loan notes. At 30 June 2021, the Group's total investment in repayable interest-bearing subordinated loan notes from entities in the PwC global network, after foreign-exchange movements, was £21m (2020: £33m), which is primarily denominated in US dollars with £7m in euros (2020: £8m). At 30 June 2021, the LLP held £6m of these loans, denominated in euros (2020: £6m).

During the financial year ended 30 June 2021, the Group also received a £1m redemption (2020: £3m) of repayable interest-bearing preference shares issued by PwC Poland Services Limited, a joint venture entity (see note 11). During the prior financial year ended 30 June 2020, the Group had invested in an additional £2m of the preference shares. At 30 June 2021, the Group's total investment in these preference shares was £9m, denominated in euros (2020: £10m).

The amortised cost of repayable interest-bearing subordinated loan notes and preference shares are calculated as the present value of the expected future cash flows from these instruments, discounted at a market rate of interest.

The repayable interest-bearing subordinated loan notes and preference shares are considered to have a low credit risk and the loss allowance is therefore limited to the 12 month expected credit loss. The Group and the LLP have assessed the expected credit loss on these assets and no loss allowance has been recognised in the financial year ended 30 June 2021 (2020: nil).

12 Other investments continued

Other investments held at fair value through profit or loss

	Group		LLP	
	2021 £m	2020 £m	2021 £m	2020 £m
Value at beginning of financial year	20	20	14	15
Redemption of investments	(25)	(2)	(18)	(2)
Remeasurement gains recognised in profit or loss	9	2	7	1
Value at end of financial year	4	20	3	14

During the financial year ended 30 June 2021, the LLP recognised remeasurement gains of £7m (2020: £1m) on its preference shares in the PwC Central and Eastern European firm and benefitted from the redemption of its preference shares, initially in part for consideration of £2m (2020: £2m) and subsequently in full for consideration of £16m. At 30 June 2020, the carrying value of these shares was £11m, denominated in US dollars.

Also during the financial year ended 30 June 2021, the Group recognised remeasurement gains of £2m (2020: £1m) on its preference shares in the PwC Central and Southern African firm and benefitted from the redemption of its preference shares in full for consideration of £7m. At 30 June 2020, the carrying value of these shares was £5m, denominated in US dollars.

At 30 June 2021, the Group and the LLP held equity investments in entities in the PwC global network of £4m (2020: £4m) and £3m (2020: £3m), respectively.

The fair values of investments in entities in the PwC global network have been determined using the dividend discount model. The key assumption used is the discount rate applied against anticipated future returns. A reasonable change in the key assumption used in assessing the fair values would not have had a significant impact on the carrying value.

13 Trade and other receivables

	Group		LLP	
	2021 £m	2020 £m	2021 £m	2020 £m
Trade and other receivables	1,250	1,323	834	894
Assets classified as held-for-sale	60	–	56	–
	1,310	1,323	890	894
Comprising:				
Client receivables	738	802	492	517
Due from PwC network firms	66	84	60	73
Trade receivables	804	886	552	590
Contract assets	432	364	317	275
Trade receivables and contract assets	1,236	1,250	869	865
Amounts due from subsidiary undertakings	–	–	15	21
Other receivables	25	31	3	6
Prepayments	49	42	3	2
	1,310	1,323	890	894

Group and LLP trade receivables and contract assets are carried at amortised cost less provisions for lifetime estimated credit losses and impairments. Estimated future credit losses are first recorded on the initial recognition of a receivable and are based on the ageing of the receivable balance, historical credit loss experience and forward-looking considerations. Individual trade receivables and contract assets are written off when management deem them not to be collectible. Further details on credit risk are disclosed in note 24.

Contract assets are reclassified as trade receivables when billed to clients and the consideration has become unconditional because only the passage of time is required before payment is due.

13 Trade and other receivables continued

The expected loss rates for trade receivables and contract assets, as presented below, are based on the payment profile and the shared credit risk characteristics arising in the different regions and industries in which the Group operates, incorporating forward-looking information based on the clients' industries and financial position.

		30 days or less	31 to 90 days	91 to 180 days	181 to 270 days	271 to 365 days	More than 366 days
United Kingdom and Channel Islands	Current financial year	0.1%	0.4%	2.0%	7.2%	24.7%	97.0%
	Prior financial year	0.2%	0.5%	2.4%	10.1%	29.7%	97.0%
Middle East	Current financial year	1.2%	2.0%	4.8%	14.4%	25.2%	100.0%
	Prior financial year	1.1%	2.1%	4.9%	14.6%	27.1%	100.0%

The ageing of trade receivables and contract assets and the resulting provisions are presented below:

	Group		LLP	
	2021 £m	2020 £m	2021 £m	2020 £m
30 days or less	464	425	359	312
31 to 90 days	235	283	154	187
91 to 180 days	88	156	38	89
181 to 270 days	26	31	7	7
271 to 365 days	6	15	1	5
More than 366 days	42	38	9	10
Gross trade receivables	861	948	568	610
Gross contract assets	434	364	317	275
	1,295	1,312	885	885
Expected credit losses	(53)	(53)	(12)	(17)
Other impairment provisions	(6)	(9)	(4)	(3)
	(59)	(62)	(16)	(20)
Trade receivables and contract assets	1,236	1,250	869	865

Movements in lifetime expected credit losses and other impairment provisions on trade receivables and contract assets were as follows:

	Group		LLP	
	2021 £m	2020 £m	2021 £m	2020 £m
Balance at beginning of financial year	(62)	(45)	(20)	(15)
Income statement:				
Charge for the financial year	(36)	(44)	(14)	(14)
Released unused during the financial year	29	17	13	5
Utilised during the financial year	10	10	5	4
Balance at end of financial year	(59)	(62)	(16)	(20)

Amounts due from subsidiary undertakings are considered to have a low credit risk and the loss allowance is therefore limited to the 12 month expected credit loss. The LLP has assessed the expected credit loss on these assets and no loss allowance has been recognised in the financial year ended 30 June 2021 (2020: nil).

The other classes of assets within trade and other receivables do not contain impaired assets.

The carrying value of trade and other receivables in the Group and the LLP is consistent with fair value in the current and prior financial years.

The maximum exposure to credit risk at the reporting date is the carrying value of each class of receivable mentioned above. The Group does not hold any collateral as security.

13 Trade and other receivables continued

Assets and liabilities classified as held-for-sale

Assets are classified as held-for-sale when their carrying amount is expected to be recovered principally through a sale transaction rather than through their continued use. For this to be the case, management must be committed to a plan to sell the assets within one year from the date of classification at a price that is reasonable in relation to the assets' current fair value. The assets must be available for immediate sale in their present condition subject only to terms that are usual and customary for sales of such assets and the sale must be highly probable. The assets, and associated liabilities, are initially measured at the lower of their carrying amount and fair value less costs to sell, with any subsequent increase in fair value less costs to sell recognised in the income statement, but not in excess of any cumulative impairment losses previously recognised.

The Group is currently in discussions with respect to a trade and assets sale of a segment of the Tax line of service within the next 12 months. The carrying value at 30 June 2021 of the Group's attributable current assets was £60m, comprising gross trade receivables and gross contract assets of £36m and £26m, respectively, which are subject to expected credit losses of £3m, and prepayments of £1m. The carrying value of the Group's attributable current liabilities was £25m, comprising trade payables of £9m, employee-related accruals of £8m, contract liabilities of £7m and other taxes of £1m. The carrying value at 30 June 2021 of the LLP's attributable current assets was £56m, comprising gross trade receivables and gross contract assets of £35m and £24m respectively, which are subject to expected credit losses of £3m. The carrying value of the LLP's attributable current liabilities was £7m, comprising contract liabilities.

14 Cash and cash equivalents

		Group		LLP
	2021 £m	2020 £m	2021 £m	2020 £m
Cash at bank and in hand	208	69	9	9
Short-term deposits	598	455	549	383
Total cash and cash equivalents	806	524	558	392

Cash and cash equivalents include cash in hand, deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less. Fair values of cash and cash equivalents approximate to carrying value owing to the short maturity of these instruments.

Bank overdrafts are included within borrowings, in current liabilities, in the statement of financial position. There were no bank overdrafts at 30 June 2021 (2020: nil).

15 Trade and other payables

	Group		LLP	
	2021 £m	2020 £m	2021 £m	2020 £m
Trade and other payables	932	922	802	805
Liabilities classified as held-for-sale (note 13)	25	–	7	–
	957	922	809	805
Comprising:				
Trade payables	137	144	–	–
Amounts owed to subsidiary undertakings	–	–	545	552
Social security and other taxes	125	122	17	8
Other payables	67	65	46	48
Accruals	422	348	57	37
Contract liabilities	206	243	144	160
	957	922	809	805

Trade and other payables are measured at amortised cost.

During the financial year ended 30 June 2021, £216m of the Group's £243m and £140m of the LLP's £160m recorded contract liabilities at 30 June 2020 were recognised as revenue. During the prior financial year ended 30 June 2020, £156m of the Group's £169m and £100m of the LLP's £112m recorded contract liabilities at 30 June 2019 were recognised as revenue.

Due to the short maturity of trade and other payables in the Group and the LLP, the carrying value is consistent with fair value in the current and prior financial year. Group current trade payables include amounts owing to PwC network firms totalling £88m (2020: £122m).

16 Borrowings

	Group		LLP	
	2021 £m	2020 £m	2021 £m	2020 £m
Current	14	11	–	–
Non-current	50	72	–	–
	64	83	–	–

Borrowings are initially measured at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds, net of transaction costs, and the redemption value is recognised in the income statement over the period of the borrowings using the effective interest method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs and charged to the income statement from draw-down. Where there is no evidence that any of the facility will be drawn down, the fee is charged to the income statement over the period of the facility.

The Group's borrowings at 30 June 2021 and 30 June 2020 were unsecured and denominated in US dollars. Borrowings are subject to floating interest rates, partially swapped to a fixed rate through the use of interest rate swap agreements, and are repayable within four financial years.

The Group has complied with the financial covenants of its borrowing facilities during the current and prior financial year.

The carrying values of borrowings approximate their fair value.

Further details of the Group's exposure to financial risks arising from borrowings are set out in note 24.

