



PwC UK Transparency Report 2026

Let's begin →

PricewaterhouseCoopers LLP
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Welcome to our 2026 Transparency Report

The organisations we work with are navigating an uncertain and increasingly unfamiliar world, shaped by geopolitical change, technological transformation and rising stakeholder expectations. In this environment, resilience matters - and so does trust.

At PwC, our purpose is to build trust in society and solve important problems. That means consistently delivering high-quality work, acting with integrity and being transparent about the progress we’re making and where we need to remain focused.

I’m proud of how our people continue to respond to complex issues, embrace new technology and maintain a strong culture of challenge. We’re continuing to invest in our people, governance, technology and culture, with audit quality remaining our highest priority.

This report sets out how we’re playing our part in strengthening resilience and supporting confidence in UK business and the wider economy through quality, integrity and transparency.

Marco Amitrano
UK Senior Partner

Explore our report

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Hear from our UK Head of Audit,
Andy Hammond

Head of Audit Report

Trust matters. As auditors, we play a vital role in supporting confidence in the financial and non-financial information on which capital markets depend. That responsibility is particularly important in an environment shaped by geopolitical uncertainty, economic pressure, technological change and evolving regulation.

Investors and other stakeholders rightly expect transparency, accountability and independent challenge. Our role is not only to assure the financial statements companies publish, but also to challenge the judgements and narratives that sit behind them.

At PwC, we're focused on delivering consistently high-quality assurance that serves the public interest and supports trust in business. Alongside our financial statement audits, we bring deep expertise, industry insight and advanced technology to help organisations address a broad range of reporting and assurance challenges.

This Transparency Report explains our approach to audit quality, including how we govern our audit practice, maintain independence, invest in our people, harness technology and continuously learn to drive improvement. It covers the financial year ended 30 June 2026 (FY26).



Governance of the audit practice

Central to maintaining the highest standards of audit quality are our strong governance arrangements, which provide a clear framework of accountability and oversight. In my role as Head of Audit, I, together with the Audit Executive, am responsible for leading and shaping the direction of our audit practice. This responsibility involves translating the firm's vision of pre-eminence into an audit strategy with an unwavering emphasis on quality. Our Independent Non-Executives play a vital role in our governance, offering objective challenge and ensuring that our strategy is focused on the public interest. Matters across our profession globally underscore the critical importance of a culture focused on quality supported by strong governance frameworks.



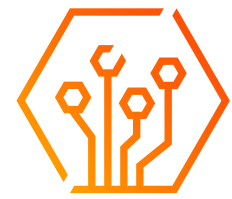
Our System of Quality Management

Quality is embedded throughout our audit practice through our System of Quality Management (SoQM), which provides the framework for how we manage and monitor audit quality. The SoQM is reviewed annually and enables us to identify, assess and respond to risks to quality in a structured and consistent way. We believe that an overall assessment of the firm's SoQM offers valuable insights to users of audit services that go beyond formal inspection results.

We believe our quality control system for the audit practice has been suitably designed and complied with to provide reasonable assurance that audits are performed and reported in conformity with applicable professional standards.

During the year, the Financial Reporting Council (FRC) published its assessment of the firm's SoQM. We're proud that they concluded our system is mature and well established and recognised the strength of our root cause analysis. We were also encouraged by the results of FRC and ICAEW inspections of individual audits. These are important indicators of progress and help inform our ongoing efforts to enhance audit quality.

Because no single measure can fully capture audit quality, we use an Audit Quality Measurement framework incorporating inspection results, audit committee feedback and the views of our people. These measures form part of the firmwide balanced scorecard reviewed quarterly by the Management Board. Together, these measures provide a holistic view of audit quality and support informed decision making and continuous improvement.



Harnessing technology and innovation

Technology continues to transform how we perform audits. Our focus is on applying it where it can enhance quality, consistency and the experience of our people and the organisations we audit.

Tools such as Evidence Match automate elements of evidence gathering, while AI assistants, including ChatPwC and ChatAssurance, enable our teams to spend more time applying professional judgement, exercising appropriate challenge and focusing on higher-risk areas.

At the centre of this transformation is Maestro, our AI-native global audit platform. By bringing together methodology, technology and governed AI capabilities within the audit workflow, Maestro enables earlier risk identification, more consistent execution and a more connected audit experience.



Our people and culture

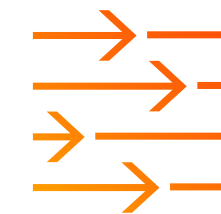
While technology is an increasingly important enabler, our people remain essential to audit quality. We continue to invest in technical expertise, professional qualifications, technology skills and the human capabilities needed to exercise judgement, challenge effectively and work collaboratively in teams. Our People Value Proposition, ‘Grow here. Go further.’, reflects our ambition to create an environment in which people can build meaningful careers while delivering work to the highest professional standards.

Culture is equally important in delivering high-quality work. During FY26 we continued to embed our Audit Behaviours alongside the firm’s four culture priorities: Be inspiring, Be curious, Be collaborative and Be clear. Together, these reinforce the behaviours we expect across Audit: teamwork, constructive challenge, accountability, inclusion and pride in the quality of our work. I also recognise the demands our people face as audits become more complex and expectations continue to rise. Supporting wellbeing, development and sustainable performance therefore remains an important priority.



Trust and stakeholder engagement

Trust in our work depends on a strong commitment to ethics and independence. These principles support objective decision making and confidence in the opinions we provide. We continue to engage with investors, audit committees, regulators and other stakeholders to understand their perspectives and evolving expectations. That dialogue informs how we develop our audit approach and where we focus our efforts to improve.



Looking ahead

Looking ahead, the audit profession will continue to evolve rapidly. Developments in AI and technology, changing regulation and rising stakeholder expectations will require us to keep adapting while maintaining a clear focus on quality.

Our investment in Maestro, alongside the ongoing development of our people and skills, positions us well to respond to that change. By combining deep audit and industry expertise with advanced technology and strong professional judgement, we aim to make our audits more effective, more insightful and better equipped for the future.

Andy Hammond
UK Head of Audit



Governance

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Governance structure

Executive bodies

Management Board

Executive Committee

The firm's governance structure reflects its partnership model and is guided by our purpose, to build trust in society and solve important problems. Our purpose informs our decision making, risk appetite and how we manage the business in the interests of partners and stakeholders.

The Senior Partner is elected by the firm's partners for an initial four-year term, with the option to stand for re-election for a second term, and, once elected, forms the Management Board (MB) and its committees. From October 2025, our executive leadership structure has comprised a dual MB and Executive Committee (ExCo) construct. The MB retains ultimate responsibility for the firm's policies, strategy, direction and management, including its key regulatory responsibilities. The MB has overall responsibility for the quality of the firm's work.

The ExCo brings together the full executive leadership team and, with delegated authority from the MB, leads the execution of those policies and strategy and provides management and day-to-day operational oversight. Each member of both bodies is subject to formal, rigorous and ongoing performance evaluation, with consideration also given to PwC Network Standards. Succession planning for the MB and ExCo is overseen by the Supervisory Board's Talent & Remuneration Committee. The **MB's Terms of Reference** and the **ExCo's Terms of Reference** are available on the firm's website.

Governance bodies

Supervisory Board

Public Interest Body

Audit Oversight Body

The governance bodies provide oversight, constructive challenge and an independent perspective alongside executive management. The Supervisory Board (SB) represents the partners as a whole, while the Public Interest Body (PIB) and Audit Oversight Body (AOB) are made up of a majority of Independent Non-Executives (INEs) and Audit Non-Executives (ANEs) respectively. They collectively support the firm's performance in meeting the purpose of the Audit Firm Governance Code (AFGC) and ensure that the public interest and audit quality considerations are embedded in governance and decision-making.

The firm's INEs, and its executive and governance bodies as a whole, are also supported by the Board Secretariat, which co-ordinates briefings and meetings across the governance structure and other teams and individuals within the firm, and responds to queries and information requests.

The firm's governance KPIs require formal effectiveness reviews to be carried out internally each year and externally every three years. In FY26, an externally facilitated review of the firm's boards and committees was conducted and an overview of findings is included in **Appendix A**.



Update from the Chair of the Supervisory Board

Roles and responsibilities

The SB represents the interests of the partners as a whole. Its membership comprises twelve elected members and certain ex-officio members, including the Senior Partner and partners elected to the Global Board. The SB reviews, challenges and gives guidance to the MB on matters of concern or potential concern to partners, including national, legal, regulatory and fiscal matters, implementation of network policies, and communication between partners and management. Its members also represent the SB on the PIB and AOB, and lead the twice-yearly Partner Engagement process. The SB has a broad governance remit but does not manage the firm: responsibility for management rests with the Senior Partner, the MB, the Executive Committee and their committees. The [SB's Terms of Reference](#) are available on the firm's website.

Changes to PwC Network Standard on Territory Governance

During the year, a key area of focus for the SB has been the changes to the PwC Network Standard on Territory Governance and PwC UK's implementation of these. The purpose of the changes is to help ensure the promotion of effective and efficient governance at network and territory levels.

We're considering our response to these changes, and the SB formed a committee during the year. Membership includes SB members as well as members of the firm's ExCo. The Chair of the PIB also attends committee meetings.

The 2026 SB Election

The SB conducts elections for its elected positions every two years. Successful candidates are elected from among the UK partner population to serve a four-year term.

The last SB Election took place in November 2024 and the next SB Election is planned to conclude in November 2026.

Looking ahead

I look forward to continuing to support the SB as it navigates a period of unprecedented change across the economic and regulatory landscape, and 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

Roles and responsibilities

The PIB is a well-established part of the firm's governance and currently comprises four INEs and two representatives from the firm: one from the MB, nominated by the Senior Partner, and one from the SB, nominated by the Chair of the SB. The Head of Audit and General Counsel have standing invitations to attend. The PIB determines its own agenda and ensures that the public interest is considered in the firm's decision-making through independent oversight and constructive challenge, thereby enhancing stakeholder confidence. Its remit includes the firm's strategy, culture, people, network developments, and the sustainability and resilience of the firm and its audit practice. Working with the AOB, it also considers how consistently high-quality audits are promoted and delivered. INEs from the PIB additionally serve on relevant SB committees, including the Talent & Remuneration, Audit and Risk committees, helping the firm meet the purpose of the AFGC. The procedure for addressing any fundamental disagreement between the INEs and the firm's management and/or the SB is included in the [PIB's Terms of Reference](#) available on the firm's website.

Key matters considered by the PIB

The PIB has continued to set its own agenda throughout the year enabling us to focus on matters that it regards as being in the public interest.

Working with the AOB

The AOB was established as part of the firm's implementation 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, allowing audit-specific matters to have prominence firm-wide at the PIB, as well as enabling the AOB to focus exclusively on audit practice governance. This model creates an environment where there is the right level of robust focus on audit practice governance, whilst 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 Audit Oversight Body](#).

Building wider relationships

During the year, we welcomed the opportunity to engage with the firm and the SB on the changes to the Network Standard on Territory Governance set out in the [Update from the Chair of the Supervisory Board](#). I have joined meetings of the SB committee which was established to consider these changes.

Members of the PIB and AOB also attended regional meetings of the SB in the year. Suzanne Baxter attended the November 2025 SB meeting held in PwC's Reading office and AOB Chair Caroline Gardner attended the May 2026 meeting held in PwC's Glasgow office.

Outside of formal meetings, members of the PIB, the AOB and SB have met as a group to discuss matters of shared interest including network matters, governance and themes from the SB Partner Engagement processes.

The PIB receives regular updates from the Head of Internal Audit, and Suzanne Baxter additionally attended the SB Audit Committee discussion on the full year report from the Head of Internal Audit, which included details of the various Internal Audit reviews that had been conducted.

As INEs, we also meet separately as part of our remit under the AFGC.

As a member of the PIB, the Chair of the SB has a standing agenda item at each PIB meeting to provide an update on its activities. At each meeting, the PIB also received an update from the chairs of the SB's Audit Committee and Risk Committee, both of which have INEs as embedded members. During the year, members of the PIB were pleased to attend an element of the External Auditor Training programme. We have also engaged on a regular basis with the FRC during the year and continued to attend FRC roundtable discussions.

Firm strategy and performance

The PIB received regular updates throughout the year on the firm’s performance and its progress in delivering its strategy from Senior Partner, Marco Amitrano. These updates included strategic matters for the firm, its business activities, as well as global network matters. In order to have visibility of the firm as a whole, the PIB invited a wide range of stakeholders from the firm into its meetings during the year. This has included regular dialogue with the firm’s new Managing Partner and members of the firm’s Executive Committee, such as the Chief Markets Officer.

Audit Quality

Delivery of consistently high audit quality is critically important, and the PIB, working with the AOB, remains focused on ensuring that the firm continues to promote a commitment to consistent high-quality audits and firm resilience. The Head of Audit attends all PIB meetings. He provides information on audit quality, how the audit practice operates and its culture. The Chair of the AOB also provides updates to the PIB after each AOB meeting.

Culture and People

The culture of the firm and of the audit practice, and the public interest considerations within that, are a key focus for the PIB. The Chief People Officer gave an update on people and culture twice during the year, covering the firm’s people strategy and topics such as wellbeing, diversity and inclusion, attrition, and recruitment.

These updates also included the results of feedback surveys conducted among the firm’s people, to monitor engagement levels and sentiment across the business. This, combined with the other information presented to the PIB, and the INEs’ wider interactions with the firm’s people and partners, enables the PIB to assess that the culture remains appropriate. The PIB has spent time considering from a public interest perspective how the workforce of the future may look and this is set to continue to be an area of discussion.

I continue to value the insight gained through my engagement with the firm’s people. As the member of the PIB with primary responsibility for this, I attended various events during the year, including a Partner Diversity Council meeting, a Shadow Leadership Team meeting, Partner and Director days, and the annual PwC Awards.



Updates from the Ethics Partner

The PIB receives updates twice a year 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.

Risk Management

The PIB has continued to receive quarterly risk management updates in the year, with a focus on firmwide risks and their associated risk ratings. During the year there was a change in the firm’s Chief Risk Officer (CRO) role and the PIB has had the opportunity to understand and discuss future priorities with the new CRO.

The PIB also continues to receive updates on the activities of the SB Risk Committee, which are presented by the Chair of the Committee, with input from the Committee’s embedded INE member.

Operational Separation

The PIB has continued to receive updates on the firm’s compliance with Operational Separation and how this is monitored and attested.

