



UK Transparency Report 2025

PricewaterhouseCoopers LLP
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Welcome to our 2025 Transparency Report

Our purpose is to build trust in society and solve important problems. PwC is proud to play a leading role in strengthening the UK's reputation as a trusted and thriving environment for investment and growth. We seek to be the pre-eminent professional services firm, recognised for the quality, integrity and insight we bring to every single engagement.

Many of the organisations we audit are now operating in a world that is less predictable and less reliable than it was before. Long-standing assumptions around supply chains, policy timelines, and investment flows have been transformed. Geopolitical instability, economic pressures, technology advancements and shifting regulation are all contributing to a more volatile and fragile operating environment. Alongside all that, investors and stakeholders are calling for greater clarity and trust in how organisations report on performance, risk and purpose. High-quality audit and assurance are essential in meeting these expectations.

That's a responsibility I feel personally. I began my career as an auditor, and I'm proud that we continue to audit many of the UK's leading businesses, supporting confidence in markets and helping organisations of all sizes navigate change.

This year, the Financial Reporting Council again recognised the quality of our work. Our improved Audit Quality Review scores reflect the long-term investment we've made in audit quality, skills and technology. We're pleased with the progress and remain focused on listening, learning and continuous improvement.

We fully support the ongoing reform of audit and corporate governance and welcome the Government's commitment to publish draft legislation. A strong and trusted reporting ecosystem is essential to maintaining the UK's global competitiveness.

Our ability to deliver consistent quality is underpinned by our culture. That means building teams that provide challenge, take pride in their work and act with integrity. All behaviours that are central to delivering audit in the public interest.

Looking ahead, we'll continue to support reform, innovation and assurance that earns public trust. This Transparency Report outlines the steps we're taking and the values that guide us.

Marco Amitrano

Senior Partner



Hear from our Senior Partner,
Marco Amitrano



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Head of Audit report



Head of Audit report

As auditors, we play a pivotal role in underpinning the integrity of financial and non-financial information within the capital markets.

This is increasingly important as the world continues to change rapidly, and the expectations of investors and stakeholders evolve.

Delivering consistent high quality is fundamental to how our firm, and our profession, serves the public interest. It remains our top priority. In today's challenging and less predictable environment, we're committed to meeting the growing calls for transparency, accountability and deeper stakeholder engagement.

The regulatory landscape is undergoing continuous transformation, with changes to corporate governance already underway for many companies, and audit reforms being considered by the Government. At the same time there is an increasing emphasis on non-financial reporting, assurance and oversight, particularly of sustainability information. These changes may enhance directors' accountability for corporate reporting, a development we fully endorse.

We believe that substantive reforms in this area should acknowledge the collective responsibilities of all stakeholders, including companies, directors, auditors, investors, and regulators.

We continue to work constructively with Government, regulators and other parties as we move forward in our shared goal of working in the public interest. Our efforts focus on strengthening audit quality, and doing our part to help build confidence in the UK as a safe place to invest and grow.

Having the right culture and governance frameworks in place is critically important to the services of our firm. Our governance structure is vital to quality, and details about our firmwide governance, including the roles of the Supervisory Board, the Public Interest Body and the Management Board, can be found in the Governance section of this Report. Our Audit Oversight Body provides dedicated governance oversight of the audit practice, and further information about their focus this year can be found in their update.

As Head of Audit, I lead the Audit Executive and am responsible for overseeing the day-to-day policies, strategy, and direction of our audit practice. This includes translating the firm's overarching vision for pre-eminence into actionable steps and decisions specific to audit.

Our Audit strategy is based on our ongoing commitment to provide consistent high quality, through a distinctive delivery model which combines our people operating at their best, powered by technology. This strategy, enabled by our strong audit culture, ensures we continue to provide market-leading services.

In this report, we further outline how our firm and audit practice are governed and share details on our approach to quality. We provide detailed descriptions of our policies and processes, independence and principal risks, as well as the challenges we face and how we're responding to them. This report relates to the year ended 30 June 2025, referred to throughout as FY25.

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Combining the expertise of our people with the power of technology, we're dedicated to delivering consistent high-quality audits that reinforce trust in the areas that matter most to stakeholders.



Hear from our UK Head of Audit, Andy Hammond

Consistent high quality

Our commitment to quality shapes everything we do. Our work in Audit is important and is core to our firm’s purpose of building public trust and solving important problems.

Statement on the effectiveness of the firm’s internal quality control system

We believe our quality control system for the audit practice has been suitably designed and complied with. This provides us with reasonable assurance of performing and reporting in conformity with applicable professional standards.

As part of our commitment to the public interest we’re focused on delivering consistent high-quality engagements and are transparent about our System of Quality Management (SoQM). Our SoQM is structured, implemented, and continuously operated to meet our quality objectives through policies, processes, and controls that underpin high-quality assurance engagements. We’re dedicated to identifying and investing in enhancements to ensure the ongoing effectiveness of our SoQM.

Our process of continuous improvement and root cause analysis forms part of our SoQM, and includes the development of our Single Quality Plan (SQP). This is a detailed action plan which contains all the agreed steps we’re taking to continually enhance audit quality. We’re pleased with our inspection outcomes this year from both the FRC and ICAEW and remain focused on continuous improvement, seeking to learn from findings as well as from what drives our best practice examples.

We continue to believe that an overall assessment of the firm's SoQM can provide valuable additional information to the user of audit services beyond the AQR inspection results.

Our Audit Quality Measurement framework includes three key measures of audit quality to provide a comprehensive view of the quality of our audits.

89%
FY24: 87%

The percentage of respondents to our annual audit culture survey who feel proud of the quality of our audit work.

89%
FY24: 84%

The percentage of audit files inspected through Audit Quality Review (AQR), Quality Assurance Department (QAD) and Engagement Compliance Review (ECR) inspection processes that were rated good or limited improvements required (or equivalent rating).

4.6/5
FY24: 4.6/5

The average score audit committees and those charged with governance rated our overall audit quality.

Culture

Our firmwide culture supports the delivery of our UK strategy. In Audit our three audit behaviours: Team first; Challenge and be open to challenge; and Take pride focus us on driving consistent high audit quality. These behaviours are embedded into everything we do, from audit training to audit delivery and the evaluation of our people's performance, across all of our locations.

Our Audit Culture team continually evaluates our culture, through an Annual Culture Survey, cultural observations, focus groups, and our Culture Champions network. As a result of this work, we've concentrated on promoting strong leadership behaviours, the importance of team contracting and clarifying expectations under our audit behaviours and will continue to highlight these going forward.

Powered by technology

Our whole Audit strategy is powered by technology. From employing Artificial Intelligence (AI) to data auditing and visualisation techniques in our audit testing, technology is integrated into every aspect of our audit process. We equip all our auditors with the latest technologies and digital capabilities to deliver an elevated audit experience.

Through our Next Generation Audit programme, we're continuing to invest in our technology and audit expertise on a global scale, so our practice is future ready for the organisations we audit. By developing tools and capabilities, both internally and in collaboration with our technology alliance partners, we'll provide high-quality audit and assurance services along with insights that truly matter.

People at their best

I'm really proud of our high performing teams of audit specialists who bring deep industry knowledge and expertise. It's important to us to create an inclusive working environment, where different perspectives are celebrated and everyone on our teams works together seamlessly to achieve excellence.

We work hard to create an environment that encourages career-long learning and are focused on being a skills-based organisation that is fit for the future. Recruiting top talent into the audit profession remains a challenge, and we're committed to attracting and retaining highly-skilled individuals in our practice.

Distinctive delivery

Our goal is to develop a world-class delivery model that optimises the best use of technology, along with our talented people both within the UK and overseas. This approach, tailored for every engagement, drives quality, and brings insight to the organisations we audit.

We recognise the impact that technology will have on our workforce and we're committed to making sure that both now and in the future, we have the right people, with the right skills, in the right places, to deliver consistent high quality.



Market-leading services

We're focused on providing market-leading services that are high quality and provide deep insights to the organisations we audit. The demand for assurance over non-financial information is continuing to grow in areas such as sustainability, controls and AI. I'm proud that this year we've launched Assurance for AI, designed to help organisations meet a growing need to build trust in their AI systems.

Our multidisciplinary model allows our audit teams to access trusted independent experts and specialists from across the firm, enhancing both quality and the insights we provide. We remain committed to engaging with the investor community, Audit Committee Chairs, and other stakeholders to understand the future drivers of demand. This enables us to design and deliver independent assurance across both financial and non-financial information in the public interest.

Looking ahead

Looking ahead, quality, trust and transparency will remain at the heart of what we do. We're dedicated to investing in cutting-edge technology and innovation, to deliver high quality and deep insights to the organisations we audit. It's an exciting time for us as we build a future where audit and assurance are more meaningful than ever before and central to public trust.



Andy Hammond

UK Head of Audit



Updates from our governance bodies

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A portrait of Simon Ager, a middle-aged man with light hair and a blue shirt, smiling. The image is partially obscured by a white box containing his name and title.

Update from the Chair of the Supervisory Board

The role of the Supervisory Board

The Supervisory Board (SB) has an important role to play in the governance of the firm. The SB has a general responsibility for considering, reviewing and giving guidance to the Management Board on matters of concern or potential concern to partners. These include national, legal, regulatory and fiscal matters; the implementation of network policies; and arrangements for effective communications between the partners and the firm's management. The Terms of Reference for the SB can be found on the firm's **website**¹.

The SB has a wide governance brief, but its role is not to manage the firm. Management is clearly the responsibility of the Senior Partner and those to whom he delegates responsibility, primarily through the Management Board and its committees.

Members of the SB also hold various roles, including acting as SB representatives on the Public Interest Body, Audit Oversight Body, Alliance Supervisory Board, Middle East firm Supervisory Board and leading the biannual Partner Engagement process.

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The Supervisory Board represents the interests of the partners as a whole and is a key part of the governance of the firm. I was delighted to be elected as Chair of the SB with effect from 1 January 2025.

Simon Ager
Chair of PwC's Supervisory Board

¹ Source: <https://www.pwc.co.uk/who-we-are/governance/terms-of-reference-supervisory-board.html>

The 2024 SB Election

The SB conducts elections for six of the twelve elected positions on the SB every two years, with successful candidates being elected from among the UK partner population to serve a four-year term.

The SB held an election that concluded in November 2024, with five new members being elected and one existing SB member (myself) being re-elected to the SB, with effect from 1 January 2025.

When considering the oversight of the SB election, the SB believes it's desirable to have a group of partners who will not themselves be candidates, to act as Guardians to oversee the election process and provide advice and guidance to candidates or potential candidates. Five such SB members were appointed as Guardians of the 2024 SB Election (including the previous Chair of the SB).

The 2024 SB Election saw the highest number of partners submitting self-nominations to be elected as members of the SB. This demonstrates an encouraging level of interest in the firm's governance from partners and is recognition of the important role that the SB plays in this. The SB encouraged partners to reflect on the importance of the SB members having a diversity of background and skills, and also shared a skills matrix to help support this.

The results of the SB election were announced to the firm on 5 November 2024. Biographies for the SB Members are set out in **Appendix A** of this document.

Election of the Chair of the SB

The role of the Chair of the SB is important in the governance of the SB (and of the wider firm) and is pivotal in creating the conditions for overall SB and individual board member effectiveness. It's the role of the SB Chair to set clear expectations concerning the style and tone of the SB discussions, ensuring the SB has effective decision-making processes and that it applies sufficient and constructive challenge.

Under the firm's constitution, the Chair of the SB is elected for a term not exceeding two years, and can seek re-election for additional terms but cannot undertake this role for more than six years in total, with the process for the election being determined by the SB.

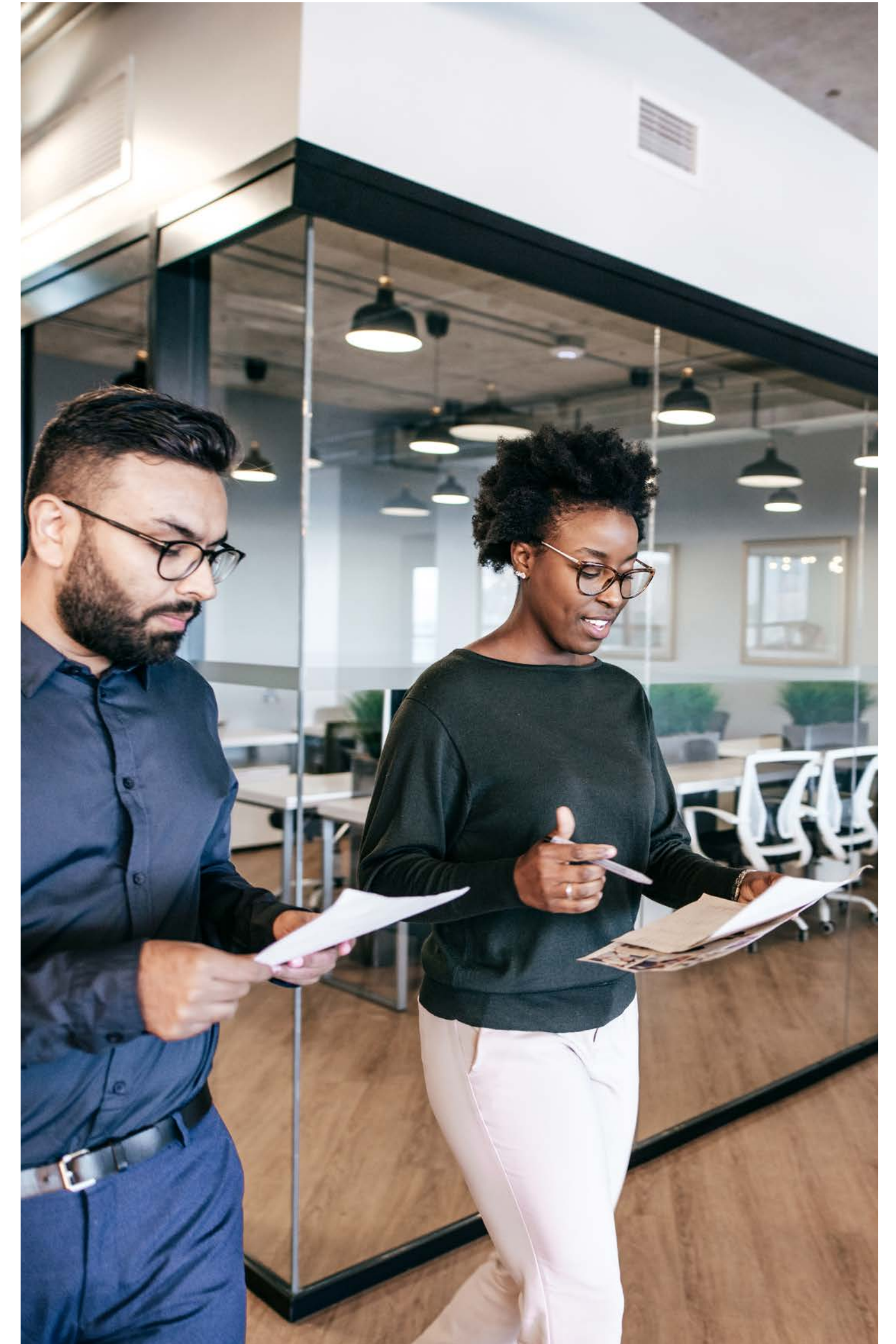
The term of the previous SB Chair, Chris Burns, ended on 31 December 2024 and having served for six years in this role, Chris was not seeking re-election.

Candidates provided manifestos and presented these to the SB as part of a meeting, with the opportunity for the SB members to ask questions of the candidates. The SB then voted to elect the Chair of the SB. The Chair of the Public Interest Body observed the SB Chair election process and the voting, to confirm these procedures were fairly applied. Voting was carried out using a secret ballot administered by a world leading electoral services provider. As part of the SB Chair election process, I had a pre-appointment meeting with the FRC, an important governance step to discuss role expectations, the public interest, and its importance to the activities of the firm.

I look forward to continuing to support the SB as a whole in discharging its important role in the governance of the firm.

Simon Ager

Chair of the Supervisory Board



Update from the Chair of the Public Interest Body



It has been another very active year for the Public Interest Body, with a continuing focus on audit quality and public interest considerations.

Philip Rycroft CB
Chair of PwC's Public Interest Body

During the year, the Public Interest Body (PIB) has continued to provide robust challenge and oversight. Working with the Audit Oversight Body, the PIB has continued to focus on how high audit quality is promoted and consistent high-quality audits are delivered by the firm's audit practice. The PIB has also worked to ensure that the firm considers the public interest in its decision making, safeguarding the sustainability and resilience of the audit practice and the firm as a whole. A summary of the key matters considered by the PIB during the year, including those related to the strategy for the firm, culture, people, and events in the Network, can be found on the next page.

The role of the PIB

The role of the PIB is to enhance stakeholder confidence in the public interest aspects of the firm's activities through the involvement of Independent Non-Executives (INEs). The PIB considers a wide range of issues, with a particular focus on matters of public interest.

The role of the INEs includes collectively enhancing the firm's performance in meeting the purpose of the Audit Firm Governance Code (AFGC). As part of this, both the Supervisory Board Talent & Remuneration Committee and Risk Committee have each continued to have INEs embedded within their membership. During the year, an INE (Suzanne Baxter) was also appointed to the Supervisory Board Audit Committee. The PIB currently comprises four INEs and two representatives from the firm (one from the Management Board and one from the Supervisory Board). The Terms of Reference for the PIB can be found on the firm's **website**¹. These Terms set out the purpose and authority of the PIB and also include the procedure for dealing with any fundamental disagreement between the INEs and the firm's management team and/or governance structures.

¹ Source: <https://www.pwc.co.uk/who-we-are/governance/terms-of-reference-the-public-interest-body.html>

Changes in the membership of the Public Interest Body

The PIB welcomed Marco Amitrano as a member of the PIB, in his capacity as the Senior Partner, with effect from 1 July 2024.

Chris Burns stepped down from the PIB with effect from 31 December 2024 at the end of his final term as Chair of the Supervisory Board. Simon Ager was elected as the new Chair of the Supervisory Board with effect from 1 January 2025 and became a member of the PIB with effect from the same date.



Working with the Audit Oversight Body (AOB)

The AOB was established as part of the firm's implementation of the FRC's Principles for Operational Separation of Audit Practices (the Principles of Operational Separation). There has continued to be effective interaction between the PIB and AOB during the year, and both bodies consider that this construct has continued to work well. The AOB allows audit-specific matters to have prominence firm-wide at the PIB, as well as enabling the AOB to focus exclusively on audit practice governance. It is a model we think works well in an environment where ensuring there is the right level of robust focus on audit practice governance is accompanied by ensuring audit continues to have a prominent voice within the firm. Further information on the areas of focus of the AOB, together with the changes in its membership during the year, are set out in the Update from the Chair of the AOB.

Areas of PIB focus

This has been a year of development and change for the firm, in a challenging economic environment. Throughout this period, the PIB has continued to set its own agenda with a focus on matters that it regards as being in the public interest.

Key matters considered by the PIB

The strategy for the firm

The PIB received updates on the firm's strategy from Senior Partner, Marco Amitrano, including his vision for PwC to become the pre-eminent professional services firm in the UK. These updates included the plan for the first 100 days of his leadership, and how the plan's actions were subsequently implemented into the business through various strategic change workstreams. The PIB also received updates on strategic developments for the firm, including for delivery models and the use of technology.

Culture and People

In the view of the PIB, the firm continues to have an appropriate culture, which is reflected in the information presented to the PIB as well as in the processes for decision making and in the INEs interactions with staff and partners.

The PIB received updates from the AOB in respect of the culture within the audit practice. It has also continued to receive biannual updates from the firm's Chief People Officer, which included information on wellbeing, diversity and inclusion, attrition and recruitment. The PIB received updates on the development of the firm's people strategy and priorities, which covered how the desired values, culture and behaviours are embedded across the firm. This included the results of feedback surveys conducted among the firm's people, to monitor engagement levels and sentiment across the business.

As the member of the PIB with primary responsibility for engaging with the firm's people, I attended various events during the year, including a steering committee meeting on the firm's culture, a meeting of the firm's People Council and the annual PwC Awards.

Reflecting on events in the Network

Throughout the year, the PIB has received updates on events in PwC China and the actions taken in response. The PIB has also received updates on the firm's Middle East Alliance, including in respect of a specific client matter for the PwC Middle East firm. In addition, the PIB has considered updates on territory governance work carried out at a PwC Network level and the approach of the Network Leadership Team to this.

Public Interest Framework

The PIB reviewed the firm's Public Interest Framework, which was developed to assist the firm's decision makers and governance oversight bodies in the consideration of the public interest. Consideration was given to how the Framework was operating and reviewed and suggestions were agreed for updating the Framework. Matters of public interest were escalated to the INEs for consideration and input during the year.

Operational Separation

The PIB received updates during the year in respect of the FRC's Principles for Operational Separation which were fully implemented by the firm with effect from 31 October 2024, following the conclusion of the transition period.

The PIB considered the firm's ongoing compliance with the Principles for Operational Separation and associated assurance from the firm's Internal Audit team. The PIB also considered the proposed attestation of compliance, which was supported by written confirmations from senior stakeholders with responsibility for certain Principles under the firm's Accountability and Responsibilities Map. The PIB discussed and considered the proposed approach to the Principles reporting, including in this report.

Audit Quality

With the appointment of a new Head of Audit on 1 July 2024, this was a year of change for the audit practice. The PIB received regular updates from the Head of Audit and the AOB. These updates were an important part of helping the INEs to discharge their responsibility under the AFGC to promote audit quality.

The PIB has continued to welcome the activities which are helping to reinforce quality and support the consistent delivery of high-quality audits. The updates from the AOB have covered how the firm continues to make sure that it has processes in place to support root cause analysis, and resulting continuous improvement activities. These activities are designed to ensure that lessons learned both from best practice and areas of improvement reinforce audit quality in the future.

The PIB recognises that the delivery of consistent high audit quality remains critically important. I was pleased to see a recognition of the firm's continued investment in enhancements to audit quality as part of the FRC's AQR results for the year, achieving consistent FRC inspection results with none of the audits inspected being found to require significant improvements.

Updates from the Ethics Partner

The PIB receives biannual updates from the firm's Ethics Partner, who has a reporting line into the PIB. It also receives regular updates on the firm's 'Speak Up' whistleblowing facility and the firm's Code of Conduct from the Ethics Partner.

The firm's 'Speak Up' whistleblowing facility is also considered by the Supervisory Board Risk Committee and Victoria Raffé has continued as the INE representative member of this Committee during the year.

Risk Management

The PIB has continued to receive quarterly risk management updates throughout the year, with a focus on the top risks of the firm and the associated risk ratings. It also continues to receive updates on the activities of the Supervisory Board Risk Committee, which are presented by the Chair of the Committee, with input from Victoria Raffé as the embedded INE member of the Committee.

Effectiveness

The firm's governance KPIs state that formal effectiveness reviews are carried out annually and externally every three years, in line with the requirements of the AFGC. The last externally facilitated effectiveness review of the PIB was undertaken in 2022 and we were pleased to report as part of the 2022 Transparency Report that, in the view of the external facilitator, the PIB is an effective independent governance body.

The next externally facilitated effectiveness review of the PIB will commence in late 2025. The PIB has continued to annually assess the progress made against the recommendations and outcomes of the last externally facilitated effectiveness review and is content with the progress that has been made during the year.

The PIB was pleased to note the findings from the externally facilitated effectiveness review of the AOB that was concluded in September 2024 which stated that the AOB operates effectively. Further information on this review is set out in the Update from the Chair of the AOB.

Building wider relationships

During the year, there has been a continued focus on developing the level of interaction of the INEs with the wider firm. As a member of the PIB, the Chair of the Supervisory Board has a standing agenda item at each meeting in order to provide an update on its activities. Caroline Gardner attended a Supervisory Board Meeting in November 2024 that was held in the firm’s Edinburgh office, providing an opportunity to meet the partners and people there. Suzanne Baxter has also been invited to attend a Supervisory Board meeting in November 2025 that is due to be held at the firm’s Reading office.

The INEs continue to have embedded roles with certain committees of the Supervisory Board. These embedded roles were put in place following the recommendations from the governance review that the firm undertook in 2018, with the purpose of these roles being to increase the profile of the INEs and the value they bring to the broader partnership. In August 2024, Suzanne Baxter became a member of the Supervisory Board Audit Committee. This is the first time that an INE has been a member of the Audit Committee. The PIB also receives regular updates from the Head of Internal Audit. Suzanne Baxter attended the Supervisory Board Audit Committee discussion on the full year report from the Head of Internal Audit, which included details of the various reviews it had conducted to assess the effectiveness of the firm’s systems of internal control. I was also invited by the Supervisory Board to review the process for the election of the Supervisory Board Chair and to observe the election in December 2024, to confirm these procedures were fairly applied, including from a public interest perspective. These roles demonstrate the important role that the INEs play in the governance of the firm.

During the year, meetings between certain members of the PIB, the AOB and the Supervisory Board have continued to be held, with meetings having taken place in September 2024, January 2025 and May 2025.

At the January meeting, Simon Ager as the newly elected chair of the Supervisory Board gave an update on his manifesto and individual approach, and the themes from the Supervisory Board Autumn Partner Engagement process, including the key topics of interest among the firm’s partners, were also discussed. The PwC Global Network and Middle East Alliance was discussed as part of the May meeting, with the initial themes from the Supervisory Board Spring Partner Engagement process also being discussed.

Certain INEs also attended an element of the External Auditor Training programme during the year. I’m also pleased to report that the INEs have continued their regular engagement meetings with the FRC, as well as having attended FRC roundtable discussions. The INEs also regularly meet separately to discuss matters relating to our remit.

Audit Firm Governance Code (AFGC)

The PIB continues to use the AFGC as a guide to good governance as well as a compliance requirement. The PIB has reviewed the firm’s activities for the year ended 30 June 2025 against the requirements of the 2022 AFGC.

Looking ahead

Working with the AOB, the PIB will continue its focus on audit quality and public interest considerations. The culture of the firm remains a key area of focus for the PIB and it will continue to provide robust challenge and oversight of the firm’s people and culture activities. The PIB will continue to monitor the status of the firm’s response to the events in PwC China, as well as strengthening of territory governance at a PwC Network level and steps being taken in these areas by the UK firm.

The PIB will also continue to monitor the UK Government’s proposals for audit and corporate governance reform in the context of the firm and the wider market. Working with the AOB, it will continue to focus on reviewing the strategy and culture of the firm’s audit practice and their focus on delivering consistent high audit quality.

Looking ahead the PIB will continue to play a crucial role in the governance of the firm, ensuring that the public interest remains a key component of the firm’s decision making process.

Philip Rycroft CB

Chair of the Public Interest Body



Update from the Chair of the Audit Oversight Body



The Audit Oversight Body is an important and established part of the governance of the firm. It provides challenge and oversight of the audit practice, carrying out a valued role in the firm's ongoing commitment to audit quality and promoting a culture that supports the delivery of high-quality audits in the public interest.

The role of the AOB

The Audit Oversight Body (AOB) was established to strengthen the governance and oversight of the audit business and to enhance the firm's ability to fulfil certain responsibilities set out in the Audit Firm Governance Code.

The AOB is a Committee of the PIB. It focuses exclusively on the governance of the audit practice and reports on its activities to the PIB. This structural model works well and ensures a clear and dedicated focus on the activities of the audit practice within the firm's public interest governance framework.

The responsibilities of the AOB include:

- Overseeing the FRC's objective to improve audit quality by ensuring that people in the audit practice are focused above all on delivery of high-quality audits in the public interest
- Providing independent oversight of the Audit strategy, culture action plans and outcomes and audit quality plans and outcomes
- Promoting a culture supportive of the public interest
- Supporting (as appropriate) the audit practice's senior management in the execution of their responsibilities through robust oversight and constructive challenge

Changes in AOB membership

Andy Hammond became the firm's Head of Audit from 1 July 2024, becoming a member of the AOB at the same time.

Caroline Gardner CBE
Chair of PwC's Audit Oversight Body

Key matters considered by the AOB in the year

With the appointment of a new Head of Audit on 1 July 2024, this was a year of change for the audit practice. The AOB continued to play an important role, overseeing that the focus remained on the delivery of high-quality audits in the public interest and that a culture supportive of the public interest was promoted.

The AOB spent time meeting with the new Audit Executive, understanding and challenging its strategic priorities. The Audit Non-Executives (ANEs) have welcomed the transparency and dialogue with the Head of Audit and the updates he has provided on key matters as well as his responses to ANE discussions including from a public interest or reputation perspective.

The year was also informed by the independent externally facilitated effectiveness review of the body (and APRAC, the Audit Partner Remuneration and Admissions Committee) that had been commissioned in FY24. The review concluded that the AOB operated effectively, had become an established component of the firm's governance and that the relationship between the AOB and the PIB works well.

The review recommendations suggested ways to continue to improve the effectiveness of the AOB. This led to the AOB developing its areas of focus - those areas of the Audit strategy that we wanted to keep under review to understand the impacts on audit quality: culture; the distributed delivery model; technology; people and interactions; and dependencies with the PwC Global Network.

This focus has enabled us to reflect on how we can continue to evolve our oversight and as a result we have requested additional reporting from management on topics such as technology and the distributed delivery model.

In addition we have asked that management considers how reporting to the AOB on the System of Quality Management may evolve to enable us to provide enhanced oversight including of key risks and associated controls.

Overseeing the Audit strategy

The AOB reviewed and provided constructive challenge to the FY25 Audit strategy. We were pleased to see how our challenge and suggestions were taken into consideration by the Audit Executive. We have considered a range of strategic and policy matters throughout the year bringing a public interest perspective to the input and challenge we provide to management. We have reflected on the management information shared with the AOB in our oversight role.

Assessing and monitoring the culture of the audit practice and audit quality

During the year, we reviewed the culture within the audit practice to assess and monitor that the culture was supportive of the delivery of high-quality audits and the public interest.

We discussed the audit practice's Culture Report for FY24 and challenged the Audit Quality Culture Action Plan for FY25 to understand how the audit behaviours that drive audit quality were embedded. ANEs engaged with the FRC on its culture survey within the audit profession and shared these reflections with the AOB. We received a further update on the Culture Action Plan later in the year to enable us to assess progress made. As ANEs, we value the time we spend with the audit practice such as shadowing audit teams and attending training events as a further way in which we learn about the culture in the practice.

The AOB has continued to review and challenge the Single Quality Plan (SQP), to ensure that the priority areas of the SQP continue to maintain the appropriate focus on delivering high-quality audits, with six monthly assessments discussed by the AOB. Through our oversight of audit quality we have also reviewed and challenged the Root Cause Analysis which is carried out to support continuous improvement and recognise the importance of using lessons learned to drive these improvements. We are pleased with the FRC and ICAEW inspection outcomes for the year and remain focused on continuing to oversee that a commitment to consistent high-quality audits is maintained.

The firm assesses the design and operational effectiveness of its System of Quality Management in Audit using a global Quality Management for Service Excellence (QMSE) framework. We have reviewed both the outcome of the QMSE assessment for 2024 and the plan for assessment of performance in the six month period to June 2025.

Monitoring the implementation of the FRC's Principles of Operational Separation

We monitored the firm's progress against its implementation plan of the FRC's Principles for Operational Separation and were satisfied with the progress made by the firm with full implementation achieved by 31 October 2024. We have spent time reflecting on the outcomes of operational separation, which I, along with the PIB Chair, discussed with the FRC.

Engagement with the FRC

We have met with the FRC throughout the year as ANEs and in February 2025 we were pleased to welcome FRC CEO Richard Moriarty and the FRC's Executive Director of Supervision to an AOB meeting to hear about the FRC's priorities. The firm's new FRC Supervisor observed an AOB meeting in April 2025.



Consideration of Audit Partner Remuneration and Admissions

It's important that oversight is also given to the approach adopted by the audit practice to promote and reward positive behaviours, which support the delivery of quality audits by our audit partners. We do this through a sub-committee of the AOB, the APRAC. The APRAC comprises three ANEs and is chaired by Caroline Gardner.

The responsibilities of the APRAC include:

- Overseeing the audit partner remuneration process to ensure individual audit partner remuneration is determined above all by contribution to audit quality
- Overseeing the process by which candidates are selected for admission to the partnership to practice as audit partners

Working with the Public Interest Body

The AOB is a committee of the PIB and has a clear audit-specific remit enabling it to fully discharge its responsibilities under the FRC's Principles of Operational Separation. The AOB's Terms of Reference are available on our [website](https://www.pwc.co.uk/who-we-are/governance/terms-of-reference-audit-oversight-body.html)¹.

As Chair of the AOB, I provide written updates to the PIB on matters discussed at each AOB meeting, sharing the AOB's views on audit quality, public interest, and the challenges raised. The governance structure, with two INE members serving on both the PIB and AOB, ensures strong connectivity between the bodies and supports ongoing improvements in audit quality and culture across the firm. This arrangement allows the AOB to influence the PIB while maintaining independence, including making audit-specific recommendations to the firm's management when appropriate.

As ANEs, we also meet several times during the year with the PIB's INEs and members of the Supervisory Board to discuss matters of shared interest, which has included governance and Network matters.

Looking ahead

I look forward to the AOB continuing to provide robust, independent challenge of the audit practice. We will remain focused on audit quality and the public interest as we contemplate how UK audit and corporate governance may change and as delivery models and technology evolve.

Caroline Gardner CBE

Chair of the Audit Oversight Body

¹ Source: <https://www.pwc.co.uk/who-we-are/governance/terms-of-reference-audit-oversight-body.html>

Consistent
high quality

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Audit Quality Report

The delivery of consistent high-quality audits is core to maintaining public interest. We remain focused on performing audits that meet the needs of investors, the organisations we audit and wider stakeholders. Our commitment to the delivery of consistent high-quality audits shapes everything we do and is reflected in our refreshed Audit strategy.

Our three audit behaviours - Team first, Challenge and be open to challenge and Take pride - remain at the heart of our Audit strategy. They are critical to us delivering high-quality audits in the public interest and creating high performing teams. A robust, quality focused culture is key to maintaining an effective System of Quality Management (SoQM). As a result the three audit behaviours are embedded within our core processes and controls. See **page 48** for more.

We absolutely recognise our professional responsibilities as auditors to deliver high-quality outcomes. We also recognise that audit quality cannot be delivered in a vacuum - to achieve high-quality outcomes we believe you need: a robust and high-quality auditor; a capable management team that values the audit, and that is prepared and able to support the audit with good quality supporting evidence produced in a timely manner; and those charged with governance who set the tone and engage as appropriate in the audit process.

Our operational activities are underpinned by a number of core processes and controls that support audit quality. These aim to support teams to confidently deliver quality audits, setting them up for success, and to protect our robust SoQM. Our SoQM is designed, implemented and operated on an ongoing basis and includes monitoring, assessing, evaluating, reporting, and being responsive to changes in quality risks all driven by both the internal and external environment. All actions taken as a result of these activities are prioritised and monitored for effectiveness through our Single Quality Plan (SQP).

Internal monitoring is an integral part of the SoQM. This includes our Engagement Compliance Review (ECR) programme, used to assess whether engagements are performed in accordance with relevant standards, and our Quality Management for Service Excellence (QMSE) programme, where the firm conducts its own review of its compliance with policies and procedures each year. This process is reviewed annually by the firm's regulators, and also, by a PwC Network team independent of PwC UK.

PwC is subject to monitoring by a number of regulatory authorities. We hold our reputation for quality in the highest regard and take seriously all the findings identified by the firm's regulators in relation to the quality of the firm's audit work. Through our continuous improvement activities we are committed to working constructively with our regulators.

Measuring and assessing audit quality is fundamentally important. There is no single definition or measure of audit quality. We have developed our own measurement framework with our three Audit Quality Measures (AQMs), set out on **page 41**, these provide a current and holistic view of the quality of our audits. These measures are reported quarterly to our Management Board and our Audit Oversight Body. We believe that using AQMs and appropriate metrics, relevant to the audit firm or the audit engagement, can help the users of audit services and wider stakeholders to engage in a richer discussion about what constitutes a high-quality audit and the key elements of a high-quality audit practice.

Our System of Quality Management

Consistent high-quality audits are underpinned by our System of Quality Management (SoQM). This is a structured framework of policies, processes and controls that allow us to meet our professional requirements and deliver insights that truly matter for our stakeholders. We're dedicated to investing in improvement and continue to further develop and refine our SoQM.

External standards

International Standard on Quality Management 1 (ISQM 1)

We comply with ISQM (UK) 1 as issued by the FRC. This is the UK equivalent of ISQM 1 which was issued by the International Auditing and Assurance Standards Board (IAASB). This is the second year we've been required to have designed and implemented the requirements of the standard and evaluated our SoQM under ISQM (UK) 1.

ISQM (UK) 1 adopts an objectives-based approach. It expects firms to have a SoQM that operates in a continuous and iterative manner taking into consideration the conditions, events, circumstances, actions and inactions that impact them.

It outlines the firm's responsibilities around monitoring and remediation, emphasising the need for proactive, real time monitoring of the SoQM, an effective, efficient, and timely root cause analysis process, and timely and effective remediation of deficiencies.

ISQM (UK) 1 states that the objective of the firm is to design, implement and operate a SoQM that provides the firm with reasonable assurance that:

- The firm and its personnel fulfil their responsibilities in accordance with professional standards and applicable legal and regulatory requirements, and conduct engagements in accordance with such standards and requirements.
- Engagement reports issued by the firm or engagement partners are appropriate in the circumstances.

The standard goes on to say that the public interest is served by the consistent performance of quality engagements and that this is enabled by an effective system of quality management. ISQM (UK) 1 requires the firm to apply a risk-based approach in designing, implementing and operating eight identified components of the system of quality management in an interconnected and coordinated manner.

Quality Control 1000 (QC 1000)

QC 1000, officially titled 'A Firm's System of Quality Control', is a new quality control standard by the Public Company Accounting Oversight Board (PCAOB) that aims to enhance the quality of audits performed by accounting firms registered with the PCAOB. Firms must evaluate their QC system as of 30 September each year and file a report with the PCAOB by 30 November of that year. The reporting will be required for the first time in 2027.

We have an established SoQM, with robust governance, processes for identifying and assessing risks and responses, and monitoring activities, which is compliant with ISQM (UK) 1. However, aligning with QC 1000 may necessitate additional efforts related to specific quality control requirements that are more detailed or broad in scope. We have a QC 1000 implementation plan in place.

The PwC Network's QMSE framework

Delivering high-quality work is at the heart of what we do. It's a key element of our Audit strategy and what investors and our stakeholders rightly expect of us.

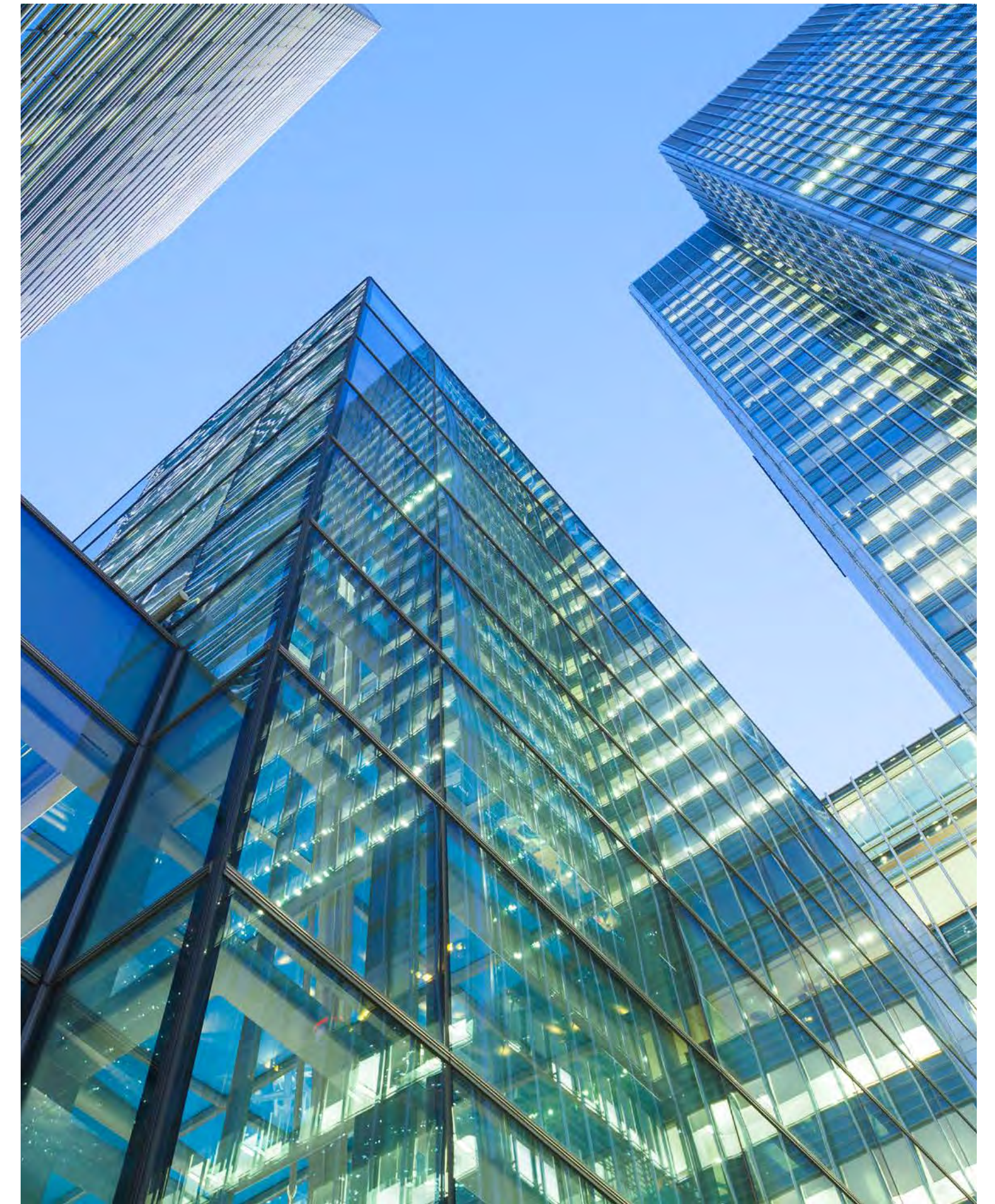
To comply with the requirements of the standards and help us achieve our objectives, significant resources are invested in the continuous enhancement of quality across our PwC Network. This includes having a strong quality infrastructure supported by the right people and underlying tools and technology at both the Network and firm level, and a programme of continuous innovation and investment in our technology.

The PwC Network's Global Assurance Quality organisation aims to support PwC firms in promoting, enabling, and continuously improving audit quality through effective policies, tools, guidance and systems used to further promote and monitor quality and to build an appropriate level of consistency in what we do.

Responsibility for appropriate quality management lies with our leadership team. This includes the design and operation that is responsive to our specific risks to delivering quality audit engagements, using the PwC Network's QMSE framework.

The QMSE framework aligns with the objectives and requirements of ISQM 1 and provides a model for quality management in PwC Network firms that integrates quality management into business processes and the firm-wide risk management process. In the UK under QMSE, our overall quality objective is supported by a series of underlying quality management areas and our SoQM is designed and operated so that the overall quality objective - which includes meeting the objectives and requirements of ISQM (UK) 1 - is achieved with reasonable assurance.

Our overall quality objective is to have the necessary capabilities in our organisation and to deploy our people to consistently use our methodologies, processes and technology to deliver services in an effective and efficient manner to fulfil the expectations of our clients and other stakeholders.



Quality management in action

The Quality Management Process

The achievement of the quality objectives of ISQM (UK) 1 is supported by a Quality Management Process (QMP) established by both firm and Audit leadership, as well as business process owners, partners and staff. This quality management process includes:

- Identifying risks to achieving the quality objectives and designing and implementing relevant risk responses
- Establishing a quality-related Recognition and Accountability Framework (RAF)
- Using Audit Quality Measures to support Audit Leadership to monitor risks to quality
- Assessing the design and monitoring the operating effectiveness of responses through our ongoing monitoring and independent periodic monitoring activities
- Continuously improving the SoQM when areas for improvement are identified by performing root cause analysis and implementing remedial actions

Our QMP involves the integrated use of Audit Quality management information, Real Time Reviews (RTR) to aim to prevent quality issues, Root Cause Analysis to learn from quality issues and a RAF to reinforce quality behaviours, culture and actions.

Our risk assessment process and responses

Our focus on quality management is not to apply prescribed rules. Rather we aim to design and implement risk responses which are fit for purpose to manage the risks identified in our own risk assessment. Our risk assessment takes into consideration both how the conditions, events, circumstances, actions and/or inactions may impact our SoQM, and the degree to which this may occur, which may result in:

- New or changing quality risks to achieving one or more of the quality objectives
- Changes to the risk assessment of existing quality risks and/or
- Changes to the design of the firm’s SoQM, including the risk responses.

Recent years have seen unprecedented challenges and our SoQM has helped us navigate and respond to the impact that identified factors had on our ability to achieve the overall audit quality objective - to deliver quality audit engagements.

A quality risk is one that has a reasonable possibility of occurring and individually, or in combination with other quality risks, could adversely affect the achievement of one or more quality objectives.

In the six month QMSE period ending 30 June 2025, we saw various factors impact our SoQM but in particular, some of the more meaningful conditions, events, circumstances, actions and/or inactions that necessitated changes to our SoQM included the following:

GenAI

Emerging technologies, such as Artificial intelligence, used in the performance of audit engagements or in technology otherwise relevant to the SoQM is an area of rapid change and development.

We’ve focused on ensuring that our partners and staff have access to suitable, approved GenAI tools. These tools are used in accordance with policies and business rules. These are risk-focused, easy to understand, and clearly communicated, to enable effective use while maintaining human oversight to ensure reliable outputs. Our SoQM includes a quality risk to address technological advancements.

Overseas delivery models

The use of overseas delivery centres in the Audit Line of Service continues to increase both in terms of the hours they perform and the seniority of the grades within the team. Please see our People chapter for more detail.

The overseas delivery centres are required to apply the QMSE Framework in the same way as the UK or other member firms. The firm reviews the formal annual reporting received from overseas delivery centres and responds to any ad-hoc incident reporting received. We have also designed and operated our own UK specific risk responses in key areas of the SoQM where required- for example in training.

Training integrity and unethical behaviour

There remains a focus on risks relating to unethical behaviour and training integrity. We continue to take a range of preventative measures and refine detective controls to identify where individuals complete tests in an unusual or unexpected manner, which could indicate that they are cheating in some way. We expect the market and regulatory focus on training integrity and ethical behaviour in the profession to continue.

Recognition and Accountability Framework

We've established a RAF which is integrated into the performance evaluation system to hold all members of the Audit practice accountable for quality.

The RAF sets clear expectations of expected quality behaviours and outcomes including recognition for exceptional quality outcomes and behaviours. It also reinforces those expectations through consistent and transparent use in appraisals, remuneration and career progression decisions.

Audit Quality Measures

In the section Audit Quality Measures and quality management information, on **page 40**, we've described how we implement firm and engagement level metrics that support the Audit Leadership team to monitor risks to quality and our SoQM metrics.

Throughout this report, we've provided Audit Firm Metrics and insight into the policies and procedures we've designed, implemented and are operating to reduce the quality risks we've identified to an acceptable level and help us achieve reasonable assurance over the firm's SoQM.

As mentioned above, some of our policies and procedures are provided by the PwC Network which we've assessed as appropriate for use as part of our SoQM and in the performance of engagements.

Our monitoring and remediation process

Our monitoring includes an ongoing assessment aimed at evaluating whether the policies and procedures which constitute our SoQM are designed appropriately and operating effectively to provide reasonable assurance that our audit, non-audit assurance and related services engagements are performed in compliance with laws, regulations and professional standards.

In addition to the monitoring noted above, our monitoring also encompasses a periodic assessment of our SoQM which includes the review of completed engagements (ECRs - for further details refer to **page 30**), as well as periodic monitoring of our SoQM by an objective team within our firm. The results of these procedures, together with our ongoing monitoring, form the basis for the continuous improvement of our SoQM.