17 Liabilities arising from financing activities

The Group and the LLP's liabilities arising from financing activities were as follows:

	Group		LLP	
	2021 £m	2020 £m	2021 £m	2020 £m
Bank borrowings (note 16)	64	83	–	–
Lease liabilities (note 8)	792	852	–	–
Members' capital (note 19)	270	277	270	277
Other non-current liabilities (note 20)	123	118	–	–
	1,249	1,330	270	277

The following table illustrates the movements in liabilities arising from financing activities, including both changes arising from cash and non-cash flows:

	Group		LLP	
	2021 £m	2020 £m	2021 £m	2020 £m
Non-cash flows from financing activities				
Interest payable	5	6	–	–
Finance charges on lease liabilities	19	19	–	–
Allocated profit	940	903	799	765
Recognition of lease liabilities on adoption of IFRS 16 'Leases' on 1 July 2019	–	664	–	–
Recognition of new lease liabilities in the financial year	15	252	–	–
Exchange differences	(9)	1	–	–
	970	1,845	799	765
Cash flows from financing activities				
Proceeds from borrowings	–	200	–	–
Repayment of borrowings	(19)	(157)	–	–
Principal payments of lease liabilities	(66)	(65)	–	–
Interest paid	(24)	(25)	–	–
Capital contributions by members	21	36	21	36
Capital repayments to members	(28)	(22)	(28)	(22)
Payments to members	(799)	(765)	(799)	(765)
Capital contributions by non-controlling interest partners	21	42	–	–
Capital repayments to non-controlling interest partners	(16)	(22)	–	–
Payments to non-controlling interests	(141)	(138)	–	–
	(1,051)	(916)	(806)	(751)
Net (decrease) increase in liabilities arising from financing activities	(81)	929	(7)	14
Liabilities arising from financing activities at beginning of financial year	1,330	401	277	263
Liabilities arising from financing activities at end of financial year	1,249	1,330	270	277

18 Provisions and contingent liabilities

Group

	Annuities £m	Property £m	Claims and regulatory proceedings £m	Total £m
Balance at beginning of prior financial year	33	12	22	67
Income statement:				
Charge for the financial year	7	10	32	49
Released unused during the financial year	–	–	(4)	(4)
Unwinding of discount	2	–	–	2
Transfer to accruals	–	–	(4)	(4)
Transfers on adoption of IFRS 16 'Leases' on 1 July 2019	–	(1)	–	(1)
Cash payments	(2)	–	(11)	(13)
Balance at end of prior financial year	40	21	35	96
Income statement:				
Charge for the financial year	6	1	38	45
Released unused during the financial year	–	–	(8)	(8)
Unwinding of discount	1	–	–	1
Transfer to accruals	–	–	(3)	(3)
Cash payments	(2)	(1)	(7)	(10)
Balance at end of financial year	45	21	55	121

LLP

	Claims and regulatory proceedings £m
Balance at beginning of prior financial year	22
Income statement:	
Charge for the financial year	30
Released unused during the financial year	(4)
Transfer to accruals	(4)
Cash payments	(11)
Balance at end of prior financial year	33
Income statement:	
Charge for the financial year	36
Released unused during the financial year	(8)
Transfer to accruals	(3)
Cash payments	(5)
Balance at end of financial year	53

Disclosed as:

	Group		LLP	
	2021 £m	2020 £m	2021 £m	2020 £m
Current	2	2	–	–
Non-current	119	94	53	33
	121	96	53	33

18 Provisions and contingent liabilities continued

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated. Non-current provisions are measured at their present value. The discount rates used are based on risk-free rates.

Annuities

The Group's financial statements consolidate the provision made for the annuities payable by certain subsidiary undertakings to current and former partners in those undertakings, principally in relation to the Middle East. These annuities are unfunded. The provision reflects the present value of the obligations arising from service to date. Any changes in the provision for these annuities arising from changes in entitlements, financial estimates or actuarial assumptions are recognised in the income statement. The unwinding of the discount is presented in the income statement as a finance expense. When the entitled individuals retire and their annuities come into payment, these payments are shown as a movement against the provision.

The principal actuarial assumptions used in calculating the annuities provision are an assumed retirement age of 57 (2020: 57), discount rates of 3.5% for US dollar denominated annuities (2020: 3.5% for US dollar denominated and 0.7% for sterling denominated), and inflation rates of 2.3% for US dollar denominated annuities (2020: 2.0% for US dollar denominated and 2.5% for sterling denominated). The annuities provision is expected to unwind over 27 years.

Members of the LLP are required to make their own provision for pensions and do so mainly through contributions to personal pension policies and other appropriate investments. Members, in their capacity as partners in the PricewaterhouseCoopers United Kingdom Partnership, have agreed to pay pension annuities and other post-retirement payments to certain former partners of that partnership and the surviving spouses and dependants of deceased former partners. These annuities and other post-retirement payments are personal obligations of the individuals and are not obligations of, or guaranteed by, the LLP or its subsidiary undertakings. Accordingly, these annuities are not recognised within these financial statements.

Property

Provisions are recognised for obligations under property contracts that are onerous ('onerous provision') and to restore premises to their original condition upon vacating them where such an obligation exists under the lease ('dilapidations provision'). The provisions are based on estimated future cash flows that have been discounted to present value, with the unwinding of the discount presented in the income statement as a finance expense.

Property provisions at 30 June 2021 and 30 June 2020 comprise substantially dilapidations provisions. The provisions are based on estimated future cash flows that have been discounted to present value at an average rate of 1.7% (2020: 1.5%). The property provisions are expected to unwind over 19 years.

The onerous provision covers the estimated unavoidable non-rental costs of leased properties, including service charges, up to the end of the lease term.

Claims and regulatory proceedings

In common with comparable professional service practices, the Group is involved in a number of disputes in the ordinary course of business which may give rise to claims by clients or investigations commenced by regulatory bodies which may lead to regulatory proceedings. The Group defends such claims where appropriate and where costs are likely to be incurred in defending and concluding such matters and can be measured reliably they are provided for in the financial statements. Amounts provided for are based on management's assessment of the specific circumstances in each case. The Group recognises expected reimbursements from professional indemnity insurance when it is virtually certain that the reimbursement will be received. No separate disclosure is made of the detail of such claims or proceedings, or the costs recovered by insurance, as to do so could seriously prejudice the position of the Group. Claims are assessed as being settled in full within the next five years.

18 Provisions and contingent liabilities continued

Contingent liabilities

Contingent liabilities are possible obligations whose existence depends on the outcome of uncertain future events or present obligations where the outflow of resources is considered less than probable or cannot be measured reliably. Contingent liabilities are not recognised in the financial statements but are disclosed unless they are remote. In line with the policy above, details of contingent liabilities relating to claims and regulatory proceedings are not disclosed.

Financial guarantee contracts are initially recognised at fair value, which is calculated as the present value of the difference between the net contractual cash flows required under the debt instrument being guaranteed, and the net contractual cash flows that would have been required without the guarantee. Financial guarantees are subsequently measured at the higher of their initial fair value less cumulative amortisation, and the best estimate of the loss allowance determined in accordance with the expected credit loss model. The carrying value of the financial guarantees disclosed below is nil (2020: nil).

The Group has entered into US $68m (2020: US $57m) of guarantees with third-party banks in connection with work performed in foreign territories, predominantly in the Middle East.

The LLP had entered into a US $43m (2020: US $52m) loan guarantee with a third-party bank in connection with a loan to an entity in the PwC global network. Subsequent to 30 June 2021, the loan guarantee reduced to US $8m.

The Group has also entered into, subject to certain conditions, other cross guarantees and indemnities in respect of other entities in the PwC global network, which are considered remote and therefore not disclosed.

The LLP has provided guarantees in respect of the future lease commitments of PricewaterhouseCoopers Services Limited, a subsidiary company, totalling £523m over the remaining lease terms (2020: £567m). The majority of these commitments relate to the office premises at 7 More London and 1 Embankment Place.

The LLP guarantees the bank borrowings of PricewaterhouseCoopers Services Limited. At 30 June 2021, PricewaterhouseCoopers Services Limited's bank borrowings were nil (2020: nil).

19 Members' capital

	Group and LLP £m
Balance at beginning of prior financial year	263
Contributions by members	36
Repayments to members	(22)
Balance at end of prior financial year	277
Contributions by members	21
Repayments to members	(28)
Balance at end of financial year	270

Capital attributable to members retiring within one financial year is shown as current as it will be repaid within 12 months of the reporting date. Total members' capital analysed by repayable dates is as follows:

	Group and LLP 2021 £m	Group and LLP 2020 £m
Current	14	19
Non-current	256	258
	270	277

Members' capital is classified as a financial liability. The carrying value of members' capital is consistent with its fair value in the current and prior financial year.

Members' capital contributions are determined by the Executive Board, with the approval of the Supervisory Board, having regard to the working capital needs of the business. Individual member's capital contributions are set by reference to equity unit profit share proportions and are not repayable until the member retires. Members are required to provide up to 12 months' notice of retirement.

20 Other non-current liabilities

The Group's other non-current liabilities of £123m (2020: £118m) represent capital loans provided by non-controlling interest partners in subsidiary undertakings consolidated into the Group, primarily in relation to the Middle East. Non-controlling interest partners are required to provide 12 months' notice of retirement.

There were no other non-current liabilities in the LLP for the financial years ended 30 June 2021 and 30 June 2020.

21 Deferred tax

The movements in the Group's net deferred tax asset (liability) balances during the financial year were as follows:

	2021 £m	2020 £m
Balance at beginning of financial year	(1)	3
Charged to the income statement	(6)	(7)
Credited to the income statement	4	3
Balance at end of financial year	(3)	(1)

Deferred tax assets and liabilities are recognised using the balance sheet liability method, providing for temporary differences between the carrying amounts of assets and liabilities in the statement of financial position and the corresponding tax bases used in the computation of taxable profit. Temporary differences relating to investments in subsidiaries are only provided for to the extent that it is probable that they will reverse in the foreseeable future. Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised. Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset related current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority.

Deferred tax is measured at the tax rates that are enacted or substantively enacted at the reporting date and expected to apply in the periods in which the temporary differences reverse. Deferred tax assets in the current and prior financial year are calculated using a tax rate of 19% for the period to 31 March 2023 and 25% thereafter (2020: 19%). Deferred tax liabilities in the current and prior financial year are calculated using the rates prevailing in the relevant jurisdictions.

At 30 June 2021, deferred tax assets primarily comprised temporary differences between capital allowances and depreciation and accumulated tax losses, and deferred tax liabilities primarily comprised other temporary timing differences.