Reflecting on matters in the network

The PIB has continued to be updated on matters in the network during the year, including those in PwC China, global strategic actions and geopolitical events. I look forward to the firm’s INEs continuing to be updated in this way and having the opportunity to contribute to how the firm implements the new PwC Network Standard.

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. Through the Framework, matters of public interest were escalated to the INEs for consideration and input during the year.

Audit Firm Governance Code

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 2026 against the requirements of the 2022 AFGC.

Changes to PIB membership

During the year, INE Victoria Raffé stepped down from the PIB with effect from 31 December 2025 and Marcus Bokkerink was appointed as an INE and member of the PIB with effect from 1 February 2026.

Looking ahead

I look forward to the PIB and the firm’s INEs continuing to play an important role in the firm’s governance.

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, ensuring that the public interest aspects of the firm’s activities are taken into account in its decision-making.

Philip Rycroft CB

Chair of the Public Interest Body





Update from the Chair of the Audit Oversight Body

Roles and responsibilities

The AOB, a committee of the PIB, comprises a majority of ANEs, together with the Head of Audit ex officio and at least one SB representative. It has an exclusively audit-focused remit under the FRC's Principles for Operational Separation of Audit Practices (Operational Separation), strengthens governance and oversight of the audit practice, and enhances the firm's ability to fulfil its relevant responsibilities under the AFGC.

The AOB oversees audit strategy, culture, quality plans and outcomes, and how the audit practice operates within the firm's Operational Separation arrangements, providing senior audit management with robust oversight and constructive challenge. It reports its activities to the PIB and ensures that audit matters have a prominent voice within the firm's public interest governance framework. The [AOB's Terms of Reference](#) are available on the firm's website.

Key matters considered by the AOB

The AOB, through the matters it has considered in the year, has continued to provide independent oversight of the audit practice and its strategy to help ensure that the people in the audit practice are focused above all on delivery of high-quality audits in the public interest.

We determined our areas of focus to frame the challenge and specialist advice we bring as ANEs to the Audit Executive.

Our key areas of relevance are audit culture (overseeing that a culture supportive of the public interest was promoted), the delivery model, technology and people strategies, and how the audit practice interacts with the PwC global network.

In addition to providing robust challenge of audit quality through the reporting presented to the AOB, and continuing to assess the information provided to the AOB by management, we have probed into a variety of matters. We were particularly interested in the evolution of reporting on the System of Quality Management including key risks and associated controls to ensure effective oversight. We reviewed the Quality Management for Service Excellence plan for 2026 and supported the key areas of focus for this year's plan. As ANEs, we have requested particular strategic updates, such as wanting to explore how the Audit Risk and Quality function is evolving to support consistent high quality (in addition to compliance) and the assurance services of the future.

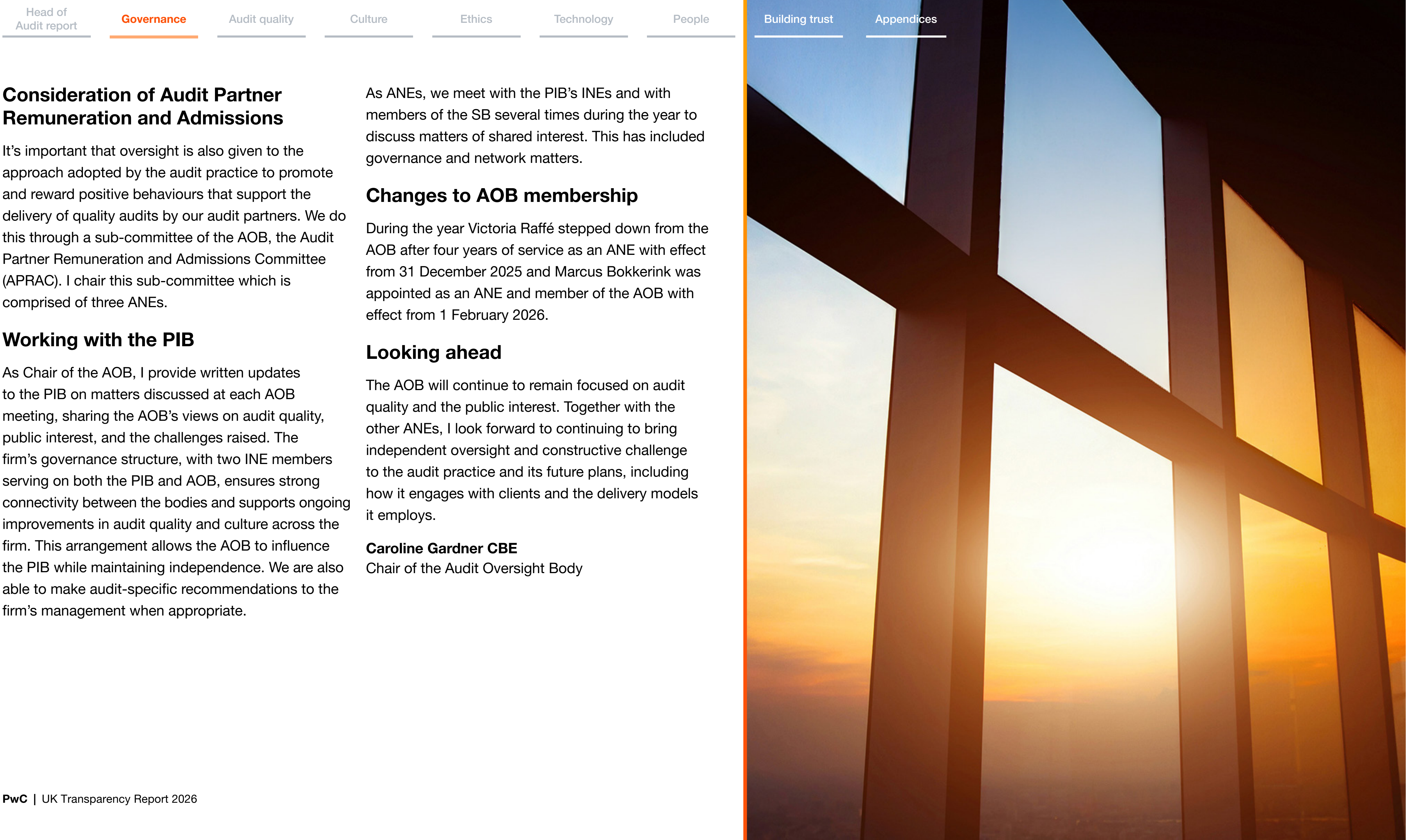
We have held deep-dive discussions into offshore delivery models as well as into how technology is used in audits and how the future talent model may evolve, and have also spent time analysing the audit practice's Quality Culture Report and action plan.

As ANEs, we value the time we spend interacting with the audit practice at all grades, through attendance at leadership meetings and attending training events. These give us a further opportunity to learn about the culture in the practice.

The AOB reviewed and provided constructive challenge to the FY26 audit strategy. The public interest perspective that we bring as ANEs was welcomed by the Audit Executive. We held a discussion during the year to consider the audit practice's future plans.

Engagement with the FRC

We have met with the FRC throughout the year as ANEs, and in February 2026 we were pleased to welcome FRC Chief Executive Officer Richard Moriarty and the FRC's Executive Director of Supervision, Anthony Barrett to an AOB meeting to hear about the FRC's areas of focus and future outlook. The firm's FRC Supervisor observed an AOB meeting in June 2026.



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 that support the delivery of quality audits by our audit partners. We do this through a sub-committee of the AOB, the Audit Partner Remuneration and Admissions Committee (APRAC). I chair this sub-committee which is comprised of three ANEs.

Working with the PIB

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 firm's 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. We are also able to make audit-specific recommendations to the firm's management when appropriate.

As ANEs, we meet with the PIB's INEs and with members of the SB several times during the year to discuss matters of shared interest. This has included governance and network matters.

Changes to AOB membership

During the year Victoria Raffé stepped down from the AOB after four years of service as an ANE with effect from 31 December 2025 and Marcus Bokkerink was appointed as an ANE and member of the AOB with effect from 1 February 2026.

Looking ahead

The AOB will continue to remain focused on audit quality and the public interest. Together with the other ANEs, I look forward to continuing to bring independent oversight and constructive challenge to the audit practice and its future plans, including how it engages with clients and the delivery models it employs.

Caroline Gardner CBE

Chair of the Audit Oversight Body

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Our System of Quality Management



Consistent high quality

Consistently high-quality audits are underpinned by our System of Quality Management (SoQM). It provides a structured framework of policies, processes, and controls that help us meet our professional responsibilities and deliver value to our stakeholders. We're committed to investing in continuous improvement to further develop and refine our SoQM across all our audits and reviews of financial statements and other assurance or related services engagements.

International Standard on Quality Management 1 (ISQM 1)

We comply with ISQM (UK) 1, issued by the FRC. This is the UK equivalent of ISQM 1 issued by the International Auditing and Assurance Standards Board (IAASB).

ISQM (UK) 1 adopts an objectives-based approach and requires firms to operate a SoQM that responds to the nature and circumstances of the firm and its engagements, including conditions and events that may affect quality. It also requires firms to monitor and remediate deficiencies and perform an annual evaluation of the SoQM. The MB has the ultimate responsibility for this evaluation.

The objective of the SoQM is to provide 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 accordingly; and
- Engagement reports issued by the firm or engagement partners are appropriate in the circumstances.

Achievement of the quality objectives under ISQM (UK) 1 is supported by eight components, shown in the diagram on the next page. These form the foundation of our quality management process, established by firm and Audit leadership, with support from business process owners, partners and staff.



As illustrated in the diagram, this Transparency Report explains how the firm and its audit practice address each of the eight components of the system of quality management to maintain and enhance audit quality and support the public interest. The eight components can also be viewed through interconnected stages of the quality management cycle as shown in the diagram on the right. This chapter focuses specifically on how we deliver high-quality audits in relation to the following four components:

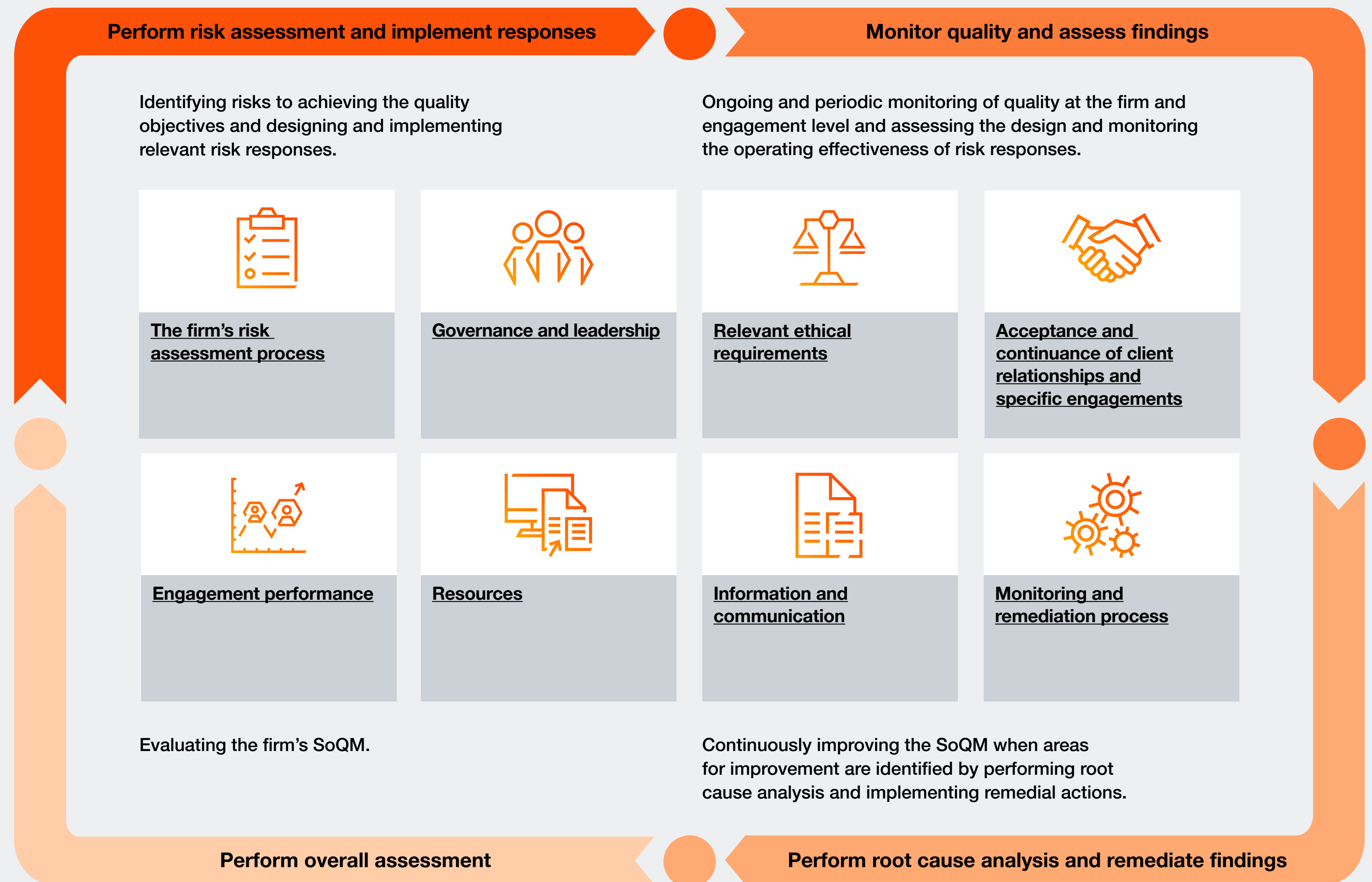
The firm's risk assessment process

Engagement performance

Resources

Monitoring and remediation process

The remaining four components are discussed throughout this Transparency Report. You can use the diagram on the right to navigate directly to the sections.



Risk assessment process and responses

The PwC network's Quality Management for Service Excellence (QMSE) Framework

The PwC network's Global Assurance Quality function supports PwC firms in promoting, enabling, and continuously improving audit quality through effective policies, guidance, tools and systems. The PwC network's aim is to build an appropriate level of consistency in what we do. A key element of this consistency is ensuring compliance with ISQM 1 across the network, which is achieved through the application of the QMSE Framework issued by the Global Assurance Quality Risk function.

Responsibility for appropriate quality management within the UK firm rests with our leadership team. Using the QMSE Framework, we design and operate our firm's SoQM that responds to our specific risks in delivering quality audit engagements.