We've designed, implemented and are operating ongoing and periodic monitoring to provide relevant and reliable information about our firm's SoQM. This helps us to identify deficiencies and take appropriate actions so we can remediate those deficiencies effectively and on a timely basis.

To support the timely and effective remediation of identified deficiencies, our firm has designed, implemented and operates a Root Cause Analysis programme that is described further on **page 45**.

The information gathered from our monitoring and remediation process along with other sources of information, such as external reviews, is used to help us evaluate our SoQM.

Statement on the firm's system of quality management

We conducted a six month review period in 2025 as a result of changing our SoQM year end from 31 December to 30 June.

On 15 October 2025, we completed our evaluation of the firm's system of quality management under ISQM (UK) 1 as issued by the FRC. On behalf of PricewaterhouseCoopers LLP, the Management Board evaluated whether our firm's SoQM provides us reasonable assurance that:

- The firm and its personnel fulfil their responsibilities in accordance with professional standards and applicable legal and regulatory requirements, and conduct engagements in accordance with such standards and requirements.
- Engagement reports issued by the firm or engagement partners are appropriate in the circumstances.

Based on the evaluation of the firm's SoQM, as at 30 June 2025, we believe our SoQM provides us with reasonable assurance that the objectives of the SoQM noted above have been achieved.

How we perform our audits



Our audit practice is a separate, standalone Line of Service that delivers financial and non-financial audit engagements, alongside non-audit assurance engagements.

Global Assurance Quality operates at the PwC Network level, and maintains the Network's risk and quality standards and methodologies in relation to Assurance services. As a key member of the PwC Network, we're regularly consulted on the development of this guidance. This allows us to consider in advance the impact of methodology changes within the UK audit practice and provide challenge and input to these changes, which is a key part of our system of quality management. We also regularly consult with Global Assurance Quality to share themes from external inspections, internal reviews and other live data sources.

As a member of the PwC Network, PwC UK has access to and uses PwC Audit, a common audit methodology and process. This methodology is based on the International Standards on Auditing (ISAs), with additional PwC policy and guidance provided where appropriate.

PwC Audit policies and procedures are designed to facilitate audits conducted in compliance with all ISA requirements that are relevant to each individual audit engagement. PwC Audit provides the framework to enable PwC member firms to consistently comply in all respects with applicable professional standards, regulations and legal requirements.

PwC Audit is developed by the Global Assurance Quality - Methodology Group (GAQ - Methodology). GAQ - Methodology has responsibility for the maintenance and update of global audit policies and guidance. These include:

- The PwC Audit Guide
- Libraries of audit procedures for our global audit software (Aura Platinum)
- Template letters and other documents for use by engagement teams

We participate in a number of review and consultation groups, comprising representatives from member firms including PwC UK, which provide input to GAQ - Methodology to ensure global alignment of methodology priorities, share emerging matters in our territory, and to act as a forum for discussion.

UK professional standards, laws and regulations can include additional requirements to policies and procedures governing accounting, corporate reporting, regulatory and auditing practices. Our UK Audit Risk and Quality Business Unit (ARQ) is responsible for developing supplemental policies, guidance and tailored procedures required to address these. We update them regularly to reflect developments in professional requirements and emerging themes as well as to respond to the needs of the practice and our regulators. All policy additions are overseen by the UK firm's Audit Risk and Quality Committee, made up of senior partners from ARQ and our practice.

Our policies and procedures are supported by application guidance. Materials are readily accessible to our people remotely at any time through electronic files, databases and on web-based apps. Our processes enable the Audit line of service to meet all relevant legal and regulatory requirements within our operating environment.

New standards

We have completed our first cycle of engagements that implemented ISA (UK) 600 (Revised) during the period. The new standard, which was effective for engagements beginning on or after 15 December 2023, impacted group audit engagements.

We completed our initial roll-out of the revised methodology during FY24 in advance of planning activities commencing on our 31 December 2024 year end engagements. In FY25 as part of our flagship External Auditor Training programme we developed a specific session that focused on our group scoping process that was revised for the requirements of the new standard. This session focused on practical application, with participants following a case study that required them to make key scoping judgements in this training setting. This practical session was supplemented by an e-learn and assessment later in the period.

Our Chief Auditor Network, in tandem with ARQ, supported engagement teams through using the new Aura Platinum work programme, including the development and launch of a new UK digital tool designed to support engagement teams through the application of ISA (UK) 600 (Revised). We also continued to enhance our group audit methodology by publishing FAQs based on initial feedback from the audit practice.

The first cycle of engagements that implemented the new standard have been subject to our ECR and Audit Compliance Measure (ACM) programmes. We respond to any findings through our continuous improvement process ([page 45](#)). We also assess feedback received directly from the practice, to identify any emerging areas to be addressed through our training programmes and guidance.



Engagement documentation

At the end of an engagement, audit teams are required to archive the audit file in accordance with a timeline that is more stringent than that required by professional standards. The act of archiving prevents any further amendments being made to the file after that date.

Unless required for legal, regulatory or internal review purposes, our audit files are only accessible by members of the engagement team or by specific individuals for risk management, quality review and compliance purposes until they are destroyed.

All engagement files are destroyed after periods specified by law or professional standards. In the case of audit files, this is generally seven years after the audit report date, but can be as long as twelve years after the balance sheet date where required by applicable law or standards.

Supervision and review

The engagement leader and senior engagement team members supervise the audit, review the work performed, coach the team and drive audit quality.

Our global audit platform, Aura Platinum, is designed to help team members track the progress of the audit, including completion of work, review of that work by the relevant individuals, including the engagement leader and Quality Review Partner (QRP), where relevant, and that all matters arising are appropriately addressed.

The engagement leader’s responsibilities incorporate the requirements of ISA (UK) 220 (Revised), as well as the firm’s culture, values and quality expectations.

The requirements of ISA (UK) 220 (Revised) include the engagement leader having overall responsibility for managing and achieving quality on the engagement by directing, supervising and reviewing the work performed. This includes ensuring that sufficient and appropriate resources are assigned to the engagement so that conclusions to address the risks identified are reached and documented in a proper and timely manner. These values and responsibilities are also embedded in our firm’s culture.

The average hours spent on audits by Responsible Individuals (Individuals in the firm who are authorised to sign audit reports) and partners, as a percentage of total audit hours is 4% (FY24: 4%) for all audits*, and 5% (FY24: 5%) for Public Interest Entity (PIE) audits*. The average ratio of audit staff managed by a partner / Responsible Individual is 19:1 (FY24: 18:1)*.

As at 1 July 2025, we had 347 Responsible Individuals. Directors who do not hold Responsible Individual status also supervise audit staff, for example, in our Audit Quality and Digital Audit functions. When such directors are included, the staff ratio is 14:1 for FY25.

The engagement leader is also responsible for implementing the firm’s response to quality risks applicable to the engagement and ensuring that they and the engagement team understand the relevant ethical requirements for the engagement, remaining alert to any breaches of the requirements and taking action where necessary.

The requirements of ISA (UK) 220 (Revised) also include the engagement leader challenging engagement team members to think, analyse, question and be rigorous in their approach, to drive a culture and mindset that strives for continuous quality improvement. This is embedded in our PwC audit behaviours. They are responsible for ensuring that engagement team members undertake appropriate consultation on difficult or contentious matters, including initiating those consultations where necessary.

Together with the engagement leader, some of the responsibilities of senior engagement team members include ensuring timely reviews of audit work performed and documentation are performed, and, taking into account the nature, extent and level of reviews already performed by other members of the team, satisfying themselves that the conclusions reached are appropriate and consistent with the understanding of the engagement. They set an example in the performance of the audit by being involved throughout, including identifying the risks and being satisfied that they are responded to appropriately.

Engagement leaders and senior engagement team members display, and challenge engagement team members to display, the PwC audit behaviours. They do this by fostering a coaching culture and demonstrating a willingness to learn and to coach others, and embodying the experiences of our people in how the team delivers the audit, achieves quality and applies professional scepticism.

In addition to reviews by the engagement leader and senior engagement team members, all of our people are expected to take personal responsibility for critically self-reviewing their own work.

*These metrics align to those reported by the FRC in their Annual Firm Metrics reporting.



Engagement quality control reviews

We appoint an Engagement Quality Control Reviewer (referred to as the Quality Review Partner (QRP)) to conduct engagement quality control reviews of the audits of listed clients, other public interest entities and clients identified as higher risk or higher profile. Entities identified as Higher Profile Clients (HPCs) include:

- Any entity which meets the FRC definition of a UK PIE or a Listed entity
- Any entity with a significant risk over going concern and either:
 - More than 5,000 UK employees or
 - A pension deficit agreement exceeding 15 years
- Any entity with more than 5,000 UK employees and a pension deficit funding agreement exceeding 15 years
- Private companies which employ 10,000 or more individuals in the UK (excluding subsidiaries of a UK listed company which is audited by PwC UK) not included in other criteria above
- Other entities whose engagement's heightened profile, based on the firm's judgement, could represent a heightened financial risk to the firm or reputational risk to the firm or the Network

QRPs are experienced individuals, usually partners, who are independent of the core engagement team; they receive training when appointed as a QRP and on an ongoing basis thereafter.

QRPs are appointed to an engagement based on their experience and expertise. The QRP is responsible for reviewing, challenging and discussing key aspects of the audit including independence, significant risks and responses to these risks, critical auditing and accounting judgements, uncorrected misstatements, the financial statements, communication with those charged with governance and the appropriateness of the audit report to be issued.

The responsibilities of the QRP also include consideration of the firm's monitoring and remediation processes, in particular any identified deficiencies that may impact significant judgements made by the engagement team. In addition, the QRP responsibilities also include evaluating the engagement leader's determination that relevant ethical requirements relating to independence have been fulfilled, appropriate consultation has occurred and the engagement leader's involvement is sufficient and appropriate. QRPs are involved throughout the audit process so that their input is raised and addressed by the audit team on a timely basis.

Certain types of non-audit assurance work requires a second partner to be appointed and, depending on the nature of the engagement, they may fulfil a role similar to that of a QRP on an audit. In other situations, their role is defined and agreed with the engagement leader and evidenced on the engagement working papers.

Consultation

Consultation is a key aspect of our continuous improvement and progression with audit quality. We take a collaborative approach and our culture empowers engagement leaders and teams to engage in consultative conversations to ensure they reach appropriate conclusions and support achieving quality, particularly when dealing with challenging or judgemental topics. In addition to this, our policies and guidance outline when teams are required to consult on accounting, auditing and risk management matters. Our technical experts track new developments and emerging themes to update our policies that set out where this consultation is either mandatory or discretionary.

We use a consultation database within Audit that has been specifically designed to aid the consultation process, ensuring the documentation of consultations within ARQ is in accordance with relevant professional standards.

Our ‘Challenge and be open to challenge’ culture also means that our engagement teams regularly consult with each other, as well as with experts, on an informal basis where formal consultation is not required. Our Chief Auditor Network is based across our practice to provide real-time, local support to audit teams throughout an engagement. They host bitesize sessions based on recurring themes and are available for engagement teams to consult informally.

Real Time and Financial Statement Reviews

Our accounting and corporate reporting specialists perform Financial Statement Reviews (FSRs) on certain annual reports, preliminary announcements and interim financial reports. An FSR considers the transparency, clarity and balance of reporting. It looks at the consistency of the annual report between the financial statements and the other information. The extent and depth of the review process reflects the assessed level of risk.

During FY25, our objective in performing these reviews has been to enhance the risk focus by aligning FSR support with the auditing support we provide through Real Time Reviews (RTRs), and widening the reach of the FSR programme.

RTRs provide live support to teams on certain aspects of their audit work. The review focus is flexible but often centres on risk assessment, the resolution of judgemental matters and our reporting to those charged with governance. We continue to monitor our processes and controls in respect of FSRs and RTRs and we amend and evolve these to ensure we continue to meet our objectives in supporting engagement teams.

Technical panels

We convene panels of experienced partners and technical experts for our engagement leaders to consult where an engagement has particular complexities, risk characteristics or where auditing or accounting areas require significant judgement. For example, this may be where potential uncertainty exists around an organisation’s going concern or impairment assessment. The technical panels may include specialists in a particular audit or industry area.

Technical panels consisting of independent partners may also be used to resolve situations where there is a difference of opinion between the engagement leader and either the QRP, another audit partner or a central function such as ARQ or compliance.

Engagement conversations

PwC UK operates an independent senior partner review programme of obtaining direct feedback from the organisations we audit via interviews, undertaken by senior partners independent of the engagement team, as well as client satisfaction surveys. We use this feedback to make sure that we continue to provide high-quality services and address any service issues promptly.



Engagement Compliance Review (ECR)

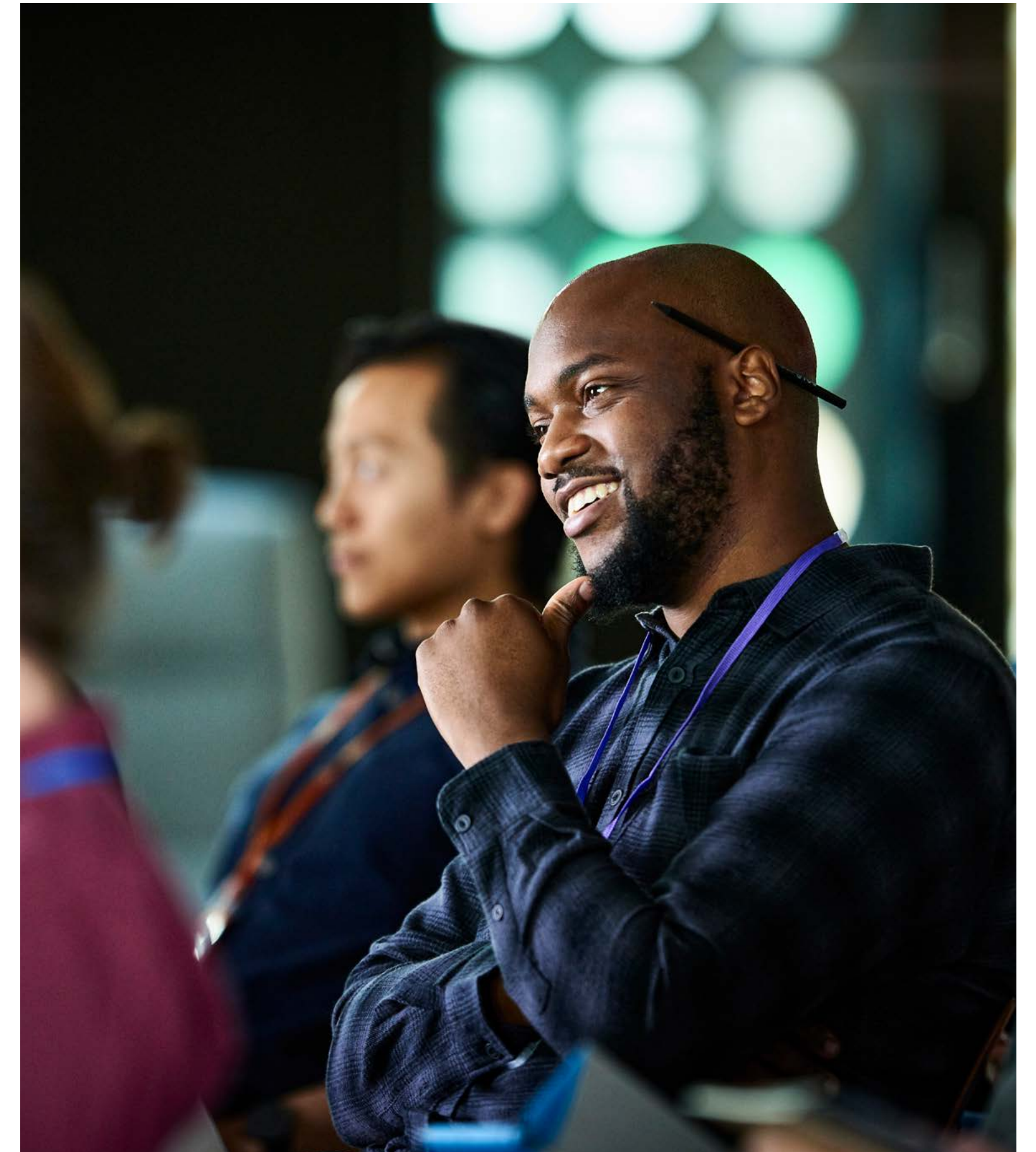
The ECR programme is an integral part of the firm's internal monitoring, is used to assess whether engagements are performed in accordance with relevant auditing, assurance, accounting, professional standards and policies.

ECRs are risk-focused reviews of completed engagements covering, on a periodic basis, individuals in our firm who are authorised to sign audit, non-audit assurance or related services reports. The review assesses whether an engagement was performed in compliance with PwC Audit guidance, applicable professional standards and other applicable engagement-related policies and procedures. Partners and staff are informed on a timely basis about the review results to enable them to apply any relevant learnings and for appropriate action to be taken.

Reviews are led by experienced assurance partners, supported by objective teams of partners, directors, senior managers and other specialists. ECR reviewers may be sourced from other PwC firms if needed to provide appropriate expertise or objectivity. Review teams receive training to support them in fulfilling their responsibilities and utilise a range of checklists and tools including a number developed at the network level when conducting their inspection procedures. The network inspection team supports review teams by monitoring the consistent application of guidance on classification of engagement findings and engagement assessments across the network.

Key features of the annual ECR programme:

- A cold review of completed audit engagements of individuals in the firm who are authorised to sign audit reports (known as Responsible Individuals).
- An audit engagement of each Responsible Individual is reviewed at least once every three years as required by the ICAEW Audit Regulations.
- Completed audit engagements of market-traded companies incorporated in the Crown Dependencies (i.e. Jersey, Guernsey and the Isle of Man) are reviewed once every three years as required by the Crown Dependencies' Audit Rules and Guidance.
- In addition, the firm maintains a list of clients with a high public profile and the audits of these clients are reviewed twice in a six year period.
- A review of a sample of risk-based completed non-audit assurance engagements in scope of ISQM 1 (or equivalent national standards). The sample aims to reflect the range of different non-audit assurance work and its significance to the firm.
- Engagement compliance reviews are led by partners, supported by teams of partners, directors and senior managers who are all independent of the Business Unit and engagement leader being reviewed.
- The results are reported to the Audit Executive, the Audit Oversight Body, and to the Global Board (PwCIL). The FRC and ICAEW also obtain these results as part of their annual inspections.



Each engagement reviewed is assessed using the following categories:

‘Compliant’

Relevant auditing, assurance, accounting, professional standards and policies have been complied with in all material respects.

‘Compliant with improvement required’ (Cwir)

The following circumstances would generally lead to this conclusion:

- Required assurance procedures relating to a significant account, or area not performed, or not documented substantially in accordance with standards, but it is determined that due to the audit evidence in other sections of the archived work papers no additional procedures are required to be performed or documented.
- Assurance procedures that failed to detect a departure from applicable accounting standards that was considered both quantitatively and qualitatively insignificant.
- Evaluation of control weaknesses was not performed substantially in accordance with professional standards, but the impact was not considered to be sufficiently significant to require modification to the audit report on internal control over financial reporting if applicable and/or adequate consideration was not given to any necessary modifications to the substantive approach applied due to the control weaknesses. However, in all cases, sufficient audit work has been performed in all other respects.

‘Non-compliant’

Relevant auditing, assurance, accounting, professional standards and policies were not complied with in respect of a material matter.

In addition, we annually assess engagements for our ‘Quality Recognition Award’. These are engagements where all relevant auditing, assurance, accounting and professional standards have been complied with in all material respects and key aspects of the work made the engagement stand out from others as an example of best practice. This is designed to celebrate the achievements of engagement teams that bring the audit behaviours of Team first, Challenge and be open to challenge and Take pride to life on their engagement to drive exceptional audit quality.

In the case of an engagement awarded a 'Quality Recognition Award', there is a mechanism to ensure that the high-quality work is recognised as part of key personnel’s annual performance assessment.

In the case of a non-compliant engagement, a follow up review is undertaken as soon as practical, the engagement leader will be reviewed again in the subsequent year’s ECR and there are financial implications for the individual engagement leader. Following root cause analysis, consideration is also given as to whether additional support, training and/or monitoring of the engagement leader is required.

The circumstances giving rise to non-compliant findings are also considered in order to assess whether additional work is needed to support the report, if the auditor’s report needs to be withdrawn, or if a correction in the entity’s previously issued financial statements or information is required.

For engagements which were found compliant with improvement required, the engagement leader is included in the following year’s ECR, and this may also lead to financial implications depending on that engagement leader’s previous quality track record.

The firm undertakes Root Cause Analysis (RCA) for all inspections with non-compliant outcomes and a number of compliant with improvement required and compliant engagements, including engagements awarded a 'Quality Recognition Award'.

The ‘Quality Recognition Award’ analysis helps identify success factors that inform potential actions. Following RCA, an action plan is developed to respond to the drivers of systemic issues and specific matters arising from the ECR and the actions are prioritised and included in the Single Quality Plan (SQP). Responsive actions may be identified at either the engagement delivery and/or Line of Service levels. All quality action plans are monitored by the Audit Risk and Quality leadership, the Audit Executive and the AOB.

2025 ECR Results

Reviewers select a number of focus areas to tailor the review based on risk as appropriate.

165 audit engagements (FY24: 151) were reviewed in FY25, covering 46% (FY24: 42%)* of the firm’s Responsible Individuals. 30 non-audit assurance engagements (FY24: 33) were also reviewed.

Audit ECR results*

	Compliant		Cwir		Non-compliant		Total
	No.	%	No.	%	No.	%	No.
FY25	146	89%	12	7%	7	4%	165
FY24	127	84%	12	8%	12	8%	151

PIE audit ECR results*

	Compliant		Cwir		Non-compliant	
	%		%		%	
FY25	88%		6%		6%	
FY24	97%		3%		0%	

Non-audit ECR results

	Compliant		Cwir		Non-compliant		Total
	No.	%	No.	%	No.	%	No.
FY25	26	87%	4	13%	-	0%	30
FY24	25	76%	5	15%	3	9%	33

Responsive actions have been identified and incorporated into our SQP following completion of root cause analysis both in respect of findings and ‘Quality Recognition Award’ outcomes.



*These metrics align to those reported by the FRC in their Annual Firm Metrics reporting.

External inspections

We operate in a highly regulated field and we're subject to monitoring by a number of regulatory authorities.

UK regulators

Each year, the FRC's Supervision Division team undertakes inspections of the quality of our work as statutory auditors of Public Interest and other entities, and reviews aspects of our policies and procedures that support audit quality. The Quality Assurance Department (QAD) of the Institute of Chartered Accountants of England and Wales (ICAEW) undertakes an annual inspection of non-FRC PIE audits.

The Audit Registration Committee of the ICAEW (ARC) considers the findings from the most recent FRC and QAD inspection reports as part of their annual consideration of our UK audit registration. The ARC also considers our registrations as a recognised auditor in Jersey, Guernsey and the Isle of Man.

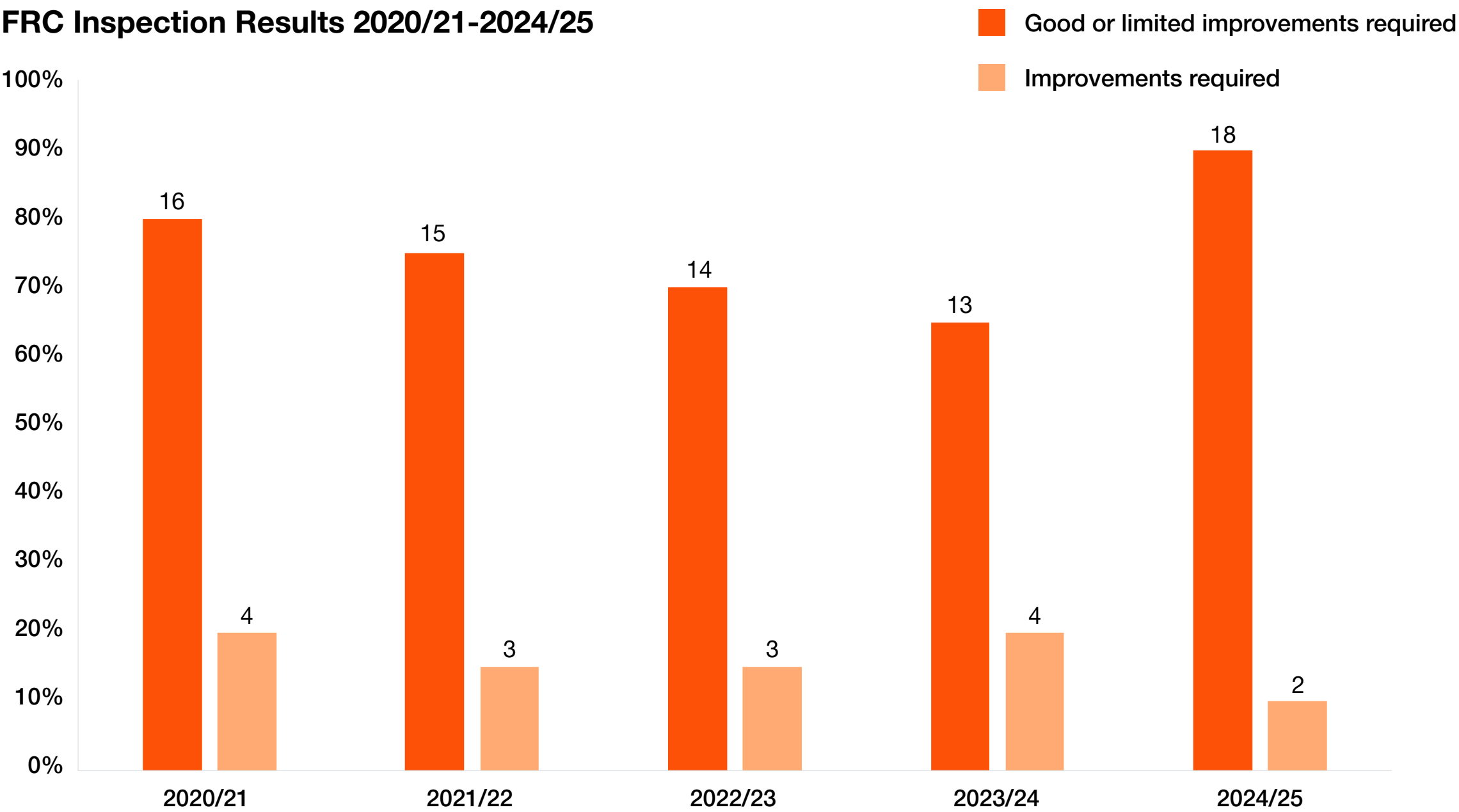


FRC - Audit Quality Inspection and Supervision Report

The FRC issued its 2024/25 Audit Quality Inspection and Supervision Report on PwC UK on 15 July 2025. Alongside the results of the FRC Supervision activities, including the Audit Quality Review (AQR) inspection, Audit Market Supervision (AMS) reviews and observations from the Audit Firm Supervision (AFS) team, the report also included our 2024 internal quality monitoring results and those of the 2024 annual QAD inspection.

The report’s overall assessment is that we continue to focus on delivering high audit quality and have responded positively to the FRC’s previous findings, including identifying innovative solutions. Our publicly available response to the FRC’s report, including identified root causes of reported findings and actions determined in response to those findings, is included in summary on page 5, and in further detail within Appendix B, of the **FRC’s report**¹.

FRC Inspection Results 2020/21-2024/25



¹ Source: https://media.frc.org.uk/documents/PricewaterhouseCoopers_LLPAudit_Quality_Inspection_and_Supervision_2025.pdf
*These metrics align to those reported by the FRC in their Annual Firm Metrics reporting.

The 2024/25 AQR inspection comprised reviews of 20 (2023/24: 17) individual audit engagements. Of the 20 audits reviewed in the 2024/25 cycle, the AQR assessed that:

- 90% or 18 audits (76% or 13 audits in 2023/24) were graded ‘good or limited improvements required’*
- 10% or two audits (24% or four audits in 2023/24) were graded as ‘improvements required’*
- No audits (no audits in 2023/24) had ‘significant improvements required’*

Consistent high-quality audits are core to maintaining public trust and we are committed to delivering high-quality audits. Our audit quality focused culture, current and future resourcing models and the adoption of new and emerging technologies are key enablers in delivering sustainable high-quality audits. We are grateful for the continued efforts of our audit teams in seeking to achieve our quality objectives

The FRC’s report highlighted the following findings in respect of their AQR individual file reviews, and concluded that we should:

- Improve the audit of inventory, with specific findings relating to inventory valuation, existence and provisioning
- Improve aspects of the audit of goodwill impairment and/or the carrying value of parent company investments

The report also includes examples of good practice identified by the AQR, and it is pleasing that these have been identified across the risk assessment and planning, execution, and completion and reporting phases. We will continue to utilise these examples within training programmes and to reinforce our audit behaviours.

Whilst we are pleased with the outcome of the FRC inspection, we continue to learn from every inspection cycle. Our Continuous Improvement (CI) team has completed RCA activities on all inspection findings within the FRC 2024/25 audit inspection cycle. This includes seeking to understand what good looks like from the identified examples of good practice. Responsive actions have been developed in conjunction with the relevant process or control owner, with oversight and challenge from Audit Risk and Quality (ARQ).

System of Quality Management

The FRC AMS team also reported on the findings from their inspection of our SoQM under ISQM (UK) 1.

Each year, the AMS team annually reviews our Monitoring and Remediation (M&R) activities and SoQM Annual Evaluation. The AMS team scoped certain additional areas for inspection based on a rotational approach to the components set out in ISQM (UK) 1, and for each component, based their consideration of risk, including the results of previous monitoring and root cause analysis. The AMS team selected, and focused on:

Annual review	Governance and Leadership (G&L) Reporting to leadership and the culture of quality.	Relevant Ethical Requirements (RER) Approval of Non-Audit Services (NAS) and the length of involvement, on audit engagements, by key audit partners and the firm.
Rotational review	Information and Communication (I&C) Promoting and driving two-way communication with and between audit personnel.	Human resources (HR) Resource management and allocations for audit engagements and SoQM activities.

For each component, the AMS team inspected a small sample of the monitoring procedures performed by our testing team to assess the operating effectiveness of responses. This sample focused on responses with a significant element of judgement, including management review, controls and process.

The AMS team concluded that we have an established SoQM, with robust governance, processes for identifying and assessing risks and responses, and monitoring activities. The AMS team also concluded that we should enhance aspects of our monitoring of the operation of certain responses, including responses operated elsewhere in the PwC Network, to ensure ethical compliance (RER component), and strengthen aspects of our Annual Evaluation process.

Actions in response to all ISQM (UK) 1 inspection findings have been developed in conjunction with the relevant process or control owner, again with oversight and challenge from the ARQ team.

Detailed findings and areas of good practice were reported by the AMS team as follows:

Design and implementation of responses to quality risks

The AMS team reported two findings, the first in respect of consistency of workload monitoring (HR component) and the second in relation to the commencement of NAS by network firms without relevant UK approvals (RER component). The AMS team also reported two areas of good practice, relating to the use of granular factors in risk descriptions (RER component) and in the allocation of resources to engagements (HR component).

Monitoring procedures

In respect of monitoring procedures, the AMS team reported findings relating to our assessment of reliance on global monitoring and the role of cold file reviews (both relating to the RER component) and in respect of inconsistency in monitoring procedures performed over responses within their tested sample (M&R Component).

The templates used in our monitoring procedures and in our processes to ensure the independence of the second line monitoring team were also identified by the AMS team as good practice (both in relation to the M&R component).

Annual Evaluation

The AMS team reported a finding in relation to our assessment of themes from root cause analysis and key findings from AQR inspections. A good practice example was identified in relation to the identification of a wide range of other sources of information used in the Annual Evaluation process.

Audit Firm Supervision

The FRC's AFS team adopts a proportionate, risk-focused and outcome based approach to supervising the firms. The AFS team includes observations, findings and examples of good practice in their report. These are reported under three areas: SQP and other key quality initiatives; Upholding high standards and continuous improvement, and Emerging risks and trends.

The report included a finding in relation to required enhancement to effectiveness measures (SQP), and good practice relating to the use of innovative solutions (Quality initiatives) and a joined up CI team approach to analysis and reporting (Continuous Improvement). We have already taken proactive steps to address the finding.

The FRC Audit Quality Inspection and Supervision report on PwC UK is available on the **FRC website**¹.

In August 2025 the FRC launched the next phase of engagement on its Future of Audit Supervision Strategy (FASS) which aims to evolve its supervisory approach. We have provided feedback on the discussion paper's proposals and are actively engaged and supportive of FASS and its objective for a proportionate supervisory framework.

ICAEW – QAD inspection

The QAD 2024 Audit Monitoring 2024 results were published within the FRC's Audit Quality Inspection and Supervision report on 15 July 2025. They will also be included within the **ICAEW's Audit Monitoring report 2025**.²

¹ Source: https://media.frc.org.uk/documents/PricewaterhouseCoopers_LL_P_Audit_Quality_Inspection_andSupervision_2025.pdf

² Source: <https://www.icaew.com/regulation/working-in-the-regulated-area-of-audit/audit-monitoring-report-2025>

*These metrics align to those reported by the FRC in their Annual Firm Metrics reporting.

The 2024 QAD inspection comprised standard scope reviews of ten (2023: ten) individual audit engagements, of which:

- 100% or ten audits (100% or ten in 2023) were assessed as 'good or generally acceptable'*
- No audits (none in 2023) were graded as 'improvement required'*
- No audits (none in 2023) was graded as 'significant improvement required'*

We are pleased that the QAD concluded that overall the work reviewed was of a good standard. All ten files were either good or generally acceptable, with no significant issues arising. The report did not include any key findings.

A number of good practice examples were identified in the audit files reviewed. These included examples of: comprehensive documentation on involvement of auditors' experts; consideration of management's experts and interaction with component audit teams in relation to the audit of the organisation's shared service centre; challenge of management on significant accounting estimates, including defined benefit assets and liabilities valuations, share-based payments and contract margins; and uses of digital resources in fraud risk assessment and digital tools as part of audit work in areas of significant risk.

Local Audit monitoring

We do not undertake any Local Audits and therefore the AQR did not perform any inspections as part of the 2024/25 cycle

ATOL inspections

As an Air Travel Organisers License (ATOL) reporting accountant, the firm is subject to inspection as part of the Licensed Practice Scheme. The review takes place on a tri-annual cycle, and was last completed in July 2025 as part of the 2024/25 ICAEW inspection cycle.



Other UK regulatory bodies with which we have interactions

As statutory auditors we engage in ongoing dialogue with regulators of entities we audit. For example, where relevant, audit engagement teams meet with the Prudential Regulation Authority (PRA) and Financial Conduct Authority (FCA) on a regular basis. We also have a duty, for example, to report to the PRA and FCA in respect of matters set out in the Financial Services and Markets Act 2000 (Communications by Auditors) Regulations 2001, certain matters set out within ISA (UK) 250 Section B and to report to the Charity Commission for England and Wales, the Office of the Scottish Charity Regulator (OSCR) and the Charity Commission for Northern Ireland matters required by applicable charities legislation.

We also engage with the PRA and FCA through other roles including reporting as a skilled person under S166 of the Financial Services and Markets Act 2000 and Client Asset/Client Money reporting, as set out in the FCA's Supervision Manual. Additionally, PwC LLP is authorised and regulated by the FCA for, inter alia, designated investment business and consumer credit related activity; details of our status can be viewed on the **FRC website**¹ under firm reference number 221411.

We also work with audited entity management to enable them to assist the Corporate Reporting Review team of the FRC in their work monitoring company reporting.

Canadian Public Accountability Board

The Canadian Public Accountability Board (CPAB) is the regulator for the audits of reporting issuers in Canada. No reviews were performed on UK audits in the current year.

The Crown Dependencies

Under arrangements with the relevant regulatory authorities in the Crown Dependencies, the FRC undertakes the review of relevant audits performed by PwC UK of the financial statements of certain entities registered in the Crown Dependencies. In their 2024/5 inspection of PwC UK, no such audits were reviewed by the FRC.

Public Company Accounting Oversight Board

The Public Company Accounting Oversight Board (PCAOB) is the regulator for audits of public companies with securities or debt listed in the US. Engagements in scope for inspection by the PCAOB are US registrants, including Domestic Filers and Foreign Private Issuers (FPIs), and UK components of groups listed in the US.

The PCAOB, in cooperation with the AQR, commenced its most recent triennial inspection of our 2022 audits in September 2023. The inspection covered two FPI engagements and one UK component of a US listed company. The PCAOB published its final **inspection report**² on 5 December 2024. There were no instances of audits with unsupported opinions within Part I.A. We've evaluated the observations of the PCAOB and have taken responsive actions where appropriate. We recognise the importance of the inspection process and have taken the PCAOB's insights into account in formulating our actions to continuously improve audit quality.



¹ Source: <https://www.frc.org.uk/>

² Source: https://assets.pcaobus.org/pcaob-dev/docs/default-source/inspections/reports/documents/104-2025-013-pwc-uk.pdf?sfvrsn=d49bfae9_2

Audit investigations

The firm's approach to regulators' enquiries and investigations

Our Office of General Counsel (OGC) manages Troublesome Practice Matters (TPMs) in relation to completed audits. The Audit Risk & Quality Investigations (ARQI) team assists by reviewing the quality of audit work under OGC's instruction. TPMs may include enquiries and investigations by the FRC and other regulators and litigation matters raised by clients or third parties.

We actively work with stakeholders and regulators to progress matters effectively. We acknowledge when our work falls below the professional standards expected of us and that we demand of ourselves. Where appropriate, we defend our work by clearly explaining our actions, processes, and reference our professional obligations. As part of our focus on continued audit quality improvement, we take actions following Root Cause Analysis (see **page 45**).

The FRC has been established by Statutory Auditors and Third Country Auditors Regulations 2016 (SATCAR) as the Competent Authority for Statutory Audits with powers to investigate and sanction breaches of applicable standards.

The Audit Enforcement Procedure (AEP) is the process for enforcement matters and applies to Statutory Audit Firms and Statutory Auditors. In PwC, Statutory Auditors are those partners and directors who are responsible for signing an audit opinion. The AEP includes Case Assessment enquiries, Constructive Engagement and Enforcement investigations (see below). Further details of the AEP and the FRC's Annual Enforcement Review can be found on the FRC's **website**¹.

FRC Case Assessment enquiries and Constructive Engagement

The FRC's Case Assessment team makes enquiries to question whether the firm or a Statutory Auditor have met applicable standards. Following assessment, the FRC Case Assessment team may consider that it's appropriate to: (i) take no further action; (ii) arrange for Constructive Engagement; or (iii) refer the matter to an FRC committee to determine whether to commence an enforcement investigation (or refer to another Recognised Supervisory Body).

The FRC resolves cases through Constructive Engagement where audit quality concerns can be addressed and the risk of repetition can be mitigated through the FRC Supervision Division's engagement with the firm, without the need for enforcement action. Under Constructive Engagement the FRC and the firm agree appropriate actions, such as issuing additional guidance or training to the audit practice. We're committed to working with the FRC to resolve Case Assessment enquiries and Constructive Engagement cases and to proactively take the steps needed to improve audit quality.

¹ Source: www.frc.org.uk/library/supervision/professional-bodies-supervision/supervision-of-audit/

FRC Enforcement investigations

As at 30 June 2025, we had one (2024: two) **publicly announced FRC Enforcement investigation**: Babcock International Group plc, for the years ended 31 March 2019 and 31 March 2020¹.

In the year to 30 June 2025, there was one (2024: one) Final Decision Notice issued against the firm. In March 2025, the FRC published the outcome of its investigation into the 2019 audit of Wyelands Bank plc. The firm received a sanction of £4.5m, adjusted for exceptional co-operation, admissions and early disposal to £2.9m, and non-financial sanctions, which included reporting to the FRC on the firm's assessment of the effectiveness of improvement measures. This Final Decision Notice is available on the FRC **website**².

FRC's end-to-end enforcement process review

In March 2025, the FRC announced it would conduct an 'end-to-end' review of the enforcement process. We welcome this review and will participate in the FRC's planned consultation process.

FCA investigation

The Financial Conduct Authority (FCA) regulates the financial services industry in the UK and under the Financial Services and Markets Act 2000 (Communications by Auditors) Regulations 2001 (SI 2001/2587) auditors have certain reporting obligations. The FCA investigated PwC's 2016 audit of London Capital & Finance (LCF) and concluded its investigation in August 2024. The FCA found that the firm failed to report to the FCA the belief that LCF might be involved in fraudulent activity but that the breach was not reckless or deliberate. The firm was fined £15m. This Final Notice is available on the FCA **website**³. The firm was sanctioned by the FRC previously on this audit in May 2024.

ICAEW

Details of the ICAEW's disciplinary process can be found on the ICAEW's **website**⁴. In the year to 30 June 2025, there were no audit cases (2024: nil) found against the firm by the Investigation Committee of the ICAEW. We have ongoing enquiries with the ICAEW which we're committed to continuing to work to resolve.

Complaints and allegations

If the organisations we audit are not satisfied with the services we've delivered, or have suggestions for how we can improve, they may contact either the engagement leader, or the firm's General Counsel and Chief Risk Officer, who is located at our registered office. We look carefully and promptly at any complaints or allegations we receive.

Where appropriate, the FRC, ICAEW or the institute of which the individual PwC UK partner or member of staff is a member, may also be contacted directly.



¹ The FRC's Annual Enforcement Review 2025 states that as at 31 March 2025, FRC had 27 open audit investigations, of which 21 had been publicly announced (p.26). Please note that not all FRC investigations are publicly announced.

² Source: <https://www.frc.org.uk/library/enforcement/enforcement-cases/>

³ Source: www.fca.org.uk/publication/final-notice/price-waterhouse-coopers-llp-2024.pdf

⁴ Source: www.icaew.com/regulation/complaints-process

Audit Quality Measures and quality management information

Measuring and assessing audit quality is fundamentally important to us. We use measures and data points to help the users of audit services and our wider stakeholders to engage in a richer discussion about what constitutes a high-quality audit and the key elements of a high-quality audit practice.

Historically, these data points have been referred to as Audit Quality Indicators (AQIs). 'AQIs' can mean different things to different stakeholders. Recently, the FRC have used the terms 'firm and engagement metrics', to recognise that these data points are not always a direct measure of audit quality.

PwC uses quality management information at both a firm and at an engagement level. They can also be used internally or externally by audit firms. Some of the ways we use quality metrics include the following:

- Internally, we monitor quality management information for our audit practice and audit markets to identify thematic insights, whilst also using engagement level metrics within our root cause analysis process. We combine qualitative insights with quantitative analysis to support decisions into how we can continuously improve our system of audit quality management.
- Externally, we use quality metrics to enable a richer discussion about the characteristics of both a high-quality audit and a high-quality audit practice. In July 2025, the FRC released their first public report of **Audit Firm Metrics**¹ (formerly AQIs) for FY24.

¹ Source: https://media.frc.org.uk/documents/Firm-level_AQIs_Definitions_Note_February_2025_RvxkSgG.pdf



PwC’s Audit Quality Measures

The most public measure of audit quality in the UK is the AQR inspection results, although these are based on a limited, risk-based sample of files inspected. See **page 33** for further details of our inspection results. As there is no single definition or measure of audit quality, we've developed our own Audit Quality Measurement framework with three key measures of audit quality to provide a more comprehensive view of the quality of our audits. These measures are included in our internal firmwide balanced scorecard reported to our Management Board each quarter. Our Audit Quality Measures and supporting data, along with other firm metrics, are set out below:

Audit Quality Measures (AQMs)



Supporting data

In addition to the inspection and audit committee feedback AQMs, we present below further supporting data referenced elsewhere in this report.

	FY25	FY24	Page
All audit file inspections			
Percentage of the audits inspected that did not require a restatement of the financial statements or for the audit opinion to be withdrawn	99%	98%	-
Internal inspections			
No. of ECR audit file inspections performed	165	151	32
Percentage of the firm’s Responsible Individuals covered by ECR audit file inspections*	46%	42%	32
Percentage / No. of ECR audit file inspections graded ‘compliant’*	89%/146	84%/127	32
Percentage / No. of ECR audit file inspections graded ‘compliant with improvement required’*	7%/12	8%/12	32
Percentage / No. of ECR audit file inspections graded ‘non-compliant’*	4%/7	8%/12	32
Percentage / No. of ECR non-audit file inspections graded ‘compliant’	87%/26	76%/25	32
Percentage / No. of ECR non-audit file inspections graded ‘compliant with improvement required’	13%/4	15%/5	32
Percentage / No. of ECR non-audit file inspections graded ‘non-compliant’	0%/0	9%/3	32
The overall Audit Compliance Measure reviews compliance score for the year	95%	94%	43

*These metrics align to those reported by the FRC in their Annual Firm Metrics reporting.

	FY25	FY24	Page
External inspections			
Percentage / No. of AQR file inspections graded ‘good’ or ‘limited improvements required’*	90%/18	76%/13	34
Percentage / No. of AQR file inspections graded ‘improvements required’*	10%/2	24%/4	34
No. of AQR file inspections graded ‘significant improvements required’*	0	0	34
Percentage / No. of QAD file inspections graded ‘good’ or ‘generally acceptable’*	100%/10	100%/10	36
No. of QAD file inspections graded ‘improvement required’*	0	0	36
No. of QAD file inspections graded ‘significant improvement required’*	0	0	36

Audit Compliance Measures (ACMs)

Our Audit Compliance Measures (ACMs) assess compliance with quality measures at an engagement level. They are assessed quarterly through review of files by partners and staff independent of the engagement under review.

The FY25 ACM checklist covers 12 areas, from audit planning to completion. It takes into consideration areas where audit methodology has changed, and matters identified during regulatory and ECR reviews. This ensures focus is placed on those aspects of our work where behavioural change and improvements in quality are considered necessary.

Each engagement leader has up to two files assessed annually, with results moderated at the market level and at the Line of Service level. Results are included in engagement leaders' Risk & Quality self-assessment. We analyse the results and they inform the basis of amendments to policies, procedures and training materials.

The FY25 ACM compliance score reported to the Management Board for the year ended 30 June 2025 was

95.3%

FY24: 94.1%



Continuous improvement and the Single Quality Plan

Our refreshed Audit strategy drives our ongoing commitment to consistent quality and is core to our purpose of building trust in society and solving important problems. We are committed to delivering consistent high-quality audits that meet the needs of investors, the organisations we audit, wider stakeholders, and that serve the public interest.

Our system of quality management (SoQM) is designed, implemented and operates on an ongoing basis to achieve our consistent high-quality objectives. This process is dynamic to the fast changing internal and external environment in which we operate and includes monitoring, assessing, evaluating, reporting, and being responsive to changes in quality risks.

The Single Quality Plan (SQP) is a detailed action plan which contains all of the actions we are taking to continually enhance audit quality and prioritises those actions. The SQP is approved by the Audit Executive and is discussed with, and challenged by, the Audit Oversight Body (AOB). The AOB oversees the FRC's objective to enhance audit quality by ensuring that:

- Our people are focused on delivery of high-quality audits
- A culture supportive of the public interest is promoted and
- Support (as appropriate) is given to the firm's senior management in the execution of their responsibilities under the principles through robust oversight and constructive challenge.



Root Cause Analysis, action planning and monitoring

We hold our reputation for quality in the highest regard and take seriously all the findings identified in relation to the quality of the firm's audit work. Through our continuous improvement activities we are committed to working constructively with our regulators.

Our Continuous Improvement Function (CI) has an independent team of root cause specialists who are responsible for undertaking all Root Cause Analysis (RCA) on a continuous basis. They carry out analysis to identify potential factors contributing to our firm's audit quality so that we can take actions to continuously improve. Our primary objectives are to understand what our findings tell us about our SoQM and to identify how our firm can provide an effective environment for our engagement teams to deliver a quality audit. We look at quality findings from all sources including from regulators and our own ongoing monitoring of our SoQM as well as Network inspection of our SoQM.