Disclosed as:

	2021 £m	2020 £m
Deferred tax assets	12	8
Deferred tax liabilities	(15)	(9)
	(3)	(1)

At 30 June 2021, the Group had cumulative unrecognised tax losses of £36m (2020: £46m). Deferred tax assets are recognised for tax losses carried forward to the extent that the realisation of the related tax benefit through future taxable profits is probable.

There was no deferred tax arising in the LLP for the financial years ended 30 June 2021 and 30 June 2020.

22 Retirement benefits

Defined contribution schemes

The Group's contributions to defined contribution schemes are charged to the consolidated income statement as they fall due. Costs of £152m (2020: £149m) were recognised by the Group and £22m (2020: £24m) by the LLP in respect of these schemes.

Defined benefit schemes

The Group's two defined benefit schemes in the United Kingdom are the PwC Pension Fund ('the Fund') and the DH&S Retirement and Death Benefits Plan ('the Plan'). Both of the Group's defined benefit scheme arrangements are closed to future service accrual, although certain current employee member benefits remain linked to final salary. Both schemes are funded and their assets are held separately from those of the Group. The liabilities arising in the defined benefit schemes have been assessed for accounting purposes using the projected unit credit method and 31 March 2020 individual member data, with allowance for transfers out since this date, rolled forward to the reporting date.

The net surplus or deficit in each scheme is calculated in accordance with IAS 19, based on the present value of the defined benefit obligation at the reporting date, less the fair value of the scheme assets.

The consolidated income statement includes interest on the net defined benefit asset or obligation. Past service costs arising from changes to scheme benefits are recognised immediately in the consolidated income statement, unless the benefits are conditional on the employees remaining in service for a specified period of time, in which case the past service costs are amortised over the vesting period.

Actuarial gains and losses are recognised in full in other comprehensive income in the financial period in which they arise. Other income and expenses associated with the defined benefit schemes are recognised in the consolidated income statement.

Assumptions

The principal actuarial assumptions used for the purposes of these financial statements are:

	2021	2020	2019
Discount rate	1.8%	1.4%	2.2%
Inflation (RPI)	3.2%	3.1%	3.4%
Inflation (CPI)	2.6%	2.1%	2.4%
Expected rate of increase in salaries	2.3%	2.1%	2.4%
Expected average rate of increase in pensions in payment	2.5%	2.5%	2.6%

The majority of liabilities for the Fund and the Plan are indexed on an RPI basis, while further increases to deferred member pensions before retirement increase based on CPI.

22 Retirement benefits continued

Defined benefit schemes continued

Sensitivity analysis

The following table shows the sensitivity of the present value of the defined benefit obligations to changes in each of the individual principal actuarial assumptions:

			2021			2020
	Fund obligation increase £m	Plan obligation increase £m	Total obligation increase £m	Fund obligation increase £m	Plan obligation increase £m	Total obligation increase £m
0.5% decrease to discount rate	138	78	216	161	89	250
0.5% increase to salary increases	2	1	3	3	1	4
0.5% increase to inflation	63	36	99	78	45	123
One year increase to life expectancy	64	35	99	74	40	114

The figures at 30 June 2021 used in these financial statements assume that the mortality of the schemes' members will be in line with nationally published S3PA mortality tables (mid tables for females), adjusted to reflect the longer life expectancy of the schemes' members versus the standard table by a 93% scaling factor for males and 94% for females. Future improvements are assumed to be in line with Continuous Mortality Investigation ('CMI') 2020 projections, with a 1.25% long-term rate, a smoothing parameter of 7.0, an initial addition to mortality improvements of 0.5% p.a. and a w2020 parameter of 0%.

The following table illustrates the life expectancy for a current pensioner member aged 65 at 30 June and a future pensioner member aged 45 at 30 June:

		2021		2020
	Fund Years	Plan Years	Fund Years	Plan Years
Life expectancy of current pensioners at age 65:				
Male	22.8	22.8	22.8	22.8
Female	24.5	24.5	24.7	24.7
Life expectancy of future pensioners at age 65:				
Male	24.1	24.1	24.1	24.1
Female	26.0	26.0	26.2	26.2

Income statement

The amounts recognised in the consolidated income statement are as follows:

			2021			2020
	Fund £m	Plan £m	Total £m	Fund £m	Plan £m	Total £m
Net interest income (note 5)	–	1	1	1	1	2
Guaranteed minimum pension equalisation (note 3)	(1)	–	(1)	–	–	–
	(1)	1	–	1	1	2

On 20 November 2020, the High Court issued a ruling on the equalisation of guaranteed minimum pension benefits ('GMPs'), which clarified the duty of the pension scheme trustees to equalise GMPs between members of different sexes for individuals who had transferred out of schemes since 17 May 1990. Using the C2 methodology set out in the judgement, the overall financial impact of the additional equalisation on an IAS 19 basis is £1m in respect of the Fund only. This charge was recognised as a past service cost in the consolidated income statement for the financial year ended 30 June 2021.

Notes to the financial statements continued

22 Retirement benefits continued

Defined benefit schemes continued

Scheme assets and defined benefit obligations

The amounts recognised in the Group and the LLP statements of financial position and the analysis of the movement in the defined benefit scheme assets and obligations are as follows:

	Fund			Plan			
	Scheme assets £m	Defined benefit obligation £m	Total £m	Scheme assets £m	Defined benefit obligation £m	Total £m	Total £m
Fair value at beginning of prior financial year	1,737	(1,704)	33	958	(909)	49	82
Interest income (expense)	38	(37)	1	21	(20)	1	2
Recognised in the income statement	38	(37)	1	21	(20)	1	2
Remeasurements:							
Return on plan assets excluding amounts included in net interest	121	–	121	69	–	69	190
Changes in financial assumptions	–	(180)	(180)	–	(98)	(98)	(278)
Changes in demographic assumptions	–	(5)	(5)	–	(3)	(3)	(8)
Experience adjustments on defined benefit obligation	–	15	15	–	7	7	22
Recognised as other comprehensive income (expense)	121	(170)	(49)	69	(94)	(25)	(74)
Contributions by employer	19	–	19	9	–	9	28
Benefits paid	(64)	64	–	(32)	32	–	–
Fair value at end of prior financial year	1,851	(1,847)	4	1,025	(991)	34	38
Interest income (expense)	26	(26)	–	15	(14)	1	1
Guaranteed minimum pension equalisation	–	(1)	(1)	–	–	–	(1)
Recognised in the income statement	26	(27)	(1)	15	(14)	1	–
Remeasurements:							
Return on plan assets excluding amounts included in net interest	(9)	–	(9)	(9)	–	(9)	(18)
Changes in financial assumptions	–	62	62	–	32	32	94
Changes in demographic assumptions	–	10	10	–	7	7	17
Experience adjustments on defined benefit obligation	–	9	9	–	(8)	(8)	1
Recognised as other comprehensive (expense) income	(9)	81	72	(9)	31	22	94
Contributions by employer	20	–	20	9	–	9	29
Benefits paid	(75)	75	–	(34)	34	–	–
Fair value at end of financial year	1,813	(1,718)	95	1,006	(940)	66	161

Contributions paid during the financial year ended 30 June 2021 included £25m (2020: £25m) of deficit reduction contributions and £4m (2020: £3m) of other funding costs.

The LLP has entered into agreements with the schemes' trustees to establish two reservoir trusts. The LLP made contributions of £10m during the financial year ended 30 June 2021 (2020: £10m) and, if relevant conditions are met, the LLP expects to contribute £10m in the financial year ending 30 June 2022. Further details are provided in note 12.

22 Retirement benefits continued

Defined benefit schemes continued

Scheme assets and defined benefit obligations continued

The actual return on scheme assets during the financial year ended 30 June 2021 was an increase of £23m (2020: £249m). The allocation and market value of assets of the defined benefit schemes were as follows:

			2021			2020
	Fund £m	Plan £m	Total £m	Fund £m	Plan £m	Total £m
Bonds	997	559	1,556	961	539	1,500
Gilts	640	357	997	590	323	913
Cash	91	50	141	101	54	155
Multi-asset/hedge funds	81	43	124	200	110	310
Derivative financial instruments	4	(3)	1	(1)	(1)	(2)
Total scheme assets	1,813	1,006	2,819	1,851	1,025	2,876
Defined benefit obligations	(1,718)	(940)	(2,658)	(1,847)	(991)	(2,838)
Net retirement benefit assets	95	66	161	4	34	38

Both the Fund and the Plan have significant liability driven investments ('LDIs'), the purpose of which is to reduce exposure to changes in interest rates and inflation. The LDI holdings primarily comprise fixed interest and inflation linked gilts, repurchase and reverse repurchase holdings in these gilts and interest rate and inflation swaps.

Within derivative financial instruments are foreign-exchange contracts, the purpose of which is to reduce the exposure of bonds and multi-asset/hedge funds denominated in US dollars to changes in foreign-exchange.

Future cash funding

The Fund and the Plan are valued formally every three years by an independent actuary, Mercer Ltd. The most recent finalised full actuarial valuations for both the Fund and the Plan were at 31 March 2020. These valuations were conducted under the Scheme Funding Regulations (Pensions Act 2004) and indicated a combined deficit of £315m on a fully funded valuation basis.

In agreement with the schemes' trustees, the Group has agreed to continue making deficit reduction payments of £25m per annum over the period from 1 April 2017 to 31 March 2024. The Group therefore currently expects to contribute £25m in the financial year ending 30 June 2022, in addition to the expected £10m of contributions to the reservoir trust, provided the relevant conditions are met, as described in note 12. Also as described in note 12, the Group has undertaken to contribute up to £58m in the period from 30 June 2024 to 31 July 2026 into a second reservoir trust arrangement, subject to certain conditions being met.

The next full actuarial valuation will be carried out with an effective date of 31 March 2023.

End-of-service benefit schemes

The Group's end-of-service benefits are for employees in the Middle East, as required by labour laws in certain Middle Eastern countries. The value of these benefits is primarily based on cumulative periods of service and the level of the employees' final basic salaries. The end-of-service benefits are unfunded. The liabilities have been assessed for accounting purposes using the projected unit credit method and individual member data at the reporting date.

The liability recognised in the consolidated statement of financial position is the present value of the defined benefit obligation calculated at the end of the reporting period in accordance with IAS 19. Estimated future cash outflows are discounted at rates reflecting the market yield of high quality corporate bonds denominated in the currency in which the benefits will be paid and having terms approximating the estimated term of the retirement benefit obligations at the end of the reporting period. Actuarial gains and losses are recognised in full in other comprehensive income in the period in which they arise. Other income and expenses associated with the end-of-service benefit schemes are recognised in the consolidated income statement.