The QMSE framework meets the objectives and requirements of ISQM 1, providing PwC network firms with an approach to quality management that is embedded within their business and firm-wide risk management processes. Under QMSE in the UK, our overall quality objective is underpinned by a series of quality management areas.

We design and operate our SoQM to provide reasonable assurance that the overall objective is met, including compliance with the objectives and requirements of ISQM (UK) 1.

This requires us to have the necessary organisational capabilities and deploy our people, methodologies, processes and technology to deliver consistently high-quality engagements effectively and efficiently, meeting the expectations of our clients and other stakeholders.

Our approach to quality management is proactive and iterative.

We tailor risk responses to the nature and circumstances of the firm and its engagements, reassessing them when quality risks change or arise. These risks may adversely affect one or more quality objectives, individually or with other risks, which may result in:

- New or changing quality risks to achieving one or more quality objectives;
- Revised assessments of existing quality risks;
- Changes to the design of our firm's SoQM and related risk responses.

Recent years have presented a range of challenges for audit quality, requiring our SoQM to remain responsive to changes in our operating environment and the risks that may affect our ability to deliver consistently high-quality audit engagements.



During the QMSE year ended 30 June 2026, there were a number of developments that affected our SoQM and, in some cases, required changes to our risk assessment or related responses. The most significant of these were:

Deployment of new technologies

A key focus for our SoQM is supporting the firm through a period of significant technology change. New platforms have been introduced during the current period and will continue to be so over the next 12–24 months, including tools that support our audit delivery, resource management, client acceptance, and independence monitoring. The firm has governance, controls and monitoring control frameworks to manage these transitions carefully, so that audit quality is maintained, and risks remain well-managed as new technologies are adopted.

Emerging technologies, including AI

Emerging technologies, such as artificial intelligence, used in the performance of audit engagements or in technology relevant to the SoQM, are an area of rapid change and development. We have focused on ensuring that our partners and staff have access to suitable, approved Generative Artificial Intelligence (GenAI) tools, which are used in accordance with our policies and business rules. These rules are risk-focused, easy to understand and clearly communicated, enabling effective use while maintaining the human oversight needed to ensure reliable outputs. Our SoQM includes a specific quality risk to address technological advancements, and we continue to evolve our responses as the underlying technology and our use of it develops. Further information can be found in the Technology governance section on [page 22](#), which describes our approach to governing emerging technologies, including AI.

Overseas delivery models

The role of overseas delivery centres in our audit practice continues to grow, not only in the number of hours they contribute, but also in the seniority of their team members and the nature of the work they perform as part of our engagement teams. Further detail is set out in our [People chapter](#).

Overseas delivery centres apply the QMSE Framework on the same basis as the UK firm and other member firms. We communicate UK-specific requirements to each centre, review the formal annual reporting they submit, and respond to any ad hoc incidents that arise. In addition, we have designed and implemented UK-specific risk responses in key areas of our SoQM where this is appropriate.

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.

Engagement performance

Our audit practice is a separate, standalone Line of Service and our engagements include financial and non-financial audits, alongside non-audit assurance engagements. Our methodology, processes and quality initiatives are designed to ensure we deliver audits that serve the public interest providing reliable, high-quality audit opinions that stakeholders can trust.

Global methodology

Global Assurance Quality operates at the PwC network level, maintaining the network's risk and quality standards and methodologies in relation to Assurance services. As a key member of the PwC network, we are regularly consulted and collaborate on the development of this guidance, allowing us to consider in advance the impact of methodology changes on the UK audit practice and provide challenge and input. We also regularly have discussions with Global Assurance Quality to share themes from external inspections, internal reviews and other live data sources, enabling the sharing of knowledge, judgements and interpretations on matters related to methodology.

As a member of the PwC network, PwC UK uses PwC Audit, a common methodology based on the International Standards on Auditing (ISAs), supplemented by PwC policies and guidance where needed.

It is designed to support audits that comply with relevant ISA requirements and help PwC member firms consistently meet professional standards, regulatory and legal requirements.

PwC Audit is developed and maintained by the Global Assurance Quality – Methodology Group (GAQ – Methodology), which is responsible for the PwC Audit Guide, libraries of audit procedures for our global audit platform (Aura Platinum), and template letters and other documents for use by engagement teams. We participate in review and consultation groups comprising representatives from member firms, which provide input to GAQ – Methodology to ensure global alignment of methodology priorities, share emerging matters and act as a forum for discussion.

UK supplemental requirements

UK professional standards, laws and regulations include additional requirements beyond global policies and procedures. Our UK Audit Risk and Quality Business Unit (ARQ) is responsible for developing supplemental policies, guidance and tailored procedures 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 supported by appropriate technical experts.

Our policies and procedures are supported by application guidance readily accessible to our people at any time. Our processes ensure we meet all relevant legal and regulatory requirements within our operating environment.



Our evolving approach to delivering high quality

We continue to be committed to continuously improving audit quality by investing in our audit processes and embracing technology to ensure consistent high quality. The initiatives below demonstrate how we are investing in innovation across the audit, from how we plan and execute our audits to the tools and platforms that underpin them.

Precision in audit

Precision in what we do as auditors is at the heart of these initiatives. It is focused on ensuring our audits are precisely scoped and executed, concentrating audit effort on the areas of greatest risk and significance to the users of the financial statements. More precise audits support audit quality by focusing attention on the areas that matter most to those who rely on the financial statements for decision making.

Working collaboratively with ARQ, the Chief Audit Network (CAN) introduced Healthchecks reviews during the planning phase of an audit. The objective of the Healthcheck is to support engagement teams to focus on risk and to be more precise in their risk assessment, in line with the objectives of the Precision in audit workstream described above. Healthchecks were designed to complement our existing Real Time Review (RTR) programme by extending planning support to Responsible Individuals not covered by RTRs.

Where common themes are identified through the Healthchecks, these insights are consolidated and fed into our broader guidance, training materials, and communications to engagement teams as considered appropriate.

ChatAssurance

During FY26, we continued to build on the existing capabilities of ChatAssurance, our GenAI-powered research tool designed specifically for PwC assurance professionals, so that it can now assist audit teams with auditing questions as well as accounting and reporting queries. ChatAssurance enables our audit teams to submit accounting, reporting and auditing queries in real time, with responses generated solely from content housed on Viewpoint – our trusted and authoritative source for all PwC accounting and auditing guidance, including the PwC UK Audit Guide. By restricting responses to Viewpoint content, which is maintained and updated as part of our SoQM, ChatAssurance provides guidance that is consistent with our methodology and professional standards.

To ensure that the content generated by ChatAssurance is both accurate and complete, we have undertaken rigorous testing throughout the development and deployment phases. This included extensive user acceptance testing across a range of scenarios and query types, to validate that responses are reliable, appropriately sourced, and aligned with our methodology. This programme involved both engagement teams and subject matter experts in our ARQ.

Meet the team



Talia

ChatAssurance helps me find the right information faster, so I can spend more time applying insight and delivering value for my clients.

Can you tell us about your journey to PwC and what you do now?

My PwC journey began at high school in South Africa, when I was offered a training contract with a university bursary. After graduating, I joined PwC Audit, completed my professional exams and worked across a range of clients. I had always dreamed of living abroad, so in 2022 I made the move to PwC UK. What began as a two-year adventure has become a more permanent chapter, and today I’m still in London! I now manage a varied portfolio and am passionate about how AI and technology, such as ChatAssurance, are helping us work more efficiently and focus on the areas that matter most.

Can you tell us more about ChatAssurance and how you’ve used it on your audits?

ChatAssurance is a GenAI chatbot that allows us to ask accounting, reporting and auditing questions just as we would a team member. It searches our guidance and returns summaries with source links, saving time on manual research. Having worked with Network firms on group audits, I’ve found it invaluable to quickly access the right templates and current guidance, giving me a clear starting point and more time to focus with my teams on complex, judgemental areas.

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, helps team members track audit progress, including completion of work, review by relevant individuals, and that all matters arising are appropriately addressed.

The engagement leader has overall responsibility for managing and achieving quality on the engagement, as required by ISA (UK) 220 (Revised). This includes directing, supervising and reviewing work performed, ensuring sufficient and appropriate resources are assigned, challenging engagement team members to be rigorous in their approach, and ensuring appropriate consultation on difficult or contentious matters. Senior engagement team members support quality by ensuring timely reviews, satisfying themselves that conclusions are appropriate, and being involved throughout the audit. All our people are also expected to take personal responsibility for critically self-reviewing their own work.

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.

Central to this is creating an environment of psychological safety within our teams, where all team members feel confident to speak up, raise concerns, ask questions and challenge without fear of negative consequences.

During the period, we held sessions on psychological safety to reinforce the importance of creating these safe spaces, recognising that teams who feel empowered to voice their views openly are better placed to exercise professional scepticism and ultimately deliver quality audits.

The average hours spent on audits by Responsible Individuals and partners, as a percentage of total audit hours is 4% (FY25: 4%) for all audits*, and 5% (FY25: 5%) for Public Interest Entity (PIE) audits*. The average ratio of audit staff managed by a partner / Responsible Individual is 20:1 (FY25: 19:1)*.

As at 1 July 2026, we had 350 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 FY26 (FY25: 14:1).

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, FRC PIEs, other public interest entities as designated by the firm and clients identified as higher profile. Entities identified as Higher Profile Clients 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 and appointed based on their experience and expertise. They receive training when appointed and on an ongoing basis and are involved throughout the audit.

The QRP is responsible for reviewing and challenging key aspects of the audit including independence, significant risks and responses, critical judgements, uncorrected misstatements, the financial statements, communication with those charged with governance, and the appropriateness of the audit report. Their responsibilities also include considering the firm’s monitoring and remediation processes, evaluating the engagement leader’s determination on ethical requirements, and assessing whether appropriate consultation has occurred.

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

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

Consultation

Consultation is a key aspect of our continuous improvement and commitment to 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, particularly when dealing with challenging or judgemental topics. Our policies and guidance outline when teams are required to consult on accounting, auditing and risk management matters, and our technical experts track new developments and emerging themes to update these requirements when required.

Chief Auditor Network (CAN)

Our ‘Challenge and be open to challenge’ culture means that engagement teams regularly consult with each other, as well as with experts, on an informal basis where formal consultation is not required. Our CAN 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 Reviews 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, looks at the consistency of the annual report between the financial statements and the other information, and reflects the assessed level of risk in its extent and depth.

During FY26, we further enhanced the risk focus of the FSR programme by aligning it more closely with our RTRs and broadening its coverage.

RTRs provide live support to teams on selected aspects of their audit work. While the focus is tailored to the circumstances of each engagement, the reviews centre on risk assessment, the resolution of judgemental matters and reporting to those charged with governance. The programme is designed to focus on areas of greater complexity and audit risk, considering emerging themes from internal and external inspections. Our RTRs are timed to provide support when it is most effective during the engagement, including early involvement to help engagement teams plan their approach and ongoing review support throughout.

Technical panels

We convene panels of experienced partners and technical experts where an engagement has particular complexities, risk characteristics or where significant judgement is required. For example, this may be where potential uncertainty exists around an organisation’s going concern or impairment assessment. Technical panels may also resolve differences of opinion between the engagement leader and the QRP, another audit partner or a central function.

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. Access to audit files is restricted to engagement team members and specific individuals for risk management, quality review and compliance purposes. All engagement files are destroyed after periods specified by law or professional standards, generally seven years after the audit report date, but up to twelve years after the balance sheet date where required.

Engagement conversations

PwC UK operates an independent senior partner review programme to obtain 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 ensure we continue to provide high-quality services and address any service issues promptly.

Resources

ISQM (UK) 1 requires us to maintain appropriate resources to support both our SoQM and the performance of our engagements. These resources include human, intellectual and technological, and each plays an important role in enabling the consistent delivery of high-quality audits.

The [People chapter](#) describes our approach to human and intellectual resources. It outlines how we attract, develop and retain talented professionals, provide ongoing training and support, and make available the guidance and technical knowledge that underpin audit quality, ensuring our people have the capabilities, expertise and support required to deliver high-quality engagements.

We maintain a robust framework of governance, controls and oversight designed to ensure technology is developed, deployed, maintained and used in a way that supports quality, protects confidential information and enables innovation to be adopted responsibly. In practical terms, this means the firm needs to understand the technology it relies on, assess the risks arising from that technology, and design responses so that technology is obtained or developed, maintained and used in a controlled and appropriate way. Our risk assessment and governance over technology is described on the right. For more on how we're transforming today, and building for tomorrow, see our [Technology chapter](#).

Our technology risk assessment

The firm maintains a granular technology risk assessment as part of its SoQM. Its purpose is to identify technology-related quality risks, evaluate their inherent risk, assess the effectiveness of related controls, and determine the residual risk once those controls have been considered.

These risks are disaggregated into entity-level risks and technology-specific risks:



Entity-level risks

At the entity level, we consider risks arising from our overall use of technology. These include the protection of client and firm confidential data; setting appropriate policies; ensuring we have the right people, with the right skills, clear roles and responsibilities to deliver our technology strategy; and maintaining appropriate monitoring and oversight of network-wide services and external vendors.



Technology-specific risks

We also assess risks at the level of individual technological resources, recognising that the nature of the risk differs depending on the particular technology. Risks assessed include unauthorised or untested changes, excessive user access privileges, inadequate data validation and insufficient guidance or training. These application-level risks are addressed through IT general controls (ITGCs), which operate at both the application layer and the IT infrastructure layer.

Technology governance

Assurance software tools

For Assurance Software Tools used by engagement teams in performing assurance engagements, we apply the PwC Network Assurance Software Tools programme. The programme is designed to support the reliability and auditability of those tools, clarify the responsibilities of tool users, tool owners and member firms, and maintain an inventory of tools approved for use on assurance engagements. Certified tools are published on the territory-approved Assurance Software Tools list. The programme also includes annual certification by tool owners, an approved tools inventory to help engagement teams identify which tools may be used, and independent testing of relevant controls.

Emerging technology, including AI

We've added specific considerations for emerging technology, including AI. At the entity level, we assess the risks related to these technologies and respond through clear policies and business rules, targeted training, and curation of published assets deployed to engagement teams, such as prompts and low-complexity agents.

We also identify risks associated with each underlying technology that utilises AI: for example, the risk that tools may not be used in accordance with policies or business rules, or may produce incomplete, inaccurate or unreliable information. For assurance-specific tools that use AI in the performance of assurance engagements, additional assessment and certification is required to address accountability and governance, accuracy and completeness, reliability, explainability, data bias and automation bias.