Analyse and understand

The RCA process is well established and is performed on a continuous basis across the quality spectrum, at both an engagement level and at a broader SOQM level. In conducting RCA, the root cause team applies a consistent methodology that utilises a range of quantitative and qualitative techniques. The team assesses the relevant data, and conducts interviews and focus group discussions against a taxonomy of risk factors that incorporates key behavioural factors. They consider factors relevant to technical knowledge, supervision and review, professional scepticism, engagement resources, and training, amongst others.

This approach drives consistency in the identification and analysis of the risk and causal factors impacting audit quality and enables analysis of patterns and trends of both causal factors and other quality indicators over time.

Prioritise and plan actions

Our goal is to understand how high-quality audits may differ from those with engagement-level findings, and to evaluate how these learnings may be used to continuously improve all of our audits. We evaluate the results to identify enhancements that may be useful to implement as actions across the practice. Actions that are identified are prioritised and included in the SQP.

Actions are challenged and agreed via the Action Monitoring Group in ARQ. Each action has an individual sponsor at the Audit Executive level and a clear timeline for completion. Regular status meetings take place to monitor outstanding actions and individuals are held to account where actions are not completed without an acceptable justification.

Monitor effectiveness

To support our overall assessment of audit quality, the CI action effectiveness team assesses action effectiveness through our SQP. The framework for assessing the effectiveness is to monitor the package of actions under the priority areas as a whole, as well as certain individual actions. For each action, an effectiveness measurement approach is developed in order to determine whether actions have been effective and what we expect the quality benefits to be. We track the overall progress toward achieving the intended benefits as well as whether actions are completed.

The learnings from RCA are shared with the audit practice in a number of different ways, including at learning and development events; in Audit communications, including mandatory webcasts; and through the CAN.



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Culture

Culture

Having the right people with the right skills is fundamental to audit quality and we aim to attract, develop, reward and retain top talent by creating an inclusive culture where the best people want to stay and build their careers.

Our purpose, culture and values are inextricably linked, and together they define who we are as a firm. Our firmwide culture, which is supported by our values, guides how we act in the public interest and deliver our purpose and our strategy; it sets the tone for how we behave. It drives how we work together to deliver high-quality outcomes that have a positive impact on the organisations we work with and on our communities.

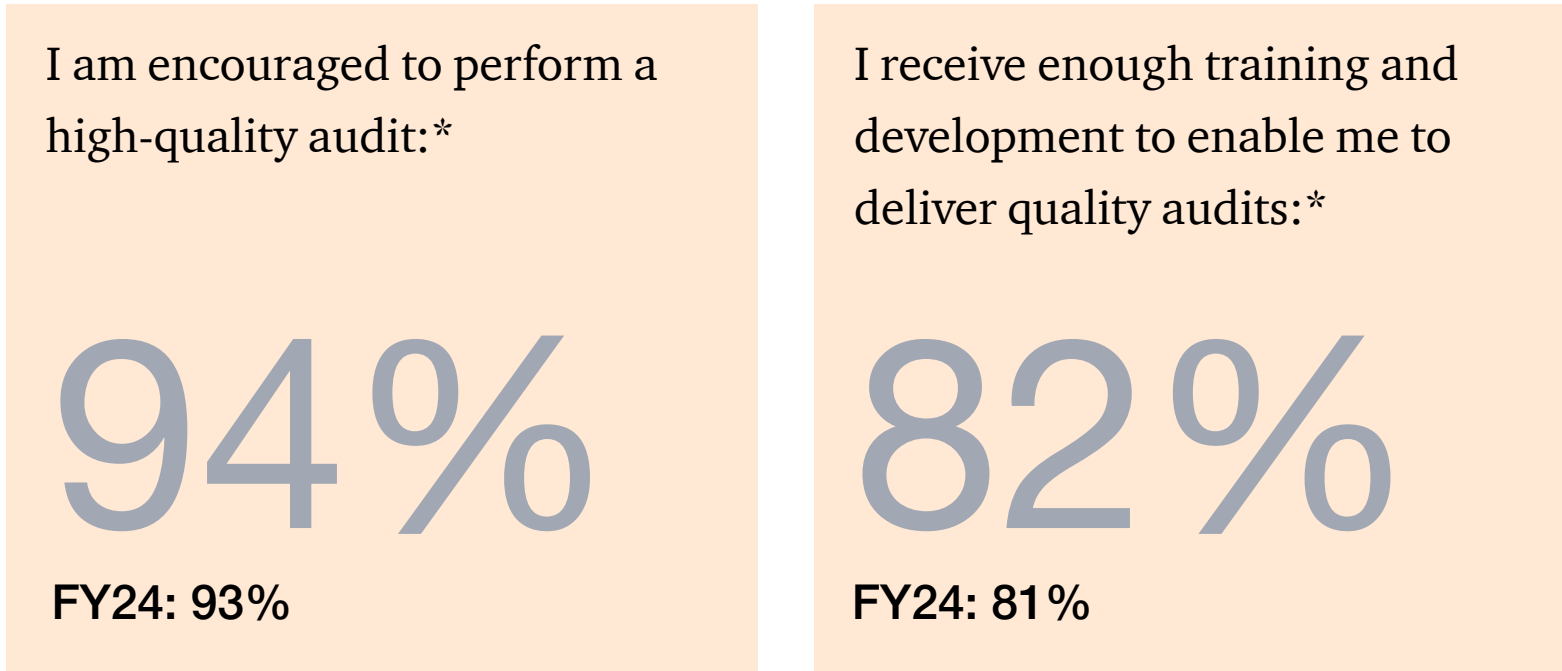
Our culture means our people are empowered to be the best they can be, embracing change and opportunities in a technology driven world. This is underpinned by a strong team-working ethos, creating an inclusive environment where everyone feels valued, and able to bring their whole self to work. Importantly, our culture is also supported and reinforced by our firmwide consideration of ethics, explained in more detail within the Ethics and independence chapter.

In July 2025, the firm launched their culture vision together with four new culture priorities - Be Inspiring, Be Curious, Be Collaborative and Be Clear. As we look ahead to FY26 the culture priorities and our audit behaviours will co-exist, with the priorities enabling the delivery of the firm’s strategy and the audit behaviours focused on driving consistent high audit quality.

*These metrics align to those reported by the FRC in their Annual Firm Metrics reporting.

Our Evolved PwC Professional (EPP) framework is a behavioural model that clearly defines the daily behaviours essential to our purpose, strategy and values. This framework sets us apart by guiding our actions to ensure we deliver quality and uphold integrity, reinforcing our commitment to transparency, accountability and continuous improvement as members of the PwC Network. The EPP is supported by specific audit behaviours to drive audit quality.

Our Audit Culture team continually evaluates our culture, through an Annual Culture Survey, cultural observations, focus groups, and our Culture Champions network.



I am encouraged to perform a high-quality audit responses included 5% neutral responses (FY24: 6%) and 1% unfavourable responses (FY24: 1%)*. I receive enough training and development to enable to me to deliver quality audits responses included 12% neutral responses (FY24: 12%) and 6% unfavourable responses (FY24: 7%)*.



Act with integrity
We expect and deliver the highest quality outcomes, speak up for what’s right, even in difficult situations, and make decisions as if our personal reputation is at stake.



Make a difference
We stay informed and respond with agility to the ever-changing business environment in which we operate - always looking to create a positive impact on our colleagues, clients and society.



Care
We aim to understand every individual and what matters to them, recognising each person’s value and contribution while enabling them to grow in a way that brings out their best.



Work together
We collaborate, share ideas and integrate a diverse range of perspectives to improve ourselves and others.



Reimagine the possible
We empower innovation and challenge the status quo by keeping an open mind to the possibilities in every idea.

Audit culture and behaviours

During FY25, we refreshed the narrative of each of the 3 behaviours so that they remain relevant. We focused on Audit-wide communications, with follow-up in Business Units to ensure it is clear to everyone what is expected of them each day.

The refreshed behaviours set clear expectations for our auditors and have been embedded into everything we do, from audit training and delivery to the evaluation of our people’s performance. They work alongside the behaviours under the Evolved PwC Professional.



Team first: Our teams are inclusive and work together building high performing teams to deliver high quality. We engage in open communication, set clear expectations and ensure we stay connected. By taking personal responsibility and investing in our team’s development and coaching with purpose, we collaborate to solve problems.

86% - My teams stay connected and regularly share problems with each other to find effective solutions.



Challenge and be open to challenge: Being comfortable to challenge the organisations we audit - and each other - is fundamental to audit quality. It’s vital our teams create a safe space for challenge, role model constructive challenge and provide each other with honest feedback.

87% - My teams are willing to challenge each other over the audit approach and whether we will deliver a high-quality audit.



Take pride: Our people are deep specialists and we encourage each of them to take pride in the work they do and understand the role their work plays in serving the public interest. We recognise each instance of audit quality and celebrate successes individually, as a team and as an audit practice.

94% - I am encouraged to perform a high-quality audit.

Audit Culture and Behaviours survey

Throughout each year we undertake a number of different activities to gain insight into how well the audit behaviours are embedded and identify any barriers to demonstrating them. This includes conducting our annual culture survey, observing audit teams delivering engagements, holding focus groups and analysing feedback to assess how our audit behaviours are embedded in the day to day interactions of our audit teams. We use these findings to inform our activities to ensure our culture continues to drive high quality. By understanding our people’s experiences and perceptions of the actions of those around them we are able to track our progress in embedding the behaviours. This insight enables the continued refinement and tailoring of our cultural programme to meet the current needs of the practice.

Culture is a fundamental element of our Single Quality Plan (SQP). Over the last year, key areas of focus have included:

- Clarifying our expectations of the audit behaviours
- Encouraging engagement leaders to set the tone within their engagement teams and actively lead on culture and behaviours
- Enhancing our focus on the Team first behaviour to drive greater consistency and effectiveness across our audit teams

We believe that these will help further empower our auditors and support quality in everything that we do.

Diversity and wellbeing

Inclusion

At PwC, we're an organisation that fosters a culture of belonging and equity where our diverse talent can thrive. Driving inclusive growth is one of our people priorities. We want every individual to feel valued, respected and empowered to contribute fully. Creating an environment where everyone belongs and thrives unlocks greater innovation, productivity and deeper engagement.

Our commitment to our Inclusion First strategy is centred on action, accountability and advocacy. Inclusion First fulfils our purpose, and our five-point inclusion plan includes actions to deliver this. We embrace and encourage differences and help our people actively develop the skills to work and lead inclusively. We take action with an intersectional lens through our focus on gender, ethnicity, disability, LGBTQ+ and social inclusion.

We ensure transparency through published pay gaps, ensuring our partners are responsible and accountable for diversity goals and taking action to deliver our published targets. This is underpinned by ensuring our systems and behaviours are inclusive. We continue to encourage our people to be trusted, inspirational and inclusive leaders who can champion distinctive outcomes. This is ever present in our Evolved PwC Professional behaviours, where inclusion is included both explicitly and implicitly.

Our focus on our enablement strategy has continued this year, improving disability awareness to enhance confidence and inclusion among our people. Our strategy targets improving our approach to workplace adjustments and accessibility, and against this we've concentrated on upskilling, awareness and practical support. We continue to promote the use of our workplace adjustments passport, sunflower lanyards, and Great Minds Don't Think Alike neurodiversity training (now completed by over 4,800 colleagues). This training supports the sharing and understanding of different access needs and in 2024, it won the Disability Smart Inclusive Workplace Experience award.

Our people are at the heart of what we do, and listening to our people informs our actions. For example, our LGBTQ+ Insights project set out to understand how our LGBTQ+ people experience our workplace culture, alongside understanding and awareness amongst non-LGBTQ+ colleagues.

We believe we can play a positive role in increasing social mobility through our recruitment, development, progression, community and advocacy activities. We've supported over 15,000 secondary school students from lower-socioeconomic backgrounds and social mobility target schools with skills development in the last financial year and we continue to host students on paid work experience for those from lower-socioeconomic backgrounds.





Engaging with our people is essential and our 14 people networks play a key role through creating communities and a sense of belonging for our colleagues, supporting our Inclusion First strategy and engaging in activities that support our colleagues, clients and communities. Their care and support for each other across all communities has been particularly important this year as people and their families have been impacted by external events. We've seen great engagement at some of our flagship network events this year, with members of our new management board attending key events, including our Black History Month and Ramadan events.

This year is the 15th anniversary of the Times Top 50 Employers for Gender Equality and we're proud to have been featured in the Top 50 each year in recognition of our gender equality work to support the progression of women to senior roles.

In the last year, we also recognised International Women's Day. We worked with our employee networks and PwC network firms, participating in talks, empowerment circles and webinars that focused on taking action towards better gender equity. Our Global Career Advice Toolkit was published to support this, featuring a collective of PwC's most prominent women leaders sharing their career advice for people at all stages of their careers.

Our diversity targets are set by the business for the business and are dependent on the delivery of fair recruitment and promotion which reflect a culture of inclusion, belonging and trust. Our partners are held accountable for the delivery of their local targets through their performance and reward framework.

Our targets and progress against them are included in our **Annual Report**¹ in accordance with our obligations under both HM Treasury's Women in Finance Charter and also Business in the Community's Race at Work Charter.

We first voluntarily published our pay gap reporting in 2014, going beyond the regulations by publishing pay gaps for both our staff only and staff and partners combined for ethnicity, disability, sexual orientation and socio-economic background. We know that there is more work to be done on our pay gaps and increasing representation of all minority groups at senior levels supports this.

Separate from our pay gap analysis, our Reward team continues to conduct an annual equal pay audit to ensure our people are paid equally for equivalent jobs and our practices are equitable.

Diversity in Audit

Gender

Women account for 45% of our audit workforce and we continue to make good progress in strengthening our pipeline of female talent resulting in higher levels of representation at engagement leader level.

This year 42% of our newly promoted audit partners were female and women make up 31% (FY24: 31%)* of the total audit partnership.

Ethnic minorities

Ethnic minorities account for 50% of our audit workforce and we continue to focus on actions that will support higher levels of representation at engagement leader level.

This year 8% of our newly promoted audit partners were from an ethnic minority background and ethnic minorities make up 12% (FY24: 11%)* of the total audit partnership.

¹ Source: <https://www.pwc.co.uk/who-we-are/annual-report.html>
*These metrics align to those reported by the FRC in their Annual Firm Metrics reporting.

Wellbeing

We remain committed to our longstanding wellbeing vision. We continue to strive to create a health-promoting workplace where our people are able to be themselves and feel and perform at their best.

We want to be recognised as an employer that is proactive in helping people stay well, by empowering our people to prioritise their wellbeing and providing them with the best support should they need it. Using our brand and expertise we want to drive change across industry, influencing the wellbeing conversation and making a difference for working people and their families.

We've embedded our refreshed mental health strategy, and in the last twelve months have onboarded 124 new Mental Health First Aiders (MHFAiders) in key people and pastoral roles across the business. They provide on the ground listening conversations, awareness and signposting to support, taking our total number of MHFAiders to 569. In the same period, we've also onboarded eight new Partner Mental Health Advocates, taking our total to 25, who provide mental health awareness and support at leadership level. We've refreshed our graduate induction programme and key milestone and talent programmes to include the most up to date guidance and support for our people as they start in our organisation and progress through it.

MHFAiders remain on call throughout all these events. We have bolstered our Mental Health Literacy programme for all Career and Talent Coaches to include Skills Burst sessions across the year to ensure they are equipped to support their coaches with all aspects of their wellbeing.

Once again, PwC was awarded the highest possible accreditation from MindForward Alliance as part of their Thriving at Work Assessment, one of only two organisations to achieve this consecutively since the accreditation's inception in 2020. We continue to ensure we address wellbeing holistically across the whole ecosystem of our organisation, from our supply chain to our contractors and this forward-thinking approach was of particular note in our accreditation results.

We continue to work with all our providers to ensure we are giving our people the support they need. We offer a year-round live programme of events for financial wellbeing, along with a dedicated helpline recognising the ongoing economic uncertainty externally. We've enhanced our support for our people returning to work following parental leave, with a dedicated return to work pathway of support via one of our trusted external providers, along with enhancing a deeper level of dedicated support for new parents of children up to the age of two. We also recognise the increased impact of children's mental health on working parents.

We held focus groups with our working parents and continue to expand support in this area, most recently developing a Children and Young Persons Mental Health Toolkit. We've also enhanced our access to Headspace to include five family members or friends for each of our employees.

As part of our DAWN People Network, we have several Connections Groups, allowing our people to connect and support each other through shared lived experience. Following the creation of our Cancer groups last year, we have stood up a further three Connections Groups for Mental Health, Bereavement and Loss and Childless Not by Choice. Our Green Light to Talk series has also been refreshed, with lived experiences around intersectional mental health from our people shared through video content each month, accessed by a dedicated platform where the whole series can be viewed on demand.

We investigate ways this can be continuously improved and held focus groups across all grades to hear from our people and understand their thoughts, ideas and suggestions for further improvement. These included the role of Wellbeing Champions, twice yearly portfolio reviews and a clearer communications plan all of which have been acted upon.

Audit have also focused on High Performance Routines, bringing in external experts to share how applying principles of elite sport helps reinvigorate performance and counter burnout in the world of work. Audit leadership have created a sustained communications campaign around this, sharing personal best practice and ways of working.

The level of economic inactivity in the UK presents a major challenge. Since late 2019, the number of people neither working nor looking for work has increased by roughly 12,000 a month (net). A key focus of conversations so far has been on getting those people outside the workforce into work. Just as important, however, is stemming the flow of people leaving the workforce in the first place. This outflow has risen more sharply than the rate of returns to work, driving higher overall levels of inactivity.

With that in mind, PwC commissioned and undertook research to better understand the problem and to explore where new solutions might be found. We've heard from more than 4,000 UK adults through interviews and surveys as well as several hundred senior business leaders from major employers and SMEs. Our report identifies and elaborates on two key areas for further focus and consideration: keeping people engaged, healthy and resilient at work; and faster in-work intervention and support once employees are at risk. The full findings and report can be accessed [here](#)¹.

¹ Source: <https://www.pwc.co.uk/services/economics/insights/economic-inactivity-report.html>

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Ethics and independence

Our systems of ethics and independence

Ethics

At PwC, we adhere to the fundamental principles of both the IESBA and the ICAEW Codes of Ethics, which are:

- **Integrity** - to be straightforward and honest in all professional and business relationships, having the strength of character to stand one's ground when confronted by dilemmas and difficult situations, and challenging others as and when circumstances warrant.
- **Objectivity** - to not allow bias, conflict of interest or undue influence of others to override professional or business judgements.
- **Professional Competence and Due Care** - to maintain professional knowledge and skill at the level required to ensure that a client receives competent professional service based on current developments in practice, legislation and techniques and act diligently and in accordance with applicable technical and professional standards.

- **Confidentiality** - to respect the confidentiality of information acquired as a result of professional and business relationships and not disclose any such information, during or after a professional or business relationship, to third parties without proper and specific authority, unless there is a legal or professional right or duty to disclose, nor use the information for the personal advantage of the professional accountant or third parties.
- **Professional Behaviour** - to comply with relevant laws and regulations, to behave in a manner consistent with the profession's responsibility to act in the public interest in all professional activities and business relationships, and to avoid any action that might discredit the profession.

As well as adhering to these principles, we also adhere to the Financial Reporting Council (FRC) Revised Ethical Standard 2024 (the Ethical Standard), following the overarching principles of:

- **Independence** - In relation to each engagement, the firm, and each covered person, shall ensure (in the case of a covered person, insofar as they are able to do so) that the firm and each covered person is free from conditions and relationships which would make it probable that an objective, reasonable and informed third party would conclude the independence of the firm or any covered person is compromised.

- **Integrity and Objectivity** - The firm, its partners and staff shall behave with integrity and objectivity in all professional and business activities and relationships.

In addition to these regulatory requirements, the PwC Network Standards (applicable to all PwC Network firms) also cover a variety of areas including ethics and business conduct, independence, anti-money laundering, antitrust/fair competition, anti-corruption, information protection, firm's and partner's taxes, sanctions laws, internal audit and insider trading.

We take compliance with these internal and external ethical requirements seriously and strive to embrace both the spirit and the letter of the requirements.

As part of this, all partners and staff undertake annual mandatory training, as well as submitting annual compliance confirmations. This is part of the firm's system to support appropriate understanding for the ethical requirements under which we operate and to monitor compliance with these obligations.

Code of Conduct

The PwC Network's Code of Conduct, and related policies, is supported by our Tax and Third Party Codes of Conduct.

Together, these codes provide a framework that articulates the core values that define how we, as PwC professionals, should work to achieve our Network's purpose of building trust and solving important problems. They emphasise the importance of speaking up when something isn't right, and acting with integrity. They outline a practical framework for helping us decide the right thing to do when navigating different circumstances.

As part of recruitment to the firm or admission to the partnership, all staff and partners of PwC UK are provided with a copy of the Code of Conduct. They are expected to live by these values in the course of their professional careers and have a responsibility to report and express concerns, and to do so fairly, honestly, and professionally when dealing with a difficult situation or when observing behaviours inconsistent with the Code of Conduct. PwC UK has adopted an accountability framework to facilitate remediation of behaviours which are inconsistent with the Code of Conduct.

PwC UK's Ethics Partner ensures the firm's policies and procedures related to the Code of Conduct are adequate, complied with, effectively communicated to partners and staff, and provides related guidance to individual partners and members of staff. The Ethics Partner reports directly to the firm's Chief Risk Officer and General Counsel.

Risk Management Principles

Each Line of Service (LoS) has a Risk Management (RM) team led by a Chief Risk Officer. The RM teams support engagement teams on a wide range of risk and regulatory topics including audit independence, reputational risk, client and engagement acceptance procedures. They also support engagement teams throughout the lifecycle of engagements through delivery governance and change control and act as a conduit to subject matter specialists such as anti-money laundering and competition law advisers. These activities support not only the firm's compliance with all appropriate laws and regulations but also the establishment of appropriate engagement contracts for providing services to our clients.

Speak Up helpline

We're committed to dealing responsibly, openly and professionally with any genuine concerns raised. The Code of Conduct encourages partners and staff to speak up in good faith, fairly and honestly about behaviour that doesn't seem right. Our people are encouraged to raise concerns through local channels such as their career coach, relationship leader, people consultant or director, HC specialist teams, Risk Management contact or someone they are comfortable to speak to in the first instance. Concerns can also be raised by calling the Speak Up helpline or by utilising the online reporting tool, which offers a secure channel for partners, staff and third parties, to report concerns anonymously.



The Code of Conduct further states that PwC is committed to protecting our people against retaliation which is treated as serious misconduct. In FY25 the firm received 250 Speak Up cases. This volume includes both Allegations (244) and Enquiries (6).

All matters reported are handled by trained individuals within our Ethics & Business Conduct team and are discussed with the Ethics Partner, who is responsible for making sure all issues raised are appropriately investigated and resolved. These may be escalated and more formally investigated by the appropriate Partner Office, OGC, Employment Relations or HC management teams. The Ethics Partner discusses any significant matters with the firm's Chief Risk Officer and General Counsel, the Management Board member responsible for Risk and Quality and Compliance, the Chief People Officer, and there are annual updates provided to the firm's Management Board; the Public Interest Body, the Audit Oversight Body and the Risk Committee of the Supervisory Board. As well as providing periodic reporting to the Executive Risk Committee which includes those matters reported via the Ethics & Independence Forum.

Conflicts of interest and sensitive situations

We have processes to identify and manage conflicts of interest and sensitive situations before committing to services. Details of new opportunities and impacted third parties are recorded in a central conflict checking database. This system alerts central teams to any actual or perceived conflicts for future engagements.

Where potential conflicts of interest or sensitive situations are identified, we either decline the prospective engagement or we put in place appropriate safeguards (including, but not limited to, obtaining consents and implementing ethical walls) to ensure that our objectivity is maintained (both in fact and appearance), and that confidential information is appropriately protected.

We have clear policies, guidance and training which are provided to partners and staff to help them recognise potential conflicts of interest so they can be dealt with carefully and sensitively to protect the best interests of the firm, its clients and its stakeholders. Engagement teams can seek the support of Line of Service RM teams and the central Conflicts Team.

Anti-bribery

The PwC Code of Conduct makes it clear that we are opposed to bribery in any form. Policies, training and procedures are in place designed to make partners and staff aware of what constitutes bribery, what to do if they become aware of any activities that give rise to concern and what disciplinary and legal penalties are in place, should bribery be detected.

Preventing facilitation of tax evasion

We are opposed to tax evasion and the facilitation of tax evasion. The PwC Code of Conduct is clear that it is unacceptable for anyone providing services for or on behalf of PwC to evade tax or to facilitate tax evasion. Policies, training and procedures designed to prevent the facilitation of tax evasion are in place.

Independence

PwC member firms, their partners and staff must adhere to the principles of objectivity, integrity, and professional behavior. For assurance engagements, including both internal and external audits, independence is crucial. These principles are essential for serving the capital markets and stakeholders and are enshrined in the following:

- The PwC Global Independence Policy (GIP), based on the IESBA Code of Ethics for Professional Accountants, which contains minimum standards with which the PwC Network has agreed to comply, including processes that are to be followed to maintain independence from audit clients and their related entities.
- GIP is supplemented to comply with additional auditor independence requirements issued by the FRC , the UK’s Competent Authority), via their Ethical Standard.
- GIP is further supplemented to include additional independence requirements of the United States Securities and Exchange Commission (SEC) and those of the US Public Accounting Oversight Board of the United States (PCAOB).

PwC UK has a designated Partner Responsible for Independence, who is responsible for implementation of GIP and the supplemental requirements including managing and updating the related independence processes and guidance when changes arise such as updates to laws and regulations or in response to operational matters.

Independence policies and practices

Our Independence Policy covers the following areas:

- Personal and firm independence, including policies and guidance on the holding of financial interests and other financial arrangements, e.g. bank accounts, loans and investments by partners, staff, the firm and its pension schemes.
- Non-audit services and fee arrangements. The policy is supported by Statements of Permitted Services and GIP guidance notes, which provide practical guidance on the application of the policy in respect of non-audit services to PwC audit clients and their related entities.
- Business relationships, including policies and guidance for joint business relationships (such as joint ventures and joint marketing) and simple business relationships (such as purchasing of goods and services acquired in the normal course of the firm’s business).
- Acceptance of new audit and assurance engagements, and the subsequent acceptance of non-assurance services for audit clients and their related entities.
- The rotation of audit engagement personnel.



Independence related systems and tools

As a member of the PwC Network, PwC UK has access to a number of Network-wide systems and tools which support PwC member firms and their personnel in executing and complying with our independence policies and procedures. These include:

- **Central Entity Service (CES)**, which contains information about corporate entities which we audit including public interest and SEC restricted entities as well as their related entities and issued securities. CES assists partners and staff in determining the independence restriction status of entities audited by all PwC member firms before entering into new non-audit engagements or business relationships. This system also feeds into the network's Independence Checkpoint and Authorisation for Services (AfS) systems.
- **Independence Checkpoint** facilitates the pre-clearance of securities by all partners and managerial practice staff prior to acquisition by indicating whether a potential security is permissible for an individual based on their role within the firm and/or the services they provide to clients. The system also records any subsequent purchases or full disposals of financial interests so that when a PwC member firm wins a new audit, the system automatically informs those holding securities in that entity of any action they are required to take, including selling the security where required.
- **Authorisation for Services (AfS)** is a system that facilitates structured communication between a non-audit services engagement leader and the audit engagement leader/independence responsible partner, regarding prospective non-audit services. It assists in the documentation of any threats and safeguards analysis the services may require and acts as a record of the audit partner's conclusion on the overall permissibility of the service and fee arrangements.

- **Global Breaches Reporting System** is used to report any breaches of external auditor independence regulations (e.g. those set by regulation or professional requirements) where the breach has cross-border implications (e.g. where a breach occurs in one territory which affects an audit relationship in another territory).
- **Joint Business Relationship Application** is the network's system for recording the approval of business relationships with third party entities entered into by the firm (other than the purchase of goods and services in the normal course of business). These relationships, once approved, are reviewed biannually to ensure that they continue to remain permissible.

PwC UK also has a number of UK specific systems and processes designed to support compliance with independence requirements including:

- **A rotation-tracking system** that monitors compliance with the firm's audit rotation policies for engagement leaders, other key audit partners and senior staff involved in an audit. It also tracks entities subject to the mandatory firm rotation rules and calculates when we are required to rotate off an audit engagement.
- **Automated Investments Recording** automated data feeds from certain financial institutions and brokers which automatically updates individual PwC partner and staff Checkpoint portfolios for new acquisitions and disposals of investments held with that provider.
- **Walled Gardens**, a collection of centrally monitored and pre-approved investments arranged with certain providers to help simplify independence compliance.
- **'SaFE' (Suitable for Everyone)** lists of financial arrangements and fund groups, showing at a glance which organisations are suitable for everyone to use, subject to conditions.
- **Checkpoint Partner Support**, a 'concierge' service designed to provide active support and assistance to our partners (and certain senior directors) in accurately maintaining their Checkpoint portfolios.

Independence Training and Confirmations

Annually, all partners and practice staff must complete monitored mandatory training on the firm's independence policies. Non-completion results in disciplinary action. Additionally, ad-hoc face-to-face training is provided by independence specialists and Risk Management teams as needed.

All partners and practice staff must complete an annual compliance confirmation, verifying compliance with the firm's independence policy, including personal independence requirements. All partners, directors and senior staff engagement leaders also confirm that non-audit services and business relationships for which they are responsible comply with firm policies. These confirmations help identify potential inadvertent breaches and reinforce the importance of the firm's independence policies.

Annual confirmations are supplemented by:

- Specific independence confirmations from engagement team members before working on financial services clients which provide financial products to the general public.
- Standalone confirmations that Checkpoint portfolios have been reconciled and are up to date. These are issued in January and April each year. New joiners of manager grade and above and all practice staff members promoted to manager, senior manager or director also receive a Checkpoint confirmation within a month of starting their new role.
- A Checkpoint Healthcheck call for every individual creating a Checkpoint portfolio for the first time, to talk through the logging requirements, check common omissions and help ensure their portfolio is accurate from the outset.

Independence monitoring and disciplinary policy

PwC UK is responsible for monitoring the effectiveness of its quality control system in managing compliance with independence requirements. In addition to the confirmations described above, as part of this monitoring, we perform:

- Engagement reviews to confirm compliance with the firm's Risk Management procedures, including independence
- Compliance testing of independence controls and processes
- Procedures to review the personal independence compliance of partners at least once every five years (and more regularly for certain other partners, including annually for those on the Management Board and Supervisory Board), as well as procedures to review a selection of staff and all internal partner candidates
- Central monitoring of independence KPIs
- An annual assessment of the UK firm's adherence to the PwC Network's Standard relating to independence.

The results of the firm's monitoring and testing are reported to the Executive Risk Committee (a sub-committee of the firm's Management Board) at the end of each quarter, and any personal independence breaches by partners are also reported to the Partner Matters Committee and Partner Affairs Committee.

Our firmwide procedures are also subject to an annual review by the FRC and a triennial review by the PCAOB, and any potential issues or recommendations arising from these reviews are carefully considered and action is taken in order to address them.

Potential breaches of the firm's independence policies that are identified from self disclosures, independence confirmations, personal independence audits, engagement reviews and other monitoring activities are investigated by the firm's Independence, Conflicts & Ethics team to determine if a reportable breach has occurred. PwC UK has disciplinary policies and mechanisms in place that promote compliance with independence policies and processes, and that require any breaches of independence requirements to be addressed.

Consequences for violation of independence policies by a partner or staff member may include a fine or other disciplinary action up to and including dismissal. In addition, discussions would be held with the entity's audit committee or, if it does not have one, those charged with governance regarding the nature of the breach, the impact of the breach and an evaluation of relevant safeguards to maintain independence and objectivity.

Although most breaches are minor and attributable to oversights, all breaches are taken seriously and investigated appropriately and lessons learned applied to identify any need for improvements in systems and processes and guidance and training.



Engagement leader, Quality Review Partner (QRP) and Key Audit Partner rotation policy

We comply with the rotation requirements of the independence rules published by IESBA, the FRC and the SEC, as applicable to a particular audited entity. Where more than one set of requirements is relevant to an engagement, we apply the most restrictive.

We may also elect to apply more restrictive rotation rules as a matter of UK firm policy, for example we restrict the tenure of QRPs on all audit engagements to five years.

For those entities where neither the IESBA Code nor the Ethical Standard sets out a required period of tenure or cooling off, we have implemented our own rotation policy. This policy stipulates that engagement leaders, KPIEs, other partners, and senior staff members have a maximum tenure of ten years, followed by a two-year cooling off period. QRPs have a five year tenure and a two year cooling off period.

Where any audit team enlists the use of specialists or experts to work on their audit, an individual will take overall responsibility for the work being performed. We usually consider this individual to be in a rotation role. The individual is considered to be either a KPIE or an Other Partner, depending on the materiality and assessed audit risk of the matter that they are involved in auditing. As such, they have to follow the rotation tenure applicable to the role on that particular entity.



Engagement acceptance and continuance

Overall acceptance and continuance considerations

Accepting and continuing the right engagements is crucial for delivering high quality and building trust in society. We have policies and procedures designed to enable us to accept the right client relationships and audit engagements.

We reassess these considerations to determine whether we should continue an audit appointment and withdraw from an engagement or client relationship where necessary.

Assessing an opportunity

All audit and non-audit opportunities undergo a rigorous Business Unit Audit Tender Approval Panel (ATAP) process, with input from the relevant Business Unit Leader, risk management partner, commercial partner and market leader.

Opportunities that meet pre-defined commercial, resourcing or risk criteria (or where the Business Unit ATAP has requested it) are further considered by the National ATAP - a subcommittee of the Audit Executive that includes risk management representation.

Both panels consider commercial, operational and risk aspects of the opportunity including whether the potential client meets our quality objectives; availability of resources with the right skills and

experience to support both the bid process and the subsequent engagement; and the commercial outcomes of the tender.

In addition, the Client Committee, a sub-committee of the Clients and Markets Executive, considers client or engagement acceptance and, in some cases, continuance decisions that present significant risk to the firm or are particularly sensitive or confidential. These are identified using pre-defined risk-based criteria or may be requested by the National ATAP.

Where a potential engagement in the Audit Line of Service may be of significant public interest, the Client Committee may seek the views of the AOB to provide an additional and objective view.

Supporting systems and tools

Within the Audit Line of Service, two automated tools (A&C for audit and non-audit assurance work and Clientwise for other work) are used when determining the acceptability of a given engagement and help engagement teams to both comply with policies and respond to risks identified during the acceptance or continuance decision by:

- Providing a consistent, structured framework for evaluating the risks associated with a client or engagement
- Automatically triggering required consultations with appropriate individuals or committees, enabling the right people to make the right decisions at the right time

- Providing an overview of the risks across the client portfolio.

Enabling engagement teams to:

- Document their consideration of matters required by professional standards related to acceptance and continuance, including independence
- Identify and document issues or risk factors together with their resolution (for example, consultation, adjusting the resource plan or approach to the engagement, other mitigations or declining to perform the engagement).

Withdrawal from an engagement

We’ve previously resigned from audit appointments for a variety of reasons including:

- UK, US, EU or other sanctions being imposed on the entity, its parent company or its ultimate beneficial owner
- Threats to our independence being, in our judgement, too great to apply effective safeguards
- Where we’ve been provided evidence in the course of our audit that our testing has revealed to have been falsified
- Where management has, without reasonable cause, failed to provide us with information that we’ve requested or has otherwise obstructed our audit or
- Because we’re required to under the UK’s mandatory firm rotation rules.

Our policies include the need for appropriate consultation, both within the firm and with those charged with governance at the entity and ensure consideration of public interest matters and compliance with legal and professional obligations. When we withdraw from an engagement, this may include informing our and/or the entity’s regulators of the reasons for the termination and/or issuing a statement of any matters connected with our ceasing to hold office as auditors that we believe we need to draw to the attention of members or creditors.

We have processes in place to make sure that we notify those charged with governance in good time, when mandatory firm rotation rules require the entity to rotate their auditor, or put the audit out to competitive tender.

Our policies and procedures also deal with circumstances where we become aware of information after accepting an engagement which, had we been aware of it earlier, would have led us to decline the engagement.

Engagement acceptance and continuance

The firm's Independence, Conflicts and Ethics (ICE) team provides engagement leaders with regulatory compliance subject matter expertise, not only during the acceptance of prospective engagements, but throughout every step of an engagement's life cycle.

The ICE team includes our Client Onboarding Team who are trained in undertaking relationship checks and referring specific triggers or escalating matters of complexity to our central Conflicts Team.

Relationship checks and independence assessments

Before accepting any new work, engagement teams are required to submit a conflict check which is designed to identify pre-existing or prospective relationships that might be considered to impact our independence and/or objectivity in relation to the organisations we audit or their related entities.

For new audit clients, an Independence Assessment is performed to identify and assess all relevant pre-existing engagements and or relationships with the client which may be considered as likely to impact the firm's independence before accepting the appointment. The nature and complexity of the relationship and the structure of the prospective audit client determine whether the assessment is performed by a dedicated team within ICE or by the prospective audit engagement team with advice from ICE.

The Independence Assessment is designed to identify existing connections with the prospective audit entity (and its related entities), including business relationships, non-audit services, and firm and personal arrangements, whether in the UK or elsewhere in the PwC Network.

Once identified, these connections are individually assessed to determine whether:

- They're prohibited by the relevant Independence Standards, including the FRC Ethical Standard; the IEABA Code of Ethics and the SEC independence rules and need to be terminated before we can be appointed as auditors. If termination is possible and the prospective audit client agrees, relevant partners and staff are instructed to terminate the service or relationship and confirm to the prospective audit engagement leader that they have done so. If termination isn't possible before becoming auditors, we would decline the audit appointment.
- For permissible relationships or those that can be amended to be permissible, there may still be a threat to our independence and objectivity. If such threats are identified and appropriate safeguards can be put in place, these are discussed and agreed with those charged with governance before the appointment. If safeguards are not acceptable, or the nature of the service could be considered inappropriate by third parties given our prospective role as auditor, the non-audit service/relationship would be terminated in advance of our appointment, or we would decline the audit appointment.

Conflicts of interest and sensitive situations

In addition to identifying relationships that might be considered to impact our auditor independence, our relationship checks are also designed to identify pre-existing or prospective relationships that might be considered to impact on our objectivity in relation to other services we deliver.

When potential conflicts of interest or sensitive situations are identified we implement appropriate safeguards to manage these conflicts effectively or, where it is deemed that safeguards do not mitigate the risk to an acceptable level, we decline the prospective engagement.

These safeguards may include obtaining consents from impacted parties or establishing ethical walls to maintain our objectivity (both in fact and appearance) and protect confidential information in line with our policies.

To support this, we provide clear policies, guidance, and training to engagement leaders and staff. These resources help them recognise and handle potential conflicts of interest carefully and sensitively, whether at the start or during an engagement if circumstances change, protecting the best interests of the firm and its stakeholders. Firmwide policies and procedures are reinforced with engagement-specific measures.

While the Client Onboarding Team generally leads the identification and implementation of safeguards, engagement leaders are ultimately responsible for ensuring their teams comply with the applicable safeguards. The ICE and Line of Service Risk Management teams are available for engagement teams to consult at any time but must also be promptly updated with any changes to the scope of the engagement or any individual's role to ensure all appropriate additional checks are completed.

Liability Limitation Agreements (LLAs)

In response to the changing litigation risk profile in the UK, and in line with the provisions of the Companies Act 2006, we introduced LLAs as part of our standard terms and conditions for certain company audits for financial periods commencing on or after 1 January 2023.

Such terms are commonly used across professional services in the UK and overseas and it is our view that their increased adoption serves to enhance audit quality in the longer term by providing proportionate accountability, greater resilience and more choice within the audit sector. In addition, we believe LLAs help ensure proportionate accountability, enabling us to remain committed to, and competitive within, this section of the audit market.

Confidentiality and information security

PwC operates an Information Security Management System (ISMS), to preserve the confidentiality, integrity and availability of client confidential data.

The ISMS has been certified by the British Standards Institute (BSI) as compliant with the requirements of ISO 27001:2022 since 17 June 2011, and has been subject to subsequent periodic external reviews by BSI against the Code of Practice for Information Security Management, within the certification scheme underwritten by the United Kingdom Accreditation Service (UKAS). The latest recertification was in April 2023.

The PwC Information Security Policy (ISP) is aligned with ISO/IEC 27001, financial services industry standards, and other reputable frameworks (COBIT, NIST, etc.) as benchmarks for security effectiveness across the network of member firms. The PwC ISP directly supports the firm’s cyber security strategy, to proactively safeguard its assets and client information.

In addition to maintaining our ISMS, PwC also maintains UK Cyber Essentials and Cyber Essentials Plus certifications.

PwC takes the protection of confidential and personal data very seriously. The firm’s Chief Financial and Administrative Officer is the UK Management Board member responsible for information security. In this role they are supported by the Cyber Committee, responsible for providing oversight and governance of policy and strategic direction on information risk and cyber security matters.

As a firm regulated by the Institute of Chartered Accountants in England and Wales (ICAEW), all partners and staff are required to comply with the ICAEW’s fundamental principle of confidentiality. In addition, there are other legal and regulatory obligations on staff concerning the handling of confidential information and personal data. Contract terms with clients may also require the implementation of specific data handling requirements.

The firm recognises that maintaining confidentiality requires all its partners and staff to exercise appropriate judgement when sharing and using information. It provides regular training and awareness campaigns to support the right behaviours for maintaining confidentiality.

In addition to contractual requirements and the use of Non-Disclosure Agreements where appropriate, enhanced controls are in place to ensure that confidentiality is maintained in particularly sensitive situations. For example, where a partner or member of staff is interacting with third parties in a particularly higher risk situation, they would be expected to consult and individuals may need to take specific actions including registering these interactions, establishing any specific confidentiality requirements, identifying any potential Conflicts of Interest to determine if such interactions are appropriate, and undertaking additional training.

The firm provides information security and data protection training to all new joiners to the firm, annual update training for all partners and staff thereafter, and training to various departments on an ad hoc basis throughout the year. We also have in place an accountability framework and the appropriate technical and organisation measures to promote compliance with both the UK and EU General Data Protection Regulations, and other relevant worldwide data protection regulation.

We are registered with the UK Data Protection authority. Our registration can be seen on the Information Commissioner’s Office website under reference Z7486412. Our standard privacy notice is publicly available **here**.¹ Our **Privacy Information Management System**² has been certified by the British Standards Institute (BSI) as compliant with ISO 27701.

¹ Source: <https://www.pwc.co.uk/who-we-are/governance/privacy-statement.html>
² Source: <https://www.pwc.co.uk/who-we-are/our-performance/external-standards.html>

Technology

6

Technology

Our whole Audit strategy is powered by technology. From employing Artificial Intelligence (AI) to data auditing and visualisation techniques in our audit testing, technology is integrated into every aspect of our audit process.

A digital mindset and a culture of innovation

Technology underpins our Audit strategy and our approach starts with our people, ensuring that they have the right tools, training and digital mindset to make the most of our digital capability. We foster a culture of innovation, putting the latest and the best technology in the hands of our auditors:

- Creating an environment and providing the tools needed to find ways our technology can solve problems. We've have built a platform, the Digital Lab, where these tools can be shared with the practice.
- Ensuring training is provided to all our auditors, from our mandatory annual training to on-the-go AI training in our elevation studio - supported by our technologists and Digital Accelerators.

Embedding GenAI

With the emergence of GenAI, we're embedding this across the work that we do. Our people use our GenAI tools on a daily basis to support their role, guided by business rules to ensure ethical, transparent and responsible use. Following the initial launch of ChatPwC in 2024, a secure GenAI intelligent assistant owned and controlled by us, we have continued to invest in scaling the use of GenAI. This year, ChatAssurance has been introduced to the audit practice, a chatbot tool that searches financial accounting and reporting guidance. Alongside this, with our transition to Microsoft, we introduced Copilot to everyone in the audit practice.

Next Generation Audit

We're not standing still, reimagining the way we deliver the PwC audit to enhance the audit experience and meet ever-evolving needs leads to our Next Generation Audit programme. AI and emerging tech have unlocked new possibilities. By transforming and analysing data, applying predictive analytics and automating both simple and complex processes, we will enable faster anomaly detection, earlier risk identification, deeper benchmarking and easier global collaboration, digital quality checks and more.

Number of Digital Accelerators

170

Number of Digital Lab downloads

77,000+

Digital mindset and a culture of innovation

Our digital strategy is led by our people and their digital mindset. The continuous digital upskilling and empowerment of our auditors to drive innovation on their engagements is enabled by the following key pillars:



Digital Accelerators

Auditors with specialised technology training that work alongside our people in our Markets. Our Digital Accelerator programme continues to go from strength to strength since its inception in 2019. This year, the cohort focused on GenAI alongside streamlining processes, driving tech usage, and providing coaching to foster a culture of forward-thinking tech adoption.



Digital Lab

Our citizen-led collaboration platform for developing and sharing automations across our practice. Similar to an App Store, this ensures technology built by one audit team can quickly be adopted and used by other teams.

Since its inception, hundreds of new tools have been created which have been applied to audits. In the period 1 July 2024 to 30 June 2025 there have been over 77,000 asset uses (which includes runs and downloads) and over 1,350+ digital assets actively available to our auditors, with 108 of those being new within the year.

We have 22 reviewed and tested GenAI prompts to the Lab, ensuring we’re scaling GenAI use consistently and safely, and always with human review.



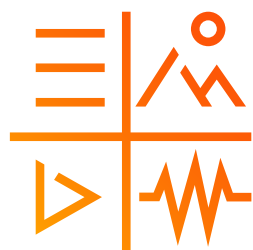
Digital Change Network

Digital Change Agents in every location. Across Audit, our Digital Change Network operates so that every Business Unit has a designated Strategic Change Partner and Digital Driver, supported by their local Digital Accelerators, dedicated to supporting the delivery of Audit’s digital strategy. These are people within the Markets who understand their local clients and day-to-day operations, with a focus on driving forward the central digital agenda.



Digital Quest

Digitising our audits through tailored technology planning and supporting our people to identify opportunities for growth. Digital Quest is our intuitive, web-based app that is designed to assess our digital readiness across the audit practice and help us apply a digital mindset. The focus of Quest is to help our teams understand what digital tools they are currently engaging with, and most importantly, help them plan how to increase their use of technology on the engagement going forward to help deliver a high-quality, efficient audit.



Elevation Studio

Enabling our people with the latest AI training to support their learning and progression. Ensuring we remain at the forefront as technology continues to evolve at pace, our AI Elevation Studio encourages our people to develop AI skills and expertise, regardless of role or grade.

Embedding GenAI

We're committed to applying GenAI across the full audit lifecycle. Targeted training and ongoing upskilling for all auditors through the Elevation Studio and having Digital Accelerators as AI Champions across all parts of our business have enabled a broad range of use cases while ensuring audit-specific business rules are followed and audit quality is maintained.

Our GenAI Hub continues to expand the curated prompt library on Digital Lab that teams use daily. Examples include summarising internal audit reports, contracts, legal letters and regulatory correspondence; drafting walkthrough documentation; and producing and debugging Excel formulas - always with the team reviewing outputs and applying auditor judgement.

We're preparing to release more audit-specific solutions such as Climate Risk Analyser, which will support auditors in assessing clients' climate-related risk factors in this complex and evolving area. The Hub also co-develops targeted AI solutions with engagement teams to address client-specific challenges, reinforcing our commitment to tailored innovation that supports audit quality and a better client experience.

Microsoft Copilot is now embedded in our everyday practices, enabling us all to work smarter by streamlining project management tasks; drafting and refining communications, turning meeting notes and transcripts into clear action lists, with owners and timelines. The result is clearer communication, improved coordination, tighter project management and faster turnaround on routine tasks - freeing time for professional judgement and higher-value client conversations.