22 Retirement benefits continued

End-of-service benefit schemes continued

Assumptions

	United Arab Emirates	Kingdom of Saudi Arabia	Oman	Qatar	Kuwait
2021					
Discount rate	3.3%	3.8%	6.1%	3.4%	3.8%
Expected rate of increase in salaries	3.3%	3.8%	6.1%	3.4%	3.8%
2020					
Discount rate	2.7%	3.0%	7.2%	2.7%	2.7%
Expected rate of increase in salaries	2.7%	3.0%	7.2%	2.7%	2.7%

Sensitivity analysis

The following table shows the sensitivity of the present value of the end-of-service benefit obligations to changes in each of the individual principal actuarial assumptions:

	2021 Total obligation increase £m	2020 Total obligation increase £m
0.5% decrease to discount rate	2	2
0.5% increase to salary increases	2	2
0.5% increase to life expectancy	–	–

The figures used in these financial statements assume that the mortality of the employees to whom end-of-service benefits apply will be in line with the published Canadian Pensioners' Mortality ('CPM') 1999 mortality table, with improvement factors as per CPM scale B (2000-2030). The valuation would not be materially affected by using a different table with similar rates of mortality.

End-of-service benefit obligations

The amounts recognised in the Group's statement of financial position and the analysis of the movement in the end-of-service benefit obligations is as follows:

	£m
Fair value at beginning of prior financial year	35
Recognised in the income statement:	
Current service cost	7
Interest expense	1
Recognised as other comprehensive expense	7
Benefits paid	(6)
Fair value at end of prior financial year	44
Exchange differences	(4)
Recognised in the income statement:	
Current service cost	9
Interest expense	1
Recognised as other comprehensive expense	3
Benefits paid	(8)
Fair value at end of financial year	45

23 Total members' interests

During the financial year, the Executive Board sets the level of interim profit allocations and members' monthly drawings after considering the working capital needs of the Group. The final allocation of profits and distribution to members is made after the annual financial statements of the Group are approved. Unallocated profits are included in reserves within equity. To the extent that interim profit allocations exceed drawings, the excess profit is included in the statement of financial position under trade and other payables. Where drawings exceed the allocated profits, the excess is included in trade and other receivables. The same treatment is used for members who retire during the financial year.

Group

	Members' interests				Non-controlling interests	
	Members' capital £m	Reserves £m	Amounts due to (from) members £m	Total £m	Reserves £m	Amounts due to (from) non-controlling interests £m
Balance at beginning of prior financial year	263	671	–	934	(1)	–
Profit for the financial year available for division among members	–	786	–	786	152	–
	263	1,457	–	1,720	151	–
Allocated profit	–	(765)	765	–	(138)	138
Movement on cash flow hedges	–	–	–	–	(2)	–
Remeasurements of retirement benefits	–	(74)	–	(74)	(7)	–
Translation of foreign operations	–	–	–	–	3	–
Contributions by members	36	–	–	36	–	–
Repayments to members	(22)	–	–	(22)	–	–
Drawings and distributions	–	–	(765)	(765)	–	(138)
Balance at end of prior financial year	277	618	–	895	7	–
Profit for the financial year available for division among members	–	1,001	–	1,001	170	–
	277	1,619	–	1,896	177	–
Allocated profit	–	(799)	799	–	(141)	141
Movement on cash flow hedges	–	(1)	–	(1)	2	–
Remeasurements of retirement benefits	–	94	–	94	(3)	–
Translation of foreign operations	–	(1)	–	(1)	(9)	–
Contributions by members	21	–	–	21	–	–
Repayments to members	(28)	–	–	(28)	–	–
Drawings and distributions	–	–	(799)	(799)	–	(141)
Balance at end of financial year	270	912	–	1,182	26	–

23 Total members' interests continued

LLP

	Members' capital £m	Reserves £m	Amounts due to (from) members £m	Total £m
Balance at beginning of prior financial year	263	468	–	731
Profit for the financial year available for division among members	–	714	–	714
	263	1,182	–	1,445
Allocated profit	–	(765)	765	–
Remeasurements of retirement benefits	–	(74)	–	(74)
Contributions by members	36	–	–	36
Repayments to members	(22)	–	–	(22)
Drawings and distributions	–	–	(765)	(765)
Balance at end of prior financial year	277	343	–	620
Profit for the financial year available for division among members	–	972	–	972
	277	1,315	–	1,592
Allocated profit	–	(799)	799	–
Remeasurements of retirement benefits	–	94	–	94
Contributions by members	21	–	–	21
Repayments to members	(28)	–	–	(28)
Drawings and distributions	–	–	(799)	(799)
Balance at end of financial year	270	610	–	880

Amounts due to (from) members represent allocated profits not yet paid to members and are due within one financial year. In the event of a winding-up, members' reserves rank after unsecured creditors.

24 Financial instruments

Financial instruments are initially measured at fair value. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

Derivatives, such as forward foreign-exchange contracts and interest rate swaps, are held or issued in order to manage the Group's currency and interest rate risks arising from its operations and sources of finance. Hedge accounting is applied where the relevant criteria are met. The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in other comprehensive income or expense within the statement of comprehensive income. The gain or loss relating to any ineffective portion is recognised immediately in the income statement. Amounts accumulated in equity are reclassified to profit or loss in the financial periods when the hedged item affects profit or loss, for example when the forecast sale that is hedged takes place.

When a hedging instrument expires or is sold, or when a hedge no longer meets the criteria for hedge accounting, any cumulative gain or loss existing in equity at that time remains in equity and is recognised when the forecast transaction is ultimately recognised in the income statement. When a forecast transaction is no longer expected to occur, the cumulative gain or loss that was reported in equity is immediately transferred to the income statement.

24 Financial instruments continued

Financial risk management and management of capital

The Group's objectives when managing capital are to safeguard the Group's ability to operate as a going concern and to maintain an optimal capital structure to cover the expected peak cash requirements of the business. The Group's capital sources primarily comprise members' capital, undistributed profits and borrowing facilities. The Group holds or issues financial instruments in order to finance its operations and manage foreign currency and interest rate risks arising from its operations and sources of finance. The principal financial instruments, other than derivatives, held or issued by the Group are:

- Other investments (note 12) – investments held at amortised cost, comprising reservoir trust restricted assets, subordinated loan notes and preference shares from entities in the PwC global network; and investments held at fair value through profit or loss, comprising equity holdings in entities in the PwC global network.
- Trade and other receivables (note 13) – primarily trade receivables, in respect of services provided to clients, for which payment has not yet been received.
- Cash and cash equivalents (note 14) – the Group manages its cash resources in order to meet its daily working capital requirements. Cash and any outstanding debt are kept to a minimum and liquid fund deposits are maximised.
- Trade and other payables (note 15) – primarily trade payables and accruals in respect of services received from suppliers, for which payment has not yet been made.
- Borrowings (note 16) – primarily amounts drawn down under the Group's facility arrangements.
- Lease liabilities (note 8) – the present value of the Group's expected future lease payments for the underlying right-of-use assets during the lease term.
- Provisions (note 18) – comprising the Group's annuity obligations.
- Members' capital (note 19) – the Group requires members to provide long-term financing, which is classified as a liability.
- Other non-current liabilities (note 20) – comprising capital loans provided by non-controlling interest partners in subsidiary undertakings consolidated into the Group, primarily in relation to the Middle East.

The Executive Board determines the treasury policies of the Group. These policies, designed to manage risk, relate to specific risk areas that management wish to control, including liquidity, credit, interest rate and foreign currency exposures. Hedging is undertaken against specific exposures to reduce risk and no speculative trading is permitted. The Group's hedges are in respect of foreign currency risk and interest rate risk.

When measuring the fair value of an asset or liability, the Group uses observable inputs where possible. The inputs to valuations used to measure fair values are categorised into different levels in a fair value hierarchy as follows:

- Level 1 – using quoted prices in active markets for identical assets and liabilities.
- Level 2 – using observable inputs other than quoted prices in active markets.
- Level 3 – using inputs that are not based on observable market data, such as internal models or other valuation methods.

Fair value through profit or loss investments (note 12) include £4m (2020: £4m) of other investments measured at fair value using unobservable inputs (level 3), comprising equity investments in a number of entities in the PwC global network. In the prior financial year ended 30 June 2020, these also included £16m of other investments measured at fair value using unobservable inputs (level 3), comprising interest-bearing preference shares issued by entities in the PwC global network.

The fair values of all derivatives are based on observable inputs (level 2).

There have been no transfers of any financial assets and liabilities between levels 1, 2 and 3 during the current or prior financial year.

For other financial assets and liabilities, fair value approximates their carrying value in the current and prior financial year.

24 Financial instruments continued

Group financial assets and liabilities by category

	2021			2020		
	Fair value through profit or loss £m	Derivatives used for hedging £m	Amortised cost £m	Fair value through profit or loss £m	Derivatives used for hedging £m	Amortised cost £m
Assets						
Other investments	4	–	91	20	–	94
Trade and other receivables	–	–	829	–	–	917
Cash and cash equivalents	–	–	806	–	–	524
Liabilities						
Trade and other payables	–	–	(622)	–	–	(557)
Borrowings	–	–	(64)	–	–	(83)
Lease liabilities	–	–	(792)	–	–	(852)
Provisions	–	–	(45)	–	–	(40)
Members' capital	–	–	(270)	–	–	(277)
Other non-current liabilities	–	–	(123)	–	–	(118)
Derivative financial instruments						
Cash flow hedges	–	(3)	–	–	(4)	–
	4	(3)	(190)	20	(4)	(392)

LLP financial assets and liabilities by category

	2021		2020	
	Fair value through profit or loss £m	Amortised cost £m	Fair value through profit or loss £m	Amortised cost £m
Assets				
Other investments	3	67	14	57
Trade and other receivables	–	570	–	617
Cash and cash equivalents	–	558	–	392
Liabilities				
Trade and other payables	–	(644)	–	(637)
Members' capital	–	(270)	–	(277)
	3	281	14	152

Liquidity risk

The Group's most significant treasury exposures relate to liquidity. The Group manages the risk of uncertainty in its funding operations by spreading the maturity profile of its borrowings and deposits, taking into account expected cash receipts and payments, and arranging committed facilities to provide a minimum headroom of 25% of forecast peak borrowing levels. The Group's facilities at 30 June 2021, totalling £841m (2020: £695m), were predominantly held with ten (2020: nine) leading international banks, with £791m of facilities due to expire within one financial year, £43m between one and three financial years, and £7m within five financial years. Since the financial year end, £90m of the facilities due to expire within one financial year have been renewed, on satisfactory terms, for a further full year. At 30 June 2021, outstanding borrowings of £64m related solely to amounts drawn down in the prior financial year ended 30 June 2020 by PricewaterhouseCoopers (Middle East Group) Limited and its subsidiaries. The Group did not make any further draw-downs on its facilities during the financial year ended 30 June 2021.