Monitoring and remediation process

Monitoring activities

Our monitoring activities assess whether the policies and procedures comprising our SoQM are appropriately designed and operating effectively to provide reasonable assurance that the objectives and requirements of ISQM (UK) 1 are being met.

We monitor internal 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.

We are subject to external monitoring by our regulators. This includes the FRC's annual inspections of individual audits and their assessment of our SoQM, and the ICAEW's annual review of audit quality.

Internal monitoring

Measuring and assessing audit quality is fundamentally important to us. We use internal measures and metrics such as Audit Quality Measures, Audit Compliance Measures and Engagement Compliance Reviews 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.

Audit Quality Measures

The most public measure of audit quality in the UK is the Audit Quality Review (AQR) inspection results, although these are based on a limited, risk-based sample of files inspected. See [page 30](#) 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 the MB each quarter.

Our Audit Quality Measures and supporting data, along with other firm metrics, are set out below:



Inspection results

The percentage of audit files inspected through AQR, QAD and ECR inspection processes that were rated good or limited improvement required (or equivalent rating).

94%

FY25: 89%



Audit committee feedback

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

4.7/5

FY25: 4.6/5



Our people's view

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

88%

FY25: 89%



Audit Compliance Measures

Our Audit Compliance Measures (ACMs) assess whether audit engagements comply with applicable quality standards and audit methodology. Compliance is evaluated quarterly through independent file reviews by partners and staff outside the engagement team, providing objectivity and robust challenge.

The FY26 ACM framework covers 12 key areas across the audit lifecycle, from planning to completion. These areas reflect evolving audit methodology and insights from regulatory inspections and internal reviews (ECRs), focusing attention on where quality improvements and behavioural change are considered necessary.

Each engagement leader is reviewed annually on up to two audit files. Outcomes are moderated at a market and Line of Service level to ensure consistency and comparability, and ACM results are included in risk & quality self-assessments to reinforce accountability for engagement quality.

ACM review results are analysed to identify recurring themes and root causes. These insights inform updates to audit methodology, policies, procedures and training, supporting continuous improvement in engagement quality.

Engagement Compliance Review (ECR)

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

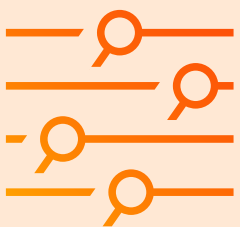
ECRs are risk-focused reviews of completed engagements covering, on a periodic basis, individuals in our firm who are authorised to sign audit, non-audit assurance or related services reports. The review assesses whether an engagement was performed in compliance with PwC Audit guidance, applicable professional standards and other applicable engagement-related policies and procedures. Partners and our people 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 who are all independent of the Business Unit and engagement leader being reviewed. ECR reviewers may be sourced from other firms in the PwC network 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 network-developed tools, 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).



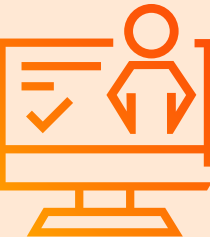
A review of a sample of risk-based completed non-audit assurance engagements in scope of ISQM 1 (or equivalent national standards). The sample aims to reflect the range of different non-audit assurance work and its significance to the firm.



An audit engagement of each Responsible Individual is reviewed at least once every three years as required by the ICAEW Audit Regulations.



The results are reported to the Audit Executive, the AOB, and MB. The FRC and ICAEW also obtain these results as part of their annual inspections.



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.

Each engagement reviewed is assessed using the following categories:

Compliant

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

Compliant with Improvement Required (CwIR)

This conclusion generally applies where:

- Required assurance procedures for a significant account or area were not performed, or not documented in accordance with standards, but evidence elsewhere in the archived work papers means no further procedures are needed.
- Procedures failed to identify a departure from applicable accounting standards that was quantitatively and qualitatively insignificant.
- Control weaknesses were not evaluated substantially in accordance with professional standards, but the impact was not significant enough to modify the relevant assurance report or require changes to the substantive assurance approach, and sufficient audit work was otherwise performed.

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. The **Quality Recognition Award** is designed to celebrate the achievements of engagement teams that bring the Audit Behaviours to life on their engagements, driving 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 is reviewed again in the subsequent year's ECR cycle and there are financial implications for the engagement leader. Following Root Cause Analysis (RCA), consideration is also given as to whether additional support, training and/or monitoring of the engagement leader is required.

We also assess whether the circumstances mean that 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 are assessed as CwIR, the engagement leader is included in the following year's ECR. This finding may also lead to financial implications depending on that engagement leader's previous quality track record.

The firm undertakes RCA for all inspections with non-compliant outcomes and a number of Compliant with Improvement Required and Compliant engagements. This includes 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. 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 ARQ leadership, the Audit Executive and the AOB.

2026 ECR Results

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

127

Audit engagements (FY25: 165) were reviewed in FY26, covering 36% (FY25: 46%)* of the firm’s Responsible Individuals.

34

Non-audit assurance engagements (FY25: 30) were also reviewed.

Audit ECR results*

	Compliant		CwIR		Non-compliant		Total
	No.	%	No.	%	No.	%	No.
FY26	119	94%	4	3%	4	3%	127
FY25	146	89%	12	7%	7	4%	165

Non-audit ECR results

	Compliant		CwIR		Non-compliant		Total
	No.	%	No.	%	No.	%	No.
FY26	33	97%	1	3%	-	0%	34
FY25	26	87%	4	13%	-	0%	30

For PIE audits reviewed in FY26, 92% were assessed as Compliant (FY25: 88%); 0% as Compliant with Improvement Required (FY25: 6%); and 8% as Non-compliant (FY25: 6%)*

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

External Monitoring

We operate in a highly regulated profession, and we’re subject to monitoring by a number of regulatory authorities.

UK regulators

Each year, the FRC’s Supervision Division undertakes inspections of the quality of our audit 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) reviews 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 2025/26 Annual Review of Audit Quality (ARAQ) on 22 July 2026. In a change of reporting approach, the ARAQ includes firm-specific appendices for the largest six audit firms and a seventh appendix providing inspection assessments for six other higher impact audit firms. This replaces the previous practice of publishing separate Audit Quality Inspection and Supervision reports for each firm.

With growing emphasis on effective Systems of Quality Management (SoQM) under ISQM (UK) 1, each appendix first presents FRC findings relating to the firm’s SoQM before detailing audit inspection outcomes from the FRC and QAD inspections of individual audits, and the firm’s own Engagement Compliance Reviews.

The FRC’s AFS team’s activity comprised focus areas of review and additional risk-based procedures tailored to firm-specific, strategic and forward-looking risks. The Audit Market Supervision (AMS) team’s inspection of our SoQM activity reviewed the 30 June 2025 period, and focused on: the firm’s evaluation of the SoQM; changes to quality risks and risk assessment processes; leadership accountability and culture; aspects of relevant ethical requirements (prohibited financial investments, fee ratios, and non-audit services); engagement performance including ISQM (UK) 2; technological resources; intellectual resources; and aspects of monitoring and remediation.

For each area of focus, the AMS team inspected a sample of the monitoring procedures performed by our QMSE testing team to assess the operating effectiveness of responses. These samples focused on responses with a significant element of judgement, including management review, controls, and processes.

The FRC concluded that the firm has a mature and stable SoQM, with effective risk assessment and sound monitoring and remediation processes. The FRC reported that governance and leadership arrangements support accountability for the SoQM and the evaluation process. The firm has a well-established root cause analysis process and remains focused on continuous improvement.

The FRC identified that elements of the firm’s SoQM needed further improvement, particularly to further mitigate the risk that UK approvals for non-audit services provided by other network firms to affiliates of UK audited entities are not appropriately obtained.





Findings

The FRC reported that there are a small number of instances where PwC network firms have provided non-audit services alongside the audit without obtaining the required UK approvals. We are currently performing a detailed assessment to establish the potential for, and extent of, any further breaches.

In addition, in the prior year, the FRC reported that, in the absence of a global, integrated finance and service approval system, there were not sufficient preventative controls to mitigate the risk that network firms commenced non-audit services prior to obtaining all relevant UK approvals.

We have recently introduced new initiatives to strengthen UK approvals for services delivered by the UK firm and have commitment from the Network’s global functions to support our continued activities to further mitigate the identified risk.

The FRC also highlighted that we have reported a higher absolute number of Ethical Standard breaches for staff in respect of prohibited financial interests than other firms.

The breaches primarily relate to staff or their immediate family holding financial interests, either through personal pension arrangements, or in entities relevant to an engagement where the individual worked in the same area of activity as the engagement. The FRC also drew attention to the level of FY25 personal independence compliance exceptions for staff. These primarily related to individuals who had not recorded their personal investments on a timely basis. Both these data points followed targeted activity and interventions by our independence function to improve compliance in these areas, with a marked reduction in the number of breaches during FY26.

Good practice

The FRC also identified four examples of PwC good practice in their SoQM reporting. These were:

Safeguarding the QRP objectivity – The establishment of robust criteria for QRP objectivity which are considered and evidenced on role appointment with central tracking of escalated approvals.

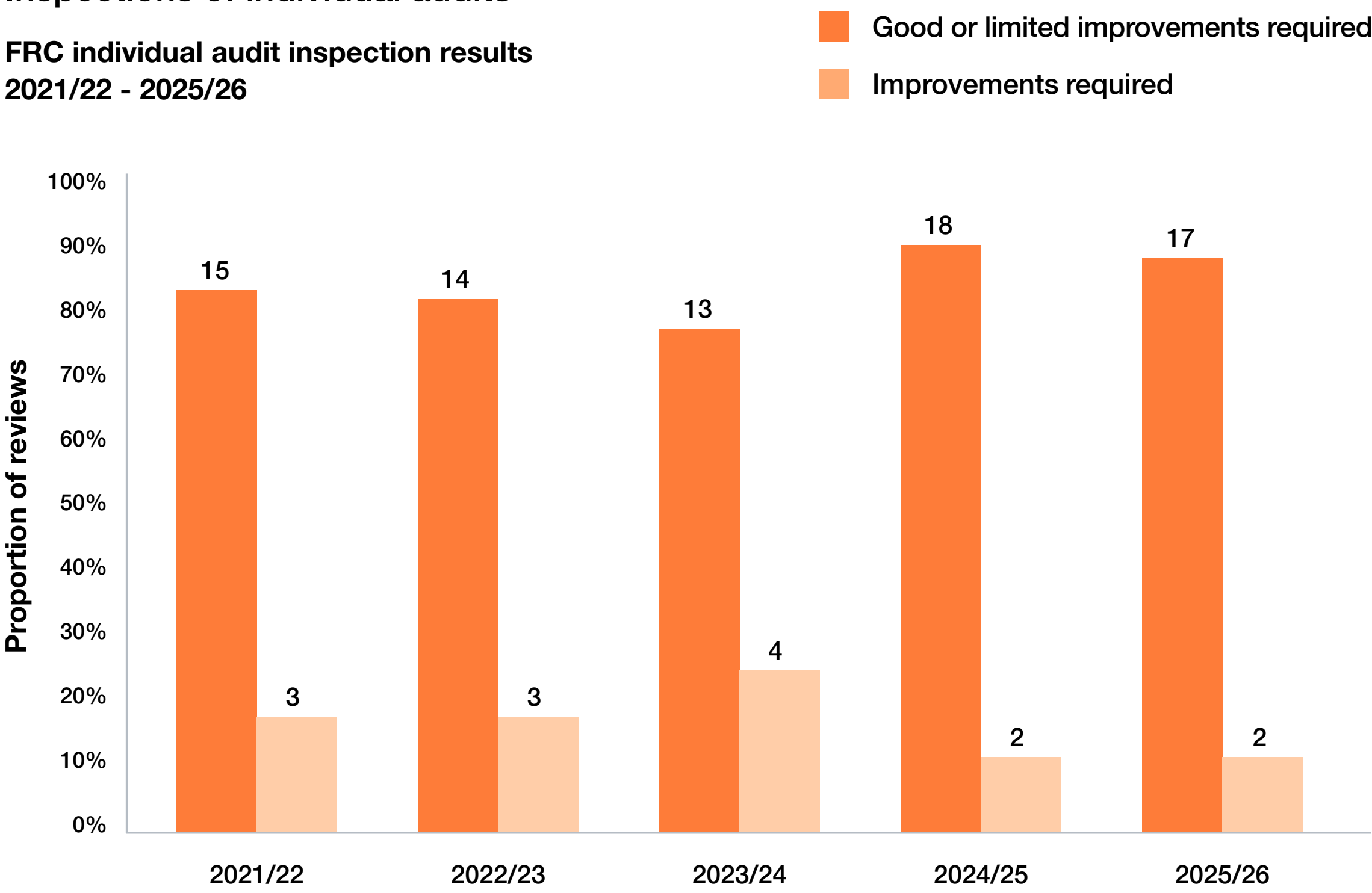
Strategic workforce planning – A forward-looking and proactive approach to assessing both current and future resourcing needs.

Assessment of network responses and monitoring procedures – a detailed review of the global responses to risks and associated monitoring procedures provided by the network.

Continuous improvement in the RCA process – the use of innovative approaches to further enhance our RCA process including behavioural insights to reduce bias.

Inspections of individual audits

FRC individual audit inspection results 2021/22 - 2025/26



The 2025/26 FRC inspection of individual audits comprised completed reviews of 19 (2024/25: 20) engagements. Of these 19 audits, the FRC assessed that:

- 89% or 17 audits (90% or 18 audits in 2024/25) were graded ‘good or limited improvements required’*
- 11% or two audits (10% or two audits in 2024/25) were graded as ‘improvements required’*
- No audits (no audits in 2024/25) had ‘significant improvements required’*

¹ Source: media.frc.org.uk/documents/Annual_Review_of_Audit_Quality_2026_2eSTaw8P.pdf

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

Consistent high-quality audits are core to maintaining public trust and we’re committed to delivering high-quality audits.

Our culture, which focuses on audit quality, current and future resourcing models and the adoption of new and emerging technologies are key enablers in delivering sustainable high-quality audits. We’re grateful for the continued efforts of our audit teams in seeking to achieve our quality objectives.

The FRC’s report highlighted the following findings from its inspection of individual audits:

Impairment of non-current assets

Inspection findings identified insufficient audit procedures and evidence in relation to impairment assessments, including inadequate evaluation, corroboration and challenge of management’s impairment assessment for a cash-generating unit, and insufficient evidence of how foreign currency inputs affected discount rates used in goodwill impairment models.

Ethics and independence

Findings noted that an audit team did not adequately address threats to independence and objectivity arising from an overseas component audit director’s long association with the group audit, and did not sufficiently consider or evidence how an objective, reasonable and informed third party would view the component auditor’s commercial relationship with the entity.