Our GenAI Transformation Journey

Audit GenAI Hub Creation	ChatPwC Launched	GenAI for All	M365 Copilot	Prompts release on Digital Lab	Business rule change
A team of Audit SMEs and Data Scientists, dedicated to developing and scaling audit-specific use cases.	An inhouse GenAI model in the PwC secure environment. Launched with Audit GenAI approved use cases.	Nine approved GenAI prompts available for use by all auditors in Digital Lab.	Launched our PwC version of Copilot to all partners and staff.	11 new prompts released.	While maintaining our audit business rules, GenAI opportunities have been expanded beyond the initial approved use cases.
2024			2025		
Explore GenAI use cases	Upskilling	Tone at the Top	Leadership upskilling	Chat Assurance	NGA prompt release
Over 400 use cases were submitted with ideas on how to utilise GenAI in Audit.	All audit users complete training before receiving their ChatPwC licenses to upskill on the appropriate use of GenAI in audits.	Partner and director specific training on maximising the value of GenAI.	Advanced training for our managers and above to enhance AI in leadership.	Our audit specific GenAI tool generates responses from our accounting and reporting content.	New prompt releases to support NGA functionality, giving a total of 22 audit prompts on Lab.
Transformation Bringing GenAI into every layer of the business, enabling us to sustain transformation and unlock its full value.			Mindset and Upskilling Training provided to all staff to maximise the effective and secure use of the GenAI tools.		

Next Generation Audit – powered by AI Agents

As part of our commitment to building trust and delivering sustained outcomes, we're reimagining the way we deliver audits to enhance the audit experience and meet ever evolving needs; harnessing the latest technology with our AI-native Next Generation Audit (NGA) platform.

No two audits are the same, and quality and compliance with standards are non-negotiable. NGA brings together our methodology with proprietary agentic architecture in a flexible workflow engine that adapts to each engagement.

By transforming and analysing data, applying advanced analytics, and automating repeatable tasks and elements of testing, NGA enables faster anomaly detection, earlier risk identification, deeper benchmarking and easier collaboration across teams and territories.

We're piloting reusable AI skills, managed in governed skills libraries so they can be deployed consistently and at scale across our portfolio. This approach goes beyond automation of discrete tests to orchestration of adaptable AI-enabled workflows that support consistent, high-quality outcomes while preserving professional judgement.

This architecture lays the groundwork for a client experience that is:

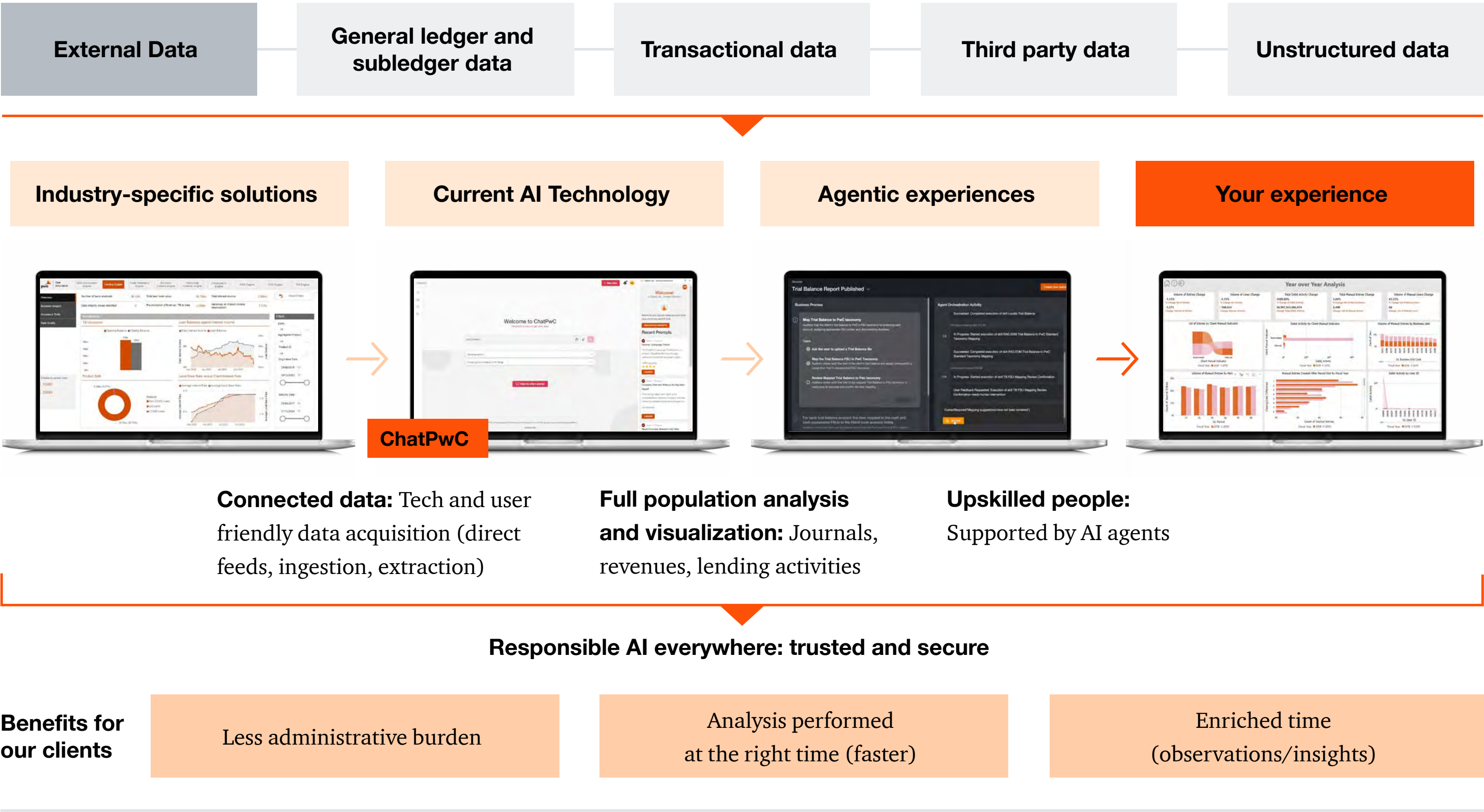
Better – fuller population coverage with less administrative burden;

Faster – automated testing and analysis with auditor judgement earlier in the process; and

Smarter – audit-related insights through enriched observations and analysis.

NGA is capitalising on our investments in data and technology

Seamless data ingestion, rich data insights.



Responsible AI is at the core of our NGA programme. Our Responsible AI framework is embedded in the orchestration layer, governing how AI skills are invoked, how decisions are made, and when human review is required, so that flexibility and adaptability operate within strict ethical and professional guardrails.

Case Study: ChatAssurance

We continue to drive innovation in every aspect of the audit work we perform and in FY25 we have focused on where AI can be applied in our Next Generation Audit. Our newest GenAI tool is ChatAssurance.

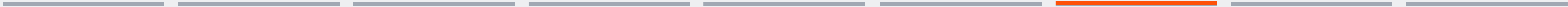


ChatAssurance is our expert Chatbot answering technical accounting questions with links to the relevant accounting standards. A Microsoft Teams-based chatbot that brings together a powerful suite of resources for our assurance professionals to enhance their research experience. Developed by the firm's technical subject matter specialists in partnership with the network's Innovation, Technology, and Artificial Intelligence specialists, this is a unique tool combining the power of our accounting guidance system with AI.

Being a chatbot, this tool is incredibly easy to use and embed within our audit teams day-to-day activities. It allows users to ask questions in the same way they would a colleague using natural language. The tool then searches the firm's accounting and narrative reporting content to identify the appropriate accounting answer to a query. As with all of our GenAI tools, it's imperative this is reviewed, however that is done simply through the reference links provided in the output – ensuring all users can follow the business rules and that the output is used appropriately.

This is the newest of our GenAI tools, with all responses provided from this tool sourced from our internal trusted source for accounting and reporting content.





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People

People

We're committed to creating an inspiring and collaborative place to work where our people can be at their best. We nurture an environment of career long learning where diverse perspectives are celebrated and our teams work together seamlessly to achieve excellence.



Training

The Learning Landscape

We offer diverse learning and development opportunities throughout our employees' careers.

This is provided through classroom, virtual, and on-demand sessions, supported by our strong coaching culture. Our extensive training options enable personalised development journeys, balancing professional and personal commitments.

4,069

Number of partners and qualified staff in Audit who have completed the 2024 External Audit or Training (EAT) programme.

The average number of mandatory training hours per person in the audit practice, and percentage of completion rates is as follows:*

	FY25	FY24
Partners and directors		
Hours	49	46
Completion rate	100%	100%
Managers and senior managers		
Hours	45	44
Completion rate	100%	100%
Qualified, but below managers		
Hours	67	67
Completion rate	100%	100%
Unqualified		
Hours	169	128
Completion rate	100%	100%

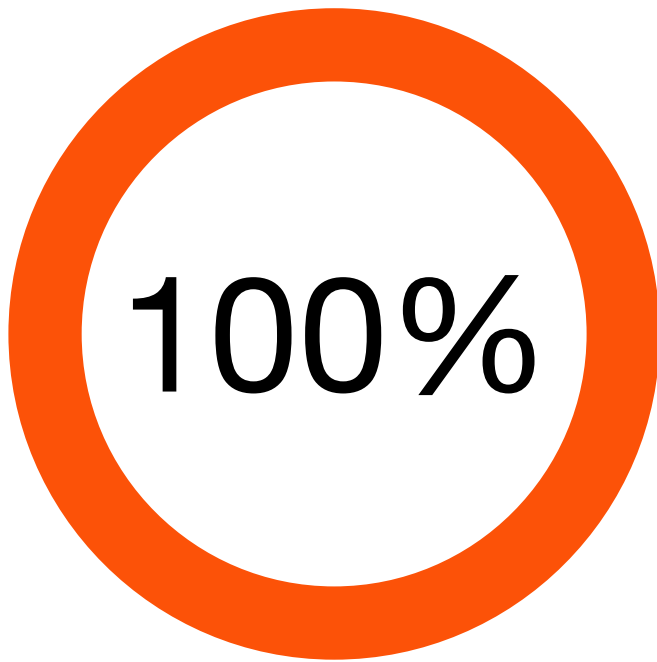


†Our training cycles follow the calendar and not the financial year, hence we have presented training metrics for the calendar year to 31 December 2024 in this report
*These metrics align to those reported by the FRC in their Annual Firm Metrics reporting.

Audit training

All new joiners receive firmwide and audit induction sessions as part of a tailored new joiner training pathway.

Our mandatory audit training curriculum includes both technical and human skills, with specific programmes to support both pre- and post-qualified populations. Specialised training is provided for those working on US, Financial Services, or other industry-specific engagements, and for specific roles such as Quality Review Partners. All Audit partners and staff also complete firmwide annual compliance training. Completion of all mandatory training is monitored closely and sanctions for non-completion are applied, up to and including dismissal.



The percentage of partners and staff in Audit who have completed all mandatory training in 2024*
2023: 100%

*Our training cycles follow the calendar and not the financial year, hence we have presented training metrics for the calendar year to 31 December 2024 in this report



We make significant investment in our internal training. Staff are supported through externally recognised professional qualifications which further uphold our high-quality standards and support the development of our people.

10 Institute prizes awarded to PwC staff in FY25.

Our Training Needs Analysis is conducted annually with input from across the audit practice. This process identifies key areas for training such as new standards, strategic priorities, areas of regulatory focus, and themes from root cause analysis work. The training needs are revisited regularly through the year, ensuring emerging focus areas are identified on a timely basis, with additional guidance and training provided as appropriate.

We're really proud of our training and remain committed to investing in our people. They're equipped with the knowledge and skills needed to continue delivering high-quality work in an increasingly complex environment.

Recruitment and resourcing

Recruitment

PwC UK aims to recruit, train, develop and retain the best and the brightest staff who share in the firm's strong sense of responsibility for delivering high-quality services. Our hiring standards include a structured interview process with behaviour-based questions built from The PwC Professional framework, assessment of academic records, and background checks.

Average staff attrition rates by group of grades in the audit practice:*

	FY25	FY24
Partners and directors	9%	8%
Senior managers and managers	16%	16%
Qualified staff (below manager)	39%	31%
Unqualified staff	14%	14%

The attrition rate is highest at the ‘Qualified staff (below manager)’ group. This is a natural attrition point for this grade group upon completion of their training contract. FY25 attrition is comparable to that in FY23 (38%) and aligns more closely with the long-term trend after a period of lower attrition in FY24.

*These metrics align to those reported by the FRC in their Annual Firm Metrics reporting.

Diversity and inclusion

Throughout FY25, we maintained a focus on diversity and inclusion in our Early Careers initiatives. In April 2025, we welcomed 258 first year undergraduate students to our Diversity in Business Programmes. This cohort includes 186 Women in Business, 50 Black Talent in Business, and 22 Advancing Social Mobility students.

We collaborate with a variety of partner organisations to continue to drive diversity and inclusion and improve the accessibility of our programmes. An example of one of these partnerships, which is new for 2025, is the social mobility programme that we are running with Young Professionals. The partnership has enabled female Year 12 students, from lower socio-economic backgrounds, to visit our offices in Manchester or London. These students participated in three interactive skills events, helping them to become more informed about their post-18 options, including our own programmes, such as Flying Start. Other examples of partnerships that we have that support social mobility include upReach, Sutton Trust and the Social Mobility Foundation.

Flying Start Accounting

This year, the PwC university partnership degree, Flying Start Accounting, has welcomed 703 students into our Audit business through work placements. Additionally, 137 Flying Start graduates have successfully joined the firm as Senior Associates, continuing their careers with us. Notably, applications for the Flying Start Accounting programme have surged by 41%. We remain committed to supporting students through this journey by offering financial bursaries to eligible applicants, helping them manage the day-to-day costs of university life.

Experienced talent

We remain competitive in the market in sourcing talent and acquiring the skills that we need to deliver client requirements. In FY25, across the firm, we welcomed a total of 953 experienced joiners, i.e. new hires with previous work experience.

Assignment of engagement teams

Partners and staff are assigned to engagement teams based on experience, competencies, and grade. Our internal resourcing function (a team supporting each market team) places our people into client assignments, maximises skill match, and balances capacity and demand within the market and Line of Service.

The nature of competence, skills and training required varies by client industry, size, and nature. Certain work requires specific training and experience (e.g. capital market transactions). Independence or security clearance factors are also considered. Specialised industries, such as financial services require corresponding expertise and this will be considered during deployment.

We have an established process to assess capacity before accepting work and reports resource shortages while performing work. When demand exceeds available capacity, we consider whether there is sufficient capacity with the appropriate capability elsewhere in the firm. This may involve rebalancing other engagement teams to ensure sufficient and appropriate resources are available.

The Audit Line of Service uses a tool to help teams prepare budgets and build resource plans effectively and consistently. These plans are recorded in the firm’s Staffing & Development system, which tracks individuals’ job allocations and capacity. An automated tool schedules junior staff according to predefined business rules and priorities for optimal resource allocation. Senior grades are assigned directly by the resourcing team and the business.

Average hours worked by staff in the audit practice on a weekly basis, as a percentage of weekly contracted hours:*

	FY25	FY24
Partners and directors	123%	123%
Senior managers and managers	115%	115%
Qualified staff (below manager)	111%	112%
Unqualified staff	106%	106%

Average hours worked by staff in the audit practice for the busy period (January to March), as a percentage of weekly contracted hours:*

	FY25	FY24
Partners and directors	132%	129%
Senior managers and managers	123%	122%
Qualified staff (below manager)	118%	119%
Unqualified staff	114%	113%

The majority of PwC staff are on a contracted standard working week of 37.5 hours. In PwC’s peak reporting period (January - March) overtime as a whole was 18%, which equates to a total working week of 44.3 hours.

*These metrics align to those reported by the FRC in their Annual Firm Metrics reporting.

Distributed Delivery Model (DDM)

We continue to evolve the way we deliver our audits to enhance audit quality, the experience for both our people and the organisations we audit, and create the economic capacity to invest in the future. We recognise that the way we operate needs to continually evolve, as the technological world around us changes and we continue to streamline the DDM.

Our DDM, supporting our Audit front line delivery teams, consists of five key elements:

1 Specialised Services: Delivering tasks that do not require audit judgement, from Katowice and Kolkata.

2 Competency Centre: Delivering lower complexity areas, where some judgement is required, from Bradford.

3 Operate - Controls: Working alongside our front line delivery teams to support with testing primarily on Business and IT controls, from Belfast.

4 The Remote Team Model (RTM): Working from India and Poland across engagements alongside our onshore teams at the direction of the engagement leader. The RTM team receive equivalent training to their UK audit counterparts.

5 Centres of Excellence: Delivering highly complex technical and judgemental areas, from primary locations in Manchester, Glasgow, Newcastle, Leeds and Birmingham.

The DDM enables us to deliver on our ambitions:

- Driving consistent high-quality in the work we do, by creating centres to deliver our work in specialist areas, increasing levels of standardisation.
- Powered by technology to automate where possible, much of what we currently do manually.
- Increasing efficiency to add further value to our clients.
- Improving the working experience of our partners and staff.



Talent, performance and reward



Performance evaluation

Performance for our people is assessed on both ‘what’ they consistently delivered in role and ‘how’ they achieved this by demonstrating the PwC Professional behaviours. Emphasising an everyday high-performance culture, regular interactions between Career Coaches* and coachees ensures ongoing review of individual contribution and impact.

*Each individual has an assigned Career or Talent Coach, who supports them with their performance, development, coaching and wellbeing.

Goal setting

Annually, everyone sets goals aligned with firmwide and local business area strategic objectives and measurable KPIs/targets. For the Audit LoS, everyone set goals focusing on quality (through demonstration of the audit behaviours) and responsible growth.

Year-round review

Quarterly check-ins with Career Coaches focus on reviewing goals and progress against KPIs, feedback reflections and wellbeing. Frequent feedback collation and conversations are encouraged, using our core global feedback tool ‘Feedback Exchange’. The Audit LoS uses a specific template within this tool for assessing Audit Quality Behaviours.

Annual evaluation

The performance year is from 1 April to 31 March. Annually, individuals complete a self evaluation, reviewed by Career Coaches to facilitate end-of-year performance discussions. For the Audit LoS, everyone completes a supplementary Audit quality assessment form to show how they have demonstrated the audit behaviours: Team first, Challenge and be open to challenge and Take pride.

Career Coaches initially assess coachees based on the ‘what’ and the ‘how’, considering context and individual circumstances for a holistic view. A robust moderation process ensures a fair evaluation to achieve peer relativity and differentiate those who delivered more significant impact. There are four performance ratings ranging from ‘Exceptional Performance’ to ‘Below High Performing’, with simplified scales for junior roles. Underperformance results in slower progression and potential corrective actions.

Bonus and progression

Bonus allocations align with individual performance ratings, rewarding higher performers with increased bonuses. Sustained high performance may also enable accelerated career progression.



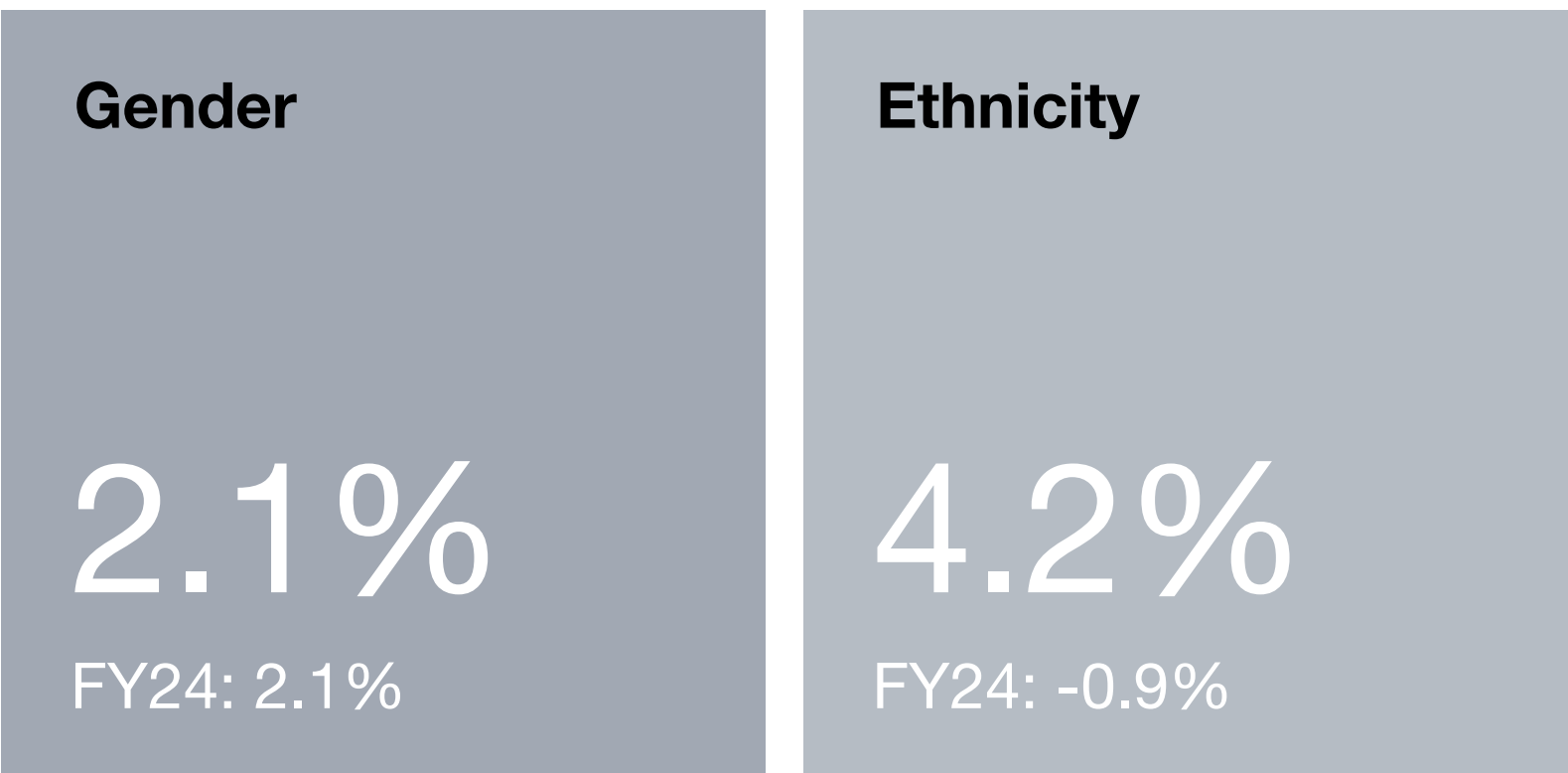
Remuneration

In determining remuneration for our staff, we carefully balance several elements including: the quality of our people’s work; the economic climate; the external market; the performance of the firm; and investment for the future. We have common firmwide reward principles, but in rewarding our people we reflect different markets and skills. We have a firmwide bonus plan, but individual bonuses are determined by each Line of Service.

We see mixed movements in our pay gaps this year. These changes reflect our broader people strategy and reflect our commitment to inclusion. These actions serve to strengthen our talent pipeline.

In FY25 our firmwide median gender pay gap was 2.1% (FY24: 2.1%) and our firmwide single figure ethnicity pay gap was 4.2% (FY24: –0.9%). Our single figure gender and ethnicity pay gaps do not take into account objective reasons for pay difference such as grade, location or performance level.

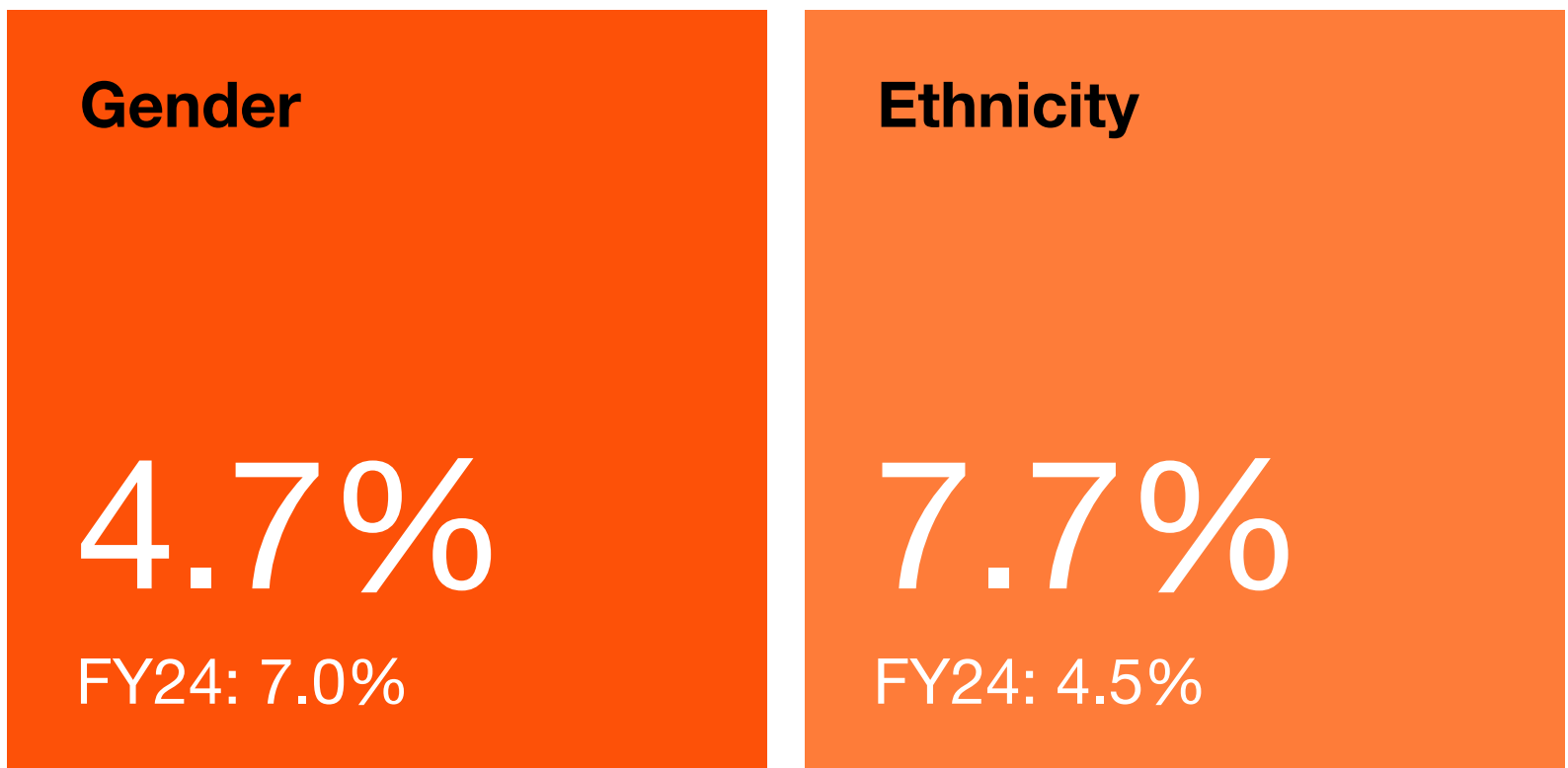
Median pay gap (firmwide)



We publish our earnings gap, which includes partners, voluntarily. This data, unlike the regulatory pay gap data, is based on actual pay and bonus for employees and distributable income for partners. The pay gap metrics combine our 5 April pay gap data for all PwC UK staff with the actual partner income for FY24. These were previously calculated at 30 June for staff and the following year for partners.

Our firmwide median gender earnings gap was 4.7% (FY24: 7.0%) and the median ethnicity earnings gap was 7.7% (FY24: 4.5%). Pay gaps continue to be primarily driven by under-representation in senior roles within our business. We have established pay gap targets, and delivering on these is essential to closing our pay gaps, and so far to date, we have made mixed progress towards these targets. We continue to be ahead of the market in respect of our pay gap reporting by publishing pay gaps by sexual orientation, disability and socio economic background, and we also publish our ethnicity pay gap broken down by ethnic group. Working towards our 2026 targets, we've laid a strong foundation for our future and we'll continue to focus on all drivers of any pay gaps.

Median earnings gap (firmwide)



Promotion

Promotion is based on an individual's performance, their skills, behaviours and the business case. In the case of promotion to director or admission to partnership, the process is particularly thorough and involves the Line of Service leadership teams. Pathway 2 Partner (P2P) is our development pathway for potential partner candidates and is designed to enhance professional skills and readiness for partnership.

Within Audit, the process for promotion to director and admission to partnership involves a formal assessment of the quality of the individual's work and their adherence to ethical requirements and professional standards. For partners, each Line of Service nominates partner candidates for the Internal Partner Admissions (IPA) process. The Management Board and Partner Matters Committee sign off proposed candidates to be taken forward to complete the IPA process. The Territory Admissions Committee (TAC) oversees the partner admissions process, conducting due diligence and interviews for candidates, to gain assurance that the process operates fairly. The admissions process involves a review of candidate paperwork, due diligence, interviews, feedback and learning.

TAC partner admission recommendations are then presented to the Management Board, Partner Matters Committee and Partner Affairs Committee (subset of the Supervisory Board) for approval for successful candidates to be admitted to the Partnership from 1 July, subject to the results of the Partner Ballot. On 1 July 2025 we promoted our first cohort of Managing Directors. This is a new destination grade, distinct from both director and partner, for subject matter experts and scale leaders.



Building trust	79
Interaction with stakeholders in the market	84

8

Building trust

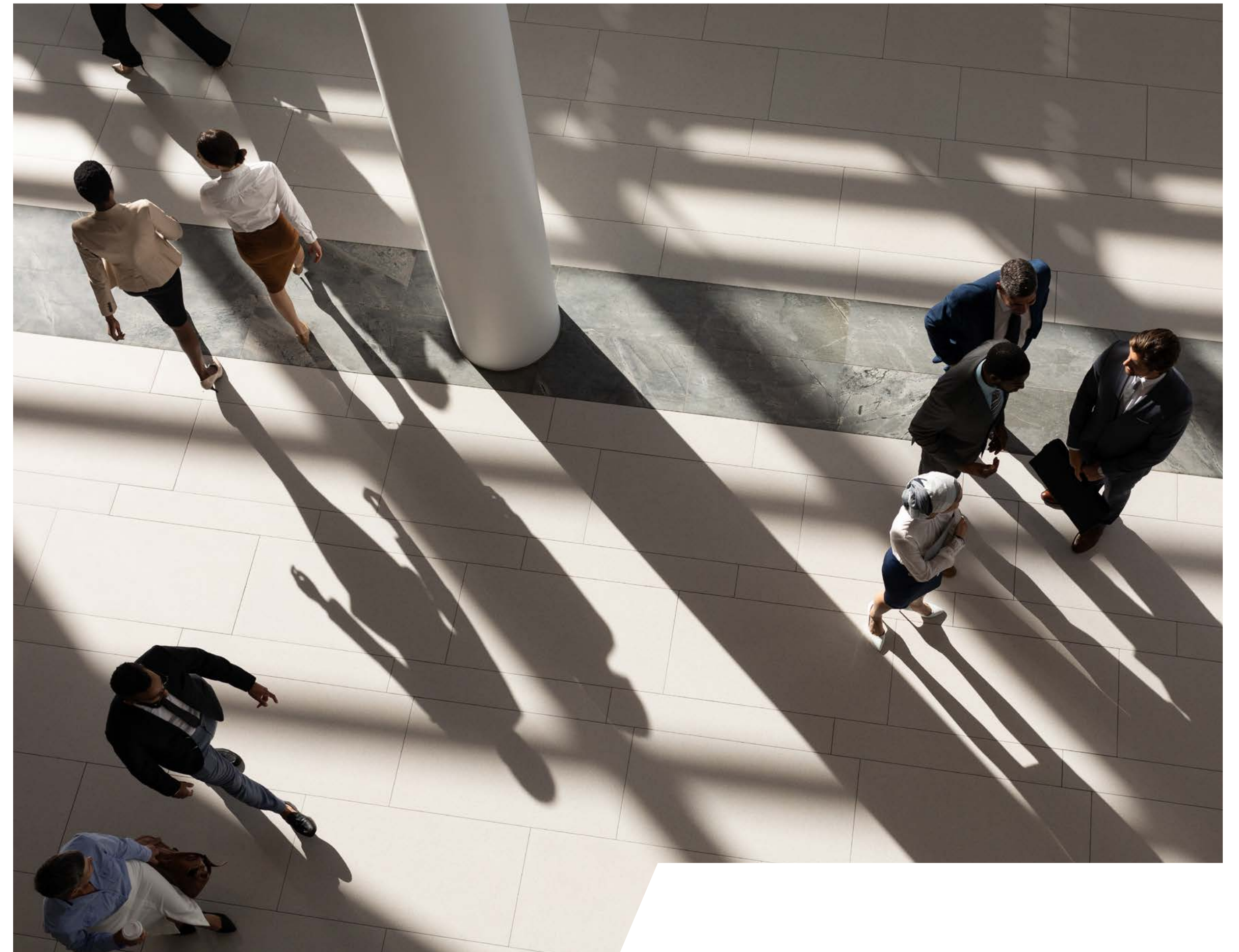
Building trust

As a society, we need to know that we can rely on the businesses on which we depend and stakeholders are increasingly looking to organisations to provide transparent financial and non-financial reporting that they can trust.

As society's expectations evolve, stakeholders are looking for organisations to disclose more than their financial information. They're demanding broader information in areas such as ESG and AI, all of which needs to be assured to be trusted.

An audit underpins the trust and obligation of stewardship between those who manage a company and those who own it or otherwise have a need for a 'true and fair' view, the stakeholders. Our people are specialists with deep industry knowledge and we have both financial and non-financial experts embedded within the audit practice. Our multidisciplinary model also allows our audit teams to access trusted independent experts and specialists from across the firm (please see **appendix D** for more detail about our principal lines of business).

We regularly engage with our stakeholders through various programs and interactions, allowing us to respond to the needs of the market in a complex and ever-changing environment.



We're committed to delivering market-leading services which include stand-out products and insights. We aim to have a brand defining and balanced portfolio, working with organisations who share our values and commitment to quality.

This is underpinned by three key strategic objectives:

Sustaining a brand defining and balanced portfolio - Delivering responsible growth through our strategy of 'Win, Retain and Expand' whilst working with organisations and engaging constructively across the UK firm and with the global network to maintain balance across sectors and segments.

Investing in products of the future - Continually developing new and existing products and services so that they remain relevant to our stakeholders, are commercially sustainable and continue to build trust in our chosen markets.

Delivering insight and value - Leveraging the knowledge and experience we develop from our focus on sectors and segments we work in or the subject we specialise in, to bring value to our clients in addition to our high-quality services. Through an enhanced focus on sector and segment we will have a point of view.

Financial audit

A financial audit is an independent examination of an organisation's financial statements and related operations to ensure compliance with accounting standards and regulatory requirements. It aims to provide assurance that the financial records are free from material misstatements and faithfully represent the entity's financial position and performance. Please see the 'Consistent high quality' chapter for further detail on our approach to audit quality.

Our audit reports are the ultimate output of our financial audit. The form and content of the reports for UK entities are laid down by UK legislation and the FRC. These can be tailored to ensure that we're providing consistent high-quality, relevant reporting.

We're committed to making our reports clear and unambiguous. Extended audit reports are provided to a range of organisations, including all listed entities and include descriptions of:

- How our audit was scoped
- How we addressed the risks of material misstatement that we identified
- Our application of materiality in determining the nature, timing and extent of our audit procedures and evaluating the effect of misstatements

For UK Public Interest Entities, as defined by the Ethical Standard, extended audit reports also include increased transparency on our independence including:

- A declaration that the non-audit services prohibited by the Ethical Standard were not provided and that the firm remained independent of the entity in conducting the audit
- An indication of any services, in addition to the audit, which were provided by the firm to the entity and its controlled undertaking(s) and which have not been disclosed in the Annual Report or financial statements
- Disclosure of our period of tenure

These extended audit reports provide us with the ability to 'tell the story of our audit' in a meaningful and informative way to enhance the user's understanding of the financial statements.

We fully support and embrace the moves towards greater transparency over the audit process that results from these extended audit reports.

Non-financial assurance

Today, businesses are judged on more than just their financial performance. Information on ESG, regulation and technology play an important role helping stakeholders understand an organisation's risks and opportunities, and the actions taken in response.

Corporate reporting is the first port of call for many stakeholders to understand an organisation's broader impact. This means non-financial reporting needs to be relevant, reliable and trusted, and stakeholders expect the same level of comfort over this information as they do over an organisation's financial statements.

In our view, clear, accurate and consistently reported information, over which there is high-quality assurance, is a public interest priority. It's also important for economic growth in the UK, which is underpinned by trusted information.

We've welcomed the recent sustainability consultations, including by the FRC and government. We believe that if the UK is to be competitive in international markets and meet stakeholder needs, it needs to endorse a suitable sustainability reporting framework and have that reporting assured to a recognised standard by an independent assurance provider that is subject to an appropriate regulatory regime.

The integration of our non-financial assurance and financial audit services within the audit practice means we can continue to invest in our people, skills and technology and provide independent, robust assurance over information that is in the public interest.

From our Audit Line of Service, in line with the Ethical Standard for permissible work, we currently deliver the following non-financial assurance, explained on the following pages. For more information, see our **website**.¹

- ESG assurance
- Third-party assurance
- Regulatory assurance
- AI assurance

¹ Source: <https://www.pwc.co.uk/services/audit/non-financial-assurance.html>

ESG assurance

We work as one integrated financial and non-financial assurance team, combining ESG subject-matter expertise with deep audit know-how to deliver robust assurance outcomes over disclosures and related measures.

Our assurance opinion confirms whether or not an organisation's ESG reporting is robust and fit for purpose. To transparently demonstrate the rigour of what we do, we provide a 'long form' reporting opinion, the same as we do for the financial audit, to 'tell the story of our assurance' in a meaningful and informative way to enhance users' understanding of the sustainability reporting. We provide challenge and scrutiny over a growing array of ESG measures, including:

- **Sustainability and carbon reporting:** Making sure that reporting stands up to rigorous scrutiny. This is about more than just data - it's about challenging the measures and context used to tell the story of your progress and ensuring compliance with the relevant reporting standards.
- **Diversity and inclusion reporting:** From reporting on gender pay to equal employment opportunities, stakeholders expect organisations to be creating an equitable, inclusive and progressive workplace.

- **Social impact reporting:** Providing assurance over how companies are measuring the positive impacts their actions are having on society.
- **Supply chain management reporting:** Providing assurance that an organisation understands and controls their supply chains, from Health and Safety data to waste and water usage
- **Green, social and sustainable financing:** Checking that investors funds are deployed in the manner intended.
- **Corporate governance:** Making sure an organisation has adequate processes and controls over the governance considerations that matter to stakeholders - and that those processes and controls are working as intended.

Third-party assurance

Service providers are increasingly judged on more than just the services they provide. Customers are exposed to a broader set of risks such as IT and operational resilience, cyber attacks, data loss, ethical sourcing, potential use of slave labour, and regulatory compliance. Customers are demanding greater transparency on how service providers are managing these risks.

We provide assurance and reporting over:

- **Financial services businesses:** from assuring platforms for asset and wealth management, clearing, settlement and exchange, to performing SOC1, SOC2, ISAE3402 or AAF reviews.
- **IT systems and platforms:** including assurance over market infrastructure, eCommerce, fulfilment and logistics platforms.
- **Critical business systems:** such as payment infrastructure and payroll systems.
- **Cyber security systems:** assuring resilience, privacy and security controls.
- **Emerging risks:** such as blockchain assurance and cryptocurrency.
- **Supply chain:** covering service levels, sustainability and regulatory/legal commitments.



Regulatory assurance

In today's increasingly complex and rapidly changing market, compliance with regulation is of paramount importance for organisations. As regulations evolve, stakeholders demand higher levels of transparency and accountability. We provide assurance over regulated activities, including:

- **Client assets and money:** For authorised investment firms, we test the processes and controls that ensure client funds are adequately segregated.
- **Safeguarding:** For authorised payment institutions or electronic money institutions, we test their ability to protect customer funds.
- **Benchmarks and indices:** Millions of benchmarks and indices are in use globally. They are so embedded and trusted to the point their failure could pose a systemic risk to markets or consumers. We test policies, processes and controls to make sure indices are produced in accordance with applicable regulations and industry best practice principles.

- **Prudential reporting:** Risk-weighted assets assurance. We scrutinise the reporting provided to assess compliance with prudential requirements.
- **Data privacy:** We subject processes and controls to rigorous testing, so regulators can be confident that personal data and sensitive information is adequately controlled and protected.
- **Anti-Money Laundering (AML):** We provide assurance to stakeholders that organisations apply appropriately regulatory compliant systems and controls to manage their AML obligations, reducing the risk of money laundering and terrorist financing.

Emerging assurance

As stakeholders are looking for assurance in new and emerging business areas, we'll build assurance models to effectively scrutinise and challenge the data, metrics and controls that are being established.

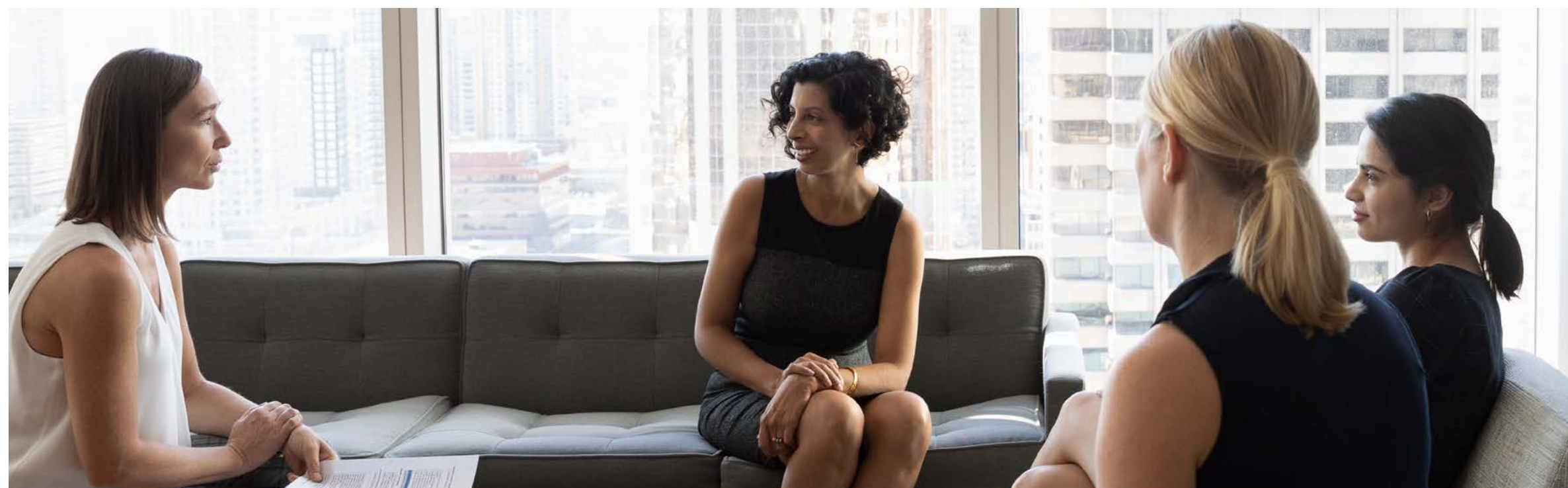
When these areas need specific expertise – from AI to blockchain to cybersecurity to social impact to offsets – we engage subject-matter experts from across our firm who bring industry or technical knowledge to help us design the right assurance approach.

Examples of emerging assurance needs include:

- **Client Money and Assets (CASS):** CASS regulations have historically only applied to authorised investment and insurance firms. However, as financial services organisations have innovated and technology has developed, so too has the regulatory perimeter. In 2026, payments and electronic money institutions will be subject to CASS (formerly, Safeguarding), and a consultation has recently closed which may similarly bring digital assets under the CASS regime. We have worked closely with the support of the ICAEW, in-sector associations, trade bodies and clients, as well as the regulators themselves to develop meaningful audits, providing regulators and other stakeholders with assurance over compliance with these important consumer protections.
- **Environmental, Social and Governance (ESG):** As the reporting market transitions from voluntary to mandated reporting we are developing assurance solutions to respond efficiently and effectively to these new requirements:
- **Corporate Sustainability Reporting Directive (CSRD):** Earlier in 2025 the European Commission published the first of several expected 'Omnibus' packages intended to simplify sustainability reporting in the

EU. The February 'Omnibus' package includes a draft directive referred to as the 'content' proposal which would reduce the scope of entities subject to CSRD as well as the extent of reporting required by ESRS. Whilst the proposals being considered also include potential removal of the requirement for Reasonable assurance, we are updating our limited assurance methodology in response to revised requirements and lessons learned from Wave 1 reporters.

- **International Sustainability Standards Board (ISSB):** Increasingly our global UK clients are impacted by the adoption of ISSB in different territories around the globe, in addition to the current consultation in the UK. We are ensuring that we can support clients with assurance, working with members of our network to bring a simplified and coordinated approach where required.
- **California:** The establishment of new climate related reporting requirements by the California Air Resources Board. The Climate Corporate Data Accountability Act, as amended by SB-219, mandates disclosure of GHG emissions (SB-253) and climate-related financial risks and measures adopted to reduce and adapt to such risks (SB-261). The requirements apply to US businesses that meet specified revenue thresholds and do business in California. The effective date for reporting commences 1 January 2026 (SB-261) for scope 1 and 2 and 1 January 2027 for scope 3 (SB-253).



Case Study: Launching assurance for AI

Artificial Intelligence (AI) technologies are transforming industries and organisations, becoming core to business innovation and decision-making.

These advancements come with challenges in managing the increased exposure to legal, regulatory, operational, and financial reporting risks. To get the most from AI, organisations need to trust the solutions, the data behind them, and the decisions they drive.

Responsible AI begins with strong governance, and our clients need to set clear frameworks, accountability, and oversight to ensure AI is developed and deployed ethically and transparently.

That's why we have launched Assurance for AI, a suite of services designed to help organisations meet a growing need to build trust in their AI systems. We help provide confidence that an organisation's systems are designed, deployed and operated responsibly and transparently, whilst also meeting regulatory expectations.

Our Assurance for AI suite of services includes formal, independent assurance over AI governance controls and has now expanded to AI model validation procedures. This is performed in accordance with professional assurance standards issued by recognised standard setting bodies, such as the IAASB, and aligned to relevant international frameworks and regulations.

Assurance for AI is delivered by multidisciplinary teams including individuals from Audit, Risk and Tech Catalyst, our new UK and offshore technology delivery and innovation unit. These teams combine deep technical knowledge of AI including machine learning, generative AI and natural language processing with proven expertise in audit, risk management, internal controls, attestation services, and external standards.

Building trust in their AI systems and adapting to the evolving risk, regulatory, and business landscape, we can enable organisations to demonstrate accountability and trustworthiness.



Interaction with stakeholders in the market

The services we offer are shaped in response to stakeholder needs and expectations. We listen to the views of companies, investors, boards, regulators and other stakeholders on what matters most to them in terms of their reporting, regulatory and governance matters facing organisations.

Our engagement spans a diverse range of stakeholders, including audit committees both through our audits and the programme of events and updates run by the Audit Committee Network; those below board level through Accounting Reporting Updates; and investors through our events and publications. We also connect regularly with non-executive directors through the NED programme. We have regular dialogue with other firms and the institutes through the Policy and Reputation Group (PRG) and the Centre for Public Interest Audit (CPIA), and other working groups. We engage with the government and the FRC through consultations and foster cross-stakeholder engagement through initiatives like the Building Trust Awards and the Trust and Transparency Forum.

This dialogue ensures that we understand the needs and expectations of our stakeholders and that we're discussing those issues of most concern and importance. As a result, we can support our engagement teams, as well as our clients' executive and non-executive directors, to better respond to market needs.

We've set out on the following pages some highlights of our stakeholder engagement work this year.



Investor Engagement

We have a dedicated team that works with shareholders and other members of the investment community. This includes asset owners, asset managers, analysts, corporate governance and stewardship professionals, proxy advisers and credit ratings agencies.

We gather investor perspectives on reporting, regulatory and governance issues affecting UK companies, along with thoughts on assurance matters and the audit profession's role. This dialogue helps us understand investor needs, ensuring that our engagement teams and our clients' executive and non-executive directors can effectively address shareholder priorities.