24 Financial instruments continued

Credit risk

Cash deposits and other financial instruments with banks and other financial institutions give rise to counterparty risk. The Group manages this risk by reviewing counterparties' credit ratings regularly and limiting the aggregate amount and duration of exposure to any one counterparty, taking into account criteria such as credit rating, market capitalisation and relative credit default swap price. The minimum long-term credit rating of all banks and financial institutions who held the Group's short-term deposits during the financial year ended 30 June 2021 was BBB+.

The Group's other significant credit risk relates to receivables from clients. Exposure to this risk is monitored on a routine basis and credit evaluations are performed on clients as appropriate. The Group's exposure is influenced mainly by the individual characteristics of each client. Risk is managed by maintaining close contact with clients and by routine billing and cash collection for work performed.

Interest rate risk

The Group's borrowings and any surplus cash balances are held at variable interest rates linked to London Interbank Offered Rate ('LIBOR'). Following the withdrawal of LIBOR in the financial year ending 30 June 2022, these are expected to transition to Sterling Overnight Index Average ('SONIA') for sterling denominated instruments and US Secured Overnight Financing Rate ('SOFR') for US dollar denominated instruments. The transition is not expected to have a material impact on the Group's pre-tax profits or derivative financial instruments. A portion of the Group's recurring borrowings, arising primarily from the operations of PricewaterhouseCoopers (Middle East Group) Limited and its subsidiaries, are partially swapped to a fixed rate through the use of interest rate swap agreements. The durations of the swap agreements match the duration of the debt instruments payable. The majority of the Group's long-term borrowings are subject to fixed US dollar interest rates after applying the impact of these hedging instruments. Outstanding borrowings at 30 June 2021 are denominated in US dollars, reflecting the composition of the Group's assets that are funded by the borrowings. A movement of 50 basis points in the interest rate on borrowings and surplus cash balances through the financial year would not have had a material impact on the pre-tax profits of the Group.

Foreign currency risk

The majority of the Group's income and expenditure is in sterling, with the exception of the operations of PricewaterhouseCoopers (Middle East Group) Limited and its subsidiaries, which are primarily denominated in US dollars/US dollar linked currencies. Refer to note 10 for summarised consolidated financial information for PricewaterhouseCoopers (Middle East Group) Limited.

Other fees and costs denominated in foreign currencies are mainly in connection with professional indemnity insurance and transactions with PwC global network firms. The Group seeks to minimise its exposure to fluctuations in exchange rates by hedging against foreign currency exposures. These hedges are designated as cash flow hedges where this is deemed necessary and the relevant criteria are met. The Group's policy is to enter into appropriate forward or derivative transactions after a net economic exposure has been identified.

Derivative financial instruments

Hedge effectiveness is determined at the inception of the hedge relationship, and through periodic prospective effectiveness assessments, to ensure that an economic relationship exists between the hedged item and hedging instrument. The Group performs an assessment of effectiveness and if the critical terms of the hedging instrument no longer match with the terms of the hedged item, the Group uses the hypothetical derivative method to assess effectiveness.

Foreign-exchange derivative contracts all mature in less than two years and are valued using market prices prevailing at the reporting date. The foreign currency forwards and options are denominated in the same currency as the highly probable future payments, therefore achieving a hedge ratio of 1:1. There was no ineffective portion recognised in the income statement for the financial year ended 30 June 2021 (2020: nil) in respect of these foreign-exchange derivative contracts and the effective portion of cash flow hedges recognised as other comprehensive expense for the financial year ended 30 June 2021 was £1m (2020: nil). The carrying value of foreign-exchange derivative contracts at 30 June 2021 was £1m liability (2020: nil) and the notional principal amount of foreign-exchange derivative contracts at 30 June 2021 was £140m (2020: £112m).

Interest rate swaps mature in the financial year ending 30 June 2024 and have been valued using the interest rates prevailing at the reporting date. The durations of the swap agreements match the duration of the debt instruments, therefore achieving a hedge ratio of 1:1. There was no ineffective portion recognised in the income statement for the financial year ended 30 June 2021 (2020: nil) and the effective portion of cash flow hedges recognised as other comprehensive income for the financial year ended 30 June 2021 was £2m (2020: £2m other comprehensive expense). The carrying value of interest rate swaps at 30 June 2021 was a £2m liability (2020: £4m) and the notional principal amount of interest rate swap derivative contracts at 30 June 2021 was £36m (2020: £40m).

24 Financial instruments continued

Interest rate profile of financial assets and liabilities

Group short-term deposits with banks of £598m (2020: £455m) and Group borrowings of £64m (2020: £83m) are subject to floating interest rates. LLP short-term deposits with banks of £549m (2020: £383m) are also subject to floating interest rates. Group investments include floating rate subordinated loan notes of £21m (2020: £33m) and fixed rate preference shares of £9m (2020: £26m). LLP investments include floating rate subordinated loan notes of £6m (2020: £6m and fixed rate preference shares of £11m).

Currency profile of financial assets and liabilities

Group

				2021				2020
	Sterling £m	US dollar/ US dollar linked £m	Euro £m	Other £m	Sterling £m	US dollar/ US dollar linked £m	Euro £m	Other £m
Assets								
Other investments	61	16	18	–	51	44	19	–
Trade and other receivables	505	281	32	11	526	324	55	12
Cash and cash equivalents	650	156	–	–	395	127	–	2
Liabilities								
Trade and other payables	(421)	(161)	(30)	(10)	(363)	(154)	(31)	(9)
Borrowings	–	(64)	–	–	–	(83)	–	–
Lease liabilities	(722)	(70)	–	–	(766)	(86)	–	–
Provisions	–	(45)	–	–	–	(40)	–	–
Members' capital	(270)	–	–	–	(277)	–	–	–
Other non-current liabilities	(3)	(120)	–	–	(2)	(116)	–	–
Derivative financial instruments								
Cash flow hedges	(1)	(2)	–	–	–	(4)	–	–
Total	(201)	(9)	20	1	(436)	12	43	5

LLP

				2021				2020
	Sterling £m	US dollar/ US dollar linked £m	Euro £m	Other £m	Sterling £m	US dollar/ US dollar linked £m	Euro £m	Other £m
Assets								
Other investments	61	3	6	–	51	13	7	–
Trade and other receivables	499	37	31	3	527	34	53	3
Cash and cash equivalents	558	–	–	–	392	–	–	–
Liabilities								
Trade and other payables	(644)	–	–	–	(637)	–	–	–
Members' capital	(270)	–	–	–	(277)	–	–	–
Total	204	40	37	3	56	47	60	3

25 Related party transactions

The LLP and the PricewaterhouseCoopers United Kingdom Partnership (‘United Kingdom Partnership’) are related parties because they are both controlled by the same group of individuals. This controlling group of individuals consists of all the members of the LLP, who are also all the members of the United Kingdom Partnership. Related party transactions with the United Kingdom Partnership and other related parties are summarised below.

Services provided to PricewaterhouseCoopers United Kingdom Partnership in respect of client assignments
Arrangements are in place for the LLP to supply services to the United Kingdom Partnership in connection with certain client assignments. For the financial year ended 30 June 2021, the LLP provided services to the United Kingdom Partnership to the value of £87,000 (2020: £110,000) under these arrangements. There were no balances outstanding at 30 June 2021 in respect of these services (2020: nil).

Administrative support to PricewaterhouseCoopers United Kingdom Partnership
On behalf of its members, the LLP provides certain administrative services to support the United Kingdom Partnership, including the calculation of annuities and paying agent arrangements in connection with the annuity and certain other post-retirement payments due to certain former partners of that partnership. The LLP charged the United Kingdom Partnership £200,000 (2020: £200,000) for these support services for the financial year ended 30 June 2021. At 30 June 2021, balances due to the LLP from the United Kingdom Partnership amounted to £nil (2020: £9m). Amounts paid during the financial year ended 30 June 2021 to the annuitants, on behalf of the continuing members in their capacity as partners of the United Kingdom Partnership, totalled £100m (2020: £99m).

Group transactions with joint ventures and associates
Details of the Group’s interests in joint ventures and associates are provided in note 11.

The transactions during the financial year with these related parties were as follows:

	2021 £m	2020 £m
Capital investment in		
PwC Poland Services Limited	–	1
Subscription of preference shares in		
PwC Poland Services Limited	–	2
Redemption of preference shares in		
PwC Poland Services Limited	(1)	(3)
Distributions received from		
PricewaterhouseCoopers Service Delivery Centre Holdings (Katowice) B.V.	(1)	(1)
PwC Poland Services Limited	(1)	(1)
Purchase of services from related parties		
PricewaterhouseCoopers Service Delivery Centre Holdings (Katowice) B.V.	19	21
PricewaterhouseCoopers Mobility Technology Services LLC	–	1
PwC Poland Services Limited and subsidiary undertakings	15	23
Provision of services to related parties		
PwC Poland Services Limited and subsidiary undertakings	–	(1)
PricewaterhouseCoopers Mobility Technology Services LLC	(2)	(3)
Finance income from related parties		
PwC Poland Services Limited	(1)	(1)

During the financial year ended 30 June 2021, the Group disposed of its 27% equity interest in Perfect Ward Limited, recognising a gain on disposal of £1m in the income statement (see note 11).