The report also includes examples of good practice, covering aspects of risk assessment, planning and execution of the audit. We’ll continue to utilise these examples within training programmes and to reinforce our audit behaviours.

Whilst we’re 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 2025/26 audit inspection cycle.

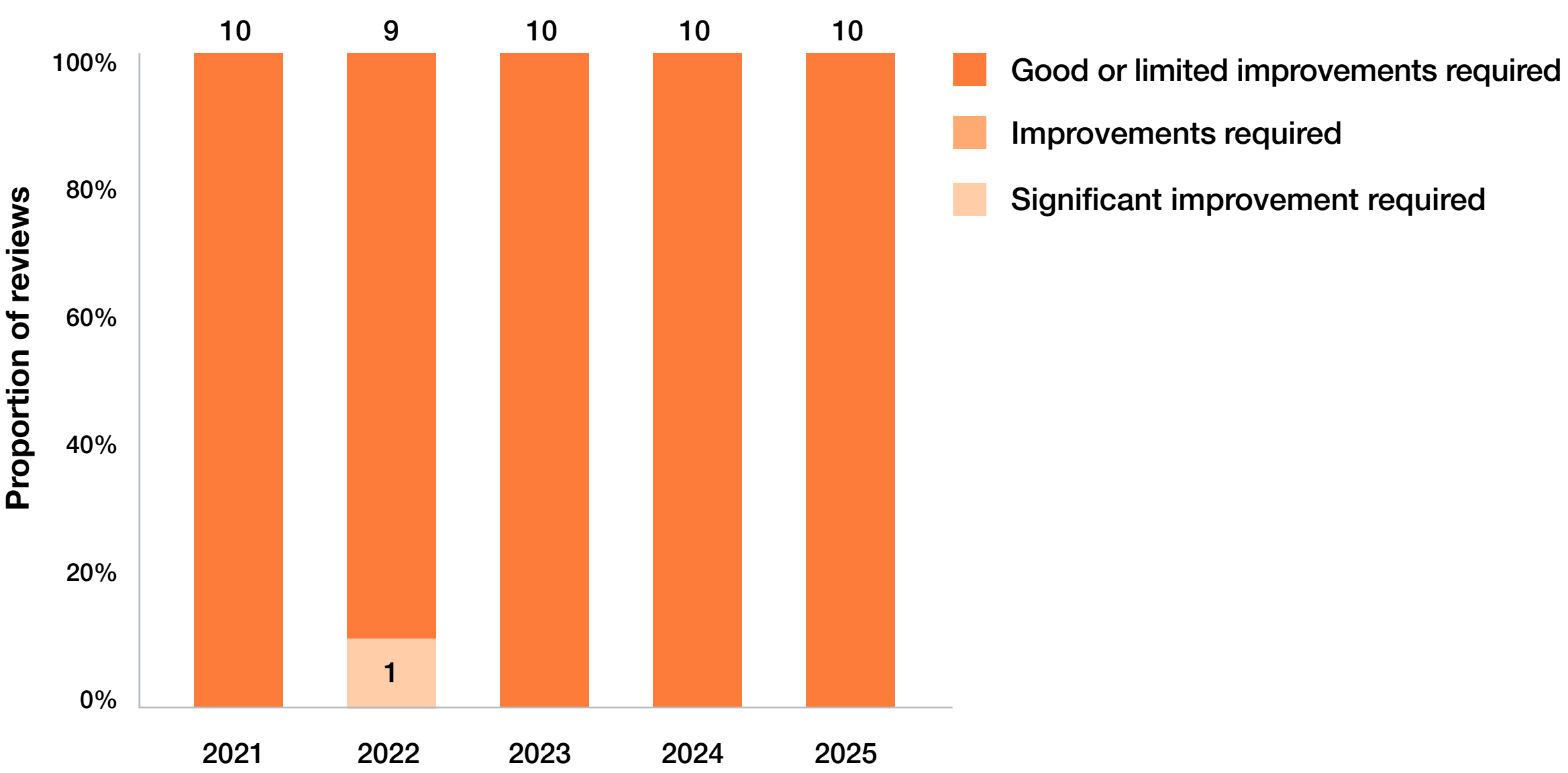
This includes seeking to understand what good looks like from the identified examples of good practice. Responsive actions have been developed in conjunction with the relevant process or control owner, with oversight and challenge from ARQ.

The FRC’s ARAQ is available on the [FRC Website](#).¹

ICAEW – QAD inspection

The [QAD 2025 Audit Monitoring results](#)² were published within the firm-specific appendix of the FRC’s ARAQ on 22 July 2026. They are included within the ICAEW’s Audit Monitoring report 2026.

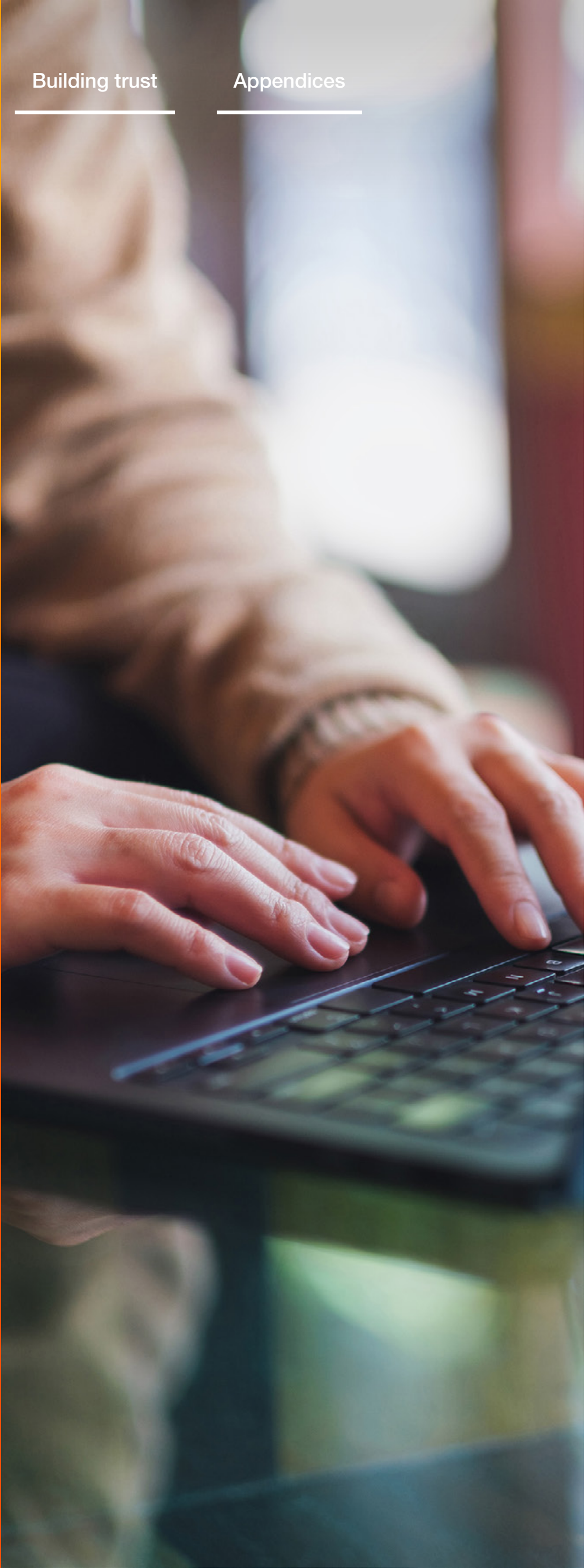
QAD inspection results from 2021 to 2025



The 2025 QAD inspection of individual audits at PwC comprised standard scope reviews of ten (2024: ten) engagements, of which:

- 100% or ten audits (100% or ten in 2024) were assessed as ‘good or generally acceptable’*
- No audits (none in 2024) were graded as ‘improvement required’*
- No audits (none in 2024) were graded as ‘significant improvement required’*

² Source: [media.frc.org.uk/documents/Annual_Review_of_Audit_Quality_2026_2eSTaw8P.pdf](#)
* These metrics align to those reported by the FRC in their Annual Firm Metrics reporting.



We’re 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 ARAQ report did not include any areas of key findings.

The QAD identified examples of good practice across each of the audits reviewed including in relation to robust challenge of management on significant accounting estimates, comprehensive documentation on involvement of internal technical teams, experts and interactions with UK component and overseas teams; and clear and well considered audit approach papers, including for revenue.

Air Travel Organisers License inspections

As an Air Travel Organisers License 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.

Local Audit monitoring

We did not undertake any Local Audits (FY25: none) and therefore the FRC did not perform any individual audit inspections as part of the 2025/26 cycle.

Remediation process: Continuous improvement and the Single Quality Plan

Information obtained through monitoring and remediation activities, together with other sources such as external inspections, supports the continuous improvement and evaluation of our SoQM.

Our 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're taking to continually enhance audit quality and prioritises those actions.

The SQP is discussed with, and challenged by, the Audit Executive and 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.
- 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're committed to working constructively with our regulators.

Our CI team 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 a clear objective and timeline for implementation. The CI team has an independent Action Monitoring team who hold regular status meetings with action owners to monitor outstanding actions, and action owners are held to account where actions are not implemented without an acceptable justification.

Monitor effectiveness

To support our overall assessment of audit quality, the CI Action Monitoring team also independently assesses action effectiveness through our SQP. For each action that is added to the SQP, an effectiveness assessment approach is developed up front in order to determine how to measure whether actions have effectively achieved the relevant quality benefits. The Action Monitoring team monitors and challenges the status, evidence and conclusion of the effectiveness assessment as well as whether actions are implemented appropriately.

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.

Meet the team



Paul

I really enjoy hearing from teams who work well together, understanding what makes them successful, and sharing that across the practice to enhance quality on every audit.

Can you tell us about your journey to PwC and what you do now?

Before Audit, my career looked very different. While at university in Aberdeen, I spent holidays driving lorries across Europe and continued for several years after graduating. A friend at PwC Channel Islands told me about the exciting work he was doing, which inspired my move into Audit. I joined the Guernsey office on the graduate scheme, studying for my chartered accountancy exams, before moving to Edinburgh in 2013 and joining the Asset & Wealth Management audit team. In 2025, I started a two-year secondment in the Continuous Improvement team. My role focuses on enhancing audit quality through root cause analysis, identifying good practice, analysing engagement data, and helping teams learn from internal and external review findings.

What do you enjoy most about working in Continuous Improvement?

For me, no two days are the same, and I’m constantly learning. I get to work with a range of people across the firm, understanding what matters most to them and identifying both good practice and opportunities for improvement. The best part is being able to share those insights with teams so they can enhance the work they’re doing. That combination of fresh challenges, continuous learning and helping others improve is what I enjoy most.

Statement on the firm's system of quality management

We conducted a review of our SoQM for the year ended 30 June 2026.

On 18 September 2026, 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 has evaluated whether our firm's SoQM provides us 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.

Based on all the relevant information of the firm's SoQM, as at 30 June 2026, we believe our SoQM provides us with reasonable assurance that the quality objectives of ISQM (UK) 1 noted above are being achieved.

Quality Control 1000 (QC 1000)

QC 1000, issued by the PCAOB, is a new quality control standard designed to strengthen firms' systems of quality control and support the consistent issuance of high-quality engagement reports under PCAOB standards. It applies to PCAOB-registered firms from 15 December 2026.

Our existing SoQM is compliant with ISQM (UK) 1. To meet the more prescriptive requirements of QC 1000, we have undertaken a comprehensive, globally aligned implementation programme and remain on track to comply by the effective date.

Firms are required to evaluate their quality control systems annually as at 30 September and file Form QC with the PCAOB by 30 November. Our first evaluation will be completed as at 30 September 2026, with our first filing due by 30 November 2027.

Audit investigations

We actively work with stakeholders and regulators to progress matters effectively. We acknowledge when the firm's work falls below the professional standards expected and that we demand of ourselves. As part of our focus on continued audit quality improvement, we proactively take appropriate actions.

The firm's approach to regulators' enquiries and investigations

Our Office of General Counsel (OGC) manages investigation matters relating to audits. The ARQ Investigations team assists the firm by reviewing the quality of audit work under OGC's instruction. Matters may include enquiries and investigations by the FRC and other regulators and claims or potential claims raised by clients or third parties.

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

The Audit Enforcement Procedure (AEP) is the FRC's process for FRC enforcement investigation matters, Case Assessment enquiries and Constructive Engagement. It 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 and are known as Responsible Individuals. The firm is committed to working with the FRC to resolve such matters and to proactively take the steps needed to improve audit quality. 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 enquiries are generated through horizon-scanning activities, complaints, whistle-blower activities and referrals from other FRC teams, regulators and professional bodies.

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 the FRC Conduct Committee to determine whether it's in the public interest to open an enforcement investigation.

The FRC may resolve cases through Constructive Engagement where audit quality concerns can be addressed without the need for enforcement action. Under Constructive Engagement the FRC and the firm agree appropriate actions, which may include issuing additional guidance or training to the audit practice.

FRC Enforcement investigations

As at 30 June 2026, we had three (2025: one) publicly announced [FRC Enforcement investigations](#)²:

- WH Smith plc, for the year ended 31 August 2024
- Digital 9 Infrastructure plc, for the year ended 31 December 2023
- Babcock International Group plc, for the years ended 31 March 2019 and 31 March 2020

In the year to 30 June 2026, no Final Decision Notices relating to audits were published (2025: one).

Since 30 June 2026, the FRC published the [outcome](#)³ of its investigation into the 2019 and 2020 audits of Babcock International Group plc. The firm received a sanction of **£5.5m**, adjusted for exceptional cooperation (**12.5%**), admissions and early disposal (**32.5%**) to **£3.2m**. Non-financial sanctions included examining and reporting to the FRC on aspects of our processes in respect of the change of audit engagement partners during an ongoing audit and the response to indicators of increasing audit risk during an engagement.

¹ Source: [frc.org.uk/library/enforcement/enforcement-overview](https://www.frc.org.uk/library/enforcement/enforcement-overview)

² Source: media.frc.org.uk/documents/Annual_Enforcement_Review_2026_me8ixecA.pdf
Please note that not all FRC investigations are publicly announced

³ Source: [frc.org.uk/library/enforcement/enforcement-cases](https://www.frc.org.uk/library/enforcement/enforcement-cases)

ICAEW

Details of the ICAEW’s disciplinary process can be found on the ICAEW’s website.⁴ In FY26, there was one audit case (2025: nil) for the year ended 30 April 2016, which was subject to sanction by the ICAEW Investigation Committee. The firm received a severe reprimand, a financial penalty of £289k and was required to pay costs of £20k.⁵

We have ongoing enquiries with the ICAEW which we’re committed to continuing to work to resolve.