Investor-focused events and publications

We engage with institutional investors, retail investors and analysts throughout the year on relevant and topical issues. These engagements cover a variety of themes including implementation of major new accounting standards; emerging technologies, such as AI; audit reform; political developments; and climate reporting. Over the last financial year, we sought investor input into many of our research reports and publications, including our 2024 Global Investor Survey and our work on evolving the audit report.

In particular, to evaluate audit report value and effectiveness, we held roundtable discussions with investors to understand their use of these reports, the benefits gained, and areas for improvement. Please see **page 90** for more information.

We also hosted investors at a Trust in AI event, and at two of our annual events, PwC's Building Trust Awards (BTA) and our Trust and Transparency Forum, both of which are which are further described in the Engagement across stakeholder groups section below.

Alongside these events, we arranged for investor input and participation in the following panel sessions:

- **FTSE350 Non-Executive Director programme:** aimed at non-executive directors to support them to respond to business challenges they may face.
- **World Economic Forum Sustainability Conference:** part of the Stakeholder Capitalism Metrics Initiative, which seeks to improve the ways in which companies measure and demonstrate their performance against ESG indicators and track their positive contributions towards achieving the Sustainable Development Goals.
- **The Centre for Public Interest Audit (CPIA) Conference:** established to facilitate discussion between senior leaders from government, regulators, business, investors, academics and the audit profession on forward-looking market reform. For more on our work with the CPIA see **page 89**.
- **Meet the Experts:** Europe's longest running and largest annual conference dedicated to financial reporting aimed at standard-setters, regulators, preparers, industry professionals, and investors.

- **CFO Quest:** our programme designed to prepare future finance professionals as they progress towards Chief Financial Officer roles.
- **Women in Work Index senior roundtable:** bringing together a select group of leaders across business and the wider economy to exchange ideas and discuss strategies for enhancing women's impact in the workplace.

Based on our regular dialogue with investors on the topics most important to them, we've refreshed our investor events to focus on roundtable discussions covering: the use of AI in corporate reporting; the UK's political landscape; cyber security; cryptocurrencies, sustainability reporting and materiality as part of the net zero transition; The FCA's Primary Markets Effectiveness Review; and ESG assurance perspectives.

Research and insights

As part of our ongoing work to understand the views of the investment community, we conducted a **Global Investor Survey** in August 2024¹. A UK extract of the **survey**² was issued in February 2025, with 107 investment professionals and analysts focused on the UK market responding to the online survey. In tandem with the survey, over August and September 2024 we held in-depth conversations with the investor community to obtain qualitative insights to enhance the insights. Some key findings from the survey are outlined below.

Investors are cautiously optimistic about the global economy, but they are under no illusions - the complex set of challenges ahead will require companies to take bold and decisive action.

Investors expect GenAI outlay to generate returns

The UK Investor Survey 2024 reveals businesses must demonstrate how they're reinventing their business models, scaling emerging technologies and upskilling their workforce, all while managing the climate transition and building trust.

The Survey findings highlight a clear expectation that companies will leverage GenAI to drive efficiency and growth. Three-quarters (74%) of UK investors believe GenAI will boost productivity in the businesses they back, outpacing the global average of 66%. This has led to financial expectations, with 58% expecting revenue growth from GenAI deployment and 60% anticipating increased profitability - though both are slightly below global sentiment (63% and 62% respectively).

However, while the majority of investors into the UK (72%) want to see businesses deploy AI at scale, this is not as important as upskilling the workforce, which was cited by 77% as the most important action companies can take.

Climate slips down threat agenda but remains important

The survey also revealed the range of threats perceived to be most likely to impact UK businesses with macroeconomic volatility (cited by 39% of respondents), geopolitical conflict (35%) and cyber risks (34%), being deemed the biggest threats. With investors rating most of these key threats at roughly the same level, businesses need to ensure they are agile and resilient.

Seven in ten investors said companies they invest in should enhance their resilience to future international crises. With the ongoing macroeconomic risk, more societal-focused risks such as climate change and social inequality are seen as less of a concern, with the former being cited by 27%, down nine points; and the latter just 21%, down from 44% last year.

More than one-quarter (27%) of investors into the UK said they remained exposed to climate change, though this is down from 36% last year, while the proportion of investors who agreed that companies should embed ESG and sustainability directly into their corporate strategy fell to 77% from 81% last year.

However, climate-related investments remain an important aspect of investor decisions, with three-quarters (74%) of respondents saying they would look to increase investment in companies working with suppliers and communities to build sustainable supply chains; or launching products that help mitigate the effects of climate change.

How progress is reported remains of high importance, however 41% of respondents agreed that to a large or very large extent, corporate reporting about a company's sustainability performance contains unsupported claims. Most investors (72%) agree that sustainability reporting should be assured at the same level as financial reporting, in line with global counterparts (73%).

The Survey also reveals that investors are increasingly looking at a wide range of data beyond financial information when evaluating businesses. This includes the competence of management (48%), corporate governance (47%), and innovation (42%). Investors rely on a wide range of sources for their information on a business they have invested in, with materiality assessment disclosures (60%) and investor-focused communications (59%) as important as financial statements (59%), just ahead of direct dialogue with the company (53%).

¹ Source: PwC Global Survey: <https://www.pwc.com/gx/en/issues/c-suite-insights/global-investor-survey.html>

² Source: PwC UK Investor Survey: <https://www.pwc.co.uk/insights/investor-survey.html>

Corporate Reporting Users' Forum (CRUF)

This is a network of investors and analysts engaged in debates about accounting, governance and regulatory issues. As secretariat, we provide administrative support for meetings, liaise with standard setters and regulators to facilitate the submission of comment letters, and provide assistance on technical points when requested. This year we've continued to help the CRUF raise awareness of the forum and of their views on reporting.

Ongoing dialogue between the investment community and partners

Over the last year, experienced partners met with shareholders, analysts, investors, corporate governance and stewardship professionals across a number of sector specialisms. Various technical topics were discussed at one-on-one meetings. Subjects discussed included audit reform, corporate reporting, accounting standards, AI and sustainability-related matters including climate reporting. The strong relationships and open dialogue we have with the investment community enable high-quality engagement on a range of topics of mutual interest.

Detailed dialogue on climate risk in the financial statements and audit

Although climate has slipped down the agenda, 70% of investors are demanding that companies provide greater transparency on their emissions, more detail on their environmental strategies, and further insight into how climate change will impact their business in the future. Furthermore, they are requesting more transparency from auditors on how climate risk has been considered in their audits.

For premium listed companies and certain-sized large private companies, there are mandated climate-related disclosures, and other businesses are now also choosing to include climate-related statements in their reporting. With the embedding of new regulation, businesses must navigate their way through layers of complexity in order to ensure clarity and transparency.

Climate risk has remained a critical area of audit focus over recent years, and we've made significant strides in responding to growing expectations in this area, including:

- Providing all of our qualified auditors with training on climate-related risks and their impact on the statutory audit
- Encouraging the sharing of knowledge through our audit climate change industry networks
- Setting up a climate audit technical team to provide practical support to our people
- Engaging in ongoing dialogue with Carbon Tracker and authors of the Flying Blind report series

From a policy perspective, we've taken the following actions in recent years:

- Mandatory consideration of climate-related risks in all audits
- Policy requiring specific reference to our audit work on climate in our extended audit reports



Audit committee engagement

We speak regularly with audit committees throughout the course of our audits and other engagements. We also run events and initiatives and put out publications. This engagement helps us to understand a board’s needs and expectations. It also helps us to inform boards about the latest developments in audit, reporting and broader regulatory matters.

Regular reporting to audit committees at the organisations we audit

When we report to audit committees - or, where no audit committee exists, those charged with governance - we emphasise our audit approach, the scope of the audit and our assessment of audit risk. Throughout the audit we communicate any threats to auditor objectivity, including independence. We also communicate significant risks and judgements that impact financial reporting and the way that information is presented in the annual report.

The nature of accounting means there is often a need for management to make judgements and estimates when preparing the financial statements. We highlight these to the audit committee, whilst acknowledging in our reporting that there is often not a precise answer.

We conclude on whether what is externally reported is true and fair within established norms of materiality. This includes consideration of both qualitative and quantitative aspects of accounting and reporting.

We continue to frequently engage with audit committees on the implications of UK audit and corporate governance reforms including on the Draft Audit Governance Bill, the revised Corporate Governance Code and FCA UK listing rules reform.

Audit Committee Network

Our Audit Committee Network (ACN) is an extension of our wider Non-Executive Director programme, designed to focus specifically on the topics high on audit committee agendas. We run a series of workshops and dinners for FTSE 350 (and equivalent) audit committee chairs and members, as well as issuing regular updates on regulatory, accounting and reporting developments.

Recent workshops have included roundtable discussions on the enhanced requirement under the Corporate Governance Code from periods beginning on or after 1 January 2026 for boards to make a declaration on the effectiveness of their material controls as at the balance sheet date. Attendees greatly valued being able to discuss this area with their peers, share views and hear different perspectives. The output from the roundtables was collated and shared back with the Network, and our engagement informed our publication of our document ‘**Spotlight on material controls**’¹. This spotlight provides our view on how management and boards can meet their responsibilities under the Code based on approaches we have seen in practice, including through discussion with clients and engagement teams, and at ACN roundtables.

¹ Source: <https://www.pwc.co.uk/risk/assets/pdf/spotlight-on-material-controls.pdf>

Profession-wide engagement

The future of the profession is of vital importance to us, and we are involved in several initiatives and forums focused on this area. Our engagement spans a diverse range of stakeholders, initiatives and forums including:

The Policy and Reputation Group (PRG)

This is a group made up of representatives from the seven largest UK audit firms plus an observer from a group of firms which immediately follow in size (Group A firms). The PRG also invites where relevant representatives from the ICAEW and the Institute of Chartered Accountants of Scotland (ICAS). The PRG meets frequently to discuss evolving public interest issues, including how to maintain confidence in the profession to support the UK economy. Its forum enables stakeholders to engage with firms collectively on regulatory and policy matters that help drive audit quality and enhance trust.

The Centre for Public Interest Audit (CPIA)

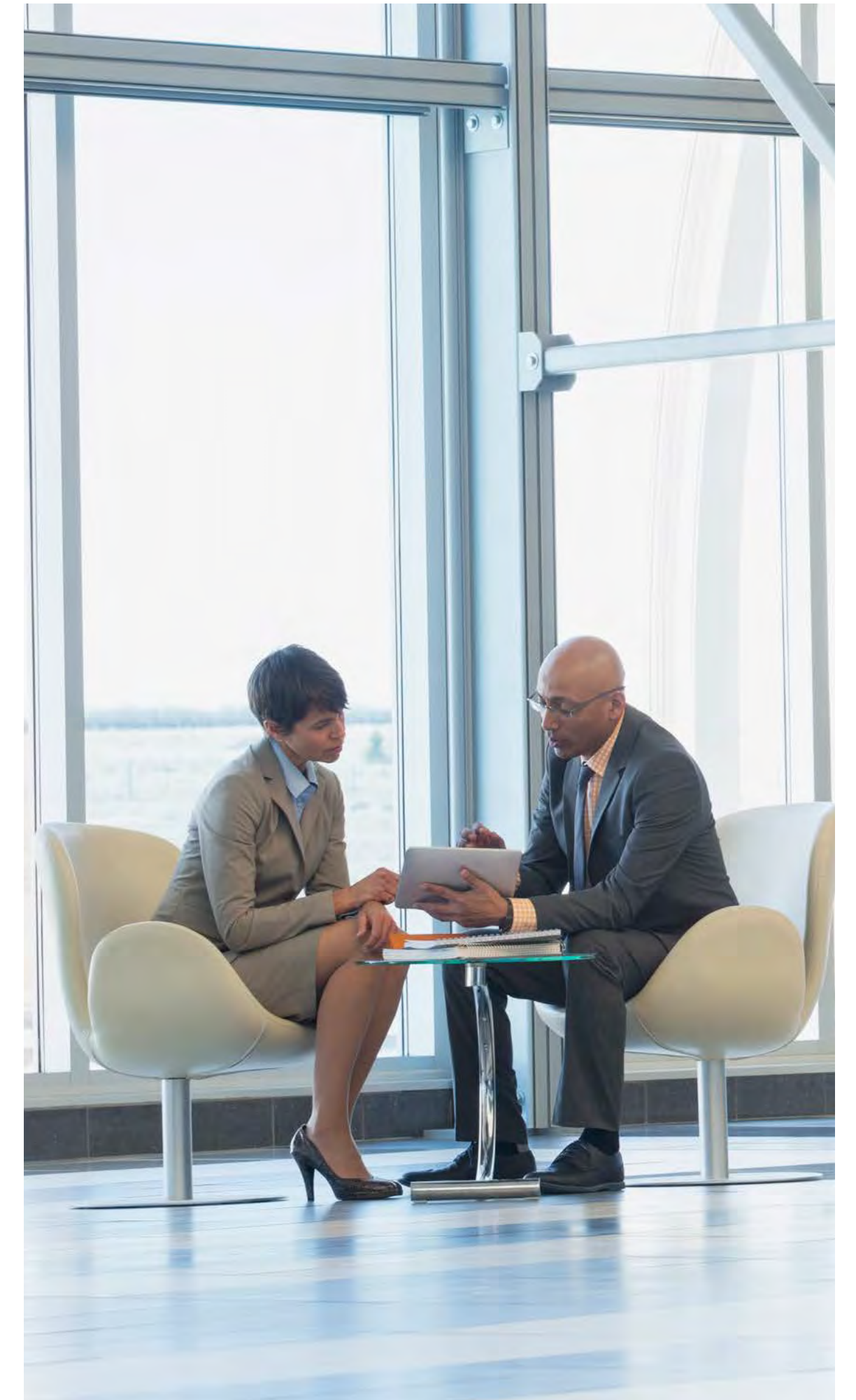
We, along with the other PRG firms, ICAEW and ICAS supported the recent establishment of a new audit research and policy institute, the CPIA. It aims to promote best practice in auditing public interest entities, advance audit quality, knowledge and education. It aims to do this through evidence-based, profession-wide thought leadership. Our Audit Chief Risk and Quality Partner sits on the Board of CPIA and we have committed to providing regular resources through advisory panels and secondments.

Working groups

There are numerous working groups and committees within ICAEW, ICAS and other UK and European bodies and we are actively involved in these, chairing working groups at the forefront of new policy and standards development. Membership of the working groups is drawn from across the firm to ensure we bring a wide base of knowledge, skills and experience to addressing issues important to the accounting and auditing profession.

Regulatory and government consultation and reform

We engage constructively and respond to consultations into audit, financial reporting, non-financial reporting and corporate governance reform, the audit market, standards and guidance. We participate in roundtable discussions and offer written responses.



Engaging across stakeholder groups



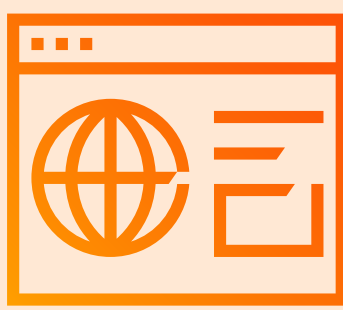
Evolving the audit report

As noted on **page 80**, our audit reports are tailored to ensure we’re providing high-quality, relevant reporting. We recently engaged investors and other users of audit reports in discussions about the usability and value of our reports. In response, as part of a pilot for a number of organisations we audit, we’ve restructured our audit reports and presented certain information within them in a more visually appealing and easy to navigate way. Feedback suggests that this has improved the readability and understandability of these reports. We’re continuing to explore a wider rollout and evolution of these changes.



PwC’s Building Trust Awards

Our PwC Building Trust Awards (BTA) have run for over 23 years. They celebrate and showcase organisations who build trust through their corporate disclosures. Our judging criteria are based on our discussions with investors on what they consider to be key components of good reporting. Every year, we create a PwC shortlist for each category. Selected investors form part of our judging panel. Through debate, we then select an ultimate winner. Further information on the BTA can be found on our **website**¹.



Trust and Transparency Forum

We hold an annual Trust and Transparency Forum in November for members of the investment community, Audit Committee Chairs, non-executive directors and other stakeholders including our people. Guests can hear from our leadership team and our people on multiple topics. Subjects have included how we operate in the public interest, our commitment to quality, technology and the future of audit and assurance.

¹ Source: <https://www.pwc.co.uk/who-we-are/pwc-building-trust-awards.html>

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Appendices

Appendix A: Our committee structure and what they do

Firmwide governance

The firm's governance is guided by our purpose – to build trust in society and solve important problems. Our purpose is central to our decision making processes and our risk appetite. It also informs how we manage our business in the interests of our partners and stakeholders.

This governance section explains the firm's governance arrangements, including the roles of the Senior Partner, the Management Board and its committees and the Supervisory Board and its committees.

Information related to the Public Interest Body, and its committee the Audit Oversight Body, is disclosed in their respective updates.

Good governance

We're required to report on how we've applied each of the principles of the Audit Firm Governance Code and make a statement on our compliance with the AFGC provisions. In doing so, we also consider good governance practices under the UK Corporate Governance Code. During the year we've fully complied with the AFGC as detailed in **Appendix F**.

Within our governance arrangements, we acknowledge and support the heightened interest in audit and audit related services and the quality of our delivery of these. We have a common cause with investors, regulators, government and society to ensure the right actions are taken to build world-leading levels of trust in audit and the profession itself.

Our Independent Non-Executives are a key part of our governance structure, providing independent oversight of the firm. The PIB comprises a majority of INEs. The firm considered that having a separate body comprised of high calibre INEs, which was able to determine its own agenda, would be the most appropriate way to ensure the public interest is served. The Audit Oversight Body is a Committee of the PIB and comprises a majority of Audit Non-Executives (ANEs). The AOB allows audit specific matters to have prominence at the PIB, as well as allowing the AOB to focus exclusively on audit practice governance. It's a model we think works well in an environment where ensuring there is the right level of robust focus on audit practice governance is accompanied by allowing Audit to have a prominent voice within the firm.



Stakeholders and dialogue

We recognise that as a regulated business with approximately 22,794 people, 30,700 alumni (active and inactive) and FY25 revenue of £4,271m, we're a substantial firm with a broad range of stakeholders.

We engage with investors and hold investor-focused events throughout the year on relevant and topical issues. The investor insights and feedback are shared with the PIB through periodic briefings. You can find more information on our engagement with investors on **page 84**.

Throughout the year, internal stakeholder engagement included biannual meetings led by the Management Board with partners from across the firm and biannual partner engagement meetings led by the Supervisory Board. The Senior Partner held town hall meetings with partners and staff, utilising technology for live webcasts; in addition to the periodic communication via multiple platforms to all partners and staff.

Governance structure

Our governance structure reflects our partnership model. The Senior Partner is elected by the partners of the firm for an initial term of four years, with the option to stand for re-election for a second four-year term. Once elected, the Senior Partner forms their Management Board and committees.

The role of the Talent & Remuneration Committee of the Supervisory Board includes providing governance oversight of any succession planning in respect of the MB.

The SB comprises members who are elected by partners, certain ex-officio members (the UK Senior Partner ex-officio, and those partners who have been elected to the board of PricewaterhouseCoopers International Limited (PwCIL) (also known as the Global Board). The elected members of the SB are elected by the partners of the firm for a term of four years, with six of the twelve seats being subject to election every two years. There is no limit to the number of terms that an SB member can be elected for, save only that no elected member will serve for a period of more than four years without submitting themselves for re-election.

The Public Interest Body is made up of Independent Non-Executives, plus representatives from the firm's MB and SB, each of whom are nominated by the Senior Partner and Chair of the SB, respectively. Details of the appointment process and terms of appointment for the Independent Non-Executives are set out in the Update from the Public Interest Body. The firm's Head of Audit and Chief Risk Officer and General Counsel both have a standing invitation to attend Public Interest Body meetings.

The Boards' activities are governed by the Terms of Reference which are available on the firm's **website**¹. Each member of the MB is subject to formal, rigorous, and ongoing performance evaluation. In addition, consideration is given to PwC's Network standards. Support is given to the Boards by our Board Secretariat team who are responsible for advising on governance matters. The key governance bodies of the firm during the year are described on the following pages.

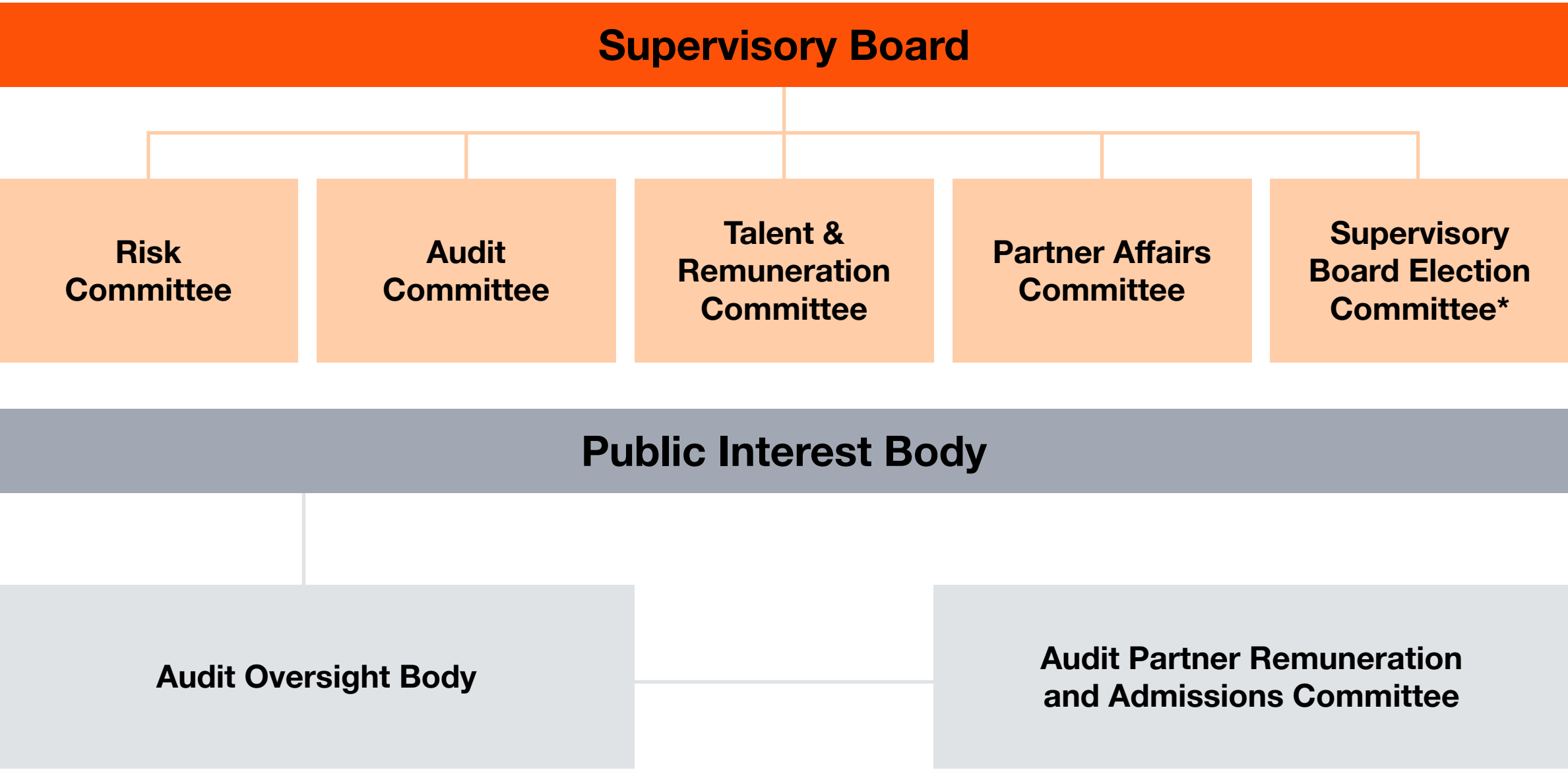


¹ Source: <https://www.pwc.co.uk/who-we-are/terms-of-reference-governance-structure.html>

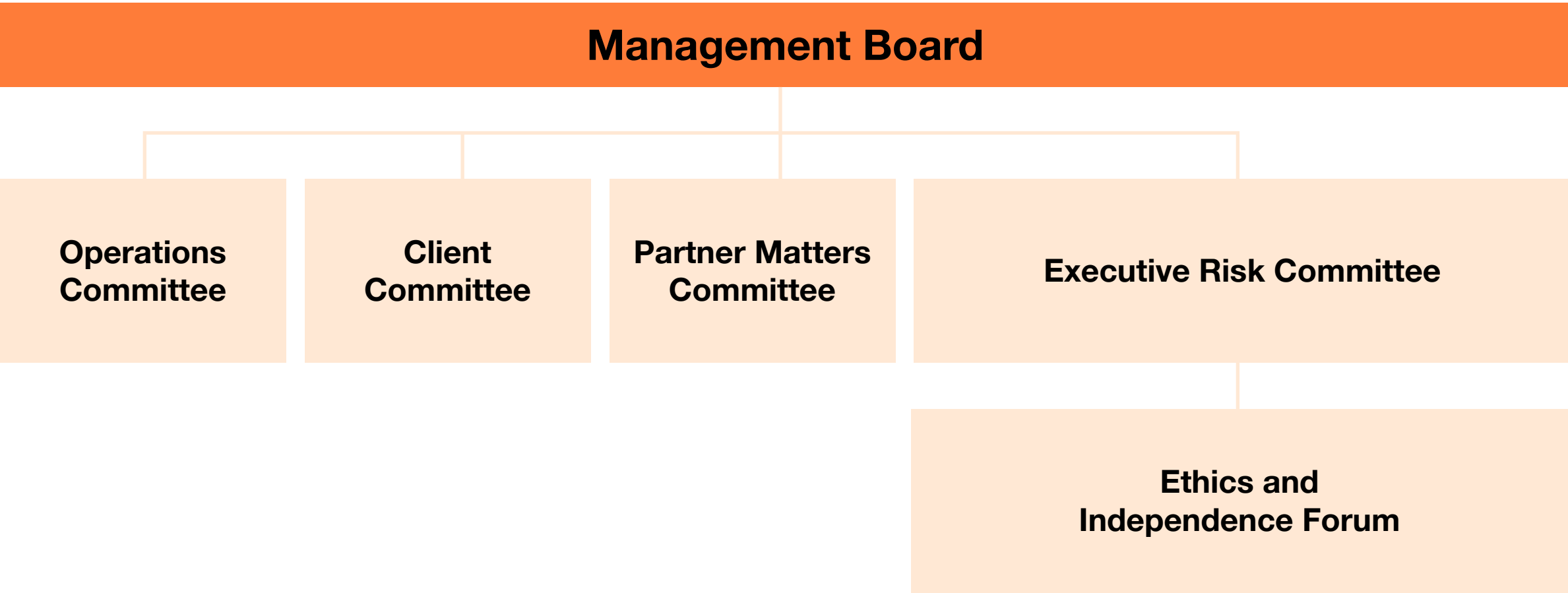


The key governance and executive bodies of the firm during FY25 were:

Governance bodies



Executive bodies



*The Committee was dissolved in December 2024 following the conclusion of the 2024 Supervisory Board election.

Activities

The key matters considered in the year by our executive and governance bodies included strategy, culture, people, quality, performance, technology and investment, regulation and reputation. Within these matters, the governance of key risks facing the firm (including cyber, regulatory and litigation risks) were considered and included on the relevant agendas.

Further information on our risks and how these are managed is available within the risks and responses, in **Appendix B**.



Governance structure

Supervisory Board

The Supervisory Board considers a wide range of issues such as risk, strategy, reputation, people matters including health and wellbeing, technology, return on investments and culture. It has supported, given guidance to and challenged the Senior Partner and the Management Board. The SB has particular insight on the views of partners and reflects these in conversations with management.

The SB holds engagement meetings at which partners from around the country can speak directly to SB members on any matters of concern. The partner feedback is discussed with the MB and a report together with the MB’s response is made available to partners. The SB met twelve times (excluding ad-hoc meetings) throughout the year. The SB visited Edinburgh and Birmingham regional offices during the year.

As of the end of June 2025, the SB includes one member who also serves on the Global Board. Previously, the SB had two such members. The presence of Global Board members on the SB helps promote consistency across the PwC Network and the current Global Board member on the SB provides regular updates on the PwC Network and communicates the Network’s perspective during SB meetings.

Committees of the Supervisory Board

During the year there have been five committees of the SB: the Risk Committee, the Audit Committee, the Talent & Remuneration Committee, the Partner Affairs Committee, and the Supervisory Board Election Committee.

Risk Committee

The Risk Committee reviews the firm’s risk framework on behalf of the SB. It receives reports and recommendations from both management and the firm’s Executive Risk Committee, which enables it to assess and challenge the firm’s enterprise-wide risk framework, including financial, operational and reputational risks, as well as, policies and procedures that fall within the context of the firm’s strategy. The Committee also reviews the firm’s approach to audit quality and non-audit services quality, and oversees the effectiveness of the firm’s whistleblowing procedures.

Audit Committee

The Audit Committee assists the SB in fulfilling its legal and fiduciary obligations with respect to matters involving the external audit, internal controls, internal audit and financial reporting functions of the firm. This includes monitoring the effectiveness and independence of the firm’s statutory auditor, as well as the statutory auditor’s reappointment, remuneration and engagement terms, and the policy in relation to, and provision of, non-audit services.

In addition, the Audit Committee reviews the effectiveness of the firm’s internal control framework; the scope, findings, and effectiveness of the firm’s Internal Audit function; the integrity of the Group’s Financial Statements and digital Annual Report and the significant reporting judgements contained in them; as well as the firm’s Transparency and Sustainability reports. Further information can be found in the Audit Committee Report on **page 104**.

Talent & Remuneration Committee

The Talent & Remuneration Committee reviews the remuneration, talent development and, where appropriate, succession plans for the Talent & Remuneration population (T&RC population). The T&RC population comprises the UK Senior Partner, members of the Management Board, and any UK partners on the Global Leadership Team or EMEA Leadership Team.

Partner Affairs Committee

The Partner Affairs Committee ensures that all partners are treated fairly, which includes monitoring and overseeing the annual partner income moderation process, reviewing partner medical provision, development, changes to benefits, flexible working and diversity. It also ensures that appropriate processes and procedures are in place to provide robust governance, including for direct partner admissions, retired partner programmes and involuntary retirements.

Supervisory Board Election Committee

The Supervisory Board Election Committee was established in May 2024. The primary purpose of the Committee is to consider the 2024 SB election process and timetable and make recommendations to the SB. The Committee was dissolved in December 2024 following the conclusion of the 2024 Supervisory Board election.

Public Interest Body

The purpose of the Public Interest Body is to enhance stakeholder confidence in the public interest aspects of the firm's activities. The PIB is comprised of a majority of Independent Non-Executives and also includes representatives from the Management Board and the Supervisory Board.

Audit Oversight Body

The firm established the Audit Oversight Body, as a committee of the PIB, to oversee governance of the firm's audit practice. The AOB is comprised of a majority of Audit Non- Executives, as well as at least one representative from the SB and the UK firm's Head of Audit ex-officio. The purpose of the AOB is to oversee the firm's obligations with respect to the pursuit of the FRC's objectives, outcomes and Principles for Operational Separation insofar as they are within the control of the audit practice, and to enhance the UK firm's ability to fulfil certain responsibilities set out in the Audit Firm Governance Code.

The representative from the SB on the AOB is nominated by the Chair of the Supervisory Board in consultation with the Senior Partner, AOB and Chair of the PIB. The appointment process and terms of appointment for the AOB Audit Non-Executives are consistent with the appointment process and terms of appointment for the Independent Non-Executives, as set out in the Update from the Public Interest Body.

Audit Partner Remuneration and Admissions Committee

The Audit Partner Remuneration and Admissions Committee (APRAC) is a committee of the AOB. The APRAC, which is comprised of Audit Non-Executives, oversees the audit partner remuneration process to ensure individual audit partner remuneration is determined above all by contribution to audit quality, and the process by which candidates are selected for admission to the partnership to practise as audit partners.





Executive Bodies

The Management Board

The Management Board is responsible for the policies, strategy, direction and management of the Firm. The Management Board also oversees certain partner matters under the Members’ Agreement (including dealing with involuntary partner retirements).

In July 2024, following the election of Marco Amitrano to UK Senior Partner a new Management Board was formed and certain changes were made to the Committees of the MB. The following MB committees were dissolved: Executive Board, International Committee, Investment Committee, AFGC Steering Committee, COVID-19 Steering Committee and the Steering Committee for the UK firm’s response to issues and implications arising from the Russian Government’s war in Ukraine, and a new committee, the Operations Committee, was established.

In the year, the MB met formally twelve times (excluding ad-hoc meetings). At its formal meetings, the MB considers matters in line with its Terms of Reference, including updates with respect to the audit practice.

Committees of the Management Board

Operations Committee

The purpose of the Operations Committee is to help support the MB by considering certain operational matters on its behalf, and ensuring that these are consistent with the overall strategy for the firm, as determined by the MB. The Operations Committee has delegated authority from the MB in relation to certain operational matters, including finance and investment related matters and external reporting matters.

Client Committee

The Client Committee, which was reconstituted as a committee of the Management Board in July 2024 (having previously been a sub-committee) considers engagement or client acceptance decisions that carry significant risks to the firm or that relate to particularly sensitive or confidential circumstances, including commercial and other conflicts.

Partner Matters Committee

The Partner Matters Committee is responsible for certain partner human resource matters on behalf of the MB.

Executive Risk Committee

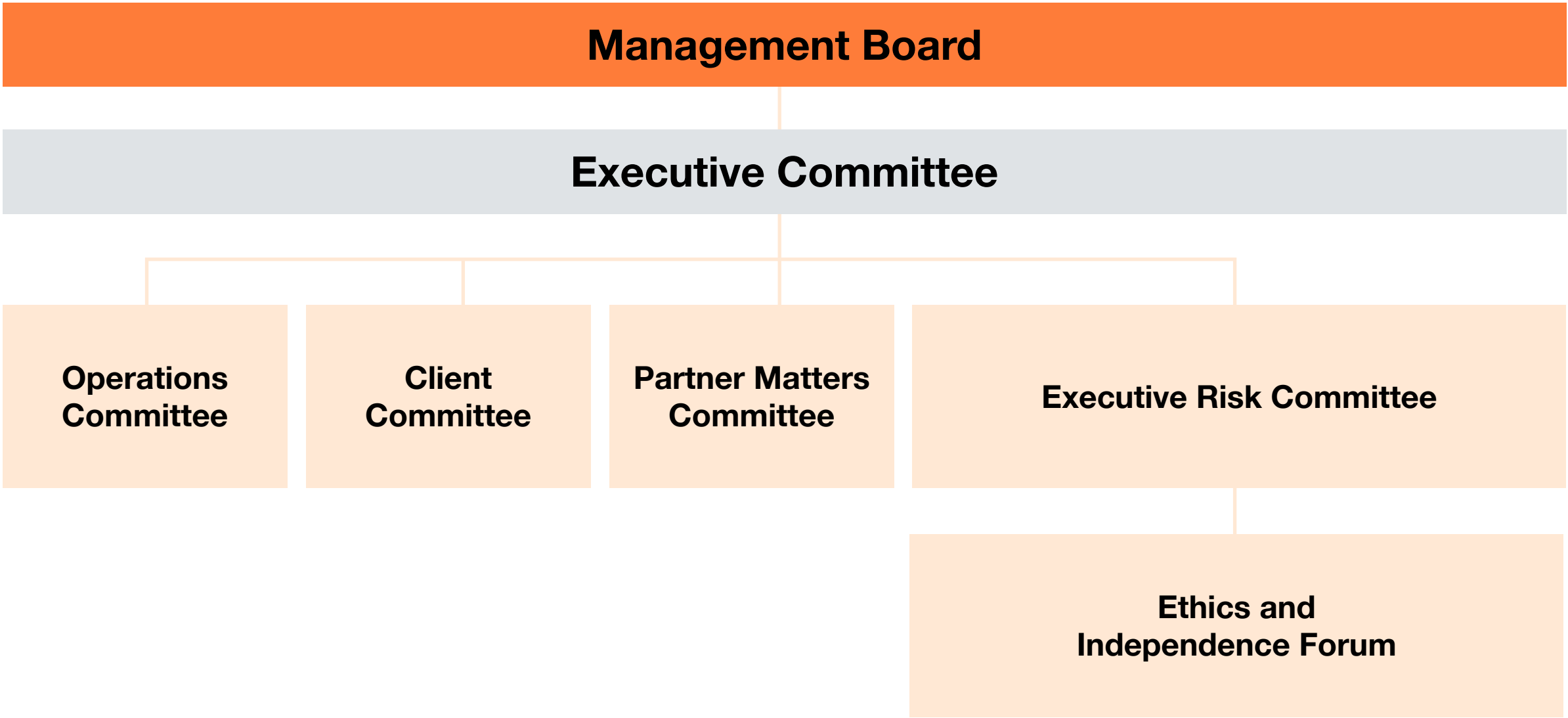
The Executive Risk Committee is responsible for establishing a risk framework, overseeing and challenging the management of risk across PwC UK.

Ethics and Independence Forum

The Ethics and Independence Forum, which is a committee of the Executive Risk Committee, considers policy matters related to professional ethics and independence.

Update to leadership structure

Effective from 1 October 2025, our executive leadership structure has been updated to a dual Management Board and Executive Committee construct. The Management Board remains focused on our key regulatory responsibilities and is ultimately responsible for the policies, strategy, direction and management of the firm. The Management Board discharges these responsibilities together with the Executive Committee, which brings together the full executive leadership team to drive the firm forward. The Executive Committee has delegated authority from the Management Board in relation to the execution of the policies, strategy and management of the firm and has the day-to-day executive and operational oversight role.



How often do the Boards and Governance Bodies meet and what is member attendance?

The MB typically meets monthly with additional meetings being called when required. Similarly the SB usually meets monthly with additional meetings being called when required. Meeting attendance by individual board members is provided, together with their biographies, on **page 110** and **page 115**.

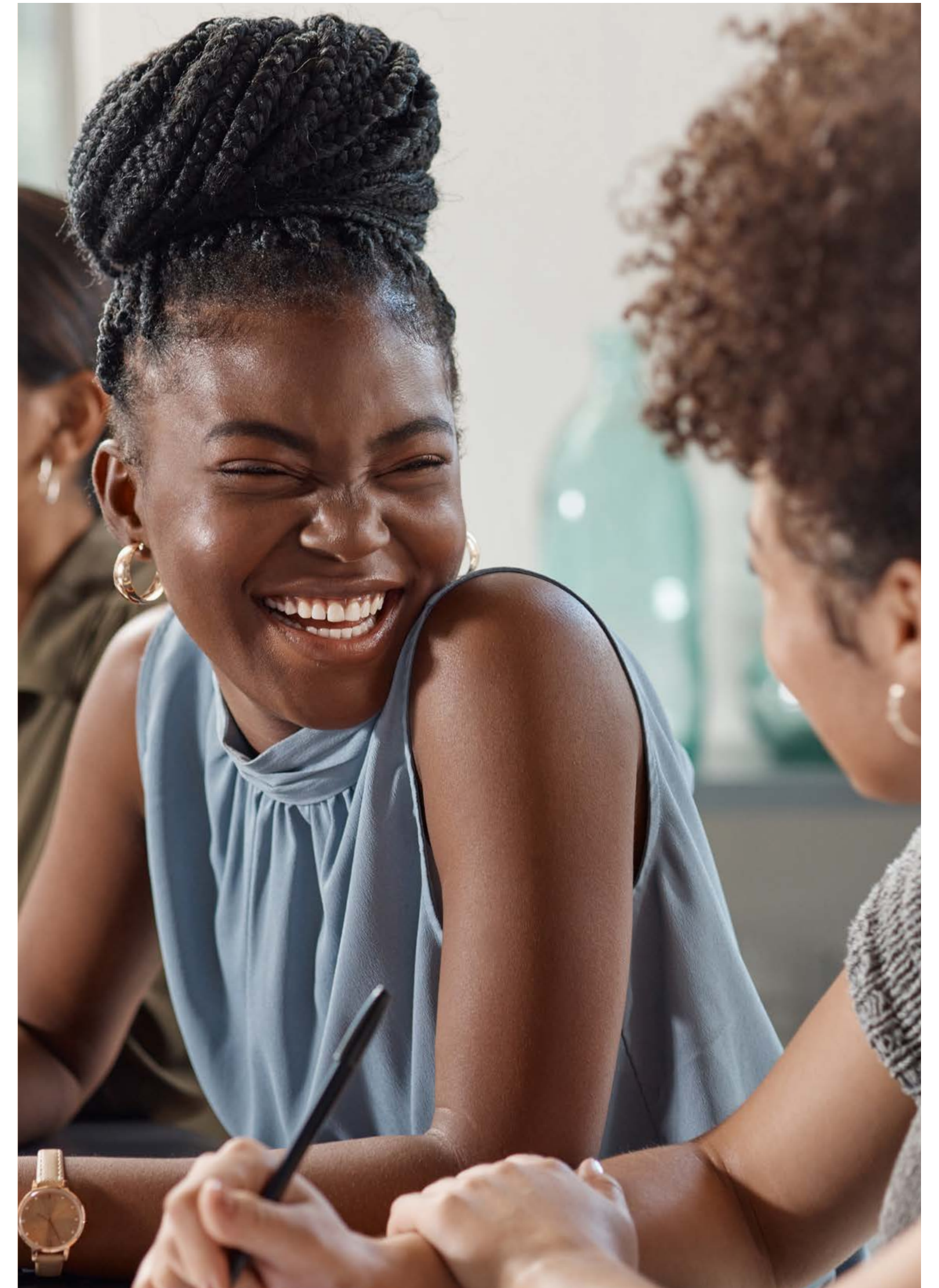
The PIB meets at least four times a year, with additional meetings being called when required. The Independent Non-Executives also meet as a separate group to discuss matters relating to their remit. Further information on the activities of the PIB, including meeting attendance by individual members and their biographies are included in the Biographies of the Public Interest Body members section on **page 108**.

Compliance with the Audit Firm Governance Code

The MB and PIB have reviewed the principles and provisions of the AFGC together with details of how the firm is complying with those. Following this review, the MB has concluded that, as at 30 June 2025 the firm is in full compliance with the principles and provisions of the AFGC.

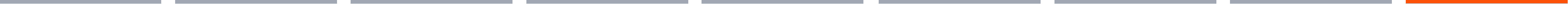
The AFGC includes a requirement for firms to determine governance KPIs and to report against them. The MB and PIB considered the KPIs that the firm had reported against in the prior year and confirmed that they remained supportive of them being applied for the year ending 30 June 2026 with some minor updates to wording made. The KPIs are set out in the table on **page 100**.

During the year, the firm carefully considered the provisions of the UK Corporate Governance Code. It was decided that, while the firm did not intend to implement any of the provisions of the UK Corporate Governance Code not already included in the AFGC, it would keep this under review.



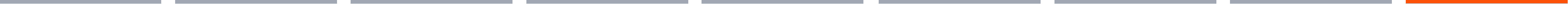
Governance KPI	Notes	Performance
Board attendance MB, SB, PIB and AOB members should attend a sufficient number of meetings as set out in the Terms of Reference.	Sufficient meetings should be held for the boards to achieve their objectives and in line with their Terms of Reference. Attendance should be achieved by all members for 80% of meetings.	The number of meetings was in line with the firm’s requirements, attendance was also in line with requirements (with one exception in terms of SB attendance where attendance did not meet the requirement due to the fact that the SB member retired from the firm during the year). Attendance records of individual participants of each Board are stated in Appendix A of the report.
Board composition That there is a diverse mix on each board, taking into account, for example, the requirements of the 30% club (which seeks a minimum of 30% of boards to be women) and ethnic minority targets. That there is a diverse population of people presenting at board meetings (e.g. an annual update from each LoS and different mix of presenters at each meeting).	Information on the composition of the MB, SB and PIB is on the firm’s website ¹ . Board presentations include sponsors and presenters to help achieve a diverse and inclusive population of people presenting at Board meetings.	MB – six out of thirteen MB members are female, and there is one ethnic minority member. SB – to December 2024, three out of 14 members were female and there were three ethnic minority members. From January 2025 to June 2025, four out of 14 members were female and there was one minority ethnic member. From July 2025, there are thirteen members, four of the thirteen are female and there is one minority ethnic partner. PIB – two out of six members of the PIB are female. The Board agendas ensure there is a diverse population of people presenting at Board meetings including annual updates from each LoS and from different business areas.
Board activities That meetings are formally scheduled for the following year and sufficient balance is given in the forward agendas for: strategy; governance; internal controls and risk management; financial performance; and people.	The Chair and the Secretary regularly meet to consider the matters appropriate for future meetings to ensure that sufficient time is spent on the most relevant matters for the firm. This is also considered during the board performance reviews.	The firm considers that this was complied with in the year.

¹ Source: <https://www.pwc.co.uk/who-we-are/governance.html>

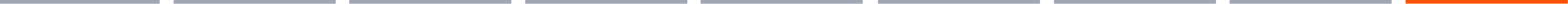


Governance KPI	Notes	Performance
Board effectiveness That effective challenge of management is made by the Supervisory Board, Public Interest Body and Audit Oversight Body.	Appropriate challenge of management is made by the Supervisory Board, Public Interest Body and Audit Oversight Body as part of their formal meetings.	The challenge of management made by the Supervisory Board, Public Interest Body and Audit Oversight Body is recorded as part of the minutes of the formal meetings that are held.
That formal, internal effectiveness reviews are carried out annually and externally every three years as set out in the AFGC and summaries of outputs published.	The firm completed externally facilitated board effectiveness reviews of the PIB, SB, MB and Executive Board (EB) in 2022, and of AOB and APRAC in 2024. Internal reviews of the progress made on the recommendations from these were undertaken during the year.	Externally facilitated board effectiveness reviews of the PIB, SB, MB (and the Executive Board which was dissolved in July 2024) were conducted by the Perform Partnership in 2022. The Boards have each reviewed the progress made on the recommendations from these reviews during the year. Committees of the MB and SB assessed their performance during the year and discussed and considered the output from this. The firm commissioned an externally facilitated board effectiveness review of the AOB and APRAC in 2024. During FY25 the firm considered the timing of its next externally facilitated board evaluations and took the decision to defer the evaluations of the MB, SB and PIB to take place in FY26. This timing was determined by a number of factors which included allowing the new MB to have run through one full annual cycle before an evaluation was undertaken and to give time to the newly elected members of the SB time to settle into their new roles (including for the new elected SB Chair).
The Terms of Reference of boards and committees are reviewed annually.	The firm reviewed the Boards’ and Committees’ Terms of Reference during the year.	The Terms of Reference for the AOB, PIB, SB, and MB were reviewed during the year.
That the minimum number of INEs, and the appropriate balance of management and INEs on the PIB, is achieved in accordance with the Terms of Reference.	PIB Terms of Reference are available on the firm’s website ² and its composition is determined by the Members’ Agreement.	As at 30 June 2025 there were four INEs on the PIB.
That the minimum number of Audit Non-Executives, and the appropriate balance of management and ANEs on the Audit Oversight Body, is achieved in accordance with the Terms of Reference.	AOB Terms of Reference are available on the firm’s website ³ , which include details of the composition of the AOB.	As at 30 June 2025 there were three ANEs on the AOB.