The Group’s receivable (payable) balances at 30 June with these related parties were as follows:

	2021 £m	2020 £m
PricewaterhouseCoopers Service Delivery Centre Holdings (Katowice) B.V.	(2)	(2)
PwC Poland Services Limited and subsidiary undertakings	11	11

25 Related party transactions continued

LLP transactions with subsidiary undertakings, joint ventures and associates

The subsidiary undertakings, joint ventures and associates listed in note 26 are related parties of the LLP. The transactions during the financial year with these related parties were as follows:

	2021 £m	2020 £m
Purchase of services from related parties		
PricewaterhouseCoopers Services Limited	2,044	2,046
Other subsidiaries, joint ventures and associates	27	31
Provision of services to related parties		
Other subsidiaries, joint ventures and associates	(22)	(26)
Income received from investments in related parties		
PwC Holdings (UK) Limited	(64)	(35)
Other subsidiaries, joint ventures and associates	(8)	(6)

The LLP's receivable (payable) balances at 30 June with related parties were as follows:

	2021 £m	2020 £m
PricewaterhouseCoopers Services Limited	(533)	(546)
PricewaterhouseCoopers (Middle East Group) Limited	4	10
PwC Holdings (UK) Limited	5	7
PwC Information Technology Services Limited	6	3
PricewaterhouseCoopers Legal LLP	(7)	–
PwC Strategy& UK Holdings LLP	(1)	(2)
Amounts due from other subsidiaries	–	2
Amounts due to other subsidiaries	(4)	(3)
Amounts due from joint ventures and associates	4	4

Details of movements in investments in subsidiary undertakings are provided in note 10.

Key management personnel

The Management Board represents key management personnel for the purposes of these financial statements. No remuneration charged as an expense has been paid to the members of the Management Board in the current or prior financial year. The members of the Management Board, as members of the LLP, only receive allocations of profit, which are recognised as distributions in equity.

26 Subsidiary undertakings and joint ventures

Subsidiary undertakings

The entities listed below are those consolidated in the Group's financial statements, including partnerships, LLPs and other unincorporated entities. There are no entities directly or indirectly held by the LLP that have been excluded from the consolidated financial statements.

All subsidiary undertakings are 100% owned by the Group.

UK group companies	Country of incorporation	Share class	% directly held by the LLP
Registered office: 1 Embankment Place, London, WC2N 6RH			
AIMS Holdings No. 1 Limited	England	£1.00 ordinary shares	–
AIMS Holdings No. 2 Limited	England	£1.00 ordinary shares	–
Barbinder Executors & Trustees – (an unlimited company)	England	£1.00 ordinary shares	100
Barbinder Freehold – (an unlimited company)	England	£1.00 ordinary shares	100
Beyond Food Community Interest Company	England	£1.00 ordinary shares	–
Cooper Brothers & Co. Limited	England	A and B class ordinary £1.00 shares	100
Coopers & Lybrand Limited	England	£1.00 ordinary shares	100
Embankment Place Primary Healthcare Limited	England	£1.00 ordinary shares	–
Farringdon Trustees – (an unlimited company)	England	£0.10 ordinary shares	100
Frederick's Place Nominees – (an unlimited company)	England	£1.00 ordinary shares	100
Price Waterhouse Limited	England	£1.00 ordinary shares	–
Price Waterhouse MCS UK Holdings B.V.	The Netherlands	EUR 1.00 ordinary shares	100
Price Waterhouse MCS UK Holding Company – (an unlimited company) (in liquidation)	England	£1.00 ordinary shares and £1.00 preference shares	–
PricewaterhouseCoopers (Resources) Limited (in liquidation)	England	£1.00 ordinary shares	20
PricewaterhouseCoopers (UK) Advisory Services (KU) Limited	England	£1.00 ordinary shares	–
PricewaterhouseCoopers Advisory Services Limited	England	£1.00 ordinary shares	–
PricewaterhouseCoopers ASM Limited	England	£1.00 ordinary shares	100
PricewaterhouseCoopers Business Advisory Services Limited	England	A and B class ordinary £1.00 shares	–
PricewaterhouseCoopers Business Services Limited	England	£1.00 ordinary shares	–
PricewaterhouseCoopers Consulting Services UK Limited	England	£1.00 ordinary shares	–
PricewaterhouseCoopers CFR Limited	England	£1.00 ordinary shares	–
PricewaterhouseCoopers ME Holdings Ltd.	England	£1.00 ordinary shares	100
PricewaterhouseCoopers Overseas Limited	England	£1.00 ordinary shares	100
PricewaterhouseCoopers Services Limited	England	£1.00 ordinary shares	–
PwC Change Management Holdings Limited	England	A and B class ordinary £0.10 shares	–
PwC Change Management Limited	England	£1.00 ordinary shares	–
PwC Consulting Associates Limited	England	£1.00 ordinary shares	–
PwC Customs Intermediary Services Limited	England	£1.00 ordinary shares	–
PwC Digital Services (UK) Limited	England	A and C class ordinary £1.00 shares	–
PwC London Bridge Limited	England	£1.00 ordinary shares	–
PwC Holdings (UK) Limited	England	£1.00 ordinary shares	100
PwC Information Technology Services Limited	England	£1.00 ordinary shares	–
PwC Performance Solutions Limited	England	£0.05 ordinary shares	–
PwC Performance Solutions (No.2) Limited (in liquidation)	England	£1.00 ordinary shares	–
PwC Performance Solutions (No.3) Limited (in liquidation)	England	£1.00 ordinary shares	–
PwC Strategy& (UK) Ltd.	England	£1.00 ordinary shares	–
PwC Strategy& Services (UK) Limited	England	£1.00 ordinary shares	–
PwC Tax Information Reporting Limited	England	£1.00 ordinary shares	–
PWSP – (an unlimited company)	England	£1.00 ordinary shares	99
Sustainable Finance Holdings Limited	England	A1, A2, B1, B2, C1 and C2 class ordinary £0.50 shares and £1.00 preference shares	–
Sustainable Finance Limited	England	£1.00 ordinary shares	–
Barbinder Trust.(The) – (an unlimited company)	England	£1.00 ordinary shares	100

26 Subsidiary undertakings and joint ventures continued

Subsidiary undertakings continued

UK group companies	Country of incorporation	Share class	% directly held by the LLP
Registered office: 1 Embankment Place, London, WC2N 6DX			
PricewaterhouseCoopers Legal (Resources) Limited	England	£1.00 ordinary shares	100
PwC Legal (UAE) Limited	England	£1.00 ordinary shares	100
Registered office: 1 Chamberlain Square Cs, Birmingham, B3 3AX			
Petershill Secretaries Limited	England	£1.00 ordinary shares	100
Sunbury Secretaries Limited	England	£1.00 ordinary shares	100
Registered office: Atria One, 144 Morrison Street, Edinburgh, Scotland, EH3 8EX			
PricewaterhouseCoopers Assurance UK Limited	Scotland	£1.00 ordinary shares	–
Barbinder Trust (Scotland) (The) – (an unlimited company)	Scotland	£1.00 ordinary shares	–
Registered office: PwC House, Plot No. 18/a, Guru Nanak Road, Station Road, Bandra West, Mumbai, Maharashtra, India - 400050			
PricewaterhouseCoopers AIMS Support Services India Private Limited	India	INR 500 ordinary shares	–
Registered office: Royal Bank Place, 1 Glategny Esplanade, Guernsey, GY1 2HJ			
PricewaterhouseCoopers Alliance Limited	Guernsey	£nil ordinary shares	50
Registered office: One International Towers, Watermans Quay, Bangaroo, NSW, Australia, 2000			
PricewaterhouseCoopers Information Technology Services (Australia) Holdings Pty Ltd	Australia	AUD 1.00 ordinary shares	–
PricewaterhouseCoopers Information Technology Services (Australia) Pty Ltd	Australia	AUD 1.00 ordinary shares	–
Selera Solutions Pty Ltd	Australia	AUD 1.00 ordinary shares	–

Channel Islands group companies	Country of incorporation	Share class	% directly held by the LLP
Registered office: P.O. Box 321, First Floor, Royal Bank Place, 1 Glategny Esplanade, Guernsey, GY1 2HJ			
Midhurst Properties Limited	Guernsey	£1.00 ordinary shares	–
Pembroke House Limited	Guernsey	£1.00 ordinary shares	–
PricewaterhouseCoopers Services (Guernsey) Limited	Guernsey	£1.00 ordinary shares	–
PwC Corporate Services (Guernsey) Limited	Guernsey	£1.00 ordinary shares	–
PwC Properties (Guernsey) Limited	Guernsey	£1.00 ordinary shares	–
Registered office: 37 Esplanade, St Helier, Jersey, JE1 4XA			
PricewaterhouseCoopers Professional Services Limited	Jersey	£1.00 ordinary shares	–
PricewaterhouseCoopers Services (Jersey) Limited	Jersey	£1.00 ordinary shares	–
PwC Channel Islands Limited	Jersey	£1.00 ordinary shares	–
PwC Properties (Jersey) Limited	Jersey	£1.00 ordinary shares	–
PwC Pension Scheme Trustees Limited	Jersey	£1.00 ordinary shares	–