Complaints and allegations

In the circumstances where a party submits a complaint, or has suggestions for how we can improve, the party may contact either the engagement leader, the firm’s General Counsel or the firm’s Chief Risk Officer. In addition, the firm’s Ethics and Business Conduct team operates a Speak Up process which individuals (from both outside and inside the firm) may use to raise concerns. See [page 44](#) for a detailed description of this helpline. We take all complaints and allegations seriously and follow up appropriately and promptly, taking on board any learnings.

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.

⁴ Source: [icaew.com/regulation/complaints-process](https://www.icaew.com/regulation/complaints-process)
⁵ Source: [icaew.com/-/media/corporate/ddb/061362MATT-4422059-Pdf_Investigation_Committee_Publicity_Statement.ashx](https://www.icaew.com/-/media/corporate/ddb/061362MATT-4422059-Pdf_Investigation_Committee_Publicity_Statement.ashx)



Culture



Culture

Culture is at the heart of everything we do, shaping how we deliver consistent high-quality work in the public interest.

We're committed to fostering a diverse, inclusive and enjoyable working environment where all our people have equal opportunity to succeed and are empowered to perform at their best.

Our purpose, culture and values are inextricably linked, and together they define who we are as a firm. Our firmwide culture, supported by our values¹ of Act with integrity; Make a difference; Work together; Care; and Reimagine the possible, guides how we act, execute our strategy and deliver on our purpose. Importantly, our culture is also supported and reinforced by our consideration of ethics, explained in more detail within the Ethics and independence chapter. It drives how we collaborate to deliver high-quality outcomes that positively impact the organisations we work with and the communities in which we operate.

Our Audit Behaviours were established in 2019 and set clear expectations for our auditors. They have been embedded into everything we do, from audit training and delivery to the evaluation of our people's performance.

In July 2025, the firm introduced four culture priorities: Be inspiring, Be curious, Be collaborative and Be clear. Throughout their development, our firmwide and Audit teams worked closely together to ensure they reflected what matters most in Audit. Our goal was that they support both the consistent delivery of high-quality work in the public interest, and the wider firmwide strategy.

As a result, there are clear similarities between the priorities and the Audit Behaviours. When the firmwide priorities were introduced, we chose not to replace our Audit Behaviours immediately. Instead, we allowed time for the new priorities to become established across the firm and our people to become familiar with them. This means that throughout the year, the culture priorities and the Audit Behaviours coexisted, complementing each other in supporting our overall goals.

You can read about the Audit Behaviours and how we've measured them throughout FY26 on the next few pages. On page 41 we look ahead to how we will build on the Behaviours through the firmwide culture priorities.

¹ Source: [pwc.co.uk/who-we-are/our-purpose.html](https://www.pwc.co.uk/who-we-are/our-purpose.html)



Audit Behaviours

We regularly assess how effectively our Audit Behaviours are embedded across the audit practice. The results below summarise the views from surveys of our people.



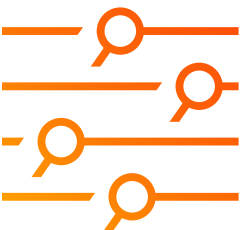
Team first

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, investing in our team’s development and coaching with purpose, we collaborate to solve problems.

86%

2025: 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.

89%

2025: 87%

My teams are willing to challenge each other over the audit approach and whether we’ll 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%

2025: 94%

I am encouraged to perform a high-quality audit.*
5% neutral responses (FY25: 5%) and
1% unfavourable responses (FY25: 1%)

82%

2025: 82%

I receive enough training and development to enable me to deliver quality audits.*
12% neutral responses (FY25: 12%) and
6% unfavourable responses (FY25: 6%)

47%

2025: 46%

I have sufficient time and resources to deliver high-quality audits.*
25% neutral responses (FY25: 22%) and
28% unfavourable responses (FY25: 32%)

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

Meet the team “



Sruti

I love being a Culture Champion and hearing directly from teams on how best to create a culture that supports consistent high quality.

Can you tell us about your journey to PwC and what you do now?

I first joined PwC India in Hyderabad working on service sector clients while studying. After qualifying as a Chartered Accountant, I briefly moved into industry at a pharmaceutical company, but my passion for audit brought me back to PwC in 2021. I started in Bristol before moving to London to specialise in life insurance. Alongside my client work, I’ve enjoyed supporting our people-focused initiative through training new associates, acting as a group leader and becoming a Culture Champion.

Can you tell us more about your role as a Culture Champion?

A Culture Champion helps promote the firm’s culture and drive positive change. For me, that means listening to colleagues, understanding what’s working well and identifying opportunities to improve, then sharing those insights with leadership. I review people survey feedback and run focus groups to help shape practical actions, including launching the Insurance Coaching Awards to encourage everyday recognition and coaching. The role has reinforced how closely quality, wellbeing and culture are connected. If people feel supported, recognised and able to speak up, they are better placed to deliver high-quality work.

Culture measurement

Culture is a high priority in our Single Quality Plan (SQP). Throughout the year, we carry out a number of activities to understand how well the Audit Behaviours are embedded in the day-to-day interactions of our audit teams, how our people experience those behaviours in practice, and any barriers to demonstrating them. This includes conducting our annual culture survey, observing audit teams delivering engagements, conducting focus groups and analysing feedback. These insights inform our annual culture measurement report and help us identify targeted actions to strengthen our culture and support high-quality work. The effectiveness of those actions is then assessed through our SQP, enabling us to track progress and refine our cultural programme to meet the current needs of the practice.

In FY26, key areas of focus have included:

- Encouraging engagement leaders to set the tone within their engagement teams and actively lead on culture and behaviours.
- Embedding psychological safety and creating an environment where everyone feels able to speak up, be curious and ask questions.
- Driving a culture of personal accountability, pride and recognition across our audit teams.
- Enhancing our focus on working together as ‘one team’ across locations and specialisms to drive greater consistency and effectiveness.

Together, these activities help reinforce a culture that supports our people, enhances audit quality and underpins our commitment to serving the public interest.



Looking ahead - embedding the firmwide culture priorities in Audit

The environment in which we operate is changing faster than ever. Increased competition, mandatory audit rotation, changing client expectations and rapid advances in technology, particularly AI, are reshaping our market and the way we perform audits. To navigate this successfully, we need a culture that not only embraces change but actively drives it. While audit quality remains at the heart of our strategy, our culture must also champion growth, strong client relationships, and an engaged, motivated team.

That is why, from September 2026, we'll bring our culture together around the four culture priorities. This is an opportunity to build on the strong foundations created by the Audit Behaviours, while giving our people a clearer, firmwide language for the culture we need now and in the future. The values and expectations that have made Audit successful remain unchanged. Our commitment to teamwork, constructive challenge, accountability, inclusion and pride in delivering high-quality work continues to define us. What will evolve is how we bring these to life day-to-day, through practical Audit examples that help our people see their role in shaping a culture that drives quality, supports growth, embraces transformation and enables our teams to thrive.



Be inspiring

Leading with authenticity and purpose and creating an inclusive, empowering environment where we act ethically and celebrate our successes. When we Take pride in our work and profession, we inspire others to do the same.



Be curious

Supports the Challenge and be open to challenge behaviour by encouraging teams to delve deeper, understand the business models of the organisations we audit, ask questions, and follow up when something doesn't look right, all of which are key to audit quality. We're bold and innovative and use technology and new ways of working to reimagine the possible.



Be collaborative

Reinforces our focus on Team first to build inclusive, high performing teams. It encourages us to work as one team, where our onshore, offshore and specialist colleagues closely collaborate, stay connected and learn from one another.



Be clear

Aligns with the Challenge and be open to challenge commitment of setting clear expectations, giving meaningful feedback and supporting each other's development. It's vital our teams feel safe to challenge and say it like it is, even when the message is tough.

Meet the team “



Tim

Culture is what makes PwC a great place to work, when people are proud of what they do, naturally curious and committed to supporting each other, everything else follows.

Can you tell us about your journey to PwC and what you do now?

I'm originally from the United States and after first working in consulting and investment banking, I joined PwC US in the audit practice. In 2022, I moved to London on a two-year secondment and my wife and I soon built a strong community here. I then made my move to the UK permanent, joining the Capital Markets team, and became a Culture Champion for my new business unit. As part of this role, I had the opportunity to support the judging of the 2026 Audit Awards, which was a real highlight of my year.

Tell us more about the Audit Awards

The Audit Awards are a fantastic opportunity to recognise and celebrate the people and teams who bring our culture and commitment to audit quality to life. As a supporting judge, I reviewed nominations and helped shortlist the strongest entries, which was no easy task given the number of inspiring stories! What stood out most was seeing the incredible work happening across the practice, from real-time coaching and team development to innovative ways of delivering value to clients. The awards showcase the collaboration and dedication across Audit and help share examples of the behaviours that make our culture stronger each day.

Ethics and independence

Firmwide systems of ethics and independence	43
Audit independence and engagement acceptance	49
Firmwide confidentiality and information security	52



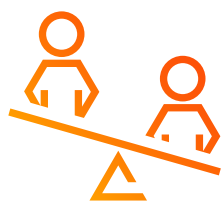
Firmwide systems of ethics and independence

Ethics

At PwC, we follow the International Ethics Standards Board for Accountants (IESBA) and Institute of Chartered Accountants in England and Wales (ICAEW) Codes of Ethics, which are built on five principles:



Integrity – Be straightforward and honest; act with courage in difficult situations.



Objectivity – Avoid bias, conflicts of interest and undue influence.



Professional competence and due care – Maintain skills and act diligently in line with current standards.



Confidentiality – Protect information and use it only with proper authority or legal/professional duty.



Professional behaviour – Comply with laws and regulations and avoid actions that discredit the profession.

As well as adhering to these principles, we also follow the FRC Revised Ethical Standard 2024 (the Ethical Standard), following the overarching principles of independence, integrity and objectivity:

- **Independence:** In relation to each engagement, the firm, and each covered person, shall (in the case of a covered person, insofar as they are able to do so) ensure 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:** These codes provide a practical decision-making framework. They emphasise acting with integrity and speaking up when something is not right.

PwC Network Standards also cover ethics and business conduct, independence, anti-money laundering, antitrust/competition, anti-corruption, information protection, taxes, sanctions, 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.

All partners and staff complete annual mandatory training and annual compliance confirmations to support understanding and monitor compliance.

Code of Conduct

The PwC Network Code of Conduct, supported by our Tax and Third Party Codes of Conduct, sets out how we work to build trust and solve important problems.

These codes emphasise speaking up when something is not right and acting with integrity and provide a practical framework for decision-making.

All staff and partners receive the Code of Conduct on joining and are expected to live its values, including raising concerns about conduct that is inconsistent with the Code. PwC UK also has accountability frameworks for partners and staff (including a partner consequence framework introduced in 2025).

PwC UK’s Ethics Partner oversees Code of Conduct policies and procedures, supports guidance to partners and staff, and reports to the Chief Risk Officer, with an additional line to the General Counsel for all whistleblowing, Speak Up and investigations which includes partner conduct investigations.

Risk Management Principles

Each Line of Service has a Risk Management team (RM team) led by a Chief Risk Officer. RM teams support engagement teams on independence, reputational risk, and client/engagement acceptance, and connect them to specialists (e.g. Anti-Money Laundering (AML) and competition law).

Speak Up helpline, our whistleblowing helpline

We encourage partners and staff to speak up in good faith. Concerns can be raised through local channels (e.g. career coach, relationship leader, People/HC, RM contact or trusted colleague) or via the Speak Up helpline/online tool, including anonymously.

The Code of Conduct further states that PwC is committed to protecting our people against retaliation, which is treated as serious misconduct.

Reports are handled by trained Ethics & Business Conduct team members and overseen by the Ethics Partner. Matters may be escalated for formal investigation (e.g., Partner Office, OGC, Employee Relations and People Assurance team, Legal Employment Law team or HC management).

To strengthen governance and enhance consistency of Partner conduct matters, the Partner Investigation Leadership Group was established in 2026 to monitor as well as advise on appropriate next steps on both Speak Up and wider conduct matters which relate to Partners. Key individuals in this process include UK General Counsel, Deputy General Counsel, Head of Partner Office, Ethics Partner and Partner responsible for the Employee Legal team.

The Ethics Partner discusses any significant matters with the firm’s Chief Risk Officer and General Counsel, who have responsibilities for Risk and Quality and Compliance. There are annual updates provided to the ExCo, the PIB, the AOB and the Risk Committee of the SB. Periodic reporting is also made to the Executive Risk Committee, which includes those matters reported via the Ethics & Independence Forum.

Themes and insights arising from Speak Up reports, compliance monitoring and conduct matters are used to inform policy, training, communications and other actions designed to strengthen our culture of integrity and speaking up.

Meet the team



Kaitlin



I love how my work genuinely makes a difference.

Can you tell us about your journey to PwC and what you do now?

I joined PwC in Northern Ireland as a school leaver in 2016, starting in Transaction Services before moving into Client Onboarding, where I supported teams across the UK with onboarding checks. After leaving the firm and spending a year in similar roles within banking, I returned to PwC Belfast to work on a global project, working with the Middle East firm. I then moved into the policy side of onboarding and financial crime within the Compliance team before taking on my current role in Ethics and Business Conduct.

What do you enjoy most about your role in Ethics and Business Conduct?

The role has a real mix to it. A big part of what I do is look after our Speak Up cases, escalating matters through the right channels and staying in touch with the people who have come forward. What I enjoy most is that the work we do genuinely makes a difference. I work closely with colleagues across the firm, helping to support a culture where people feel comfortable speaking up and doing the right thing. Of all the roles I’ve had, this is the one that aligns most closely with my values, and that sense of purpose motivates me every day.



Conflicts of interest and sensitive situations

We have processes to identify and manage conflicts of interest and sensitive situations before committing to providing services to our clients. 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.

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 Group and the Central Conflicts Team generally lead the identification and implementation of safeguards, engagement leaders are ultimately responsible for ensuring their teams comply with the applicable safeguards. The Independence, Conflicts and Ethics (ICE) team and Line of Service Risk Management 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.