² Source: <https://www.pwc.co.uk/who-we-are/terms-of-reference-the-public-interest-body.html>
³ Source: <https://www.pwc.co.uk/who-we-are/terms-of-reference-audit-oversight-body.html>



Governance KPI	Notes	Performance
Values Integrity, compliance, whistleblowing and people surveys are reviewed at least annually (and updates from PAC/PMC at least half-yearly).	Integrity is covered at all Board meetings. Compliance is covered at the Audit & Risk Committees, Partner Affairs Committee (PAC) and MB meetings. Whistleblowing is discussed at MB, PIB, AOB and RC meetings. People surveys are discussed at MB and PIB meetings. The MB receives Partner Matters Committee (PMC) reports and minutes. The SB receives PAC reports.	The firm considers that it complied with this KPI ensuring certain matters relating to the firm’s values and reputation are considered during the year, including by the INEs.
The INEs review reputation, the risk register and audit quality at least annually.	Reputation and audit quality is covered at every PIB meeting. The PIB receives regular reporting on audit quality from the Audit Oversight Body to ensure appropriate oversight. The top risks are discussed and agreed with the PIB, SB and MB. The PIB receives quarterly Risk and Quality updates. An INE member of the PIB acts as an embedded member of the Supervisory Board Risk Committee, which has a delegated authority from the Supervisory Board to review management’s risk framework, assessment and recommendations on enterprise wide risks including financial, operational and reputational risk. Updates from the Supervisory Board Risk Committee are presented at each PIB meeting.	These matters were reviewed during the year and confirmed at the August 2025 PIB meeting.
Systems and Risk The Boards review the effectiveness of firm’s systems of internal control at least annually.	The SB receives regular updates from both the Audit and the Risk Committees. Additionally, the PIB also receives updates from the Risk Committee in order to assess both the key risks and the adequacy of related controls.	The firm considers that it complied with this KPI ensuring certain matters relating to the firm’s operations and oversight by the Audit Committee and the Risk Committee are considered during the year. The Audit Committee met eight times and the Risk Committee met seven times in FY25.
The Audit Committee meets at least four times a year.	Annually the Audit Committee confirms an Internal Audit plan which is compiled using a risk based approach. Internal Audit reports are received by the Audit Committee and by the MB’s Operations Committee periodically. In addition, the external auditors report is submitted to the Audit Committee at least annually.	The firm considers that it complied with this KPI.



Governance KPI	Notes	Performance
Dialogue That the firm shall meet with investors at least annually.	The firm held a number of roundtable and educational events for investors, retail investors and analysts throughout the year.	The firm considers that it complied with this KPI through internal and external dialogue, investor engagement and considering sustainability matters during the year.
INEs attend a SB meeting held at one of the firm’s regional offices at least annually, including the opportunity to meet with regional office partners.	In November 2024, Caroline Gardner attended a meeting of the SB held in the firm’s Edinburgh office. Caroline also attended and spoke at a dinner with partners from the Edinburgh, Glasgow and Aberdeen offices, held on the eve of the SB meeting. INEs also held triannual meetings with members of the Supervisory Board during the year.	The firm considers that it complied with this KPI.
That a mechanism to enable the views of an INE or ANE to be sought where significant issues of public interest arise is in place and in use.	The firm has a framework for consideration of the public interest in the context of the firm, its purpose and the roles and responsibilities of the firm’s INEs and ANEs.	The firm considers that it complied with this KPI.
The firm should consider the perspective of listed companies and their investors by, for example, inputting into consultations.	Investor engagement was covered at PIB meetings as part of the Purpose, Community and Corporate Affairs (PCCA) updates.	The firm considers that it complied with this KPI.
The Boards should consider the Sustainability KPIs at least annually.	The Sustainability year-end report is approved by the MB and reviewed by the Audit Committee.	The firm considers that it complied with this KPI.

Audit Committee Report

The Audit Committee of the Supervisory Board comprises four members of the SB, having both audit and non-audit backgrounds. From 1 August 2024, the Audit Committee has also had an embedded INE within its membership. The Audit Committee met eight times in the year ended 30 June 2025 (FY24: eight times). The Chief Financial and Administrative Officer, the Finance Partner, The Head of Internal Audit, and the external Auditors from Crowe U.K. LLP (Crowe) have a standing invitation to attend the Audit Committee meetings. Both the internal and external auditors also meet privately with the Audit Committee members without management present.

The Committee monitors and reviews:

- The effectiveness of the firm’s internal control systems
- The scope, results and effectiveness of the firm’s Internal Audit function
- The effectiveness and independence of the firm’s statutory auditor
- The reappointment, remuneration and engagement terms of the firm’s statutory auditor including the policy in relation to, and provision of, non-audit services
- The planning, conduct and conclusions of the external audit
- The integrity of the Group Financial Statements and digital Annual Report and the significant reporting judgements contained in them
- The firm’s Transparency Report and Sustainability Reporting

Internal control and risk management systems

The Audit Committee’s review of internal controls includes considering reports from the firm’s internal and external auditors.

Internal Audit

There is a dedicated Internal Audit team that performs the required work, supplemented by specialist resources from the business as appropriate. During the year, the Committee considered and approved the Internal Audit work programme, the Internal Audit strategy, the appropriateness of resources and the adequacy of management’s response to matters raised.

Internal Audit plan

The Internal Audit plan is compiled using a risk-based approach to ensure that appropriate consideration is given to the top risks faced by the firm. A risk assessment is undertaken to ensure that appropriate assurance is provided across the audit business on a risk basis. This encompasses gaining an understanding of the firm and its environment, including information technology and inherent risk factors. The main areas of focus are Public Reporting; Technology, Cyber and Data; Firmwide operations (including regulatory compliance) and Line of Service specific reviews. The Internal Audit team complete both assurance and consulting reviews with the objective of both reporting on the effectiveness of the existing controls and helping support continual improvement in control. The Committee reviews the annual plan to ensure that it is satisfied with the level and type of work being performed.

The Committee approves the plan annually, including the required resources and the Internal Audit Charter.

The Committee reviews progress against the plan, proposes changes to the plan and the adequacy of resources on a quarterly basis, with monthly updates provided to the Chair of the Committee.

Internal Audit findings

Each Internal Audit review provides assurance in relation to control effectiveness for the relevant scope area alongside any matters arising. There is a robust process in place to assign findings to an action owner and to monitor the status of open findings. On a monthly basis an open findings report is shared with management and the summary position is shared with the Operations Committee of the Management Board and the Committee quarterly. The Committee ensures that it is satisfied with the adequacy of management’s response to the findings raised as well as the implementation of recommendations to support continued improvement.

Internal control – other reporting

The Committee also considered reports from other parts of the UK firm charged with governance and the maintenance of internal control, including in respect of the management of the firm’s own tax affairs. The Committee reviewed and considered the statements in respect of the effectiveness of the firm’s internal quality control system (see ‘Our system of quality management’ section on **page 21** within the Audit quality chapter) and in respect of the systems of internal control from an Ethics, Independence and Objectivity perspective (refer to the Ethics and independence chapter), and concurred with the disclosures made.

Financial reporting

The Committee carried out its responsibility for monitoring and reviewing the integrity of the PwC UK Financial Statements 2025 by reviewing formal updates provided by management on key accounting developments and by reviewing the financial statements with both management and the external auditors. The significant issues the Committee considered in relation to the PwC UK Financial Statements for the year ended 30 June 2025 are set out below. The Committee has discussed these with Crowe, together with Crowe's Key Audit Matters described in the independent auditor's report on our Financial Statements.

Investment in clients (including revenue recognition)

The Committee continued to review the firm's approach regarding revenue recognition in acknowledgement of the complexity of some of the underlying contracts, the range of potential estimates involved and the accounting judgements required. These reviews included discussions with management and the internal and external auditors. The Committee was satisfied that the firm's approach to revenue recognition and to the valuation of unbilled amounts for client work were appropriate.

Provisions for claims and regulatory proceedings

The Committee considered that this continued to be a complex and higher risk area given the political, regulatory and economic environment and the inherent judgement involved in determining provisions.

The Committee considered the controls that were in place to ensure the appropriateness of judgements and estimates made in determining the level of provisioning. The Committee was briefed by the firm's Deputy General Counsel on the status of claims and regulatory matters involving the firm. While the assessment of provisions is a judgemental matter, the Committee was satisfied that the level of provisions held was reasonable based on the information available.

External audit

The Committee undertakes an annual review of the qualification, expertise, resources and independence of the external auditors and the effectiveness of the external audit process by:

- Reviewing Crowe's plans for the audit of the Group Financial Statements, the terms of engagement for the audit and the proposed audit fee
- Considering the views of management and the Crowe engagement partner on Crowe's independence, objectivity, integrity, audit strategy and its relationship with the Group
- Taking into account information provided by Crowe on its independence and quality control.

The external auditors are engaged to provide non-audit services where there are business benefits in doing so, their objectivity and independence would not be compromised and no conflict of interests would be created.

Suitable approval processes are in place to ensure that these criteria are met before Crowe is engaged to provide non-audit services. Fees paid to Crowe for audit and non-audit services are set out in our Financial Statements. The non-audit assurance services provided during the year related to sustainability reporting, grant claims, regulatory compliance and controls assurance. Non-audit services constituted 21% (FY24: 22%) of Crowe's total fee for the financial year.

Having considered a number of factors including audit effectiveness, business insight, tenure and approach to audit partner rotation, the Committee concluded that it was appropriate for Crowe to be reappointed as external auditor.



Partners, including members of the MB

All partners, including members of the MB, are remunerated solely out of the profits of PwC UK, and partners are personally responsible for funding their pensions and other benefits.

Audit partners and audit staff (which includes staff from other Lines of Service contributing to the audit), are not permitted to be, nor are they incentivised to be, evaluated, promoted or remunerated for the selling of non-audit services to their audit clients. The expectations of audit partners are set out in the ‘Our audit methodology’ section on **page 41**, and audit quality forms a key part of the partner performance appraisal process.

The Audit Chief Risk and Quality Officer is involved in the remuneration discussions for all audit partners to make sure that the process complies with the firm’s policies.

The Audit Partner Remuneration and Admissions Committee (APRAC) is a committee of the Audit Oversight Body (AOB) and provides oversight of the remuneration process for audit partners.

The Talent & Remuneration Committee (subcommittee of the SB, including the INEs) discussed and considered the relativities of the T&RC population (Management Board and UK partners on the Global Leadership Team), including in respect of quality and the risk

review of audit engagements for those partners within the T&RC population with an audit responsibility, including the Head of Audit. The T&RC discussed the Goals, Self Assessments and Moderation Summaries for the T&RC population, taking into consideration the FY25 Balanced Scorecard and The System of Quality Management (SoQM) Report.

The final allocation and distribution of profit to individual partners is made by the Partner Matters Committee, with oversight from the Partners Affairs Committee and, as applicable, the Talent & Remuneration Committee, once performance has been assessed and the annual financial statements have been approved. The SB approves the process and oversees its application.

Each partner’s profit share comprises two interrelated profit-dependent components:

- Performance income – reflecting how a partner and their team(s) have performed.
- Responsibility and equity unit income – reflecting a partner’s sustained contribution and responsibilities (responsibility income) and the partner’s capital contribution (equity unit income).

Each partner’s performance income is determined by assessing achievements against an individually tailored balanced scorecard of objectives, based on the partner’s role.

These objectives take account of our public interest responsibilities by ensuring we deliver quality services and maintain our independence and integrity.

Quality failings identified either through regulatory reviews or internal quality reviews impact the remuneration of audit partners, and other audit and non-audit engagement leaders, through an accountability framework. The Recognition and Accountability Framework (RAF) also seeks to reward good quality audit work delivered by engagement leaders. The APRAC reviews the RAF annually. There is transparency among the partners over the total income allocated to each individual.

Drawings

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

Tax

Our distributable profit per partner is calculated on a pre-tax basis and the taxes borne individually by our partners include both income tax as well as corporation tax on subsidiary profits.

Audit Non-Executives and Independent Non-Executives

- Our INEs and our doubly independent ANE were paid a fee of £125,000 per annum for their services during the year. This had been increased from £100,000 with effect from 1 July 2024 to reflect an increase in the time commitment for these roles.
- The Chair of the PIB received an additional £75,000 per annum, while the Chair of the AOB received an additional £45,000 per annum. These fees had also increased from the previous year from £50,000 and £30,000 respectively with effect from 1 July 2024 to reflect an increase in the time commitment for these roles.
- Where an INE is also a member of the AOB they receive a further £30,000 for this role.
- Where a member of the AOB is also a member of the Audit Partner Remuneration and Admissions Committee (APRAC), they also receive a further £10,000 for this role.
- Where an INE is also a member of a SB Committee, they receive a further £20,000 for this role, with the exception of the Audit Committee, where the INE member receives a further £40,000 for this role.

Biographies of the Audit Oversight Body Members



Caroline Gardner CBE

Caroline is the Senior Independent Director and chair of the Audit Committee at the Wheatley Group. She's a former Auditor General for Scotland and a Fellow and former President of the Chartered Institute of Public Finance and Accountancy. She's a member of the Board of the International Federation of Accountants and served two terms on the International Ethics Standards Board for Accountants.

Audit Oversight Body FY25 meeting attendance

	Length of service*	A	B
Caroline Gardner CBE ◊	3 years, 9 months	5	4
Victoria Raffé †	3 years, 6 months	5	5
Suzanne Baxter †	1 year, 10 months	5	5
Andy Hammond	1 year	5	5
Kenny Wilson	2 years, 5 months	5	5

Suzanne Baxter, and Victoria Raffé’s biographies are included in the Biographies of the Public Interest Body members on **page 108**, Andy Hammond and Kenny Wilson’s biographies are included on **page 110**.

A – Maximum number of formal meetings which could have been attended.
B – Number of meetings actually attended.
† Independent Non-Executive
◊ Considered 'doubly independent', see Changes in AOB membership section
* The Audit Oversight Body was formed in November 2020 and as at 30 June 2025 has been in place for 4 years 7 months.

ANE and INE appointment process

The firm has a defined process for the appointment of Audit Non Executive (ANEs) and INEs (the process for appointing INEs is set out in the Update from the PIB Chair).

As part of the process for nominating a candidate for appointment as an ANE and as a member of the AOB, the firm’s Senior Partner will consult with the Chair of the AOB. In the case where an existing INE is considered for appointment to the AOB, the proposed appointment would not require further SB approval, but would be discussed with the AOB Chair and the SB Chair by any of the Senior Partner, Head of Audit or the General Counsel and Chief Risk Officer.

During the prior year, the Non-Executive Nomination Group was established, providing an opportunity for the Chair of the AOB to discuss ANE skills and succession planning with the Senior Partner, Chair of the PIB, the Head of Audit and the General Counsel and Chief Risk Officer.

Biographies of the Public Interest Body members



Philip Rycroft CB

Philip Rycroft CB is Chair of PwC’s Public Interest Body. During a 30 year career, Philip held senior leadership positions in departments such as the Cabinet Office, Office for the Deputy Prime Minister, Department for Business, Innovation and Skills and the Scottish Executive. Most recently Philip was Permanent Secretary for the Department for Exiting the EU before retiring from the Civil Service in 2019.



Suzanne Baxter

Suzanne Baxter is an experienced chair, director, and finance professional with experience gained across the public, private and charity sectors. Suzanne’s non-executive portfolio includes appointments as Senior Independent Director and Audit Committee Chair at Auction Technology Group PLC and independent member of the PwC Audit Committee. Suzanne’s previous appointments include External Board Member and Audit Committee Chair at Pinsent Masons LLP, CFO of Mitie Group PLC, non-executive director and Audit Committee Chair at Ascential PLC and, following her longstanding work in the area of equality, Commissioner for Equality and Human Rights for Great Britain.



Rob Perrins

Rob joined Berkeley in 1994 and was appointed Chairman in September 2025 after having served as Chief Executive since 2009. Under his management The Berkeley Group Holdings plc has focused on transforming large scale brownfield sites into sustainable mixed-use neighbourhoods, working in partnership with local councils and communities. Throughout his career Rob has worked on projects ranging from single houses, to 30-year urban regeneration sites delivering over 10,000 private and affordable homes. As Chief Executive, Rob champions Berkeley’s unique operating values, which are based on customer focus, design, exceptional placemaking and a commitment to delivery for all stakeholders. Rob has been a Trustee of the Berkeley Foundation since its launch in 2011.



Victoria Raffé

Victoria Raffé is a former director and Executive Committee member of the Financial Conduct Authority (FCA), where she held a number of leadership roles during a 20 year career with the FCA and its predecessor the Financial Services Authority. Since leaving the FCA in 2015 Victoria has focused on non-executive roles in the financial services and tech sectors including founder director and senior independent director at Starling Bank, and is currently Chair of tech firms Inbotiqa and Let’s Think.

The biographies of Simon Ager, Marco Amitrano and Chris Burns can be found on pages 110 and 115 of this report.

	Length of service*	A	B
Simon Ager‡	6 months	2	2
Marco Amitrano‡	1 year	5	5
Chris Burns‡	5 years, 10 months	3	3
Suzanne Baxter†	3 years	5	5
Rob Perrins†	1 year, 9 months	5	5
Victoria Raffé†	5 years, 4 months	5	5
Philip Rycroft CB†	5 years, 5 months	5	5

A – Maximum number of formal meetings which could have been attended. In addition to this number, there were a further 17 meetings held on an ad hoc basis to consider specific matters.

B – Number of meetings actually attended.

‡ MB and SB members of the PIB: Marco Amitrano (from July 2024), Chris Burns (from February 2019 to December 2024), Simon Ager (from January 2025)

† Independent Non-Executive

* The length of service has been calculated as at 30 June 2025

The INE appointment process

The PIB consists of a majority of INEs, and has a robust succession strategy and a clear INE appointment process. INEs are nominated by the Senior Partner, following consultation with the PIB Chair and Chair of the Supervisory Board, and approved by the Supervisory Board. Each INE has a letter of appointment that sets out their rights and duties. The Senior Partner and Supervisory Board respectively decide which members of the Management and Supervisory Boards will sit on the PIB. Terms of office for the INEs are not coterminous, to facilitate rotation in future years. INEs are appointed for an initial three year term and may serve for two further three year terms, up to a maximum of nine years in total.

Each INE letter of appointment includes obligations and restrictions on the INEs in order to ensure they remain independent of the firm. In developing these conditions, the firm considered the AFGC, issued by the FRC, and the Ethical Standard, as well as considering what a reasonable third party would expect of an INE. The firm’s criteria for assessing the independence of an INE from the firm include whether an INE holds any relationships with the firm and its owners, which may be inconsistent with Principle O and Provision 40 of the AFGC. The length of the term served by the INE is also taken into consideration, with the maximum tenure for any INE being nine years in total.

Each INE must go through a thorough independence check and clearance process before they can be appointed. Under the letter of appointment, an INE must comply with certain prohibitions in respect of their financial interests and relationships, including employment relationships, and these form a key aspect of the firm’s criteria for assessing the independence of an INE from the firm’s audit clients.

As part of these prohibitions, an INE or an immediate family member must not control, or have significant influence, over an audit client of the firm or any other PwC firm, or any of its related entities. In the case of an SEC restricted entity, an INE or an immediate family member must not own more than 5% of the outstanding equity securities of that entity. An INE must not be employed by an audit client of the firm or any of its related entities, nor serve as a director (or similar position) of such an entity. An INE must not have an immediate family member who is a director or officer or is employed in a senior executive position with an SEC audit client or any of its related entities. INEs also must not promote, deal in, or underwrite any securities issued by an audit client of the firm or another PwC firm. Each INE must confirm compliance with the letter of appointment in respect of their financial, business and personal relationships before being appointed and, thereafter, annually.

Appropriate indemnity insurance is in place in respect of legal action against an INE and sufficient resources are provided by the firm to enable each INE to perform their duties. This includes access to independent professional advice at the expense of the firm, when considered appropriate and necessary to discharge their duties.

The Non-Executive Nomination Group, comprised of the Senior Partner, the Chair of the PIB, the Head of Audit and the General Counsel and Chief Risk Officer, considers succession planning among the Non-Executive population, including both Audit Non-Executives (ANEs) and other INEs. The Chair of the PIB consults with the Chair of the AOB with respect to AOB succession planning, and the Chair of the AOB has a standing invitation to join the succession planning meetings where ANEs are under consideration. The Chair of the PIB also consults with the other INEs and ANEs in advance of the meetings to ensure the views of the collective are taken into consideration. The Non-Executive Nomination Group meets on a biannual basis. The Non-Executive Nomination Group met in July 2024 and May 2025 and discussed the skills matrix for the ANEs and INEs, and succession planning. The Non-Executive Nomination Group provides updates to the PIB on succession planning for Non-Executive roles for the PIB and AOB.

Biographies of the Management Board and the Supervisory Board

The Management Board

The following partners were members of the Management Board during the year to 30 June 2025:

- Marco Amitrano
- Claire Blackburn
- Ian Elliott* (until 30 September 2024)
- James Fillingham (from 26 February 2025)
- Andy Hammond
- Laura Hinton** (until 30 September 2025)
- Jonathan House
- Hemione Hudson (until 2 September 2024)
- Simon Hunt
- Phillippa O'Connor* (from 1 October 2024)
- Umang Paw
- Claire Reid
- Carl Sizer
- Lucy Stapleton
- Alison Statham

* As at 1 July 2024 Phillippa was on maternity leave. Ian Elliott remained in the role until her return to work.

** Laura Hinton became the Deputy Territory Senior Partner and Managing Partner of the Middle East firm, effective from 1 October 2025. On the same date Carol Stubbings became a member of the UK Management Board as the new UK and EMEA Managing Partner.



Marco Amitrano

Alliance Senior Partner PwC UK and Middle East

Marco was elected as Senior Partner of PwC’s UK and Middle East Alliance in 2024. He’s also Chair of PwC’s EMEA Cluster. He joined the UK Executive Board in 2016, as Head of Consulting, before becoming the firm’s Head of Clients & Markets in 2020, and Managing Partner in 2022.

He has over 30 years of international experience in Advisory and Assurance services at PwC, including leadership roles as Global and UK Head of Risk Assurance Services. During his career to date he has worked with a number of major global clients across a range of industries, most prominently in the Technology, Engineering and Consumer Products sectors, as well as spending time in our Transaction Services and Business Recovery Services businesses.





Claire Blackburn

Head of Tax

Claire is a member of PwC's UK Management Board, where she holds the position of UK Tax Leader, which includes leadership of PwC UK's Tax, Legal and Workforce practices.

Claire has over 20 years of experience as a Tax professional, specialising in Transfer Pricing and the tax implications of business model change.

Prior to taking on her current role, Claire was the Listed and Inbound Market Leader for Tax and she previously undertook a Chief of Staff role for PwC's Senior Partner, alongside a role leading PwC's Strategic Change Programmes, working with the Executive Board of PwC UK.



Ian Elliott

Chief People Officer until 30 September 2024

Ian Elliott was PwC UK's Chief People Officer and Management Board member until 30 September 2024. Ian is passionate about cultivating a fair culture, which embraces difference, and about leading our people as they continue to grow, develop and flourish in their careers at PwC.

Ian has over 20 years' experience of Forensic work and in recent years he has led a number of the most high-profile investigations in the UK for a range of private sector and Government clients.

Ian has extensive experience of investigations into both financial and non-financial matters, typically involving highly sensitive and confidential issues, often across multiple jurisdictions. Ian regularly advises clients on bribery and corruption matters, governance and risk and a range of technology issues, including cyber security and information governance.



James Fillingham

Chief Strategy and Transformation Officer from 26 February 2025

James is the firm's Chief Strategy and Transformation Officer and became a member of the UK Management Board in February 2025.

Before joining the board, James was PwC UK's Strategy & Change Leader and Commercial Strategy Leader. Previously he held various roles within the Deals line of service, including Head of Transaction Services.

James has extensive experience in M&A, specifically working with our largest private equity clients. He's an ICAEW qualified accountant and became a partner in 2003.



Andrew Hammond

Head of Audit

Andy is a member of the UK Management Board and is the UK Head of Audit. He is also a member of the Audit Oversight Body and the Global Assurance Leadership Team.

Prior to becoming the Head of Audit on 1 July 2024, Andy was the PwC UK Audit Regional Market Leader and a member of the firm's Audit Executive and has also held a number of leadership roles within the UK firm's central audit practice. Andy specialises in auditing large multinational listed groups particularly in the industrial manufacturing, pharmaceutical and hospitality and leisure sectors.

Andy is a Chartered Accountant with the Institute of Chartered Accountants in England and Wales (ICAEW) and has over 28 years of experience, having joined PwC in 1995 and becoming a partner in 2009. Andy is also on the Board of Trustees of the Birmingham Hippodrome Theatre Trust.



Laura Hinton

Managing Partner until 30 September 2025

Laura was the UK Managing partner from 1 July 2024 and was also the EMEA Managing Partner from September 2024.

Prior to that role, Laura was the Head of Tax, and she was also Chair of the EMEA Executive Team from September 2022. From June 2016 to January 2022, Laura was PwC UK's Chief People Officer and member of the Executive Board.

Laura has over 25 years' experience as a business consultant, specialising in HR and Workforce transformation, operating model programmes and culture change. She is an ICAEW Chartered Accountant and became a PwC partner in 2006.

On 1 October 2025 Laura became the Deputy Territory Senior Partner and Managing Partner of the PwC Middle East firm.



Jonathan House

Head of Consulting

Jonathan House is the PwC UK head of Consulting and has been a member of the UK Management Board since July 2024. He was previously the UK Consulting Markets and Services Leader and the UK Transformation Platform Leader. He has extensive experience supporting clients with the enterprise-wide transformation of their businesses in the UK and the Middle East.

Jonathan joined PwC's Government and Public Services practice in 2013. His extensive experience, both within PwC and in his prior roles, has focused on business model redesign in the public and private sectors.

Before joining PwC, Jonathan was the Chief Executive of Cardiff City Council and Police Commander for the City of Sheffield. Jonathan holds a BSc (Hons), MSc and MBA. He represented PwC on the Management Consulting Association (MCA) Board from November 2020 to July 2024.



Hemione Hudson

UK Chief Network Officer from 1 July 2024 until 2 September 2024

Hemione was the UK Chief Network Officer and PwC EMEA Executive Chair from 1 July 2024 until 2 September 2024.

Since joining the UK Management Board in 2016, Hemione led PwC's UK Assurance and then Audit business and has also served as the UK firm's Head of Reputation. She's a fellow of the Institute of Chartered Accountants in England and Wales (ICAEW) and has over 28 years of experience, having joined PwC in 1995 and became a partner in 2007. Hemione has specialised in auditing and advising clients in the banking and broader financial services sectors and has worked with a range of Global, European and UK-based clients.



Simon Hunt

Chief Financial and Administrative Officer

Simon is the PwC UK Chief Financial and Administrative Officer, becoming a member of the Management Board in July 2024. He graduated from Sheffield University and joined the firm in 1997, making partner in 2007 at the end of a 5 year secondment to Japan. Throughout his time in the firm, Simon has specialised in auditing and advising clients in the banking and financial services sector working with a range of Global and UK based clients.

Prior to his current role, Simon was the Chief Operating Officer of our Audit business and a member of the Audit Executive for 5 years. He has also previously led our Banking and Capital Markets audit practice and was Chief Operating Officer of our UK Financial Service practice and a member of the UK Financial Services leadership team for 4 years. Simon is a Chartered Accountant with the ICAEW.



Phillippa O'Connor

Chief People Officer from 1 October 2024

Phillippa is PwC UK's Chief People Officer. She has over 20 years of experience as a business consultant, working with boards and HR directors to solve a wide range of issues in the people space, including pay, diversity, equity and inclusion issues and broader HR transformation. Phillippa has been a partner at PwC UK since 2007 and, prior to joining the board, she was the ESG (Environment, Social and Governance) Leader for Tax, Legal & Workforce.

Phillippa graduated from St Peter's College, University of Oxford with a degree in Politics, Philosophy and Economics and is a qualified Chartered Accountant. In addition to serving on the Management Board, Phillippa continues to work with global clients to support them with pay, performance management and talent challenges.



Umang Paw

Chief Technology Officer

Umang is PwC UK's Chief Technology Officer and joined the Management Board in July 2024. He has a BEng in Software Engineering and has over 20 years of technology and business experience, specialising in forensic technology early in his career, supporting his clients with digital led investigations in the UK and across the world. Umang led PwC's Forensics business, was the CTO of our Deals business and was responsible for embedding AI across our services portfolio before joining the Management Board.

As the PwC UK Commercial CTO he works closely with Technology leaders from across the PwC Network, our Alliance Partners and clients to innovate and create technology, AI and data solutions to transform businesses.



Claire Reid

Head of Risk

Claire is PwC UK's Head of Risk and has been a member of the Management Board since July 2024. Prior to this role, Claire was the UK Restructuring & Forensics Business Leader in the Deals Line of Service and has also previously held a number of leadership roles within Risk as well as being the Regional Leader for Scotland, where she oversaw the firm's audit, deals, consulting, risk and tax businesses there.

Claire has extensive experience in leading clients through digital transformations, cyber and information security and IT risk and assurance. During her career at PwC, Claire has lived and worked overseas in San Jose and San Francisco, and currently resides in Glasgow, Scotland.



Carl Sizer

Chief Markets Officer

Carl is PwC UK's Chief Markets Officer, responsible for go-to-market strategy, brand, pipeline management and client service delivery.

Since 2020, Carl has been on the UK Management Board, previously serving as Head of Regions and Platforms. With over 25 years of international experience in assurance and advisory services, mainly in financial services, Carl led the National Banking & Capital Markets Audit practice and the Midlands Financial Services team. He co-chairs the UK Competitiveness Committee of the CBI and is a member of the Institute of Chartered Accountants in England and Wales and the Institute of Chartered Accountants in Scotland.



Lucy Stapleton

Global Deals Lead and UK Head of Deals

Lucy is the PwC UK Deals leader and has been on the UK Management Board since 2022. In the UK, Lucy oversees the running of our Transaction Services, Strategy& and Lead Advisory & Restructuring businesses. She also holds the role of PwC Global Deals Leader, where she leads a team of cross-territory Deals partners and over 20,000 professionals, to define and execute our global deals strategy.

Lucy has over 25 years experience in advising private equity and corporate clients on multinational carve outs and vendor due diligence; bid defence; buy-side due diligence and was the founder of PwC UK's market-leading healthcare transaction services practice. Lucy is a Chartered Accountant, member of the ICAEW and has been a PwC UK partner since 2006. In addition to her market focus, Lucy has been the UK Pharmaceutical and Life Sciences Leader; Chief Operating Officer for Deals and People Leader for Transaction Services.



Alison Statham

Chief Risk Officer and General Counsel

Alison is the UK firm’s Chief Risk Officer and General Counsel and has been a member of the Management Board since 1 July 2020. Alison leads the Office of the General Counsel and the Risk Management function for the UK firm, and is responsible for our Quality agenda, regulatory engagement and for providing counsel to Network matters. She attends the meetings of the Public Interest Body and the Audit Oversight Body, and the Supervisory Board Risk Committee.

Before joining the Management Board, she was the firm’s Deputy General Counsel overseeing a wide range of commercial, risk, regulatory, governance and other practice issues. Prior to joining PwC, Alison qualified as a solicitor at Linklaters and worked in private practice specialising in commercial litigation with an emphasis on professional services. She graduated from King’s College London with a degree in law and holds a Masters in International Business Law.



Carol Stubbings

UK and EMEA Managing Partner from 1 October 2025

From 1 October 2025 Carol became the UK and EMEA Managing Partner, responsible for executing our UK strategy, overseeing our clients and markets activities, and managing business planning and performance. She's also responsible for our transformation strategy and managing investments to ensure we remain relevant to our clients.

Carol has more than 16 years of experience in the UK and global leadership roles including Global Tax and Legal Services Leader and more recently Global Chief Commercial Officer. With more than 25 years of experience working with large multinational organisations, Carol is passionate about building trusted client relationships and delivering quality services.

	Length of service*	A	B
Marco Amitrano	8 years	12	10
Claire Blackburn	1 year	12	11
Ian Elliott	2 years, 9 months	3	3
James Fillingham	4 months	5	5
Andy Hammond	1 year	12	10
Laura Hinton	8 years	12	11
Jonathan House	1 year	12	12
Hemione Hudson	7 years, 2 months	2	1
Simon Hunt	1 year	12	11
Phillippa O’Connor	9 months	10	10
Umang Paw	11 months	11	10
Claire Reid	1 year	12	11
Carl Sizer	5 years	12	11
Lucy Stapleton	3 years, 6 months	12	11
Alison Statham	5 years	12	12

Based on parental occupation using the Social Mobility Commission’s recommended measure of socio-economic background 23% of the Management Board at 30 June 2025 are from a lower socio-economic background.

A – Maximum number of formal meetings which could have been attended. In addition to this number, there were a further 17 meetings held on an ad hoc basis to consider specific matters. B – Number of meetings actually attended.
* The length of service has been calculated as at 30 June 2025

The Supervisory Board

The following partners served as members of the Supervisory Board (SB) during FY25.

Marco Amitrano was elected to the SB as Alliance Senior Partner on 1 July 2024. Marco’s full bio is on [page 110](#).



*Chris Burns

Chair from 1 January 2019 until 31 December 2024 (Elected to the SB on 1 January 2017 for a four-year term and re-elected on 1 January 2023).

Chris stood down as an elected member of the SB on 31 December 2024 and as a Global Board member continued as an ex-officio SB member until 30 June 2025.

Chris served as Chair of the UK Supervisory Board and Alliance (UK and Middle East) Supervisory Board until 31 December 2024. He was also a member of the Talent & Remuneration Committee and the firm's Public Interest Body. In 2020, Chris was elected to the Global Board of the international PwC Network, acting as Chair of the Remediation Committee and serving on the Global Markets Committee until 30 June 2025. He is based in London, focused on leading multinational audits since becoming a partner in 2005.



Simon Ager

Chair from 1 January 2025 (Elected to the SB on 1 January 2021 for a four-year term and re-elected on 1 January 2025).

Simon is a Tax partner in our Deals Tax team. Simon qualified as a solicitor before joining PwC in 2005. Simon focuses on advising clients on the tax aspects of transactions and has over 25 years professional experience.

Simon was elected to the Supervisory Board from 1 January 2021 and from 1 January 2023 was the Deputy Chair. He is also a member of the Talent & Remuneration Committee, the firm's Public Interest Body and of the Alliance (UK and Middle East) Supervisory Board from 1 January 2025. He was a member of the Partner Affairs Committee from January 2023 to December 2024 and is a member of the Partner Savings Committee.



Marco Amitrano

(Elected to the SB as Alliance Senior Partner on 1 July 2024)

The Senior partner sits on the Supervisory Board (as an ex-officio member). Marco’s full bio is on [page 110](#).

* Those marked with an asterisk will serve until 31 December 2026, and the others until 31 December 2028. Ex-officio members of the SB are the Senior Partner (Marco Amitrano), together with Duncan Skailes and Chris Burns as members of the Global Board.



Imran Farooqi

(Elected to the SB on 1 January 2021. Stood down from the SB on 31 December 2024)

Imran is a Deals partner in Forensics. He specialises in delivering global Anti-Money Laundering, Know Your Customer compliance programmes in the Corporate & Investment Banking sector. He joined the firm in 2015 after 10 successful years at another Big 4, where he was responsible for delivering a number of critical compliance related regulatory programmes. Imran was elected to the Supervisory Board in January 2021 and was a member of the Risk Committee, serving as Chair of the Risk Committee from January 2023 to December 2024. He was also a member of the Partner Affairs Committee until 31 December 2024.



Karen Finlayson

(Elected to the SB on 1 January 2021 and stood down from the SB on 31 December 2024)

Karen was a partner in our Risk Line of Service where she specialised in governance, risk, controls and internal audit across the government and public sector. She was also the Lead Client Partner for NHS National Bodies. Karen joined the firm in 1997 and became a partner in 2015. She was elected to the Supervisory Board on 1 January 2021 and was a member of the Risk Committee, Partner Affairs Committee and was the Channel Island Protector until 31 December 2024.



Sandie Grimshaw

(Elected to the SB on 1 January 2021 and stood down from the SB on 31 December 2024)

Sandie is a Consulting Risk partner focused on working with client facing partners to navigate bidding, contracting and delivering complex transformation engagements. Sandie was elected to the Supervisory Board on 1 January 2021 and was appointed as a member of the Partner Affairs Committee having served as Chair of the Partner Affairs Committee from January 2023 to December 2024.



***Zelf Hussain**

(Elected to the SB on 1 January 2023)

Zelf is a Deals partner in the Restructuring team and also serves as the Deals Consumer Markets Leader. With over 25 years of experience, he brings deep expertise in guiding companies through complex financial situations. He was elected to the Supervisory Board on 1 January 2023, and is a member of the Partner Affairs Committee having been appointed as Chair of the Partner Affairs Committee on 1 January 2025. He also became Chair of the Territory Admission Committee in July 2023, which oversees the admission of direct admit and internal promotions to partners. Zelf also served on the Audit Committee from January 2023 to December 2024.

* Those marked with an asterisk will serve until 31 December 2026, and the others until 31 December 2028. Ex-officio members of the SB are the Senior Partner (Marco Amitrano), together with Duncan Skailes and Chris Burns as members of the Global Board.



***Andy Key**

(Initially elected to the SB on 1 January 2019 and was re-elected to the SB on 1 January 2023)

Andy is a Consulting partner with broad public and private sector experience. He joined PwC's management consulting practice in 1995, rejoined in 2005 after scaling tech start-ups, and became partner in 2009. He now leads our UK Government and Public Sector Consulting business and holds multiple client and market roles. Andy served as Deputy Chair of the Supervisory Board (2021–2022), has chaired the Talent & Remuneration Committee, and was a member of the Audit Committee. He joined the Risk Committee in 2025, sits on the PwC Middle East and Alliance Supervisory Boards, and was elected to PwC's Global Board in 2025.



***Mark Pugh**

(Elected to the SB on 1 January 2023)

Mark is an Audit partner based in London. He joined the firm in 1993 and became a partner in 2004. Mark has experience in leading the audits of multinational and listed groups in the financial services sector. He was also the Business Unit leader for our Asset & Wealth Management audit practice from 2017 to 2021.

Mark joined the Supervisory Board on 1 January 2023 and from 1 January 2025 was appointed the Deputy Chair to the Supervisory Board and Chair to the Talent & Remuneration Committee. He also served on the Audit Committee and the Risk Committee from January 2023 to December 2024.



***Brendan O'Driscoll**

(Elected to the SB on 1 January 2023)

Brendan is a partner in our Deals business, where he specialises in financial due diligence on M&A transactions. He joined the firm in 1997 and became a partner in 2012.

Brendan was elected to join the Supervisory Board from 1 January 2023 and was appointed as member of the Risk Committee in January 2023, being appointed as the Chair of the Risk Committee on 1 January 2025. Brendan was a member of the Talent & Remuneration Committee from January 2021 to December 2024.



***Danielle Perfect**

(Elected to the SB on 1 January 2023)

Danielle is a partner in the firm's Office of General Counsel, overseeing the provision of non-contentious legal advice to partners and staff, with a particular focus on our Government & Public sector. Danielle is a qualified solicitor with over 20 years legal experience. Prior to joining PwC, she worked in private practice as well as a number of in-house roles, specialising in commercial and technology law. Danielle was elected to the Supervisory Board on 1 January 2023 and is a member of the Talent & Remuneration Committee and also sits on the PwC Middle East and Alliance Supervisory Boards from June 2025. Danielle served as a member of the Audit Committee from January 2023 to December 2024.

* Those marked with an asterisk will serve until 31 December 2026, and the others until 31 December 2028. Ex-officio members of the SB are the Senior Partner (Marco Amitrano), together with Duncan Skailes and Chris Burns as members of the Global Board.



Duncan Skailes

(Initially elected to the SB on 1 January 2007 and stood down from 26 June 2025)

Duncan is a Deals partner in London. He joined the firm in 1987 and became a partner in 1999. Duncan rejoined the Supervisory Board in April 2017 when he became a member of the Global Board, the body responsible for the governance of the PwC Network, and was a member of the Supervisory Board of PwC Middle East and Alliance Supervisory Board until June 2025. Duncan stood down from the SB in June 2025 to coincide with him stepping down from the Global Board.



***Dave Walters**

(Elected to the SB on 1 January 2021 and stood down on 31 December 2024)

Dave was a partner in the Audit practice based in Birmingham within the Risk and Quality function, where he specialised in corporate accounting issues. He joined the firm in Birmingham in 1989 and became a partner in 2013. He joined the Supervisory Board on 1 January 2021. Dave was appointed as a member of the Audit Committee in January 2021, was Chair of the Audit Committee from February 2022 to December 2024. Dave was a member of the Partner Affairs Committee from January 2021 to December 2022.



***Kenny Wilson**

(Initially appointed to the SB on 4 April 2019 and re-elected to the SB on 1 January 2023)

Kenny is an Audit partner with experience of working with both listed and privately owned companies. He joined the firm in 1993 and became a partner in 2007. Kenny joined the Supervisory Board in April 2019, acting as Chair of the Audit Committee until February 2022 and remaining a committee member until December 2022. He was reappointed as Chair of the Audit Committee in January 2025. Kenny was a member of the Partner Affairs Committee from January 2023 to December 2024 and served on the Risk Committee from April 2019 to December 2022. He currently sits on the PwC Partner Savings Governance Committee and the firm's Audit Oversight Body, and holds a standing invitation to attend meetings of the firm's Public Interest Body.



Jo Leeson

(Elected to the SB on 1 January 2025)

Jo is a partner in our Audit practice where she works with multi-nationals, listed and large private companies. She joined the firm in 1994 and spent 3 years working in Toronto from 2000 - 2003. On returning to the UK firm, she rejoined the audit practice and became a partner in 2009.

Jo was elected to the Supervisory Board on 1 January 2025, and is a member of the Partner Affairs Committee and Risk Committee. Jo is also one of the SB Engagement co-leads from January 2025.

* Those marked with an asterisk will serve until 31 December 2026, and the others until 31 December 2028. Ex-officio members of the SB are the Senior Partner (Marco Amitrano), together with Duncan Skailes and Chris Burns as members of the Global Board.



Rebecca Cooke

(Elected to the SB on 1 January 2025)

Rebecca is a partner in our Risk business where she advises her clients in relation to risk, governance, controls and internal audit, as well as leading our regional practice. She's also a lead client partner on the firm's priority client programme. She was appointed to the partnership in 2014.

Rebecca was elected to the Supervisory Board on 1 January 2025, and is a member of the Partner Affairs Committee and Audit Committee. Rebecca is also one of the SB Engagement co-leads from January 2025.



Jeremy Webb

(Elected to the SB on 1 January 2025)

Jeremy is the Chief Risk Officer for the Deals business, having been a financial restructuring partner focused on complex and cross-border assignments prior to that. He joined the firm in 1996 and became a partner in 2012. As a partner, he spent three years working in our New York office, before returning to London in 2018.

Jeremy was elected to the Supervisory Board on 1 January 2025, and is a member of the Partner Affairs Committee and Audit Committee.



Heather Varley

(Elected to the SB on 1 January 2025)

Heather is a partner in our Audit practice specialising in Banking and working with listed, mutual and privately owned businesses. She joined the firm in 1997 before becoming a partner in 2013.

Heather was elected to the Supervisory Board on 1 January 2025, and is a member of the Talent & Remuneration Committee and Audit Committee as well as serving as the Channel Island Protector.



Robin McBurnie

(Elected to the SB on 1 January 2025)

Robin is a partner in our Consulting business where he leads our Oracle Alliance business and implements finance transformation projects enabled by technology. He was also the Market Senior Partner of our Glasgow office for the last 5 years. He was appointed to the partnership in 2017.

Robin was elected to the Supervisory Board on 1 January 2025, and is a member of the Partner Affairs Committee and Risk Committee.

	Length of service*	A	B
Chris Burns**	8 years, 6 months	12	12
Simon Ager	4 years, 6 months	12	12
Marco Amitrano	1 year	12	10
Imran Farooqi	4 years	6	6
Karen Finlayson	4 years	6	4
Sandie Grimshaw	4 years	6	6
Zelf Hussain	2 years, 6 months	12	11
Andy Key	6 years, 6 months	12	11
Brendan O'Driscoll	2 years, 6 months	12	12
Danielle Perfect	2 years, 6 months	12	10
Mark Pugh	2 years, 6 months	12	11
Duncan Skailes***	13 years, 2 months	12	12
Dave Walters	4 years	6	6
Kenny Wilson	6 years, 3 months	12	12
Jo Leeson	6 months	6	6
Rebecca Cooke	6 months	6	6
Jeremy Webb	6 months	6	6
Robin McBurnie	6 months	6	6
Heather Varley	6 months	6	6

A – Maximum number of formal meetings which could have been attended. In addition to this number, there were a further nine meetings held on an ad-hoc basis to consider specific matters.
B – Number of meetings actually attended.
* The length of service has been calculated as at 30 June 2025

**Chris Burns was a member of the SB for 8 years, stepping down on 31 December 2024 as an elected SB member and continuing in an ex-officio capacity in his Global Board role.

***Duncan Skailes was a member of the SB for six years, stepping down in 2012, and rejoined the SB as an ex-officio member when he joined the Global Board in 2017.



Appendix B: Principal risks and responses

Our process for identifying and assessing principal risks

The Audit Firm Governance Code 2022 sets out that the firm should conduct, at least annually, a review of the effectiveness of the firm's risk management and internal control systems, covering all material controls such as financial, operational and compliance controls, and risk management systems, as well as the promotion of an appropriate culture underpinned by sound values and behaviour within the firm.

The MB takes overall responsibility for establishing systems of risk management and internal control and for reviewing and evaluating their effectiveness. The day-to-day responsibility for implementation of these systems, the ongoing monitoring of risk, and the effectiveness of controls rests with senior management.

In the year ended 30 June 2025, we have carried out a robust assessment of the principal risks facing the firm. This included considerations of risks that would threaten the firm's business model, future performance, and solvency or liquidity. We performed analysis of the external environment the firm operates in, which is becoming increasingly complex and interconnected with risks materialising more quickly as a result.

We also considered Internal Audit activity that is performed throughout the year.

The principal risks therefore bring together external and internal insight to understand the underlying risks the firm faces and agreed mitigation strategies, grounding ourselves for navigating the changing, complex environment we find ourselves in.

The MB recognises the importance of continuing to evolve our business to remain relevant to our clients, whilst also being resilient to change and regular scrutiny, and continually reviews the risks and mitigations as part of their decision-making process. Each of our Lines of Service also have dedicated teams considering these risks in real time, under the MB's direction.



Principal risks and responses for FY25

The pace of change across markets, technology, and the geopolitical landscape continues to accelerate and drive a more complex and unpredictable risk environment. This year’s principal risks assessment identifies the most pressing exposures facing the firm, both within our organisation and in the environment we operate in. Many of the risks that have been emerging over the past few years are now impacting us. They are not static and evolve alongside the firm's strategic priorities, the shifting needs of our clients and people and the external environment in which we operate.

Externally, the forces reshaping the market are significant. Technological disruption, changing client needs, and the emergence of new competitive threats are redefining how we deliver services and value to our clients. Ensuring our go-to-market priorities remain aligned to market demand is essential to sustaining relevance and competitiveness.

Within the UK firm, we are continuing to invest in and evolve the foundations of our business. The continuing enhancement of our commercial data strategy and the responsible adoption of AI are key parts of this. However, delivering value from these initiatives depends not only on the technology and data infrastructure, but also on driving behavioural change to embed new work practices to better harness these assets. The increasing complexity of our operations makes clear and effective collaboration across teams more critical than ever, particularly between delivery, technology, and Lines of Service. At the same time, we are balancing competing pressures on cost, quality, and investment.

As part of a global PwC Network, we benefit from scale, innovation, and shared capabilities. At the same time, we operate within an interconnected structure where global decisions – on areas such as AI, delivery models, or acceptance standards – can directly shape local implementation. Managing this complexity requires strong alignment across the Network, clear accountabilities, and a sustained focus on quality, reputation, and operational resilience, ensuring that local actions consistently uphold the high standards expected of our brand.

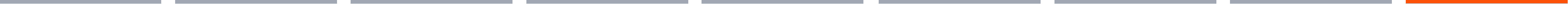
Our people and culture remain central to our long-term success. Evolving workforce expectations, generational diversity, and ongoing shifts in how leadership is defined are shaping how we think about talent, development, and the experience we offer. Work is underway to continue to strengthen the consistency of our culture across the firm. Strategic workforce planning is also supporting changes to our talent model, to drive a more skills-based organisation model.