26 Subsidiary undertakings and joint ventures continued

Subsidiary undertakings continued

Middle East group companies	Country of incorporation	Share class	% directly held by the LLP
Registered office: Adool Street, Ben Ashour, P.O. Box 81577, Tripoli, Libya			
Al Motahedoon Company Chartered Accountants and Registered Auditors LLC	Libya	LYD 20.00 ordinary shares	–
Registered office: 4th Floor, Al-Hitmi Building #8, Corniche Road, P.O. Box 25422, Doha, Qatar			
Harding Lowe Professionals LLC (in liquidation)	Qatar	AED 1.00 ordinary shares	–
Registered office: OMC Chambers, Wickams Cay 1, Road Town Tortola, British Virgin Islands			
HLP Consulting Limited	British Virgin Islands	USD 1.00 ordinary shares	–
Registered office: Office No.1, First Floor, GHP-CS, Al Markaziyah, Hamdan Street, Abu Dhabi, UAE			
HLP International Consulting LLC (in liquidation)	UAE	AED 1,000.00 ordinary shares	–
Registered office: 3302 Saba Tower 1, Jumeirah Lakes Towers, Cluster E, Dubai, UAE			
PwC Digital Services	UAE	AED 1,000.00 ordinary shares	–
Registered office: Tornado Tower, 41st Floor, P.O. Box 6689, Doha, Qatar			
PricewaterhouseCoopers – Qatar LLC	Qatar	USD 1.00 A class shares	–
Registered office: Third Circle, Jabal Amman, 14 Hazza' Al-Majali Street, P.O. Box 5175, Amman 11183, Jordan			
PricewaterhouseCoopers "Jordan"	Jordan	JOD 1.00 ordinary shares	–
Registered office: Tabaris-Bldg. SNA, 5th Floor, Achrafieh, Beirut, Lebanon			
PricewaterhouseCoopers (Offshore) S.A.L.	Lebanon	LBP 30,000.00 ordinary shares	–
Registered office: P.O. Box 321, Royal Bank Place, 1 Glategny Esplanade, St Peter Port, Guernsey, GY1 4ND			
PricewaterhouseCoopers (Holdings) Guernsey Limited	Guernsey	£nil ordinary shares	–
PricewaterhouseCoopers (Holdings) Middle East Limited	Guernsey	£nil ordinary shares	–
PricewaterhouseCoopers (Middle East Group) Limited	Guernsey	£nil ordinary shares	–
PricewaterhouseCoopers Alliance Limited	Guernsey	£nil ordinary shares	–
PricewaterhouseCoopers Bahrain Holdco Limited	Guernsey	£nil ordinary shares	–
PricewaterhouseCoopers Bahrain Limited	Guernsey	£nil ordinary shares	–
PricewaterhouseCoopers Holdco Middle East Limited	Guernsey	£nil ordinary shares	–
PricewaterhouseCoopers Holdings ME Limited	Guernsey	£nil ordinary shares	–
PricewaterhouseCoopers Iraq Holdco Limited	Guernsey	£nil ordinary shares	–
PricewaterhouseCoopers KSA (Advisory) Limited	Guernsey	£nil ordinary shares	–
PricewaterhouseCoopers Kuwait Holdco Limited	Guernsey	£nil ordinary shares	–
PricewaterhouseCoopers Kuwait Limited	Guernsey	£nil ordinary shares	–
PricewaterhouseCoopers Libya Holdco Limited	Guernsey	£nil ordinary shares	–
PricewaterhouseCoopers Middle East Limited	Guernsey	£nil ordinary shares	–
PricewaterhouseCoopers Oman Holdco Limited	Guernsey	£nil ordinary shares	–
PricewaterhouseCoopers Palestinian Territories Holdco Limited	Guernsey	£nil ordinary shares	–
PricewaterhouseCoopers Palestinian Territories Limited	Guernsey	£nil ordinary shares	–
PricewaterhouseCoopers Qatar Holdco Limited	Guernsey	£nil ordinary shares	–
PricewaterhouseCoopers Qatar Limited	Guernsey	£nil ordinary shares	–
PricewaterhouseCoopers Saudi Arabia (Advisory) Limited (subsequently liquidated)	Guernsey	£nil ordinary shares	–
PricewaterhouseCoopers Saudi Arabia (CF) Limited (subsequently liquidated)	Guernsey	£nil ordinary shares	–
PricewaterhouseCoopers Saudi Arabia Holdco Limited	Guernsey	£nil ordinary shares	–
PwC Holdings Guernsey Limited	Guernsey	£nil ordinary shares	–
PwC Holdings MER Limited	Guernsey	£nil ordinary shares	–
PwC Holdings Middle East Limited	Guernsey	£nil ordinary shares	–
Registered office: Kingdom Tower, P.O. Box 13934, Riyadh 11414, Kingdom of Saudi Arabia			
PricewaterhouseCoopers Advisory Limited	Saudi Arabia	SAR 2,000.00 ordinary shares	–
Registered office: Al Rayya Tower, Floor No. 23, Building No. 6, Block 7, Omar Al Khattab Street, Sharq, Kuwait			
PricewaterhouseCoopers Advisory Services Co. W.L.L.	Kuwait	KWD 5,000.00 membership units	–
Registered office: Plot No. 211, Second Sector, City Center, New Cairo 11835, Egypt, P.O. Box 170, New Cairo			
PricewaterhouseCoopers Financial Consultancy S.A.E.	Egypt	EGP 100.00 ordinary shares	–
PricewaterhouseCoopers LLC	Egypt	EGP 100.00 ordinary shares	–
Registered office: Wadi Adi, Muttrah, Muscat Governate, P.O. Box 3075, 112, Oman			
PricewaterhouseCoopers L.L.C.	Oman	OMR 1.00 ordinary shares	–
Registered office: Unit 01, Level 8, Currency House – Building 1, Dubai International Financial Centre, PO Box 11987, Dubai, UAE			
PricewaterhouseCoopers Limited	UAE	USD 1.00 ordinary shares	–

26 Subsidiary undertakings and joint ventures continued

Subsidiary undertakings continued

Middle East group companies	Country of incorporation	Share class	% directly held by the LLP
Registered office: Level 7, Amaar Tower, Al-irsal, P.O. Box 1317, Ramallah, Palestine			
PricewaterhouseCoopers Palestine Limited	Palestine	USD 100,000.00 ordinary shares	–
Registered office: Emaar Square, Building 4, Level 8, P.O. Box 11987, Dubai, UAE			
PwC Academy LLC	UAE	AED 1,000.00 ordinary shares	–
Registered office: Madinat Alsultan Qaboos Bausher, P.O. Box 3075, PC 11, Muscat, Oman			
PwC Academy LLC	Oman	OMR 1.00 ordinary shares	–
Registered office: Office number 201, Burj Khalifa, P.O. Box 119584, Dubai, UAE			
PwC Commercial Brokers LLC (in liquidation)	UAE	AED 1,000.00 ordinary shares	–
Registered office: Villa No. 252, English Village, Erbil, Republic of Iraq			
(PricewaterhouseCoopers) Management Advisory LLC	Iraq	IQD 1.00 ordinary shares	–
Registered office: C/o The Corporation Trust Center, 1209 Orange Street, City of Wilmington, County of New Castle, Delaware, 19801, USA			
PwC Strategy& Services (Middle East) Limited	USA	USD 1.00 ordinary shares	–
Registered office: P.O. Box 309, Ugland House, Grand Cayman, KYI-1104, Cayman Islands			
Strategy& (Middle East) Ltd.	Cayman Islands	USD 1.00 ordinary shares	–
Registered office: 25 Meter, Plot No. 211, Second Sector, City Center, New Cairo, Egypt			
Strategy& (Egypt) LLC	Egypt	EGP 1,000.00 ordinary shares	–
Registered office: 1209 Orange Street, City of Wilmington, County of New Castle, Delaware, 19801, USA			
Strategy& (Lebanon) LLC	USA	Membership units	–
Registered office: Unit 01, Level 8, Currency House – Building 1, Dubai International Financial Centre, P.O. Box 506782, Dubai, UAE			
Strategy& (M.E.) Ltd	UAE	USD 1.00 ordinary shares	–
Registered office: 40th Floor, Tornado Tower, West Bay, Doha, Qatar			
Strategy& (QFC) LLC	Qatar	USD 1.00 ordinary shares	–
Registered office: Al Salah Tower, G 103, Prince Faisal Bin Fahad Street, Khubar, Kingdom of Saudi Arabia			
Strategy& Saudi Arabia	Saudi Arabia	SAR 100.00 ordinary shares	–
Registered office: Muscat International Centre, Muttrah Business District, Bait Al Falj Street, P.O. Box 686, Ruwi, Post Code 112, Muscat, Oman			
Strategy& Services (Middle East) Limited	Oman	OMR 1.00 ordinary shares	–
Registered office: Residence 6, Street 929, Babel district, Baghdad, Iraq			
Wadi Al Rafideen for Financial, Accountancy, Tax and Training Consulting Company Limited	Iraq	IQD 5,000,000.00 ordinary shares	–
Registered office: Shufat Street 5, East Jerusalem, P.O. Box 51084			
Saadi & Co Ltd	Palestine	ILS 100.00 ordinary shares	–

UK group partnerships, limited liability partnerships and other unincorporated entities	Legal form	Principal place of business
Registered office: 1 Embankment Place, London, WC2N 6DX		
PricewaterhouseCoopers Legal LLP	Limited liability partnership	1 Embankment Place, London, WC2N 6DX
Registered office: 1 Embankment Place, London, WC2N 6RH		
Accounting Advisory (UK) LLP	Limited liability partnership	1 Embankment Place, London, WC2N 6RH
PricewaterhouseCoopers AS LLP	Limited liability partnership	1 Embankment Place, London, WC2N 6RH
PwC Strategy& UK Holdings LLP	Limited liability partnership	1 Embankment Place, London, WC2N 6RH

Channel Islands group partnerships, limited liability partnerships and other unincorporated entities	Legal form	Principal place of business
Registered office: 1 Embankment Place, London, WC2N 6RH		
PricewaterhouseCoopers CI LLP	Limited liability partnership	37 Esplanade, St Helier, Jersey, JE2 3QE