Anti-bribery

The PwC Code of Conduct, and our policies, training and procedures are 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

The PwC Code of Conduct is clear that it's 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 behaviour. For assurance engagements, including both financial and non-financial subject matter, independence is crucial and is essential to serve capital markets and stakeholders. These requirements 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 its 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 Company 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:



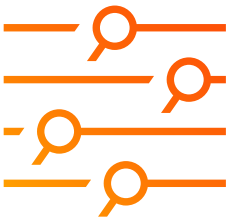
Personal and firm independence, including policies and guidance on the holding of financial interests and other financial arrangements, e.g. bank accounts, loans and investments by partners, staff, the firm and its pension schemes.



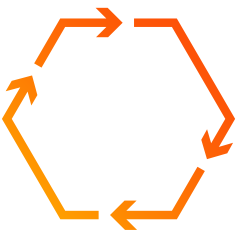
Non-audit services and fee arrangements. The policy is supported by Statements of Permitted Services and GIP guidance notes, which provide practical guidance on the application of the policy in respect of non-audit services to PwC audit clients and their related entities.



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. The policy is supported by practical guidance on the application of the policy to audit teams, specialists and experts both in the UK and overseas.



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 that 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 systems.



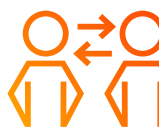
Independence Checkpoint facilitates the pre-clearance of securities by all partners and managerial practice staff prior to acquisition by indicating whether a potential security is permissible for an individual based on their role within the firm and/or the services they provide to clients. The system 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 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.



Polaris My Compliance Dashboard is a global platform that enables partners and staff to view, manage, and complete their personal independence and compliance responsibilities in one place. It takes in feeds from other key systems, such as CES, Checkpoint and timesheet data and consolidates key activities such as Annual Compliance Confirmations, Engagement Independence Confirmations, and related monitoring and follow-up.

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’re required to rotate off an audit engagement.



Automated Investment Recording, automated data feeds from certain financial institutions and brokers which automatically update 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 certain financial services clients.

Standalone confirmations that Checkpoint portfolios have been reconciled and are up to date. These are issued in January and April each year with a further review integrated into the Annual Independence Confirmation process. 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 review for every individual receiving 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. This is more regular for certain other partners. In FY26 this was annual for those on the MB, ExCo and SB, moving to every two years from FY27. There are also 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 Executive Committee) 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 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, processes, guidance and training.

Audit independence and engagement acceptance

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

We have systems and processes in place to monitor compliance with the rotation requirements of the independence rules published by IESBA, the FRC and the SEC and with our internal policies, 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, Key Partners Involved in the Engagement (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.

We also impose rotation requirements on partners and senior staff conducting non-financial assurance engagements. The maximum tenure on such engagements is ten years, with a cooling off period of two years. Stricter tenure requirements may be applied to non-financial assurance engagements undertaken for Public Interest Entities.

Where any audit team enlists the use of specialists or experts to work on their audit, we usually consider at least the specialist or expert leader to be in a rotation role, as 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 need to follow the rotation tenure applicable to the role on that particular entity.

We consider rotation at the level of both the specific engagement and that of the group or wider relationship. When an individual has reached the maximum tenure in a role on one part of a group, fund house or wider relationship, they cannot take up another role on an audit or public interest assurance engagement of another entity within that same group or wider relationship, including on related entities outside of the UK, until they have served the appropriate cooling off period for their role.

Extensions are only permitted where appropriate safeguards can be implemented and are subject to an internal approvals process.



Overall acceptance and continuance considerations

Accepting and continuing the right engagements is crucial for delivering high-quality audit work 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 or withdraw from an engagement or client relationship where necessary.

Assessing an opportunity

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

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 sub-committee 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 ExCo, 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 (Acceptance & Continuance for audit, non-audit assurance and agreed-upon-procedures 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.

Engagement acceptance and continuance

The firm’s 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 Group who are trained in undertaking relationship checks and 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. These assessments are performed via the network-wide Independence Assessment Centre of Excellence Tool (IA CoE tool). The IA CoE tool provides a single, standardised platform for managing Independence Assessments across the network. It supports the entire process, from execution and supervision through to documentation, review, and completion, ensuring a consistent approach is applied irrespective of territory.

The nature and complexity of the relationships with and the structure of the prospective audit client determine whether assessments are performed by a dedicated team within ICE or by the prospective audit engagement team with advice from ICE.

Where relationships or connections are identified, these are individually assessed to determine whether:

- They would be prohibited by the relevant Independence Standards, including the FRC Ethical Standard; the IESBA 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.

In addition to identifying relationships that might impact our auditor independence, our relationship checks are also designed to identify pre-existing or prospective relationships that might affect our objectivity in relation to other services we deliver. Please refer to [page 45](#) for more details on how we deal with potential conflicts of interest or sensitive situations when they are identified.

Liability Limitation Agreements (LLAs)

In response to the litigation risk profile in the UK, and in line with the provisions of the Companies Act 2006, we include LLAs as part of our standard terms and conditions for certain company audits.

Such terms are commonly used across professional services in the UK and overseas, and it's our view that their 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 enable us to remain committed to, and competitive within, the relevant sections of the audit market where we apply them.

Firmwide confidentiality and information security

PwC is committed to maintaining robust information security, cyber security and data protection controls to safeguard confidential, personal and commercially sensitive information. The firm's Chief Financial and Administrative Officer is the UK Executive Committee member responsible for information security. In this role, he is supported by the Cyber Committee, responsible for oversight of the firm's information security, cyber security and data protection strategy, risk management and policy framework. The firm continues to evolve its cyber security capabilities in response to the changing threat landscape, emerging technologies and regulatory expectations.

PwC maintains an **Information Security Management System (ISMS)**¹ and **Privacy Information Management System (PIMS)**¹ aligned to internationally recognised standards, including ISO/IEC 27001 and ISO 27701, financial services industry standards and other recognised frameworks such as Control Objectives for Information and Related Technologies and National Institute of Standards and Technology. The firm also maintains **UK Cyber Essentials and Cyber Essentials Plus certifications**.¹ These frameworks, along with the PwC Information Security Policy, support the firm's approach to managing information security, cyber security and privacy risks across the organisation.

The ISMS has been certified by the British Standards Institute (BSI) as compliant with the requirements of ISO 27001 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).

We're 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](#).² Our PIMS has been certified by the BSI as compliant with ISO 27701.

Both our ISMS (ISO 27001) and PIMS (ISO 27701) were last recertified in April 2026.

PwC also applies specific governance, security and risk management controls to the use of artificial intelligence (AI) technologies. This includes measures designed to ensure that confidential, personal and client data used within approved AI tools is appropriately protected, managed in accordance with applicable legal and regulatory obligations, and subject to ongoing oversight in line with the firm's information security and data protection frameworks. The firm also maintains risk management processes relating to third-party service providers and technology suppliers handling confidential or personal data.

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 professional judgement when sharing and using information. We provide mandatory training on anti-trust and fair competition to all staff and partners and give guidance on appropriate ethical behaviours to partners and staff tendering for both audit and non-audit work.

Mandatory information security and data protection training is provided to all new joiners, with annual refresher training for all partners and staff thereafter, supplemented by targeted training and awareness activities throughout the year. The firm also maintains accountability frameworks and appropriate technical and organisational measures to support compliance with UK and EU General Data Protection Regulations, together with other applicable worldwide data protection requirements.

¹ Source: [pwc.co.uk/who-we-are/our-performance/external-standards.html](https://www.pwc.co.uk/who-we-are/our-performance/external-standards.html)

² Source: [pwc.co.uk/who-we-are/governance/privacy-statement.html](https://www.pwc.co.uk/who-we-are/governance/privacy-statement.html)

Technology



Transform today. Build tomorrow.

We’re building an AI-led, human-controlled audit that provides meaningful insights for our clients. One where technology enhances professional judgement rather than replacing it, and which always maintains the highest standards of governance and accountability.

For us, the priority is clear: innovation must directly improve audit quality, reduce surprises, strengthen trust and ensure our audit approach is future-ready. To continue to do all this and stay ahead, we’re investing at pace in our people, technology and operating models.

The result is a more consistent, insight-driven audit, where our auditors are better supported and motivated, and those we audit benefit from greater transparency, earlier visibility of issues and increased confidence in the audit process.

For more on our technology governance, refer to [page 22](#).

Our approach is built around five interconnected pillars:

01	02	03	04	05
Specialists who bridge data, AI and audit	A citizen-led innovation engine	Change leaders embedded in every market	Structured AI learning for every auditor	One team, one standard, wherever you sit
Our Digital Audit team includes data specialists and the Audit AI Hub. The Hub combines data scientists and experienced auditors in a single team focused on developing, governing and scaling AI across our audit portfolio. This dual expertise - technical depth alongside professional judgement - ensures that every AI capability we build is grounded in what auditors and those we audit actually need and what standards require.	Our Digital Lab operates as an internal marketplace where any auditor can build, share and adopt automations, prompts and agents. When one team solves a problem, every team benefits. This means innovation scales organically across the practice - not just from the centre out, but from the ground up.	Our Digital Change network places Strategic Change Partners, Technology Leads and Digital Accelerators directly in local markets - people who understand their clients and teams, and who translate our digital strategy into practical, day-to-day action. Now in its seventh year, the Digital Accelerator programme has evolved from driving tool adoption to coaching teams on building their own AI agents and automations for specific challenges faced by companies.	Our AI Elevation Studio provides tailored, progressive learning pathways - not generic AI awareness training, but practical, interactive, audit-specific skill-building that moves our people from foundational understanding to confident, responsible application in their daily work.	Our people across the UK and our offshore delivery centres have access to the same AI solutions and the same AI training. This global approach ensures consistent capability, quality and ways of working on every audit, regardless of where the work is performed. This reinforces our “one team” culture and directly supports audit quality.

Meet the team

“



Trevor

I’ve always been driven by impact. Hearing what a difference our tools make to our audit teams and clients really motivates me.

Can you tell us about your journey to PwC and what you do now?

I studied electrical engineering at Makerere University in Kampala, and after a short time working as a software engineer, I joined PwC Uganda in 2018. I spent about three years with the Uganda team in Tech Audit & Consulting before moving to Digital Audit in the UK. I really enjoyed putting my interest in technology to use in control testing and getting under the skin of how organisations work. Today I’m a product manager in the Audit Innovation and Data team.

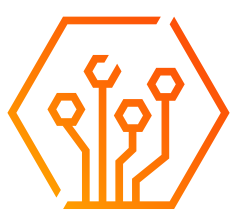
What do you enjoy about your work in Audit Innovation and Data?

Our role is to help build tools to support our audit teams combine data and technology to deliver deeper insights and greater value to the organisations we audit. What motivates me most is seeing the difference these tools make for both clients and audit teams. When teams tell me that something I’ve worked on has let them focus more time on areas of judgement and value, that’s incredibly rewarding. I really enjoy working with such a talented team of engineers, designers and analysts, who are so passionate about what they do. Every day, we’re solving problems together, and I love that sense of collaboration.

Maestro - delivering a new audit experience

Central to our audit strategy is **Maestro**, our globally launched AI-native audit platform, which brings together methodology, technology and AI into a single experience designed to support quality, consistency and trust at scale.

Maestro represents a fundamental shift in how we deliver and experience the audit - better, faster, smarter - for the organisations we audit and for our teams:



AI-native by design: a single platform that continuously evolves, connecting governed AI agents directly into statutory audit workflows rather than layering them on afterwards.



Earlier insight, earlier action: operating at speed and scale to surface potential audit risks and missing evidence sooner, not at the end of the process.



Client-centric: mirroring how our clients work to focus attention on what matters and reduce the burden on their teams as well as ours.



Built on trust: underpinned by our methodology, professional standards and auditor review at every stage.



The AI capabilities in Evidence Match mean we’re able to immediately validate information that’s shared with us, identify any gaps and respond in real time.

Marc Bena, Audit Chief Technology Officer (CTO)

A flagship capability within Maestro is Evidence Match. This uses governed AI agents to automate the matching of audit evidence to underlying transactions, producing clear, traceable outputs and documentation that meets auditing standards. Embedded in UK and global audits, Evidence Match operates directly within audit workflows - always with the human reviewer in the loop.

Beyond Evidence Match, every auditor has access to ChatPwC, our own secure AI assistant, and ChatAssurance, its audit-specific counterpart, alongside tools like Copilot, empowering them to integrate agentic capabilities into day-to-day audit work. The result: auditors spend more time on higher-risk areas and professional judgement, while the organisations we audit benefit from earlier visibility of findings, faster follow-up and a more responsive audit process.

While Maestro provides the platform, it’s our people - their judgement and capability - that ultimately allow us to deliver high audit quality, build trust and solve important problems.



Continual investment in our people and digital upskilling

Maestro and the AI tools within it are only as powerful as the auditors using them. We’ve invested at scale in building digital and AI capability across our entire audit population, embedding these skills within our broader learning and development approach as a core part of how we deliver audit quality. This supports our People Value Proposition ‘Grow here. Go further.’: equipping our people with the skills and confidence to audit in an AI-enabled world.

Meet the team



Ushma

What I love about the digital accelerator role is that it’s not just about upskilling yourself; it’s about helping the wider business build confidence.

Can you tell us about your journey to PwC and what you do now?

My PwC journey started back in 2017 when I joined the graduate scheme in our Manchester office. I really enjoyed working on transport and telecommunications companies, as well as software service entities. It was in those first few years that I became really interested in tech and started to upskill myself in data tools like Power BI and Alteryx. That experience led me to take on a more formal role as a digital accelerator. Then last year, I joined Audit Risk and Quality, where I focus on tech governance and how our new digital solutions are being developed and used responsibly.

What excites you most about working with AI technology in Audit?

To me it feels like the way we work in Audit is going through a really exciting period of change right now. Every day, I’m looking at GenAI, prompts, agents and automation and I’m thinking about how we use them safely, responsibly and in a way that genuinely supports high audit quality. That mix of innovation and governance really interests me. I love being close to the detail and also stepping back and seeing how the work we do could help shape the future of Audit across PwC.

Assurance for AI - applying our audit rigour to build trust in technology transformations

As organisations embed AI into core operations and decision-making, a new assurance need is emerging, fitting with the skillset of auditors.

The question that boards and audit committees are increasingly asking is not “*Are you using AI?*” but “*How do you know your AI is doing what you think it is doing?*”. Independent assurance is a critical part of the answer: providing confidence that AI systems are governed, controlled and operating as intended.