Finally, resilience and agility remain strategic priorities. The firm must be prepared to respond to macroeconomic volatility, geopolitical shifts, and operational disruptions. This includes understanding the implications of increased cross-border activity and evolving delivery models, and ensuring we have the capabilities in place to adapt quickly when needed. In an environment that is more unpredictable than ever, proactive scenario planning is critical to strengthening our preparedness and enabling faster, more confident decision-making.

The risk register highlights the key risks requiring attention over the year ahead. It also provides a platform for deeper reflection on the actions, decisions, and investments that will shape our ability to navigate uncertainty and deliver on our strategic ambition.

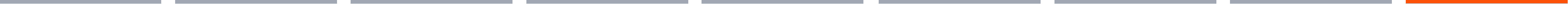


FY25			Risk trend direction	
Risk landscape		Key Mitigants	FY23	FY24
Our Client Services				
Audit services delivery quality Engaging with an inappropriate client or the delivery of services below expected standards in the UK firm or the wider PwC Network could lead to a significant audit quality failure, resulting in reputational risk, litigation, and/or regulatory action.	<ul style="list-style-type: none">There is continued regulatory scrutiny and a challenging litigation environment in the audit market.Careful consideration of organisations as part of the acceptance and continuance process will continue to be important.There is continued exposure to issues arising from other firms in the PwC Network such as potential quality failures and the response to these by non-UK regulators, which may result in contagion or delivery risks for the UK.Workforce planning efforts are focused on building and retaining critical skills to ensure the execution of consistent high-quality audits.	<ul style="list-style-type: none">Culture is key to the delivery of consistently high-quality audits and is at the centre of our Audit Strategy. Our audit culture, articulated through our audit behaviours is supported by:<ul style="list-style-type: none">The system of quality management;The Single Quality Plan (SQP);A clear governance structure and a practice that is operationally separate from the rest of the firm.The Quality Management for Service Excellence (QMSE) Framework provides a model for quality management including audit quality and is designed to meet the requirements of ISQM 1 and QC 1000. We undertake an annual compliance review of policies, processes and controls relating to audit quality.Regular reporting on audit quality and internal quality control procedures to various governance committees including the Audit Executive, the Management Board and the Audit Oversight Body.Client engagement, acceptance and continuance processes, including the Audit Tender Acceptance Process and Client Committee.Real-time support for engagements through Real-time reviews of active engagement files.Continuous Improvement team focused on root cause analysis, dynamic issue identification and action planning.Quality reviews of PwC network firms, including the UK firm.Monitoring and review of key performance indicators.	↔	↔
Non-audit services delivery quality Engaging with an inappropriate client or the delivery of services below the expected standards in the UK firm or the PwC Network could result in a significant service quality failure, leading to a potential service failing, significant costs to remedy, reputational risk, perceived or actual conflicts of interest, litigation and/or regulatory action.	<ul style="list-style-type: none">Reputational and regulatory scrutiny in relation to quality continues to intensify.Our delivery ecosystem has grown more complex, driven by a deeper reliance on alliances, subcontractors and technology, which is amplifying risks around delivery consistency, oversight and accountability.Challenging external environment continues with increased competition and likelihood of higher-risk engagements across the portfolio.The scope of work that we are performing, the client situations we are supporting, the length of contracts and the use of technology, including the licensing of technology to clients, are remaining complex.Execution Management Services, which can have different risk profiles to other types of typical services, continues to be a focus area for the business.Continued public / regulatory scrutiny over our management of perceived conflicts of interest arising from the provision of non-audit services to audit clients.Evolving skills and resources needed to deliver specific engagements, in particular technology and data.Network failures may result in some contagion risk for the UK.	<ul style="list-style-type: none">Recruitment standards and staff development procedures supporting the development of skills which underpin our quality requirements.Refresh of recruitment processes to continue to adhere to a clear set of standards to help ensure that we recruit people with the right technical skills and competencies.Client engagement and acceptance processes, including Line of Service Panels and Client Committee.Client engagement standards supported by methodologies and tools.Continue to establish quality policies, processes and procedures.Continue monitoring and reporting of higher risk engagements, including use of Delivery Governance Forums;Firmwide Quality Partner (‘QP’) programme.Quality reviews of PwC network firms, including the UK firm.Monitoring and review of key performance indicators by various governance groups including the Management Board.	↔	↑

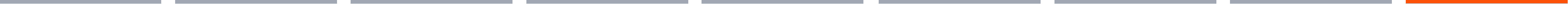


FY25			Risk trend direction		
	Risk landscape	Key Mitigants	FY23	FY24	FY25
	Evolving client services and products Insufficient investment in evolving services/products, including leveraging technology, data, and alliances, to meet changing market and client needs could make us less relevant and competitive, leading to poor business performance.	<ul style="list-style-type: none">As the market evolves, we must remain agile in responding to changing client needs and broader market shifts, especially amid growing competition and disruption.Client expectations continue to rise, with increasing demand for speed, innovation, and demonstrable value from services and solutions.This will require modernising existing propositions to embed data, AI, alliances, and emerging technologies, as well as creating new propositions, including AI-enabled solutions. Both efforts are complex to design and deliver, creating risks to commercial viability and scalability.Success depends on agile delivery models and activation of the broader ecosystem — leveraging data, technology partnerships, access to SDCs, and global assets to accelerate time to market.Potential for new services to lead to increased regulatory and independence requirements.			
	Evolving delivery models and collaborations with third parties Insufficient evolution and management of resilient delivery models, including the failure to appropriately use Service Delivery Centres and third parties, could lead to quality issues, delivery disruption, financial and/or reputational risks.	<ul style="list-style-type: none">Regulatory and legal risks are intensifying, particularly in relation to cross-border data transfers, AI and automation deployment, alongside evolving sanctions compliance.Access to offshore talent and working practices become increasingly important as we change to team extension models, increase complexity of work and staff engage directly with end clients.Focus on improving efficiencies and evolving the way we deliver client services.Increased reliance on resilience/business continuity of entities providing services to our clients from entities outside PwC UK. Increased demand for non-core skills and services to be provided by third parties in the delivery to clients.Increased use of alliances as part of our services to clients.			
		<ul style="list-style-type: none">Monitoring of client trends and our performance in the market.Continued focus on upskilling programme to provide partners and staff with enhanced business and commercial skills.Management Board review and consideration of new client service and product offerings.Client Committee involvement in acceptance of higher risk engagements and new significant offerings.Markets Leadership Team (MLT) in place to execute go-to-market strategy.Technology Panel in place for all new services proposed which involve a technology element.			
		<ul style="list-style-type: none">The Acceleration Centre (AC) hub now governs and controls the use of any new offshore centres and supply lines.Risk Partner appointed to lead on offshore thematic risks working with the AC Hub.Central SME teams are getting more involved in offshore activities (briefings, connecting with AC equivalents etc).Additional training being provided to Line of Service Risk Management functions on risks associated with offshore delivery.Internal focus on relevant on-boarding, training and operating processes and procedures.Third party risk management in place to ensure risks associated with third parties and the use of third-party platforms are identified and managed throughout the lifecycle of engagements.EMEA Alliance Impact Centre provide advice and guidance on integrated solutions and how to apply them to clients.New appointments made to enhance the governance and oversight of Service Delivery Centres.			

FY25			Risk trend direction		
Risk landscape		Key Mitigants	FY23	FY24	FY25
Our People					
<p>People (current)</p> <p>Ineffective attraction, development, and retention of the talent required to meet our current people and client needs, including creating and maintaining a diverse and inclusive culture, supporting an agile workforce, promoting employee wellbeing, and ensuring compliance with professional requirements and firm procedures, could hinder our ability to deliver effectively and address unacceptable behaviour.</p>	<ul style="list-style-type: none">• The firm’s ability to remain agile depends on continued upskilling of the onshore & offshore workforce to meet evolving demands.• Evolving expectations of our multi-generational workforce, in particular at the most junior grades, and the increasing use of offshore / delivery models is changing what people expect from the firm as an employer, and what we need our people to do.• Importance of a diverse workforce and the risk of not achieving targets set such as a narrowing of pay gaps.• Evolving skills needed to deliver services to clients including the increasing need for technologists and the challenge in attracting and retaining them in professional services.• Further changes implemented by the Home Office on minimum salary requirements for work visas continue to impact our diversity and location strategies and future workforce approach.• Failure to invest in workforce development today could limit the firm’s ability to adapt at pace, as agility becomes increasingly critical to strategic execution.	<ul style="list-style-type: none">• Evolving our skills enabled approach with the launch of SkyHive and Growth Centre and the embedding of the Evolved PwC Professional.• Monitoring and review of key performance indicators by the Management Board, including staff surveys, external data and regular client feedback.• Diversity targets and action plans in place. Equal pay audit completed annually.• Regular review of the Learning and Development curriculum to ensure it supports the development of the skills and behaviours required for our people to deliver their roles which align to our culture and strategy.• Regular reviews of the market for student and experienced talent to benchmark the firm’s relative competitive position and ensure agile management of resources.• Use of various communication and discussion channels to engage with our people.• Continued practical focus on building people engagement and supporting retention.• Our Firmwide Mental Health Strategy continues to help create a culture where people are encouraged to discuss and take care of their mental wellbeing	↓	↔	↔
<p>People (future)</p> <p>Neglecting to adapt people strategies today to be ready for changes in employee expectations and business models in the future, including: offering an appealing proposition to future talent, developing necessary skills and leaders, adapting to changing technology and business processes, maintaining firm culture, and implementing strategic workforce planning, could restrict our ability to attract and retain the right talent, hinder the development of future business skills and leaders, and negatively impact our ability to anticipate and adapt to changing people and client needs.</p>	<ul style="list-style-type: none">• The acceleration of the pace at which new disruptions with profound people impacts come (e.g. technology, including AI and evolving delivery models) make it increasingly difficult to define trends and anticipate how the future people model will look.• The profile of future Partners will evolve, with different skills, experiences, and leadership attributes required to meet changing client demands and lead a more technology-enabled firm.• Expectation that future workforce will need different skills from existing workforce, presenting challenges around recruitment, reskilling and upskilling our people.• Changing needs of clients and the importance of our people continually developing skills (e.g. technology and data analytics) to provide high-quality services to clients.• Evolving expectations of employees potentially negatively impacting the attractiveness of the firm and professional services to highly talented individuals.• The ability to attract and retain diverse talent depends on compelling early career pathways, flexible development frameworks, and a People Value Proposition aligned with modern workforce expectations.• Higher levels of experienced recruitment creates potential challenges regarding sustaining our culture and creates potential challenges around our ability to support junior talent in early stages of career development.	<ul style="list-style-type: none">• Network wide activation of our new PVP (People Value Proposition) is imminent and will further align our engagement and inclusion strategy across the network.• Implementation of the Shadow Leadership Team to help engage with a multi-generational, cross grade population to help identify the direction needed to cultivate the leaders of the future.• People strategies are regularly reviewed and updated to ensure they are relevant.• New FY26 diversity and inclusion targets and action plans being defined and monitored against.• As we focus on high performance and simplification one of our key priorities will be a comprehensive review of the year-end performance management process, with a particular focus on the approach to moderation.• Strategic workforce planning activities performed across the business to plan for the future workforce model.• Fully embedding new technologies to support the transition to a skills enabled workforce.	↔	↔	↑



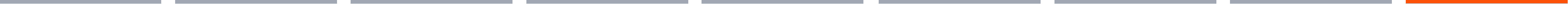
FY25			Risk trend direction		
Risk landscape		Key Mitigants	FY23	FY24	FY25
Our Operations					
Financial performance Inadequate business and financial management and lack of adaptability to internal and external forces impacting the business, including macroeconomic developments, changing market conditions and evolving delivery models, could result in an ineffective or sub optimal response to financial pressures, leading to constrained growth and profitability, working capital pressures, and reduced financial resilience to withstand a crisis.	<ul style="list-style-type: none">• Uncertainty arising from the geopolitical and macroeconomic environment remains relatively heightened. Mitigating controls currently in place remain appropriate and proportionate although we continue to monitor this closely. Revenue growth is challenged by these conditions.• AI and automation are changing traditional pricing models, necessitating proactive adjustments in commercial approaches, contracting, and client communications.• The firm needs to manage its cost base to ensure ongoing market competitiveness, including in response to short-term financial pressures, and to enable investment in future growth areas, including disruptive technologies, new services, and talent.• The UK Government's employment and fiscal reforms are contributing to increased people-related cost and compliance pressures across PwC UK's operating model.• Expectation of the continuation of a variable trading environment requiring continual monitoring of mitigating controls.• HMRC Basis Period Reform is leading to an acceleration of tax related cash outflows, which without suitable management will lead to reduced balance sheet strength.• Highly competitive business environment requires careful assessment and investment opportunities to ensure successful execution of our investment growth strategies.	<ul style="list-style-type: none">• Comprehensive budgeting and planning processes that look forward 3 years across multiple scenarios, covering growth, profitability, resourcing and working capital perspectives.• In times of heightened economic uncertainty, more detailed scenario planning is performed to support timely decision making.• Regular monitoring of the business through the Management Board, Chief Financial & Administrative Officer, Chief People Officer and Risk forums. Use of forward-looking sales, financial and resource deployment forecasts and assessments.• Client Committee to ensure that the case for higher risk opportunities is carefully assessed prior to risk acceptance. Commercial Excellence Team used to assess commerciality and pricing of large ticket assignments.• Ongoing cost reduction and effectiveness programme including significant offshoring and outsourced tendering programmes.• Treasury Committee sets and regularly monitors the firm's funding and Partner Capital position, foreign currency exposures and cash flows, including responding to HMRC Basis Period Reform.• Appropriate levels of banking facilities and below the line reserves are maintained, providing additional resilience and opportunity for investment, including the costs of major finance and resourcing system technology replacement programmes.• Ongoing focus on working capital management with clear targets and daily monitoring to ensure optimisation.	↔	↑	↔
Regulatory compliance Non-compliance with relevant independence, legal, and regulatory requirements (including sanctions, confidentiality, and GDPR) could lead to regulatory action, financial penalties, reputational damage, and/or conflicts of interest.	<ul style="list-style-type: none">• The evolving UK and global regulatory environments presents increasingly complex and fast-moving compliance risks across all areas of the business.• Offshoring, cross-border delivery, and managed services spanning multiple-year contracts introduce layered compliance risks in areas such as independence, data protection, AML, sanctions, tax status, and labour law, increasing the need for integrated x-border risk management processes.• Emerging technologies, especially AI, pose unique compliance risks, requiring clarity, agility, and horizon-scanning to stay ahead of fragmented and rapidly evolving rules and regulations.• The global regulatory environment is becoming more assertive, and the financial crime and sanctions environment continues to evolve and increase in scope, leading to increased monitoring and reporting to ensure the firm is compliant.• The Economic Crime and Corporate Transparency Act 2023 has introduced new criminal offences, and additional filing requirements and requiring new processes and controls to ensure compliance.	<ul style="list-style-type: none">• Clear policies, procedures and guidance.• Regular updating of the firm's processes and procedures to facilitate compliance by all our people, on all our clients, with all applicable regulations.• Mandatory annual training for all partners and staff.• Client and engagement acceptance procedures.• Enhanced independence controls including (1) more frequent confirmations regarding personal independence for both partners and staff and (2) enhanced communication and system changes regarding the critical need for audit engagement leader approval of non-audit services prior to commitment. Both matters of these are now enforced by enhanced penalties for non-compliance.• Ongoing consultation and proactive dialogue with relevant stakeholders given the changing landscape around regulation.• Regular monitoring and reporting to the Executive Risk Committee and Management Board.	↔	↔	↔



	FY25		Risk trend direction		
	Risk landscape	Key Mitigants	FY23	FY24	FY25
<div>Climate and environment (internal)</div> <div>Inadequate mitigation and response to the effects of climate change and environmental degradation on our operations and our work with our clients, including failure to transition our business (including SDCs) to adapt, fulfil climate and environmental commitments, or comply with regulatory requirements, could negatively affect our operations and reputation.</div>	<ul style="list-style-type: none">Scientific consensus that climate change (and causes of this) may increase likelihood of future acute climate events and longer-term shifts in climate patterns with potential to impact our business.Continuously evolving standards and regulations increases complexity to maintain compliance and demonstrate best practice.Reputational risk from falling short of internal and external stakeholders' expectations of transitioning our business to Net Zero and contributing to the broader sustainability agenda in a meaningful way.Accelerating change in operating models, including the adoption service delivery centres requires consideration of their operational sustainability performance as well as climate risks, especially physical ones.As we expand our use of emerging technologies, we are mindful that large scale models and data centres may result in higher energy consumption and carbon emissions.	<ul style="list-style-type: none">Sustainability Working Group established to ensure leadership attention and investment towards our Net Zero commitments and broader sustainability programmes.We have made science-based commitments to achieve Net Zero by 2050, with specific near term 2030 targets.A comprehensive sustainability strategy in place, supported by a dedicated team, to deliver meaningful progress and includes regular transparent performance reporting.Under the UK Climate Related Financial Disclosures (CRFD) requirement, we conduct an annual review and report on any material physical and transitional risks, alongside mitigations steps.	N/A	↑	↔

FY25			Risk trend direction		
Risk landscape	Key Mitigants		FY23	FY24	FY25
Our External Environment					
<div>Regulatory developments impacting the business</div> <div>Inability to identify, prepare for, and adapt to further significant regulatory changes could negatively impact our business and the competitive landscape.</div>	<div><ul style="list-style-type: none">Continuing regulatory focus on large multidisciplinary firms, with a sustained level of interaction with and supervision from regulators.Potential impact to the firm deriving from the Audit Reform and Corporate Governance Bill (expected this year) and other Parliamentary Bills (e.g. Data (Use and Access) Bill, Cyber Security and Resilience Bill).Independence rules, audit rotation, and public interest concerns adding legal and operational constraints to how the firm wins and delivers work.Regulatory change affecting clients, such as new AML, FCA, or tax requirements, with knock-on effects on the firm’s delivery models.</div>	<div><ul style="list-style-type: none">Regular engagement and direct interaction, where possible, with governmental departments and regulators to understand objectives, potential changes and the implications for the firm.Continuous monitoring of the cumulative impact of regulatory changes on the firm’s ability to provide services to audit clients.Regulatory affairs specialists who coordinate across several departments such as Ethics and Independence, Risk Management, and Audit Policy; and lead firmwide efforts to track all changes which are relevant to the activities of the firm, including key changes introduced by authorities/regulators e.g. FRC, SRA, HMRC, ICAEW and FCA.Regular updating of the firm’s processes and procedures to ensure compliance by our people with all applicable regulations.</div>	↔	↓	↔
<div>Geopolitics and macroeconomic risks</div> <div>Limited strategic responsiveness to geopolitical and macroeconomic shifts could result in failure to achieve growth and challenges to our ability to service our clients.</div>	<div><ul style="list-style-type: none">The UK economic outlook remains challenging, with GDP growth projections remaining subdued.Political and economic volatility has increased globally, fuelled by the results of elections around the world and ongoing conflicts in the Ukraine and Middle East.Ongoing geopolitical instability, macroeconomic volatility, and increasing regulatory divergence across jurisdictions continue to pose strategic, commercial, and operational challenges for the firm.The growing use of tariffs and changing global trade dynamics create further uncertainty and the risk of trade wars has increased.</div>	<div><ul style="list-style-type: none">Regular engagement with experts and the PwC Network to understand the changing geopolitical landscape, to promote knowledge sharing and alignment on emerging key issues.Regular agenda points on Management Board to assess impacts on the firm’s strategy with regular expert opinion sought.Ongoing monitoring of sanctions (global and UK).Support provided by Business resilience teams for travel and security risks.Quarterly worldwide Security briefings issued by the Global Security Operations Centre.</div>	↑	↔	↑
<div>Public perception and reputation</div> <div>Inadequate response to relevant UK or global issues, especially those with a public interest and/or adverse media coverage, along with failure to proactively manage and position the firm’s communications, could negatively impact the firm’s reputation.</div>	<div><ul style="list-style-type: none">The firm’s reputation is increasingly shaped not only by what it delivers, but by how visibly and consistently it acts in alignment with public expectations on societal issues.Reputational sensitivity is heightened in certain service areas, client sectors, and geographic markets, where ethical and political considerations intersect with business operations.Risk of damage to the UK firm’s reputation through negative media coverage of issues, litigation or regulatory enforcement in PwC network firms.</div>	<div><ul style="list-style-type: none">Embedding a culture of 'doing the right thing' from the top to the bottom of the organisation with an emphasis on individual accountability for reputational risk.Engaging in open and serious debate with network territories and relevant stakeholder groups on trust-related and public interest issues to inspire change.Sharing of knowledge and insights on important societal issues to sustain, widen and enrich the discussion.Actively promote the firm’s positive contributions including those to our clients, our people and to broader society e.g. through our commitments to net zero, D&I and social mobility.The Political Liaison Committee provides an opportunity to discuss political developments and potential reputational risks arising for the firm.</div>	↔	↔	↔
<div>Network</div> <div>Inability to capitalise on opportunities from the PwC Network operating model, to work effectively with our subsidiaries and strategic alliances, and/or to manage the risks arising from the actions of other Network firms, could result in reputational risks, overseas litigation, and/or regulatory action.</div>	<div><ul style="list-style-type: none">Opportunity risk that we may not fully leverage the scale, capabilities or market access offered by the PwC Network, which should give us a competitive advantage.Potential contagion effect from other PwC Network firm’s actions, including from our subsidiaries, becoming more prevalent and influencing the UK firm's reputation.Potential of overseas litigation affecting the network and UK firm.A rise in cross-border engagements, shared delivery centres, and globally integrated services increases the complexity of delivery.Increasing focus on global technology solutions, including AI, to be used.</div>	<div><ul style="list-style-type: none">The Network Leadership team aligned on new network strategy.Close relationships and regular interactions with key Global and Network stakeholders.The UK continues to lead and support across the PwC Network, at individual territory, EMEA and Network levels, providing engagement and support as required.Management Board members represent UK firm interests on committees and global forums.We are engaged in ongoing efforts to enhance the annual network standard monitoring performed by PwC Global, which ensure alignment to network standards.LoS specific reviews take place at network level to ensure that the UK and other firms are meeting their obligations as a network firm.The UK firm has an established xLoS team to manage its EMEA delivery ecosystem.The Strategy Council, made up of senior partners of some of the largest PwC firms and regions, agrees on strategic direction and ensures alignment in the execution of strategy.</div>	N/A	↑	↑

FY25				Risk trend direction		
Risk landscape		Key Mitigants		FY23	FY24	FY25
Our Technology						
<div>Information and cyber security</div> <div>Inadequate protection of the firm’s data and technology landscape through the design, implementation, and maintenance of information security capabilities, including security awareness, could lead to accidental data loss through negligence, intentional leakage of the firm’s or our clients’ confidential data by threat actors or reduced defences against ransomware attacks.</div>	<div><ul style="list-style-type: none">• The threat landscape is continuously evolving with AI adding a new vector, requiring us to continually monitor, assess and enhance our cyber defences.• Geopolitical turbulence continues, increasing the risk of cyber warfare, and as geopolitical relationships shift, this creates risks surrounding the potential pivot of the focus cyber criminals towards UK entities.• Increase in unpredictable threat actor populations and sophisticated social engineering techniques.• As the volume of data we handle and diverse use of technology increases, so does the risk of data loss or data leakage, making it increasingly important for us to maintain robust controls to protect our data.• The firm’s expanding reliance on digital platforms, cloud environments, and AI-enabled services is increasing its exposure to cybersecurity threats. This includes growing risks associated with where and how data is hosted when working with third-party providers, which can limit direct control and increase exposure to vulnerabilities.• Access to greater volumes of data from clients could put the firm into a target position.</div>	<div><ul style="list-style-type: none">• Cyber Committee chaired by a member of the Management Board, which provides overall strategic direction, framework and policies for information security.• The firm operates an ISO/IEC 27001:2022 certified Information Security Management System which includes governance, policies, processes and risk assessment.• Security awareness and education programme including mandatory security education and awareness training for all and regular phishing simulations.• Data leakage prevention controls and enhanced controls for high-risk groups including FS clients and leavers.• Physical, technical and human resource control.• Threat intelligence.• Continual logging, monitoring and Incident Response capability.• Regular monitoring and independent review systems – including client data assessments, alongside monitoring of privacy compliance by external and internal parties.• Continual investment in established cyber security controls.</div>	<div>↔</div>	<div>↔</div>	<div>↔</div>	
<div>Operating the technology environment</div> <div>Inadequate creation and maintenance of appropriate controls and mitigations to manage data and maintain resilient IT infrastructure and applications across the technology ecosystem, including third parties and the Global Network, could hinder the support of the business operations now and in the future.</div>	<div><ul style="list-style-type: none">• Complexity of the technology environment continues to increase at pace, with greater variety and scale of demand for digital assets accelerating our need to work in different ways.• Importance of preparing for the IT infrastructure of the future which will aid our ability to serve clients in rapidly changing markets.• As the volume of data we hold continues to grow, it is increasingly important to understand its nature and ensure our data governance controls remain effective. This includes ensuring appropriate access controls.• Our technology is rarely UK specific. We have an increasing reliance on provision of key technologies for core services from other territories within the PwC Network, from PwC Global or third parties. This opens us to potential vulnerabilities and instability outside of our direct control and places a reliance on others to drive resolution.• To address the global complexity, it is critical that as a Network we work to standardise our technology environments. This will aid long term operational stability, but short term introduces increasing change and heightens operating risk.• Increase in client expectations around the development and use of our own technology solutions to deliver services, as opposed to using their technology solutions.• Inadequate business continuity management plans may result in challenges responding to failure of business-critical IT applications.</div>	<div><ul style="list-style-type: none">• Recovery of critical systems is secured using geographically separate data centres. Failed systems are reinstated in line with Business Impact Analysis priorities.• UK leadership involvement in Global operational stability programme and MIM processes.• Regular Business Impact Analysis identifies priority applications and recovery order in case of a major outage.• Regular reviews of third parties including leadership visits, reviews of offshore facilities, risk assessments for outsourcing and review of IT suppliers.• Technology Risk Board in place to approve use of new technology.• Active participation in Global governance bodies.• Business Continuity Management system is certified to ISO 22301. Critical assets identified via business impact analysis and mapped to technology capabilities.• Invested in and implemented new business continuity software to support analysis of technology dependencies.• Regular review and update of the Business Continuity Plan.• Comprehensive disaster recovery testing in place.</div>	<div>↔</div>	<div>↓</div>	<div>↑</div>	



FY25			Risk trend direction		
	Risk landscape	Key Mitigants	FY23	FY24	FY25
Artificial Intelligence	<ul style="list-style-type: none">AI continues to present new opportunities and challenges and as a firm we need to understand how to maximise on the opportunities whilst minimising the risks associated with adoption and transformation with of these tools.The rapid evolution of AI technologies is reshaping client expectations, requiring firms to modernise delivery models and embed AI to drive efficiency and value. There is a growing need to strengthen go-to-market offerings with AI to help clients reimagine their future operating models.Competitors are moving quickly to industrialise AI offerings at scale. Competing effectively in this environment requires sustained, strategic investment and long-term focus, involving trade-offs with in-year performance priorities vs longer term investment.This will require modernising existing propositions to embed data, AI, alliances, and emerging technologies, as well as creating new propositions, including AI-enabled solutions. Both efforts are complex to design and deliver, creating risks to commercial viability and scalability.Building firm-wide fluency in generative and agentic AI is essential to unlocking its potential; this includes broadening understanding beyond basic tools to deeper, use-case-driven application.Attracting and retaining specialist AI and data science talent remains highly competitive across the market, particularly in a context of evolving skills demand.Preparing and commercialising our data requires upfront investment and x-network strategic alignment.The rapidly evolving regulatory landscape presents uncertainty around acceptable practices, requiring the firm to anticipate and align with emerging global regulations like the EU AI Act.	<ul style="list-style-type: none">Newly appointed project role, partner led, to support the Chief Technology Officer and Chief Strategy and Transformation Officer to look at the strategic impacts of AI on our business.Chief AI Officer, AI Technical and Go to market leads in place.Investments made in critical technologies and partnerships.Business rules in place on usage of AI tools.Evaluation of AI technology to ensure responsible use of AI.Technology Review Board process to review use cases.Investment made in AI upskilling increasing fluency and Go to Market abilityActive participation in Global AI Network programme.Firm is investing in rewiring how we deliver our services with AI, and reinventing some of our services with AI.Refreshing our policies on AI usage and enhancements to our work through AI.Investments made in recruiting additional AI specialist and training existing technology staff in AITech Catalyst created to scale our AI engineering capability.	N/A	N/A	↑

Appendix C: Financial information

Relative importance of statutory audit work

An analysis of PwC UK’s revenue for the financial year ended 30 June 2025, showing the relative importance of UK-related statutory audit work, is set out below:

	FY25 £m	FY24 £m
Statutory audits and directly related services for entities we audit (UK PIE and subsidiaries of UK PIE)*	386	410
Statutory audits and directly related services for entities we audit (other entities)	660	654
Statutory audits and directly related services for all entities we audit	1,046	1,064
Non-audit services to entities we audit**	177	189
Total revenues from entities we audit	1,223	1,253
Non-audit services to entities we do not audit	3,048	3,004
UK firm revenue	4,271	4,257

During the year ended 30 June 2025, we did not perform any major local audits (2024: none). Therefore, the table above does not include revenues related to this category. For further details see [page 142](#).

* If an entity met the FRC’s definition of a UK PIE (or a subsidiary of) as at 30 June 2025 we have included related revenues in this category. This is a consistent basis of preparation with last year’s Transparency Report.
** Non-audit services provided to entities we audit are only provided where permitted by the Ethical Standard and PwC Network and PwC UK policies.



Profit and loss account for our UK audit practice

In accordance with FRC operational separation principle 20, the profit and loss account for the UK audit practice is set out below:

	Note	FY25 £m	FY24 £m
Revenue	1	1,174	1,197
Expenses and disbursements on assignments		(51)	(52)
Net revenue		1,123	1,145
Staff costs	2	(420)	(429)
Other operating charges	3	(395)	(460)
Operating profit		308	256
Finance income		2	4
UK audit practice profit		310	260

The profit and loss account has been prepared on a basis consistent with the published financial statements of PricewaterhouseCoopers LLP, noting the following:

1. Revenue comprises all statutory audit work provided by PwC UK, together with revenue from permitted audit practice services to entities we audit and from permissible audit practice assurance and non-audit services to entities we do not audit. Revenue is stated gross of expenses and disbursements on assignments, consistent with the treatment of revenue in the firm’s published financial statements.
2. Staff costs are in respect of those staff based within the UK audit practice. There is no charge for partner costs, consistent with the treatment of partners’ remuneration in the firm’s published financial statements.

3. Other operating charges include:
 - Charges for the work performed by individual specialists from outside the UK audit practice who contribute to the delivery of assignments of the UK audit practice, net of charges for the work performed by UK audit practice specialists who contribute to the delivery of assignments outside of the UK audit practice. These charges are priced on an arm’s length basis by reference to the price achieved by specialists on their own external assignments.
 - Direct and indirect allocations of other operating charges such as direct costs and overheads. Wherever possible costs (such as travel, learning and development, and litigation costs) are directly allocated to the UK audit practice on a consumption basis. Other central firmwide costs (such as IT and property) are allocated to the UK audit practice based on appropriate cost drivers that reflect the underlying cost causality.

Appendix D: Network and UK firm structure

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

In many parts of the world, accounting firms are required by law to be locally owned and independent. Although regulatory attitudes on this issue are changing, PwC member firms do not and cannot currently operate as a corporate multinational. The PwC Network is not a global partnership, a single firm, or a multinational corporation.

For these reasons, the PwC Network consists of firms which are separate legal entities. The firms that make up the network are committed to working together to provide quality service offerings for clients throughout the world.

Firms in the PwC Network are members in, or have other connections to, PwCIL, an English private company limited by guarantee. PwCIL does not practise accountancy or provide services to clients. Rather, its purpose is to act as a coordinating entity for PwC firms in the PwC Network.

Focusing on key areas such as strategy, brand, and risk and quality, PwCIL coordinates the development and implementation of policies and initiatives to achieve a common and coordinated approach amongst individual PwC firms where appropriate.

PwC firms of PwCIL can use the PwC name and draw on the resources and methodologies of the PwC Network. In addition, PwC firms may draw upon the resources of other PwC firms and/or secure the provision of professional services by other PwC firms and/or other entities. In return, PwC firms are bound to abide by certain common policies and to maintain the standards of the PwC Network as put forward by PwCIL.

The PwC Network is not one international partnership. A PwC firm cannot act as agent of PwCIL or any other PwC firm, cannot obligate PwCIL or any other PwC firm, and is liable only for its own acts or omissions and not those of PwCIL or any other PwC firm. Similarly, PwCIL cannot act as an agent of any PwC firm, cannot obligate any PwC firm, and is liable only for its own acts or omissions. PwCIL has no right or ability to control any PwC firm's exercise of professional judgement.

The governance bodies of PwCIL are:

Global Board, which is responsible for the governance of PwCIL, the oversight of the Network Leadership Team and the approval of Network standards. The Board does not have an external role. The Board is comprised of elected partners from PwC firms around the world and one or more external independent directors. Please refer to the PwC Global **website**¹ for a list of the current members of the Global Board.

Network Leadership Team, which is responsible for setting the overall strategy for the PwC Network and the standards to which the PwC firms agree to adhere.

Strategy Council, which is made up of the leaders of the largest PwC firms and regions of the Network, agrees on the strategic direction of the Network and facilitates alignment for the execution of strategy.

Global Leadership Team, which is appointed by and reports to the Network Leadership Team and the Chairman of the PwC Network. Its members are responsible for leading teams drawn from PwC firms to coordinate activities across all areas of our business.

The Senior Partner of PwC UK is a member of the Strategy Council and, as the Alliance Senior Partner, is also a member of the Network Leadership Team.

¹ Source: <https://www.pwc.com/gx/en/about/corporate-governance/global-board-governance-structure.html>

Legal structure and ownership

PricewaterhouseCoopers LLP (PwC UK) is a limited liability partnership incorporated in England and Wales.

Ownership of PwC UK

PwC UK is wholly owned by its members, who are commonly referred to as partners. During the year, the average monthly number of partners was:

PwC UK Partners



Partners on secondment overseas



Total



UK office structure

PwC UK operates out of 19 (FY24: 19) offices throughout the United Kingdom – a full list can be found on our [website](#)¹.

Related firms, entities and investments

Set out below are details of PwC UK’s related firms, interests and investments. Further details can be found in the PricewaterhouseCoopers LLP Members’ report and financial statements for the year ended 30 June 2025 within our **Annual Report 2025**².

Subsidiary undertakings

PwC UK’s trading subsidiary undertakings located in the United Kingdom are shown in the table within this appendix. A full list of all subsidiary undertakings is included in the PwC UK Financial Statements 2025. All entities listed in the table are 100% owned.

PwC UK has an equity holding in a strategic alliance with the PwC Middle East and PwC Channel Islands firms. The non-controlling interest in profits and capital attributable to the 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 PricewaterhouseCoopers LLP Members’ report and financial statements for the year ended 30 June 2025, within our Annual Report 2025.

Jointly controlled entities and associates

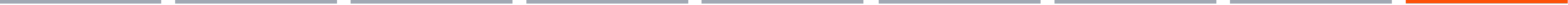
The Group held interests in four significant jointly controlled entities and associates at 30 June 2025:

- PricewaterhouseCoopers Service Delivery Centre Holdings (Katowice) B.V., which owns a delivery centre in Poland which provides shared services for PwC Network firms
- PwC Service Delivery Centre (Egypt) Holdings No.1 Limited, which owns a delivery centre in Egypt which provides shared services for PwC Network firms
- PwC Poland Services Limited, which owns a delivery centre in Poland that provides services to PwC Network firms
- PwC Service Delivery Centre South Africa Holdings (Pty) Limited, which owns a delivery centre in South Africa which provides services to PwC Network firms

Other investments

PwC UK also holds a number of investments, including repayable interest-bearing preference shares issued by PwC Poland Services Limited and repayable interest-bearing subordinated loan notes from, and minority equity holdings in entities in the PwC Network. Further details are provided in the **PwC UK Financial Statements 2025**³.

¹ Source: <https://www.pwc.co.uk/who-we-are/office-locations.html>
² Source: www.pwcannualreport.co.uk
³ Source: <https://www.pwc.co.uk/annualreport/assets/2025/pwc-uk-financial-statements-2025.pdf>



UK registered trading subsidiary undertakings as at 30 June 2025	Country of incorporation
Companies	
Beyond Food Community Interest Company	England
Embankment Place Primary Healthcare Limited	England
PricewaterhouseCoopers Advisory Services Limited	England
PricewaterhouseCoopers (UK) Advisory Services (KU) Limited	England
PricewaterhouseCoopers (UK) Advisory Services (IE) Limited	England
PricewaterhouseCoopers Business Services Limited	England
PricewaterhouseCoopers Overseas Limited	England
PricewaterhouseCoopers Services Limited	England
PwC Business Consulting Services Limited	England
PwC Customs Intermediary Services Limited	England
PwC Digital Services (UK) Limited	England
PwC Holdings (UK) Limited	England
PwC Strategy& (UK) Ltd	England
PwC Digital Technology Services Limited	England
PricewaterhouseCoopers (UK) Advisory Services (FI) Limited	England
Limited Liability Partnerships	
PricewaterhouseCoopers CI LLP	England
Accounting Advisory (UK) LLP	England

Lines of Service

Throughout the year, PwC UK operated through five principal Lines of Service (LoS), being Audit, Consulting, Deals, Risk and Tax. Support services were provided by Business Solutions. Programmes to develop expertise and to share knowledge in all key industries are also in place.

Audit

The Audit LoS is focused on delivering audit and assurance related work. The operations of the Audit LoS are managed through four regional business units (Central, London, Northern and South East) and seven product-led business units (Audit Risk and Quality, Digital Audit, Asset and Wealth Management, Banking and Capital Markets, Insurance, Capital Markets, Centre of Excellence and Audit Transformation). The services currently delivered by the Audit LoS are principally related to:

- Statutory and non-statutory audits of financial statements
- Interim reviews of financial information not required by law but performed in accordance with international review standards
- Other public interest assurance work (e.g. CASS audits, reporting accountant services performed in accordance with the SIRs)

- Services which law or national regulations require the auditor to provide
- Services that are required by law or regulation, which do not have to be provided by the auditor, but which require the provider to be independent
- Assurance services that are not required by law but which relate to financial information or controls over financial reporting
- Assurance services related to information or matters included in the front half of the financial statements
- Assurance services over other operational matters where that work is able to be performed to a clearly defined, external standard and where the provider is required to be independent

Consulting

As at 30 June 2025 consulting was made up of the following business units:

Cloud & Data Transformation: Business outcome delivered through the cloud and data platforms. Cloud transformation helps clients to unleash the power of the Cloud to create structural cost advantages and efficiencies, achieve enterprise-wide digital transformation, launch future-focused digital products and services or even build entirely new digital and cloud native businesses. Our Solutions modernise core functions, foster innovation, and create scalable, secure data-driven platforms supported with AI.

Customer Led Transformation: We design and build customer obsessed businesses. In today's fast-changing world, our clients are looking to deliver engaging experiences and compelling propositions for their customers, citizens, or patients. Customer Led Transformation enables our clients to drive meaningful, sustainable change that builds trust, drives growth, and delivers sustained outcomes across all aspects of the front office of our client's businesses; Marketing, Sales, Service (including Field Service), Channel, Product & Innovation and Commercial Effectiveness.

Enterprise and Operations Transformation: We support our clients in transforming their business and delivering complex projects from strategy through to execution:

- Public Strategy& and Economics - Developing enterprise strategy through market and economic insights
- Enterprise Transformation - Aligning strategic objectives with the right target operating model across all lenses
- Cost & Productivity - Optimising the cost base and delivering improved productivity into people, processes and operations
- Capital Project Services - Delivering complex capital projects across the full life cycle

- Supply Chain and Procurement - Procuring, modernising and digitising supply chains and the procurement function

Finance & ERP Transformation: We offer a wide range of benefits, but our main focus is helping Finance transition to becoming primarily an insight-driven function. We help our clients become fitter, leaner and more sustainable by leveraging new Cloud ERP Solutions and other technology platforms that empower and engage their people by providing valuable business insights, enhanced processes and data management. As a result our clients can excel in their core business functions - whether in Finance, Supply Chain or Operations - enabling them to be better leaders and partners, make more informed decisions, drive value and create sustainable change.

Workforce Transformation: As organisations evolve rapidly, the need for an agile, highly productive and tech-enabled workforce is critical to deliver and sustain end to end transformation. Our Workforce Transformation business helps clients with the strategy, size, shape, skills and culture of their existing and future workforce to meet business needs. Our leading focus on tech, AI enabled change and adoption underpins all that we do. Our work ranges across the organisation, from evolving the people function, to moving to a skills-first approach through to integrating and adopting technology. We're powered by data, behavioural science, advanced analytics and artificial intelligence.

Deals

As at 30 June 2025 Deals was made up of the following business units:

Transaction Services includes Financial Due Diligence for both purchasers and vendors, vendor support on complex carve-outs and international transactions, and capital markets advice on transactions with listed aspects.

The team also provides expertise in complex accounting and deal structuring; negotiation of Sale and Purchase Agreements (SPAs); and Transaction Disputes Advisory, covering analysis and resolution strategy development, bid support, and defence. Additionally, the practice offers Deals Insights and Analytics, encompassing business modelling and support for financial decision-making and reporting.

Lead Advisory and Restructuring includes our Corporate Finance, Valuations and Restructuring businesses.

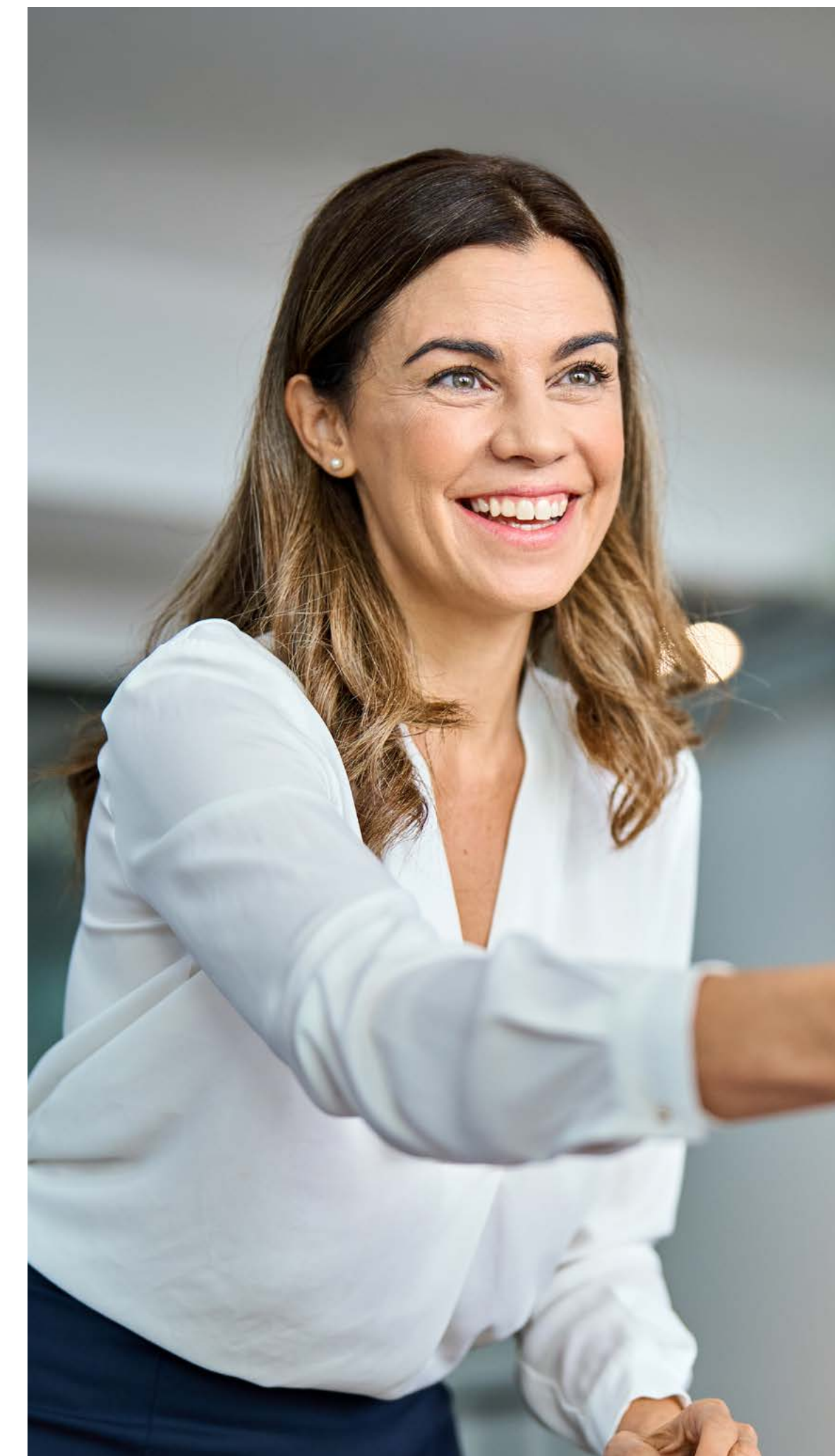
Our Corporate Finance team provides mergers and acquisitions advisory, including portfolio advisory, project finance, public-private partnerships, infrastructure and real estate finance advisory, public-to-private transactions, and public company advisory. It also has deep Deals Insights and Analytics capabilities.

Valuations Services provide independent, commercial, and sector-focused valuation advice to support decisions in deals, disputes, governance, tax matters, and financial reporting.

Our Restructuring team advises on distressed financial restructuring, corporate insolvency, leadership and day-to-day programme management; legal entity restructuring; solvent liquidations, managed exits, insurance liability restructuring, long-term liability and claims resolution, and pension advisory to trustees, participating employers, and investors. The practice also includes restructuring-related M&A advice, debt and capital advisory, and works closely with our Corporate Finance team.

Strategy& Value Creation is PwC's value creation business. We are an industry focused team, bringing Strategy and Operational expertise to drive value creation and realisation across our PE and corporate clients through the M&A, post deal and longer-term Transformation landscape.

We create value in both deal and non-deal situations. This includes Commercial and Operational Due Diligence; Carve-out design and delivery; synergy development and integration support; Corporate Strategy; Commercial Excellence; Economics Insight & Strategy, People Transition through M&A, Finance Function Effectiveness, Specialist Technology Support including IT DD, TCO; Operational Restructuring, including Procurement, Deals Insights & Analytics, Sustainability, Rapid Cost Reduction, Digital Value Transformation and Working Capital Improvement.



Risk

As at 30 June 2025 Risk was made up of the following business units:

Cyber and Forensics combines our market-leading teams from Cyber, Forensics, Fin Crime, and Cloud and Technology Resilience to better address critical market opportunities. This synergy strengthens our market presence and enhances how we help clients build resilience, protect against threats, and recover from incidents.

AI and Modelling brings together modelling, AI, advanced analytics, digital products, data intelligence, and transformation teams. Expanding into broader sectors as AI becomes embedded in clients' businesses and deepening our offerings in Insurance and Banking.

Financial Services (FS) includes Financial Services – Business, Risk & Control (FSBRC), Technology, Data and Analytics (TD&A), and Sustainability Reporting teams focused on the FS market, as well as the Risk and Compliance Transformation team from Consulting and the FSRI team from Risk National. This consolidation enhances our risk, regulatory, and transformation expertise to seize growing FS sector opportunities.

Commercial and Government merges the Internal Audit, GRC, Commercial Controls, and Macro Risk teams from Controls, Deals, Accounting and Risk (CDAR) with parts of T&A (focused on ITGCs, programme assurance, and analytics) and Sustainability Reporting. This business unit assists clients in navigating complexity, meeting regulatory needs, embedding technology and data, and advises on sustainability reporting across services.