Notes to the financial statements continued

26 Subsidiary undertakings and joint ventures continued

Subsidiary undertakings continued

Middle East group partnerships, limited liability partnerships and other unincorporated entities	Legal form	Registered office and principal place of business
PricewaterhouseCoopers	Partnership	4th Floor, Washington House, 16 Church Street, Hamilton, HM 11, Bermuda
PricewaterhouseCoopers	Partnership	Saba House Building, Block B&C, Said Freiha Street, Hazmieh, P.O. Box 11-3155, Beirut, Lebanon
PricewaterhouseCoopers (Abu Dhabi Branch)	Branch	25th-26th Floor, Al Khatem Tower, Abu Dhabi Global Market Square, Al Maryah Island, Abu Dhabi, UAE
PricewaterhouseCoopers (ADGM Branch)	Branch	25th-26th Floor, Al Khatem Tower, Abu Dhabi Global Market Square, Al Maryah Island, Abu Dhabi, UAE
PricewaterhouseCoopers (Dubai Branch)	Branch	Office 701, Emaar Square, Sheikh Zayed Road, Burj Khalifa, P.O. Box 11987, Dubai, UAE
PricewaterhouseCoopers "Jordan"	Branch	Villa No. 252, English Village, Erbil, Republic of Iraq
PricewaterhouseCoopers – Public Accountants	Partnership	Kingdom Tower, 21st Floor, P.O. Box 8282, Riyadh 11482, Kingdom of Saudi Arabia
PricewaterhouseCoopers – Public Accountants (Jeddah)	Branch	Tahlia Street, Jeddah
PricewaterhouseCoopers – Public Accountants (Khobar)	Branch	Floor 19, Koheit Tower, Khobar
PricewaterhouseCoopers – SHJ. BR.	Branch	Office 1102, Al Batha Tower, Al Majaz, P.O. Box 63801, UAE
PricewaterhouseCoopers Al-Shatti & Co	Sole ownership	Arraya Tower II, 23rd-24th Floor, Safat 13018, P.O. Box 1753, Al-Shuhada Street, Sharq, Kuwait
PricewaterhouseCoopers Bahrain Limited	Branch	Office 4701, Building 1459, Road 4624, Block 346, Sea Front, Manama, 60771, Bahrain
PricewaterhouseCoopers EzzEldeen, Diab & Co	Partnership	Plot No. 211, Second Sector, City Center, New Cairo 11835, Egypt, P.O. Box 170, New Cairo
Pricewaterhouse Coopers Middle East Limited	Regional office	Third Circle, Jabal Amman, 14 Hazza' Al-Majali Street, P.O. Box 5175, Amman 11183, Jordan
PricewaterhouseCoopers Management Advisory (Baghdad Branch)	Branch	Quarter 601, Street 9, House 16, Al Ameerat Street, Al Mansour District, Baghdad, Republic of Iraq
PricewaterhouseCoopers ME Limited (Branch)	Branch	Office 4701, Building 1459, Road 4624, Block 346, Sea Front, Manama, 60771, Bahrain
PricewaterhouseCoopers ME Limited (Qatar Branch)	Branch	41st Floor, Tornado Tower, West Bay, Doha, Qatar
PricewaterhouseCoopers Legal Middle East LLP	Partnership	Unit 01, Level 8, Currency House – Building 1, Dubai International Financial Centre, P.O. Box 11987, Dubai, UAE
PricewaterhouseCoopers RAK Branch	Branch	Office 2402, 24th Floor, Julphar Towers Al Gisr Road, Suhaim, Ras al-Khaimah, UAE
PwC Academy (Abu Dhabi Branch)	Branch	Building 1 – East Tower, Property No. PRP60803, Abu Dhabi Island, Onshore – Abu Dhabi, UAE
PricewaterhouseCoopers Advisory Limited (Al-Ula Branch)	Branch	Al-Ula, Saudi Arabia
Saadi & Co – CPA	Branch	Sifco Building, Solidere Street, Minet El Hosn, Beirut, Lebanon
Strategy& (Lebanon) LLC	Branch	Sifco Building, Solidere Street, Minet El Hosn, Beirut, Lebanon
Strategy& (M.E.) Ltd Dubai Branch	Branch	Unit 01, Level 8, Currency House – Building 1, Dubai International Financial Centre, P.O. Box 11987, Dubai, UAE
Strategy& (Middle East) Ltd. (Abu Dhabi Branch)	Branch	Dubai, UAE
Strategy& (Middle East) Ltd. (ADGM Branch)	Branch	1701, 17, Al Sila Tower, Abu Dhabi Global Market Square, Al Maryah Island, Abu Dhabi, UAE
Strategy& (Middle East) Ltd. (Oman Branch)	Branch	Muscat International Centre, Muttrah Business District, Bait Al Falj Street, P.O. Box 686, Ruwi, Post Code 112, Muscat, Oman
Strategy& Saudi Arabia (Riyadh)	Branch	Office 801, Olaya Tower, Prince Mohamed Bin Abdulaziz St., Al Olaya district, P.O. Box 6790 – 11452 Riyadh
Wadi Al Maarefah Company for Training (branch)	Branch	Riyadh, Saudi Arabia
Wadi Al Maarefah Company for Training	Branch	Riyadh, Saudi Arabia

26 Subsidiary undertakings and joint ventures continued

Joint ventures and associates

None of the entities listed below have a material impact on the Group's financial results. All joint ventures and associates are consolidated using the equity method of accounting on the basis that the Group has joint control or significant influence over the entity.

Companies	Country of incorporation	Share class	% directly held by the LLP	% held by the Group
Registered office: Niederkassler Lohweg 18, 40547, Düsseldorf, Germany				
Outbox Deutschland GmbH	Germany	EUR 1.00 ordinary shares	–	50
Registered office: 300 Atlantic Street, Stamford, CT, 06901, USA				
PricewaterhouseCoopers Mobility Technology Services LLC	USA	Membership units	–	50
Registered office: Raamweg 1B, 2596 HL The Hague, The Netherlands				
PricewaterhouseCoopers Service Delivery Centre Holdings (Katowice) B.V.	The Netherlands	EUR 1.00 C class shares	–	33.33
Registered office: ul. Lecha Kaczyńskiego, 00-638 Warsaw, Poland				
PricewaterhouseCoopers Service Delivery Center Poland Sp. Z o.o.	Poland	PLN 50.00 ordinary shares	–	33.33
Registered office: ul. Puławska 182, 02-670 Warsaw, Poland				
PwC IT Services Sp. Z o.o.	Poland	PLN 50.00 ordinary shares	–	50
Registered office: 1 Embankment Place, London, WC2N 6DX				
PwC Poland Services Limited	England	£1.00 ordinary shares, EUR 1.00 ordinary shares, EUR 1.00 preference shares	–	50

The LLP is incorporated in England and Wales.

The registered office of PricewaterhouseCoopers LLP is 1 Embankment Place, London, WC2N 6RH.

Energy and carbon reporting for the financial year ended 30 June 2021

In accordance with the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018, the members present their energy and carbon report of PricewaterhouseCoopers LLP ('the LLP') and its subsidiary undertakings domiciled in the United Kingdom ('UK') (together 'the UK Group') for the financial year ended 30 June 2021.

Methodologies used

The Greenhouse Gas ('GHG') protocol, UK Government environmental reporting guidelines, and UK Government emission factors have been used to calculate the GHG footprint in this report.

Commitment to responsible energy management

The UK Group has been committed to managing its energy consumption and carbon emissions responsibly for many years. Having disclosed progress against public targets for over a decade, the UK Group aims to become a Net Zero[1] business by 2030.

Since 2007[2], the UK Group has reduced energy consumption by 61% and carbon emissions associated with energy by 94%. Carbon emissions associated with energy per million pounds of revenue earned have fallen by 92% over that period.

In 2021, 86% of total energy consumption was from renewable sources[3], and all residual emissions were offset[4] through purchasing carbon credits. Information on targets and related programmes can be found in the UK Group's annual non-financial scorecard[5] ('non-financial scorecard') and on the website[6]. The UK Group also produces a statement on climate-related financial risk[7].

2021 progress

The UK Group's energy programme spans all of its offices (20 at 30 June 2021) and focuses on consolidating and refreshing office space, operating more efficiently, and investing in new technology.

During the financial year ended 30 June 2021, energy consumption fell by 21%, including an 89% drop in energy consumption from road-based business travel. Carbon emissions fell by 40% overall.

While the vast majority of people worked from home during the COVID-19 pandemic, the UK Group's offices were kept operational throughout for critical business and personal needs.

A new office was opened in Watford. As a result of energy efficiency measures installed to allow more control over spaces, such as light sensors and zonal air conditioning, it is expected to use less than half of the energy of the offices that it replaces, saving over 235,000 kWh per year.

An upgrade of lighting and other refurbishments to the Embankment Place office also commenced. Additionally, a number of office building management systems were updated further to optimise energy consumption as part of a new review of energy savings opportunities. Office landlords were also engaged to assess the opportunity for 'green leases', including energy efficiency and switching to renewable energy.

Management and standards

The UK Group uses a variety of recognised external environmental standards to help maintain rigour and continuously improve its processes.

The UK Group's environmental management system has been certified to the ISO 14001 standard since 2008, and its energy management system has been certified to the ISO 50001 standard since 2012.

Additionally, the UK Group holds the Carbon Trust Triple Standard for Carbon, Water & Waste, and 'Level 3' of the Carbon Trust Standard for Supply Chain.

About this disclosure

These metrics focus on the consumption of energy and the associated carbon emissions in the financial year ended 30 June 2021. Emissions from other sources are reported in the non-financial scorecard[4], which is derived from the same data as this report.

A separate report has been issued by Crowe U.K. LLP on their limited assurance engagement in accordance with ISAE 3410 standard for GHG emissions; there were no reservations.

(1) www.pwc.com/netzero.

(2) 2007 is the reference year for the UK Group's current environmental targets. The Net Zero targets run to 2030, with a reference year of 2019.

(3) Based on tariffs using Renewable Energy Guarantees of Origin ('REGOs') and Renewable Gas Guarantees of Origin ('RGGOs').

(4) Each financial year the UK Group offset 100% of the extended carbon footprint as reported in the non-financial scorecard. All offsets are Verified Carbon Standard ('VCS') and from REDD+projects. Retired on behalf of PwC by a registered broker. www.pwc.co.uk/offsetting.

(5) www.pwc.co.uk/annualreport/assets/2020/pdf/pwc-uk-non-financial-performance-scorecard-2021.pdf.

(6) www.pwc.co.uk/who-we-are/our-purpose/low-carbon-circular-business/energy.html.

(7) www.pwc.co.uk/climaterisk.

Energy and carbon reporting continued

Energy consumption and related carbon emissions

	Units	2021	2020	Variance %
Energy consumption				
Total Streamlined Energy and Carbon Report energy consumption	Million kWh	33	42	(21)%
Gas (natural and biogas)	Million kWh	11	10	10%
Biodiesel	Million kWh	–	1	(100)%
Electricity	Million kWh	21	22	(5)%
Business travel: road[8]	Million kWh	1	9	(89)%
Carbon emissions[9, 10]				
Total emissions (Scope 1, 2 and 3)	Tonnes CO_2e	5,514	9,156	(40)%
Total emissions intensity (Scope 1, 2 and 3)	Tonnes CO_2e/£m revenue	1.53	2.63	(42)%
Scope 1				
Gas (natural and biogas)	Tonnes CO_2e	505	636	(21)%
Biodiesel	Tonnes CO_2e	–	3	(100)%
Scope 2				
Electricity – location based[11]	Tonnes CO_2e	4,804	5,696	(16)%
Scope 3				
Business travel: road	Tonnes CO_2e	205	2,821	(93)%
Carbon emission offset	Percentage	100%	100%	–

The energy and carbon report on pages 57 to 58 was authorised for issue and signed on 11 August 2021 on behalf of the members of PricewaterhouseCoopers LLP, registered number OC303525, by:

Warwick Hunt
Managing Partner and Chief Operating Officer
Designated Member

A complete list of the members can be found on the Companies House register.

(8) Business travel based on car mileage claimed through expenses, converted to kWh using UK Government GHG conversion factors.

(9) Calculated using UK Government GHG conversion factors for company reporting (May 2020). The scope of this SECR disclosure does not include some Scope 3 emissions which are reported in the non-financial scorecard.

(10) Total emissions calculated using 'Location Based' method. 2021 total emissions using the 'Market Based' method which allows lower emissions for renewable electricity are 1,124 tonnes CO_2e with intensity of 0.31 tonnes CO_2e/£m revenue (FY20: 1.31).

(11) 2021 electricity emissions using the 'Market Based' calculation method: 414 tonnes CO_2e (FY20: 1,090).