Tax

As at 30 June 2025 Tax was made up of the following business units:

Tax includes corporate tax advisory, tax on transactions, transfer pricing, corporate and international tax, finance and treasury, indirect taxes, property taxes, tax management and accounting services, dispute resolution, tax compliance and outsourcing, private business tax advisory, personal tax advisory and compliance, tax valuations, sustainability and climate change taxes, tax reporting and strategy, tax disclosures, tax transparency, value chain transformation, incentives, grants and reliefs, operational tax services (financial services), tax technology and AI services, tax operations transformation and tax aspects of finance transformations.

Workforce provides solutions to workforce related challenges across performance and reward, executive compensation, employment taxes and payroll, pensions and benefits.

Legal covers Corporate law, international business reorganisations, M&A, employment law, real estate law, technology and intellectual property law, commercial law, tax and environmental dispute resolution, financial services regulatory law, data protection and privacy law, legal function consulting, legal function transformation, legal entity management, company secretarial and entity governance advice, legal technology strategy and implementation and legal managed services.

Appendix E: PwC UK audit registrations

PwC UK registrations

PwC UK and/or certain of its Responsible Individuals are registered with regulators in the following territories in order to meet local requirements in relation to the audits of certain entities:

Crown Dependencies	EU and EEA	Rest of the world
<ul style="list-style-type: none">• Guernsey (Guernsey Registry)• Isle of Man (Isle of Man Financial Services Authority)• Jersey (Jersey Financial Services Commission)	<ul style="list-style-type: none">• France (Haute Autorité de l’Audit ‘H2A’)• Germany (Wirtschaftsprüferkammer)• Ireland (Irish Auditing and Accounting Supervisory Authority ‘IAASA’)• Italy (Ministero dell’Economia e delle Finanze ‘MEF’)• Luxembourg (Commission de Surveillance du Secteur Financier ‘CSSF’)• Netherlands (Autoriteit Financiële Markten)• Norway (Finanstilsynet)• Poland (Polska Agencja Nadzoru Audytowego)• Spain (Instituto de Contabilidad y Auditoría de Cuentas)• Sweden (Revisorsinspektionen)	<ul style="list-style-type: none">• Canada (Canadian Public Accountability Board)• Hong Kong (Hong Kong Financial Reporting Council)• Japan (Japanese Financial Services Agency)• Kazakhstan (Kazakhstan Stock Exchange’s JSC ‘KASE’)• New Zealand (New Zealand Companies Office)• United States of America (Public Company Accounting Oversight Board)



During the year ended 30 June 2025 the UK firm performed the following audits that necessitate these registrations, either because of the entity’s country of incorporation, their filings made in a given territory, or a listing of debt or equity within a given territory:

Accsys Technologies PLC
AstraZeneca PLC
Barinthus Biotherapeutics plc
Bicycle Therapeutics PLC
Borr Drilling Limited
COMPASS Pathways plc
Diageo plc
Digital 9 Infrastructure plc
Endava plc
European Bank for Reconstruction & Development
Goldman Sachs Finance Corp International Ltd
Goldman Sachs International
Grit Real Estate Income Group Limited
Hammerson plc
Henderson Far East Income Limited
HSBC Bank Capital Funding (Sterling 1) L.P.
HSBC Bank plc
HSBC Holdings plc
IHS Holding Limited
Innospec, Inc.
Integrated Diagnostics Holdings PLC
InterContinental Hotels Group PLC
J.P. Morgan Mansart Management Limited
Johnson Matthey Plc
Luxfer Holdings PLC
Manchester United plc
Mereo BioPharma Group plc
Molten Ventures PLC
Navigator Holdings Ltd
Nomad Foods Limited
Pollen Street Group Limited
Rentokil Initial PLC
Santander UK Group Holdings Plc
Santander UK plc
Schroder Oriental Income Fund Limited

Seadrill Limited
SEGRO plc
Silence Therapeutics plc
SolGold Plc
Stolt-Nielsen Limited
TP ICAP Group plc
Vertical Aerospace Ltd.
Western Asset Management Company Limited
Wizz Air Holdings Plc
WPP plc

As a requirement of these registrations, PwC UK is subject to monitoring by the respective regulatory authorities. Our policies and procedures that form our internal quality control systems are documented and embedded as part of the firm's day-to-day activities to ensure compliance, and are subject to a monitoring regime. For further information, please refer to the ‘Consistent high-quality’ chapter of this report.



List of Public Interest Entity audits and major local audits performed by PwC UK

List of UK Public Interest Entities

Adjacent is a list of UK Public Interest Entities (PIEs) (as defined by the Statutory Auditors and Third Country Auditors Regulations 2016) for which we carried out statutory audits (i.e. issued an audit report) between 1 July 2024 and 30 June 2025. It therefore does not include all UK PIEs for which PwC UK is the statutory auditor.

abrdn Asia Focus plc
abrdn Diversified Income and Growth plc
Accelerant Insurance UK Limited
Affinity Water Finance PLC
AIB Group (UK) PLC
Allianz Insurance plc
Anglo American Capital plc
Anglo American plc
Aquila Energy Efficiency Trust plc
Aquila European Renewables Plc
Arqiva Financing PLC
Ashtead Group PLC
Asia Dragon Trust plc
ASOS Plc
AstraZeneca PLC
Atlas Funding 2022-1 Plc
Atlas Funding 2023-1 PLC
Atlas Funding 2024-1 PLC
Baglan Moor Healthcare Plc
Bank of China (UK) Limited
Bakkavor Group plc
Bath Investment & Building Society
Bazalgette Finance plc
Beverley Building Society
BlackRock Greater Europe Investment Trust plc
BlackRock Smaller Companies Trust plc

BlackRock Throgmorton Trust plc
BlackRock World Mining Trust plc
Blitzen Securities No.1 Plc
Bodycote plc
Bridgegate Funding plc
Brit Limited
British Land Company PLC (The)
Broadgate Financing PLC
Brunner Investment Trust PLC (The)
Bunzl Finance plc
Bunzl plc
Bupa Finance plc
Bupa Insurance Limited
C. Hoare & Co.
CAF Bank Limited
Cambridge & Counties Bank Limited
Capital Hospitals (Issuer) Plc
Capricorn Energy PLC
Cater Allen Limited
Central Nottinghamshire Hospitals Plc
Centrewrite Limited
Chancellor, Masters, and Scholars of the University of Cambridge (The)
Charity Bank Limited (The)
China Taiping Insurance (UK) Co Ltd
Clarkson PLC
Close Brothers Finance plc
Close Brothers Group plc
Close Brothers Limited
Convex Insurance UK Limited
Co-operative Bank Holdings p.l.c. (The)
Co-operative Bank p.l.c. (The)
Costain Group PLC
Covea Insurance plc
Coventry Building Society
Coverys Limited
Cranswick plc
Crest Nicholson Holdings plc
Cynergy Bank plc
Daily Mail and General Trust plc
Darlington Building Society

Derby Healthcare Plc
Derwent London plc
Diageo Capital Plc
Diageo Finance Plc
Diageo plc
Diploma PLC
Diversified Energy Company PLC
Domino's Pizza Group plc
Dr. Martens plc
Drax Group plc
Dudley Building Society
Dunelm Group plc
easyJet Plc
Ecclesiastical Insurance Office plc
Ecclesiastical Life Limited
Economic Master Issuer Plc
Edinburgh Investment Trust plc (The)
Electricity North West Limited
Endeavour SCH plc
ENW Finance plc
Essentra plc
Eurocell plc
European Assets Trust PLC
European Opportunities Trust PLC
FDM Group (Holdings) plc
FirstGroup Plc
Fishguard and Rosslare Railways and Harbours Company
Forester Life Limited
Fosse Master Issuer PLC
Funding Circle Holdings plc
Gabelli Merger Plus+ Trust Plc
Georgia Capital PLC
Great Hall Mortgages No.1 Plc
Great Portland Estates plc
Halma plc
Hammerson plc
Handelsbanken plc
Hargreaves Lansdown plc
Hays plc
HCC International Insurance Company plc

Headlam Group PLC
Heathrow Finance Plc
Heddington Insurance (U.K.) Limited
Henderson High Income Trust plc
Herald Investment Trust plc
Highway Insurance Company Limited
Hikma Pharmaceuticals PLC
Hiscox Insurance Company Limited
Holmes Master Issuer Plc
Hospital Company (Dartford) Issuer PLC (The)
HSBC Bank plc
HSBC Holdings plc
HSBC Innovation Bank Limited
HSBC Life (UK) Limited
HSBC Private Bank (UK) Limited
HSBC Trust Company (UK) Limited
HSBC UK Bank plc
IG Group Holdings plc
Income Contingent Student Loans 1 (2002-2006) Plc
Income Contingent Student Loans 2 (2007-2009) Plc
Indivior PLC
Informa PLC
InterContinental Hotels Group PLC
International Biotechnology Trust plc
Intertek Group plc
Invesco Pensions Limited
Itau BBA International plc
ITV plc
J.P. Morgan Securities plc
Johnson Matthey Plc
JPMorgan Claverhouse Investment Trust Plc
JPMorgan European Growth & Income plc
JPMorgan Indian Investment Trust plc
Just Group plc
Just Retirement Limited
Keele Residential Funding plc
Kier Group plc
Leek United Building Society
Liverpool Victoria Insurance Company Limited
London Cards No.1 PLC

M&G plc	Recognise Bank Limited	Vesuvius plc
Marks and Spencer Financial Services Plc	Redde Northgate plc	Veterinary Defence Society Limited (The)
McBride plc	Rentokil Initial PLC	Victrex plc
Meadowhall Finance Plc	River Thames Insurance Company Limited	Videndum plc
Mears Group PLC	Road Management Services (Finance) Plc	Vistry Group Plc
Melrose Industries PLC	Rolls-Royce Holdings plc	Volution Group plc
Mercantile Indemnity Company Limited	Rolls-Royce Plc	Vp plc
Meridian Hospital Company Plc	Rombalds Run-Off Limited	VPC Specialty Lending Investments PLC
Metro Bank Holdings PLC	Rothesay Life Plc	W.A.G Payment Solutions PLC
Metro Bank PLC	S4 Capital Plc	Wales & West Utilities Finance plc
MIGO Opportunities Trust PLC	Sabre Insurance Company Limited	Walsall Hospital Company Plc (The)
MJ Gleeson plc	Sabre Insurance Group plc	Weir Group PLC (The)
Molten Ventures PLC	Sandwell Commercial Finance No. 2 PLC	West Bromwich Building Society
Mondi Finance plc	Santander Financial Services PLC	Western Provident Association Limited
Mondi plc	Santander UK Group Holdings Plc	WH Smith PLC
Montanaro European Smaller Companies Trust plc	Santander UK plc	White Rose Master Issuer PLC
Moonpig Group plc	Scottish Building Society	Wise plc
Motorpoint Group Plc	Scottish Friendly Assurance Society Limited	Worldwide Healthcare Trust PLC
Murray Income Trust plc	Scottish Mortgage Investment Trust PLC	Yorkshire Building Society
NCC Group plc	SDCL Energy Efficiency Income Trust plc	Zopa Bank Limited
Newline Insurance Company Limited	SEGRO plc	
Next Group Plc	Shaftesbury Capital PLC	
NEXT plc	Society of Lloyd’s	
Ninety One plc	SolGold Plc	
North American Income Trust plc (The)	South East Water Limited	
OakNorth Bank Plc	Speedy Hire Plc	
Octopus Renewables Infrastructure Trust PLC	St. James’s Place plc	
Orbita Funding 2022-1 plc	St. James’s Place UK plc	
Orbita Funding 2023-1 plc	Stafford Railway Building Society	
Oxford Biomedica plc	Stelrad Group PLC	
Partnership Life Assurance Company Limited	StreamBank PLC	
PayPoint Plc	Sutton and East Surrey Water Plc	
Pennon Group plc	Synthomer plc	
Personal Assets Trust plc	Tandem Bank Limited	
Petershill Partners PLC	Taylor Wimpey plc	
Polar Capital Global Financials Trust Plc	TBC Bank Group PLC	
Polar Capital Global Healthcare Trust plc	Temple Quay No.1 PLC	
Premier Foods plc	Thames Water Utilities Finance Plc	
Prudential Assurance Company Limited (The)	Thames Water Utilities Limited	
Prudential Pensions Limited	Threadneedle Pensions Limited	
PureTech Health plc	TI Fluid Systems plc	
PZ Cussons plc	Tokio Marine Kiln Insurance Limited	
QAH Finance PLC	TP ICAP Finance plc	
QinetiQ Group plc	Trafalgar Insurance Limited	
Quilter Life & Pensions Limited	Trainline plc	
Quilter Plc	Triodos Bank UK Limited	
RBC Europe Limited	Trustpilot Group plc	
Reach plc	United Trust Bank Limited	

Market traded companies

We perform audits of the following companies which are market-traded companies as defined in the Crown Dependencies Audit Rules and company legislation in those territories.

Digital 9 Infrastructure plc
Grit Real Estate Income Group Limited
Goldman Sachs Finance Corp International Ltd
Henderson Far East Income Limited
Integrated Diagnostics Holdings PLC
Pollen Street Group Limited
Schroder Oriental Income Fund Limited
TP ICAP Group plc
Wizz Air Holdings Plc
WPP plc

Other UK-traded third country companies

We also audited the following companies incorporated outside the United Kingdom and its Crown Dependencies, which have transferable securities admitted to trading on a UK regulated market.

Hiscox Ltd
South East Water (Finance) Limited

List of EEA Member State audit firms in the PwC Network

EEA Audit firms in the PwC Network

Member State	Name of firm
Austria	PwC Wirtschaftsprüfung GmbH, Wien PwC Wirtschaftsprüfungs- und Steuerberatungsgesellschaft GmbH, Linz PwC Tax & Audit Services Wirtschaftsprüfung und Steuerberatung GmbH, Graz PwC Österreich GmbH, Wien
Belgium	PwC Bedrijfsrevisoren bv/Reviseurs d'enterprises srl
Bulgaria	PricewaterhouseCoopers Audit OOD
Croatia	PricewaterhouseCoopers d.o.o PricewaterhouseCoopers Savjetovanje d.o.o
Cyprus	PricewaterhouseCoopers Limited
Czech Republic	PricewaterhouseCoopers Audit, s.r.o.
Denmark	PricewaterhouseCoopers Statsautoriseret Revisionspartnerselskab
Estonia	AS PricewaterhouseCoopers
Finland	PricewaterhouseCoopers Oy
France	PricewaterhouseCoopers Audit PricewaterhouseCoopers France M. Antoine Priollaud
Germany	PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft Wibera WPG AG
Greece	PricewaterhouseCoopers Auditing Company SA
Hungary	PricewaterhouseCoopers Könyvvizsgáló Kft.
Iceland	PricewaterhouseCoopers ehf
Ireland	PricewaterhouseCoopers PricewaterhouseCoopers (Northern Ireland) LLP

Member State	Name of firm
Italy	PricewaterhouseCoopers Spa
Latvia	PricewaterhouseCoopers SIA
Liechtenstein	PricewaterhouseCoopers GmbH, Ruggell
Lithuania	PricewaterhouseCoopers UAB
Luxembourg	PricewaterhouseCoopers, Société coopérative
Malta	PricewaterhouseCoopers
Netherlands	PricewaterhouseCoopers Accountants N.V.
Norway	PricewaterhouseCoopers AS PwC Assurance AS PwC Assurance II AS
Poland	PricewaterhouseCoopers Polska sp. z. o.o. PricewaterhouseCoopers Polska spółka z ograniczoną odpowiedzialnością Audyt sp. k.
Portugal	PricewaterhouseCoopers & Associados – Sociedade de Revisores Oficiais de Contas, Lda
Romania	PricewaterhouseCoopers Audit S.R.L.
Slovakia (Slovak Republic)	PricewaterhouseCoopers Slovensko, s.r.o.
Slovenia	PricewaterhouseCoopers d.o.o.
Spain	PricewaterhouseCoopers Auditores, S.L.
Sweden	PricewaterhouseCoopers AB Öhrlings PricewaterhouseCoopers AB

Total turnover achieved by statutory auditors and audit firms from EEA Member States that are members of the PwC Network resulting, to the best extent calculable, from the statutory audit of annual and consolidated financial statements are approximately 3 billion Euros. This represents the turnover from each entity's most recent financial year converted to Euros at the exchange rate prevailing as of 30 June 2025.

Total turnover

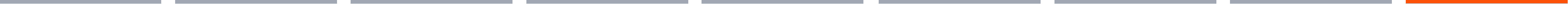
€3bn

Appendix F: Compliance mapping

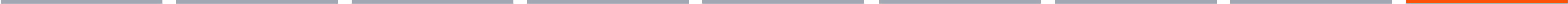
Audit Firm Governance Code (2022)

This Transparency Report's compliance with the Audit Firm Governance Code (2022) has been set out below with details of relevant disclosures made that comply with each individual principle and provision of the Code. In order to aid reviews we have included comments on how we have complied with principles and provisions.

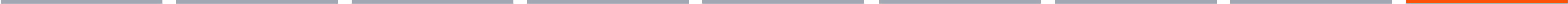
Principles and Provisions of the 2022 AFGC		Where information on how the principles and provisions have been addressed can be located
Section A – Leadership		
A.A.	A firm’s Management and governance structures should promote the long-term sustainability of the firm. To this end, the Management of a firm should be accountable to the firm’s owners.	Updates from our governance bodies chapter - Update from the Public Interest Body and Update from the Audit Oversight Body Appendix A - Our committee structure and what they do
A.B.	A firm’s governance arrangements should provide checks and balances on individual power and support effective challenge of Management. There should be a clear division of responsibilities between a firm’s governance structures and its Management. No one individual or small group of individuals should have unfettered powers of decision.	Updates from our governance bodies chapter - Update from the Public Interest Body and Update from the Audit Oversight Body Appendix A - Our committee structure and what they do and, Biographies of the members of the Management Board and Supervisory Board
A.C.	A firm’s Management should demonstrate its commitment to the public interest through their pursuit of the purpose of this Code and regular dialogue with the INEs. Management should embrace the input and challenge from the INEs (and ANEs).	Updates from our governance bodies chapter - Update from the Public Interest Body, Update from the Audit Oversight Body Appendix A - Our committee structure and what they do
A.D.	The members of a firm’s Management and governance structures should have appropriate experience, knowledge, influence and authority within the firm, and sufficient time, to fulfil their assigned responsibilities.	Updates from our governance bodies chapter - Update from the Public Interest Body and Update from the Audit Oversight Body Appendix A - Biographies of the members of the Management Board and Supervisory Board
A.E.	The Management of a firm should ensure that members of its governance structures, including owners, INEs and ANEs, are supplied with information in a timely manner and in a form and of a quality appropriate to enable them to discharge their duties.	Updates from our governance bodies chapter - Update from the Public Interest Body and Update from the Audit Oversight Body
A.1.	A firm should establish a Board or equivalent governance structure to oversee the activities of Management.	Appendix A - Our committee structure and what they do
A.2.	At least half a firm’s Board should be selected from among partners who do not have significant management responsibilities within the firm.	Appendix A - Biographies of the members of the Management Board and Supervisory Board



Principles and Provisions of the 2022 AFGC		Where information on how the principles and provisions have been addressed can be located
A.3.	The Chair of the Board should not also chair parts of the Management structure or be the managing partner.	Appendix A - Biographies of the members of the Management Board and Supervisory Board
A.4.	A firm’s Management and Board should have a clear understanding of their authority, accountabilities and responsibilities. The board should have clearly defined terms of reference, with matters specifically reserved for its decision, detailing in particular its role in relation to firm strategy, risk, culture and other matters relating to the purpose of this Code. Terms of reference should be disclosed on the firm’s website. Terms of reference for international management and governance structures taking decisions that apply to the UK should be disclosed on the UK firm’s website in the same way as for UK-based structures.	Appendix A - Our committee structure and what they do
A.5.	A firm should establish arrangements for determining remuneration and progression matters for members of the Board which support and promote effective challenge of Management.	Appendix A - Our committee structure and what they do
A.6.	The individual members of a firm’s governance structures and Management should be subject to formal, rigorous and ongoing performance evaluation and, at regular intervals, members should be subject to re-election or re-selection.	Appendix A - Our committee structure and what they do
A.7.	There should be a formal annual evaluation of the performance of the Board and any committees, plus the public interest body. A firm should consider having regular externally-facilitated board evaluation at least every three years.	Appendix A - Our committee structure and what they do
A.8.	Management should ensure that, wherever possible and as far as the law allows, members of governance structures and INEs and ANEs have access to the same information as is available to Management.	Updates from our governance bodies chapter - Update from the Public Interest Body and Update from the Audit Oversight Body
A.9.	A firm should disclose in its annual transparency report: – The names and job titles of all members of the firm’s governance structures and its Management. – A description of how they are elected or appointed and their terms, length of service, meeting attendance in the year, and relevant biographical details. – A description of how its governance structures and Management operate, their duties, the types of decisions they take and how they contribute to achieving the Code’s purpose. If elements of the Management and/or governance of the firm rest at an international level and decisions are taken outside the UK, it should specifically set out how management and oversight is undertaken at that level and the Code’s purpose achieved in the UK. – An explanation of the controls it has in place on individual powers of decision and to support effective challenge by Board members, how these are intended to operate and how they work in practice.	Updates from our governance bodies chapter - Update from the Public Interest Body and Update from the Audit Oversight Body Appendix A - Our committee structure and what they do and, Biographies of the members of the Management Board and Supervisory Board
Section B – People, values and behaviour		
B.F.	A firm is responsible for its purpose and values and for establishing and promoting an appropriate culture that supports the consistent performance of high-quality audit, the firm’s role in serving the public interest and the long-term sustainability of the firm.	Governance chapter - Update from the Audit Oversight Body section
B.G.	A firm should foster and maintain a culture of openness which encourages people to consult, challenge, contribute ideas and share problems, knowledge and experience in order to achieve quality work in a way that takes the public interest into consideration.	Updates from our governance bodies chapter - Update from the Audit Oversight Body Consistent high-quality chapter - Engagement compliance reviews (ECR) and How we perform our audits Culture chapter – Culture, Audit Culture and Behaviours and, Diversity and Wellbeing Appendix A - Engagement acceptance and continuance
B.H.	A firm should apply policies and procedures for managing people across the whole firm that support its commitment to the purpose and Principles of this Code.	Appendix A - Our committee structures and what they do section
B.10.	A firm’s Board and Management should establish the firm’s purpose and values and satisfy themselves that its purpose, values and culture are aligned. If a firm’s purpose and values are established at an international level, the firm should ensure it has the ability to influence that decision-making process and the ability to tailor the output for the UK.	Culture chapter – Culture, Audit Culture and Behaviours and, Diversity and Wellbeing



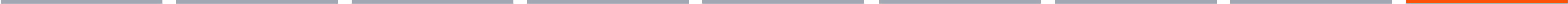
Principles and Provisions of the 2022 AFGC		Where information on how the principles and provisions have been addressed can be located
B.11.	A firm should have a code of conduct which it discloses on its website and requires everyone in the firm to apply. The Board and INEs should oversee compliance with it.	Ethics and independence chapter - Our systems of ethics and independence
B.12.	A firm should promote the desired culture and a commitment to quality work, professional judgement and values, serving the public interest and compliance with professional standards and applicable legal and regulatory requirements, in particular through the right tone at the top and the firm’s policies and procedures.	Ethics and independence chapter - Our systems of ethics and independence
B.13.	A firm should establish policies and procedures to promote inclusion and encourage people to speak up and challenge without fear of reprisal, particularly on matters relating to this Code and the firm’s values and culture.	Ethics and independence chapter - Our systems of ethics and independence
B.14.	A firm should introduce meaningful key performance indicators on the performance of its governance system, and report on performance against these in its transparency reports.	Appendix A - Our committee structures and what they do
B.15.	A firm should assess and monitor culture. It should conduct a regular review of the effectiveness of the firm’s systems for the promotion and embedding of an appropriate culture underpinned by sound values and behaviour across the firm, and in audit in particular. INEs should be involved in this review and where a firm has implemented operational separation the ANEs should be involved in the review as it relates to the audit practice. Where it is not satisfied that policy, practices or behaviour throughout the business are aligned with the purpose of this Code, it should take corrective action.	Updates from our governance bodies chapter - Update from the Audit Oversight Body
B.16.	A firm should establish mechanisms for delivering meaningful engagement with its people. This should include arrangements for people to raise concerns in confidence and anonymously and to report, without fear, concerns about the firm’s culture, commitment to quality work, the public interest and/or professional judgement and values. The INEs should be satisfied that there is an effective whistleblowing policy and procedure in place and should monitor issues raised under that process.	Ethics and independence chapter - Our systems of ethics and independence section
B.17.	INEs should be involved in reviewing people management policies and procedures, including remuneration and incentive structures, recruitment and promotion processes, training and development activities, and diversity and inclusion, to ensure that the public interest is protected. They should monitor the firm’s success at attracting and managing talent, particularly in the audit practice. Where operational separation is in place the ANEs should be involved in this process.	Appendix A - Our committee structures and what they do section Consistent high-quality chapter - Our system of quality management and Engagement Compliance Review People chapter - Talent, performance and reward
B.18.	INEs and ANEs should use a range of data and engagement mechanisms to understand the views of colleagues throughout the firm and to communicate about their own roles and the purpose of this Code. One INE should be designated as having primary responsibilities for engaging with the firm’s people.	Updates from our governance bodies chapter - Update from the Public Interest Body and Update from the Audit Oversight Body
B.19	A firm should disclose in its annual transparency report a description of how: – It engages with its people and how the interests of its people have been taken into account in decision making. – Opportunities and risks to the future success of the business have been considered and addressed, its approach to attracting and managing talent, the sustainability of the firm’s business model and how its culture, particularly in the audit practice, contributes to meeting the purpose of this Code.	Updates from our governance bodies chapter - Update from the Public Interest Body Appendix A - Our committee structures and what they do
Section C – Operations and resilience		
C.I.	A firm should promote a commitment to consistent high-quality audits and firm resilience in the way it operates. To these ends, a firm should collect and assess management information to evaluate the effectiveness of its policies and procedures and to enhance its operational decision-making.	Updates from our governance bodies chapter - Update from the Public Interest Body Appendix A - Our committee structures and what they do
C.J.	A firm should establish policies to identify, assess and manage risk, embed the internal control framework and determine the nature and extent of the principal risks the firm is willing to take while working to meet the purpose of this Code.	Appendix A - Our committee structures and what they do
C.K.	A firm should communicate with its regulators in an open, co-operative and transparent manner.	Consistent high-quality chapter - External Inspections



Principles and Provisions of the 2022 AFGC		Where information on how the principles and provisions have been addressed can be located
C.L.	A firm should establish policies and procedures to ensure the independence and effectiveness of internal and external audit activities and to monitor the quality of external reporting.	Appendix A - Our committee structures and what they do
C.20.	A firm should assist the FRC and its successor bodies to discharge its duties by sharing information openly.	Consistent high-quality chapter - External Inspections
C.21.	A firm should take action to address areas of concern identified by regulators in relation to the firm’s audit work, leadership and governance, culture, management information, risk management and internal control systems.	Consistent high-quality chapter - External Inspections
C.22.	A firm should develop robust datasets and effective management information to support monitoring of the effectiveness of its activities, including by INEs (and ANEs), and its ability to furnish the regulator with information.	Updates from our governance bodies chapter - Update from the Public Interest Body and Update from the Audit Oversight Body Appendix A - Our committee structure and what they do
C.23.	A firm should establish an audit committee and disclose on its website its terms of reference and information on its membership. Its terms of reference should set out clearly its authority and duties, including its duties in relation to the appointment and independence of the firm’s auditors. Where a firm’s audit committee sits at an international level, information about the committee and its work should be disclosed by the UK firm as if it were based in the UK.	Appendix A - Our committee structures and what they do
C.24.	A firm should monitor its risk management and internal control systems, and, at least annually, conduct a review of their effectiveness. INEs should be involved in the review which should cover all significant controls, including financial, operational and compliance controls and risk management systems.	Appendix A - Our committee structures and what they do
C.25.	A firm should carry out a robust assessment of the principal risks facing it, including those that would threaten its business model, future performance, solvency or liquidity. This should reference specifically the sustainability of the audit practice in the UK. INEs (and in firms with operational separation, ANEs) should be involved in this assessment.	Appendix B - Principal risks and responses
C.26.	A firm should publicly report how it has applied the Principles of this Code, and make a statement on its compliance with its Provisions or give a detailed explanation for any non-compliance, i.e. why the firm has not complied with the Provision, the alternative arrangements in place and how these work to achieve the desired outcome (Principle) and the purpose of this Code.	Appendix A - Our committee structures and what they do section
C.27.	A firm should explain who is responsible for preparing the financial statements and the firm’s auditors should make a statement about their reporting responsibilities in the form of an extended audit report as required by International Auditing Standards (UK) 700/701.	PwC Annual Report¹ : PwC Financial Statements² are included in the document
C.28.	The transparency report should be fair, balanced and understandable in its entirety. A firm should disclose in its transparency report: <ul style="list-style-type: none">– A commentary on its performance, position and prospects.– How it has worked to meet the legal and regulatory framework within which it operates.– A description of the work of the firm’s audit committee and how it has discharged its duties.– Confirmation that it has performed a review of the effectiveness of the system of internal control, a summary of the process it has applied and the necessary actions that have been or are being taken to remedy any significant failings or weaknesses identified from that review.– A description of the process it has applied to deal with material internal control aspects of any significant problems disclosed in its financial statements or management commentary.– An assessment of the principal risks facing the firm and explanation of how they are being managed or mitigated– A description of how it interacts with the firm’s global network, and the benefits and risks of these arrangements, with reference to the purpose of this Code. This should include an assessment of any risks to the resilience of the UK firm arising from the network and any action taken to mitigate those risks.	Senior Partner Foreword Appendix A - Our committee structures and what they do Consistent high-quality chapter - Our system of quality management and How we perform audits Ethics and independence chapter - Our systems of ethics and independence Appendix B - Principal risks and responses Appendix D - Network and UK firm structure

¹ Source: <https://www.pwc.co.uk/who-we-are/annual-report.html>
² Source: <https://www.pwc.co.uk/annualreport/assets/2025/pwc-uk-financial-statements-2025.pdf>

D – INEs and ANEs		
D.M.	A firm should appoint INEs to the governance structure who through their involvement collectively enhance the firm’s performance in meeting the purpose of this Code. INEs should be positioned so that they can observe, challenge and influence decision-making in the firm.	Appendix A - Our committee structures and what they do
D.N.	INEs (and ANEs) should provide constructive challenge and specialist advice with a focus on the public interest. They should assess and promote the public interest in firm operations and activities as they relate to the purpose of this Code, forming their own views on where the public interest lies.	Updates from our governance bodies chapter - Update from the Public Interest Body and Update from the Audit Oversight Body Appendix A - Our committee structure and what they do
D.O.	INEs (and ANEs) should maintain and demonstrate objectivity and an independent mindset throughout their tenure. Collectively they should enhance public confidence by virtue of their independence, number, stature, diverse skillsets, backgrounds, experience and expertise. They should have a combination of relevant skills, knowledge and experience, including of audit and a regulated sector. They owe a duty of care to the firm and should command the respect of the firm’s owners.	Updates from our governance bodies chapter - Update from the Public Interest Body and Update from the Audit Oversight Body Appendix A - Our committee structure and what they do
D.P.	INEs (and ANEs) should have sufficient time to meet their responsibilities. INEs (and ANEs) should have rights consistent with discharging their responsibilities effectively, including a risk of access to relevant information and people to the extent permitted by law or regulation, and a risk, individually or collectively, to report a fundamental disagreement regarding the firm to its owners and, where ultimately this cannot be resolved and the independent non-executive resigns, to report this resignation publicly.	Updates from our governance bodies chapter - Update from the Public Interest Body and Update from the Audit Oversight Body
D.Q.	INEs (and ANEs) should have an open dialogue with the regulator.	Updates from our governance bodies chapter - Update from the Public Interest Body and Update from the Audit Oversight Body
D.29.	INEs should number at least three, be in the majority on a body chaired by an INE that oversees public interest matters and be embedded in other relevant governance structures within the firm as members of formal attendees with participation rights. If a firm considers that having three INEs is unnecessary given its size or the number of public interest entities it audits, it should explain this in its transparency report and ensure a minimum of two at all times. At least one INE should have competence in accounting and/or auditing, gained for example from a role on an audit committee, in a company’s finance function or at an audit firm.	Updates from our governance bodies chapter - Update from the Public Interest Body and Update from the Audit Oversight Body
D.30.	INEs should meet regularly as a private group to discuss matters relating to their remit. Where a firm adopts an international approach to its management and/or governance it should have at least three INEs with specific responsibility and relevant experience to focus on the UK business and to take part in governance arrangements for this jurisdiction. The firm should disclose on its website the terms of reference and composition of any governance structures whose membership includes INEs, whether in the UK or another jurisdiction.	Updates from our governance bodies chapter - Update from the Public Interest Body and Update from the Audit Oversight Body Appendix A - Our committee structure and what they do
D.31.	INEs should have full visibility of the entirety of the business. They should assess the impact of firm strategy, culture, senior appointments, financial performance and position, operational policies and procedures including client management processes, and global network initiatives on the firm and the audit practice in particular. They should pay particular attention to and report in the transparency report on how they have works to address: risks to audit quality; the public interest in a firm’s activities and how it is taken into account; and risks to the operational and financial resilience of the firm.	Updates from our governance bodies chapter - Update from the Public Interest Body and Update from the Audit Oversight Body
D.32.	A firm should establish a nomination committee, with participation from at least one INE, to lead the process for appointments and re-appointments of INEs (and ANEs), to conduct a regular assessment of gaps in the diversity of their skills and experience and to ensure a succession plan is in place. The nomination committee should assess the time commitment for the role and, when making new appointments, should take into account other demands on INEs’ (and ANEs’) time. Prior to appointment, significant commitments should be disclosed with an indication of the time involved. Additional external appointments should not be undertaken without prior consultation with the nomination committee.	Updates from our governance bodies chapter - Update from the Public Interest Body and Update from the Audit Oversight Body
D.33.	A firm should provide access for INEs to relevant information on the activities of the global network such that they can monitor the impact of the network on the operations and resilience of the UK firm and the public interest in the UK.	Updates from our governance bodies chapter - Update from the Public Interest Body and Update from the Audit Oversight Body
D.34.	INEs should have regular contact with the Ethics Partner, who should under the ethical standards have direct access to them.	Updates from our governance bodies chapter - Update from the Public Interest Body



Principles and Provisions of the 2022 AFGC		Where information on how the principles and provisions have been addressed can be located
D.35.	INEs should have dialogue with the audit committees and investors to build their understanding of the user experience of audit and to develop a collective view of the way in which their firm operates in practice.	Updates from our governance bodies chapter - Update from the Public Interest Body
D.36.	Firms should agree with each INE (and ANE) a contract for services setting out their rights and duties. INEs (and ANEs) should be appointed for specific terms and have a maximum tenure of nine years in total.	Updates from our governance bodies chapter - Update from the Public Interest Body and Update from the Audit Oversight Body
D.37.	The firm should provide each INE (and ANE) with the resources necessary to undertake their duties including appropriate induction, training and development, indemnity insurance and access to independent professional advice at the firm’s expense where an INE or ANE judges such advice necessary to discharge their duties.	Updates from our governance bodies chapter - Update from the Public Interest Body
D.38.	The firm should establish, and disclose on its website, well defined and clear escalation procedures compatible with Principle P, for dealing with any fundamental disagreement that cannot otherwise be resolved between the INEs (and/or ANEs) and members of the firm’s Management and/or governance structures.	Updates from our governance bodies chapter - Update from the Public Interest Body and Update from the Audit Oversight Body
D.39.	An INE (and/or ANE) should alert the regulator as soon as possible to their concerns in the following circumstances: <ul style="list-style-type: none">– the INE or ANE believes the firm is acting contrary to the public interest– the INE or ANE believes the firm is endangering the objectives of this Code– the INE or ANE initiates the procedure for fundamental disagreements	No instances noted.
D.40.	A firm should disclose in its annual transparency report: <ul style="list-style-type: none">– Information about the appointment, retirement and resignation of INEs (and ANEs); their remuneration; their duties and the arrangements by which they discharge those duties; and the obligations of the firm to support them. The firm should report on why it has chosen to position its INEs in the way it has.– Its criteria for assessing whether INEs (and ANEs) are i) independent from the firm and its owners; and ii) independent from its audited entities.	Updates from our governance bodies chapter - Update from the Public Interest Body and Update from the Audit Oversight Body Appendix A - Our committee structure and what they do
Section E – Operational separation		
E.R.	Where a firm applies the Principles for Operational Separation, has established an Audit Board with a majority of ANEs and is subject to the regulatory monitoring of these arrangements, ANEs will fulfil the responsibilities of INEs under this Code in so far as these relate to the audit practice. A firm’s INEs will focus on representing the public interest in high-quality audit at the firm-wide level as well as on the public interest in firm activities in non-audit parts of the business and the risks posed by these non-audit activities to the audit practice. In fulfilling their role ANEs should follow the Principles set out in section D as applied to the audit practice.	Updates from our governance bodies chapter - Update from the Public Interest Body and Update from the Audit Oversight Body
E.S.	INEs should rely on ANEs to provide independent oversight of audit quality plans, audit strategy and remuneration in the audit practice. ANEs should rely on the INEs to monitor activities at the firm-wise and network levels for their potential impact on the audit practice.	Updates from our governance bodies chapter - Update from the Public Interest Body and Update from the Audit Oversight Body
E.41.	ANEs should have the same obligations regarding time commitment, independence and objectivity as INEs. They should focus their attention on the audit practice in accordance with the Principles for Operational Separation. The Audit Board should have the authority to act independently of the firm-wide public interest body.	Updates from our governance bodies chapter - Update from the Public Interest Body and Update from the Audit Oversight Body
E.42.	INEs should participate in governance structures operating across the entirety of the firm and pursue the purpose of this Code at the firm-wide level. They should: i) monitor the activities of the wider firm and global network for their potential to affect audit quality and the resilience of the audit practice; and ii) ensure the firm takes account of the public interest in its wider decision making.	Updates from our governance bodies chapter - Update from the Public Interest Body and Update from the Audit Oversight Body. Appendix A - Our committee structure and what they do.
E.43.	INEs and ANEs should maintain open dialogue, consult on matters of public interest and share information with one another to the extent this is relevant for the Audit Board’s oversight of the audit practice and/or the effective discharge of the INEs’ responsibilities at the firm-wide level. They should inform one another in the event they invoke the procedure for fundamental disagreements.	Updates from our governance bodies chapter - Update from the Public Interest Body and Update from the Audit Oversight Body. No instances noted of procedure for fundamental disagreements being invoked.

The Statutory Auditors (Transparency) Instrument 2008 and the Local Auditors (Transparency) Regulations 2020

In last year's Transparency Report we mapped requirements from The Statutory Auditors (Transparency) Instrument 2008. These requirements were amended by The Statutory Auditors and Third Country Regulations 2016 which was further amended by The Statutory Auditors and Third Country Auditors (Amendment) (EU Exit) Regulations 2019, which we map the requirements of on the following pages. As requirements of The Statutory Auditors (Transparency) Instrument 2008 have been amended we no longer report on how we meet these requirements.

Where an audit firm performs the audit of one or more major local audits, the Local Auditors (Transparency) Regulations 2020 require that auditor to prepare and publish a transparency report which meets the requirements of the Local Auditors (Transparency) Regulations 2020 issued by the FRC. PwC UK did not perform any major local audits in the year to 30 June 2024 (2023: no major local audits). We have therefore not prepared a compliance table against these regulations.



The Statutory Auditors and Third Country Auditors (Amendment) (EU Exit) Regulations 2019

This Transparency Report's compliance with Article 13 of EU Regulation 537/2014 as amended by The Statutory Auditors and Third Country Auditors (Amendment) (EU Exit) Regulations 2019 has been set out below, with details of where the disclosures have been made that comply with each individual requirement of the Regulation.

Requirement	Location within this Transparency Report
1. A statutory auditor that carries out the statutory audit of a public-interest entities shall make public an annual transparency report at the latest four months after the end of each financial year. That transparency report shall be published on the website of the statutory auditor and shall remain available on that website for at least five years from the day of its publication on the website. A statutory auditor shall be allowed to update its published annual transparency report. In such a case, the statutory auditor shall indicate that it is an updated version of the report and the original version of the report shall continue to remain available on the website. Statutory auditors shall communicate to the competent authorities that the transparency report has been published on the website of the statutory auditor or, as appropriate, that it has been updated.	Complied through the Transparency Report as a whole
2. The annual transparency report shall include at least the following:	Appendix D - Network and UK Firm Structure
(a) a description of the legal structure and ownership of the statutory auditor, if it is a firm;	
(b) where the statutory auditor is a member of a network:	Appendix D - Network and UK Firm Structure
(i) a description of the network and the legal and structural arrangements in the network;	
(ii) the name of each member of the network that is eligible for appointment as a statutory auditor, or is eligible for appointment as an auditor in an EEA State or in Gibraltar;	Appendix E - List of EEA member state audit firms in the PwC Network
(iii) for each of the members of the network identified under paragraph (ii), the countries in which they are eligible for appointment as auditors or in which they have a registered office, central administration or a principal place of business;	Appendix E - List of EEA member state audit firms in the PwC Network
(iv) the total turnover of the members of the network identified under paragraph (ii) resulting from statutory audit work or equivalent work in the EEA States or Gibraltar;	Appendix E - List of EEA member state audit firms in the PwC Network
(c) a description of the governance structure of the statutory auditor, if it is a firm;	Appendix A - Our committee structure and what they do
(d) a description of the internal quality control system of the statutory auditor and a statement by the management body on the effectiveness of its functioning;	Consistent high quality chapter – Continuous improvement and the Single Quality Plan, and Our system of quality management Head of Audit Report

Requirement	Location within this Transparency Report
(e) an indication of when the last quality assurance review referred to in Article 26 was carried out;	Consistent high quality chapter - External inspections and Engagement Compliance Review
(f) a list of public-interest entities for which the statutory auditor carried out statutory audits during the preceding financial year;	Appendix E - List of public interest entity audits performed by PwC UK
(g) a statement concerning the statutory auditor's independence practices which also confirms that an internal review of independence compliance has been conducted;	Ethics and independence chapter - Our systems of ethics and independence
(h) a statement on the policy followed by the statutory auditor concerning the continuing education of statutory auditors referred to in paragraph 11 of Schedule 10 to the Companies Act 2006;	People chapter - Training
(i) information concerning the basis for the remuneration of members of the management body of the statutory auditor, where that statutory auditor is a firm;	Appendix A - Our committee structure and what they do
(j) a description of the statutory auditor's policy concerning the rotation of key audit partners and staff in accordance with Article 17(7);	Ethics and independence chapter - Rotation policy
(k) where not disclosed in its accounts, information about the total turnover of the statutory auditor, divided into the following categories:	Appendix C - Relative importance of statutory audit work
(i) revenues from the statutory audit of accounts of public-interest entities and entities members of groups of undertakings whose parent undertaking is a public-interest entity;	
(ii) revenues from the statutory audit of accounts of other entities;	
(iii) revenues from permitted non-audit services to entities that are audited by the statutory auditor; and	
(iv) revenues from non-audit services to other entities.	
The statutory auditor may, in exceptional circumstances, decide not to disclose the information required in point (f) of the first subparagraph to the extent necessary to mitigate an imminent and significant threat to the personal security of any person. The statutory auditor shall be able to demonstrate to the competent authority the existence of such threat.	Not applicable
3. The transparency report shall be signed by the statutory auditor.	Andy Hammond, UK Head of Audit

Appendix G: Glossary of terms

A&C	Acceptance & Continuance
ACM	Audit Compliance Measure
ACN	Audit Committee Network
AEP	Audit Enforcement Procedure
AFGC	Audit Firm Governance Code
AFM	Audit Firm Metric
AfS	Authorisation for Services
AFS	Audit Firm Supervision
AI	Artificial Intelligence
AML	Anti-Money Laundering
AMS	Audit Market Supervision
ANE	Audit Non-Executive
AOB	Audit Oversight Body
APRAC	Audit Partner Remuneration and Admissions Committee
AQH	Acquisition Hub

AQI	Audit Quality Indicator
AQM	Audit Quality Measure
AQR	Audit Quality Review team of the FRC
ATAP	Audit Tender Approval Panel
ARC	Audit Registration Committee
ARQ	Audit Risk & Quality
ARQI	Audit Risk & Quality Investigations
ATOL	Air Travel Organiser's Licence
Below the line reserves	Relating to capital items outside of the profit and loss account
BSI	British Standards Institute
BTA	PwC Building Trust Awards
CASS	Client Asset Sourcebook
CEO	Chief Executive Officer
CES	Central Entity Services
CFO	Chief Financial Officer

CI	Continuous Improvement
CIPFA	Chartered Institute of Public Finance and Accountancy
COBIT	Control Objectives for Information and Related Technologies
CPAB	Canadian Public Accountability Board
CPIA	The Centre for Public Interest Audit
Crowe	Crowe UK LLP, PricewaterhouseCoopers LLP's statutory auditor
CRS	Corporate Reporting Services
CRUF	Corporate Reporting Users' Forum
CSRD	Corporate Sustainability Reporting Directive
Cwir	Compliant with improvement required - an ECR review category
D&I	Diversity and Inclusion
DDM	Distributed Delivery Model
EAT	External Auditor Training
EB	Executive Board
ECR	Engagement Compliance Review

EEA	European Economic Area
EMEA	Europe, Middle East and Africa
EPP	Evolved PwC Professional
ESG	Environmental, Social and Governance
Ethical Standard	the FRC Revised Ethical Standard 2024
The firm	PricewaterhouseCoopers LLP, a limited liability partnership incorporated in England and Wales
EU	European Union
FASS	Future of Audit Supervision Strategy
FAQs	Frequently Asked Questions
FCA	Financial Conduct Authority
FPI	Foreign Private Issuer
FRC	Financial Reporting Council
FS	Financial Services
FSR	Financial Statements Review
FTSE	Financial Times Stock Exchange Index
G&L	Governance and Leadership

OGC	Office of General Council	PwC Network	the Network of member firms of PwCIL	SaFE	Suitable for everyone
Our	PricewaterhouseCoopers LLP, a limited liability partnership incorporated in England and Wales	PwC UK	PricewaterhouseCoopers LLP, a limited liability partnership incorporated in England and Wales	SATCAR	Statutory Auditors and Third Country Auditors Regulations 2016
P2P	Pathway 2 Partner	QAD	Quality Assurance Department of the ICAEW	SB	Supervisory Board
PAC	Partner Affairs Committee	QC 1000	Quality Control 1000	SDC	Service Delivery Centre
PCAOB	Public Company Accounting Oversight Board of the United States of America	QMP	Quality Management Process	SEC	Securities and Exchange Commission of the United States of America
PIB	Public Interest Body	QMR	Quality Management Review	SIR	Standards for Investment Reporting
PIE	Public Interest Entity	QMSE	Quality Management for Service Excellence	SoQM	System of Quality Management
PMC	Partner Matters Committee	QP	Quality Partner	SQP	Single Quality Plan
PRA	Prudential Regulation Authority	QRP	Quality Review Partner	TAC	Territory Admissions Committee
PRG	Policy and Reputation Group	RAF	Recognition and Accountability Framework	TPM	Troublesome Practice Matters
PricewaterhouseCoopers	the Network of member firms of PwCIL	RCA	Root Cause Analysis	T&RC	Talent & Remuneration Committee
PricewaterhouseCoopers LLP (or PwC LLP)	a limited liability partnership incorporated in England and Wales	RER	Relevant Ethical Requirements	Us	PricewaterhouseCoopers LLP, a limited liability partnership incorporated in England and Wales
PVP	People value proposition	RM	Risk Management	We	PricewaterhouseCoopers LLP, a limited liability partnership incorporated in England and Wales
PwC	PricewaterhouseCoopers LLP, a limited liability partnership incorporated in England and Wales	RTM	Remote Team Model	xLoS	Cross Line of Service
PwCIL	PricewaterhouseCoopers International Limited (also known as the Global Board)	RTR	Real Time Review		



Thank you

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