Last year, we launched Assurance for AI – a formal, independent assurance service for the organisations we audit, covering responsible AI governance, model validation, control effectiveness and regulatory alignment. It’s a permissible service, designed specifically for the audit relationship, and applies recognised assurance standards – including ISAE 3000 (Revised) – to assess an organisation’s AI systems against suitable criteria.

What makes this distinctive is the combination we bring:



Deep audit expertise: We understand control environments, risk frameworks and what “sufficient appropriate evidence” means in practice. This is not consulting advice repackaged as assurance; it’s assurance built on professional standards and professional scepticism.

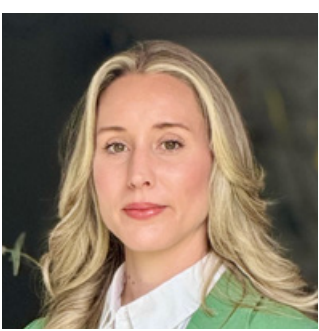


First-hand AI experience: Because we’re deploying governed AI agents in our own audits through Maestro, we bring practical insight into how AI operates in regulated, high-stakes environments, not just theoretical knowledge.



Regulatory awareness: As the AI regulatory landscape evolves (including the EU AI Act and emerging UK frameworks), our teams combine technical AI understanding with the assurance judgement needed to assess compliance against developing criteria.

Meet the team “



Hayley

I’ve loved having so much variety at work and being able to build a career that keeps evolving - with one consistent thread throughout: helping build trust.

Can you tell us about your journey to PwC and what you do now?

I started my career straight from school, learning on the job through apprenticeships at small accounting firms in Leeds while completing my AAT and ICAEW qualifications. In 2015, I joined Audit in PwC’s Leeds office, working across financial services and commercial clients. Since then, I’ve taken on a variety of roles, from developing AI tools for audits to supporting Environmental, Social and Governance (ESG) assurance, all within the audit practice. Today, I lead our UK Assurance for AI proposition.

Tell us more about Assurance for AI and what you enjoy most about your role.

Assurance for AI is an independent assurance service designed for our audit clients. We focus on building trust in AI systems, including governance frameworks and model evaluations. My role involves shaping our strategy, preparing our teams to have informed conversations and leading client discussions on AI governance and control frameworks. What I enjoy most is the variety. One day I might be discussing AI governance with a client, the next speaking at a town hall or helping build new internal capabilities. Every day is completely different and I really love that!

People



07

Our people

We're committed to creating an inspiring, inclusive and high-performance environment where our people can do their best work, grow their skills and build meaningful careers.

Ensuring a workforce with the right skills, experience and behaviours is fundamental to delivering high-quality audits and serving the public interest.

Our firmwide People Value Proposition - 'Grow here. Go further.' - emphasises career-long skills development, high standards of performance and behaviour, and a culture of integrity, collaboration and challenge. Setting out mutual expectations between the firm and our people underpins how we attract, develop and retain talented individuals.

Our people experience is underpinned by a strong focus on:

High performance

Supported by clear expectations, continuous feedback and inspiring leadership.

Skills and career learning

Enabling our people to stay relevant and deliver quality in an increasingly complex and technology-enabled audit environment.

Belonging and inclusion

Ensuring everyone feels valued, supported and able to contribute fully.

Purposeful work

Where our people understand the impact of what they do for clients, society and the capital markets.

Growth and mobility

Enabling people to grow here and go further through diverse career pathways and experiences.



Skills, learning and development

We make a significant investment in developing both the technical expertise and interpersonal skills our people need to exercise professional judgement, provide effective challenge and collaborate successfully.

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

	FY26	FY25	FY24
Partners and directors**			
Hours	47	49	46
Completion rate	100%	100%	100%
Senior managers and managers			
Hours	48	45	44
Completion rate	100%	100%	100%
Qualified staff (below manager)			
Hours	64	67	67
Completion rate	100%	100%	100%
Unqualified staff			
Hours	162	169	128
Completion rate	100%	100%	100%

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

** This population includes Managing Directors.

Our learning landscape supports career-long development through a blend of classroom, virtual and on-demand learning, supported by a strong coaching culture and on-the-job experience. This enables personalised learning journeys that reflect different career stages, roles and aspirations.

Our audit training curriculum covers:



Core audit and accounting standards



Industry and role specific training



Human skills



Firmwide compliance and ethics training

We review our training priorities to ensure our curriculum continues to reflect new and emerging audit, accounting and ethical requirements, regulatory focus areas and insights from audit quality monitoring. Our annual Training Needs Analysis allows us to respond dynamically to areas of heightened risk or complexity with targeted updates, guidance, and training introduced on a timely basis where required.

All new joiners complete firmwide and audit-specific induction programmes as part of a structured training pathway. Mandatory audit training includes both technical and human skills, with tailored programmes for pre- and post-qualified populations and for those working on specialised audits or roles. Completion of mandatory training is monitored closely. Non-completion is subject to escalation and sanctions, up to and including dismissal.

We also support our people through externally recognised professional qualifications, which reinforce audit quality and support individual development. For many of our people, a professional qualification is achieved through structured training contracts, forming a core part of our early careers development pathways.

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

	FY26	FY25
Partners and directors**	123%	123%
Senior managers and managers	116%	115%
Qualified staff (below manager)	112%	111%
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:*

	FY26	FY25
Partners and directors**	131%	132%
Senior managers and managers	124%	123%
Qualified staff (below manager)	120%	118%
Unqualified staff	113%	114%

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 19%, which equates to a total working week of 45 hours.

Investment in early careers and diverse talent

Attracting high-potential, diverse talent remains our priority. Early careers continue to be our largest and most important talent pipeline and this forms a key foundation of our long-term capability and succession. We continue to invest in graduates and students, building awareness, accessibility and progression into audit careers.

We continue to invest in:

- **Graduate and undergraduate programmes**, including **Flying Start Accounting**¹, a degree programme which includes full-time work placements in Audit.
- **Diversity-focused early careers initiatives**, supporting social mobility, gender and ethnic diversity.
- **Partnerships with external organisations**, improving access to the profession and broadening the talent pool.

These programmes support both audit quality and a sustainable, diverse pipeline of future audit leaders. Creating an inclusive environment where everyone belongs and can thrive is fundamental to our people strategy and culture.

Our recruitment approach combines rigorous assessment of technical capability and behaviours with a strong focus on potential. Structured interviews, aligned to the PwC Professional behaviours, are supported by academic and background checks to ensure high standards are maintained.

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 **33%** of our newly promoted audit partners were female and women make up **33%** (FY25: **31%**)* of the total audit partnership.



Ethnic minorities

Ethnic minorities account for **48%** of our audit workforce and we continue to focus on actions that will support higher levels of representation at engagement leader level.

This year none of our newly promoted audit partners were from an ethnic minority background. Ethnic minorities make up **11%** (FY25: **12%**)* of the total audit partnership.

Meet the team



CY

Gateway allowed me to broaden my experience in Amsterdam and bring new insights back to my UK clients.

Can you tell us about your journey to PwC and what you do now?

I joined PwC Malaysia as a trainee associate in financial audit while studying for my ACCA qualification. After qualifying, I left the firm to work in Digital Audit before returning to PwC, first in Singapore and then in the UK. Today, I'm part of the Digital Audit team in Financial Services, based in our More London office. I work with large investment banks and fintech clients, using technology-enabled audit approaches. Last year, I spent three months with PwC Netherlands through the Gateway Programme, helping clients design and implement controls rather than auditing them!

What was the highlight of your Gateway Programme experience?

The Programme is all about broadening your networks and gaining a deeper cultural understanding so we can be agile and better meet the needs of clients and stakeholders. For me, the biggest benefit was the network I built. During my time in Amsterdam, I connected with colleagues across the business, many of whom I still keep in touch with today. I also gained insight into European regulatory requirements that I've been able to apply in the UK. It was a fantastic opportunity to experience a new culture, live in a different country and broaden my international network.

¹ Source: pwc.co.uk/careers/early-careers/entry-level/flying-start.html
* These metrics align to those reported by the FRC in their Annual Firm Metrics reporting.

Inclusion

Inclusion supports audit quality, high performance and the long-term sustainability of our audit practice. It helps create a culture where people feel valued, respected and able to contribute fully, while strengthening challenge, collaboration and professional judgement across our teams.

Our approach aligns with PwC’s Inclusive Growth strategy, which recognises diversity, equity and inclusion as drivers of innovation, resilience and sustainable growth. In Audit, we focus on three connected priorities: leadership accountability, opportunity for all and a representative workforce. These priorities help embed inclusion into how we recruit, develop, deploy, recognise and evaluate our people, reducing barriers and enabling everyone to perform at their best.

We promote transparency and accountability through published pay gap reporting and partner accountability for diversity outcomes. We also actively monitor representation and progression, with partners held accountable for delivering agreed inclusion priorities through performance and reward arrangements.

Inclusive behaviours are reinforced through our Evolved PwC Professional, Audit Behaviours, and firmwide culture priorities in the future. This includes applying an intersectional lens across gender, ethnicity, disability, LGBTQ+ and socioeconomic inclusion.

Listening to our people helps us identify barriers and shape action. We gather insight through surveys, focus groups, lived experience initiatives and people networks.

We also focus on enablement through accessibility, workplace adjustments, disability awareness and inclusive ways of working, helping people feel valued, connected and trusted so they can thrive in high-performing teams. Our people networks play an important role in building belonging, supporting our colleagues and strengthening our inclusive culture across the audit practice.

Access to opportunities

Providing our people with fair and consistent access to the right opportunities is a key mechanism through which we translate training and skills development into practical experience and audit capability. Engagement teams are resourced based on experience, skills and capacity, supporting audit quality while building professional judgement, technical depth and confidence across the audit practice.

Our approach is designed to give our people exposure to a wide range of clients, sectors and challenges over the course of their careers, including opportunities to work on complex and high-profile engagements. We support progression by identifying areas for growth and helping our people build the skills required to solve important problems for clients and stakeholders.

As a part of this, we continue to evolve our Distributed Delivery Model, enabling us to deploy the right work to the right teams, improve consistency and quality and create capacity to invest in the future while enhancing the experience of our people.

Our resourcing approach aims to:

Optimise the alignment of individuals’ skills and engagement needs

Ensure appropriate capability and experience for specialist and complex audits

Balance development opportunities with delivery needs and capacity across the practice

We are committed to helping our people feel supported and perform at their best. We use dedicated resourcing teams and technology-enabled tools to ensure fair and consistent work allocation. We focus on supporting sustainable performance, and we actively monitor workloads and take action where required.

Meet the team



Seb



Shine is a place where people can come together, share their experiences and feel comfortable bringing their whole selves to work.

Can you tell us about your journey to PwC and what you do now?

After university, I worked in a high street retail bank before joining PwC’s Cambridge office in 2019 on the Audit graduate scheme. While studying for my ACA qualification, I worked across a range of sectors and clients, building technical expertise and client experience before moving to our Audit Transformation team in London. Today, I work on programmes that support strategic and behavioural change across our practice, helping teams reduce complexity while maintaining high-quality audits. Outside work, I serve on the board and audit committee of a local college and am London Co-Chair of PwC UK’s Shine Network.

Can you tell us more about the Shine Network and what it means to you?

The Shine Network is all about creating a more inclusive environment at PwC for the LGBTQIA+ community and their allies. As a gay man, seeing senior leaders who were out, proud and actively involved in the community had a real impact on me. Visibility matters, and I want to help provide that same inspiration for others. I’ve hosted a podcast and interviews featuring senior partners from across the network which has built my confidence, showcased our community’s diversity and helped create an environment where people feel comfortable bringing their authentic selves to work.

Wellbeing

Our wellbeing approach is proactive, recognising that sustained performance and audit quality depend on our people feeling supported, healthy and able to perform at their best. Our wellbeing programme, Be Well Work Well, is grounded in the six dimensions of wellbeing: emotional, spiritual, mental, physical, financial and social, and is embedded across the firm and the audit practice.

Key elements of our approach include mental health first aiders and leadership level advocates, training for career and talent coaches to support wellbeing conversations, and targeted support for life events such as parenting, bereavement and long-term health conditions. We also continue to review working patterns, workloads and sustainable performance as part of our broader resourcing and people agenda.

We continue to strengthen wellbeing capability across the practice through training and awareness, including enhanced mental health literacy for coaches and leaders, and access to specialist support and early intervention where required. This ensures our leaders are equipped to identify concerns, have effective conversations and signpost appropriate support.

Alongside this, our wellbeing approach continues to evolve in response to changing needs, recognising that wellbeing is a critical enabler of high performance, inclusion and the long-term sustainability of the audit practice. Setting clear expectations, providing effective support and enforcing sustainable working practices provide the foundation for how we assess performance and recognise contribution.





Performance and reward

Within this supportive environment, we foster an everyday high-performance culture, supported by clear expectations, regular feedback and fair, robust evaluation.

Both what our people deliver, and how they deliver it, is assessed through progress against clearly defined goals and the quality and impact of outcomes achieved, including demonstration of Audit and PwC Professional behaviours.

Our year-round performance framework includes goal setting, quarterly check-ins and annual evaluation, supported by career and talent coaches. Regular, evidence-based feedback forms a core input to performance evaluation, supporting quarterly conversations and year-end assessment. Performance outcomes are reviewed through structured moderation and informed by career and talent coaches and relationship leaders, to support high-quality judgement, peer relativity and consistency across the audit practice.

Reward, progression and promotion decisions reflect individual performance, skills and contribution, alongside firm and market considerations. Sustained high performance is recognised through bonuses, progression and access to leadership pathways, including managing director and partner development routes.

We continue to evolve our approach to ensure it supports retention, motivation and the long-term sustainability of our audit practice.

* These metrics align to those reported by the FRC in their Annual Firm Metrics reporting.
** This population includes Managing Directors.

Staff attrition

Staff attrition is an inherent feature of the audit business model and plays an important role in maintaining a balanced and sustainable workforce. Attrition is highest within the ‘Qualified staff (below manager)’ population, reflecting a natural career transition point following completion of their training contracts. After a period of lower-than-expected attrition, we’ve taken focused, considered action to ensure the size and composition of our Audit workforce remains aligned with the current and future needs of the practice and our clients.

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

	FY26	FY25
Partners and directors**	7%	9%
Senior managers and managers	14%	16%
Qualified staff (below manager)	55%	39%
Unqualified staff	9%	14%

Building trust with stakeholders



Building trust with stakeholders

We proactively engage on what matters most to the organisations we audit, including non-executive directors, senior executives and management, and we maintain specific engagement with audit committees. We also have regular engagement with our wider stakeholders: investors, asset owners and managers, policymakers, government departments, regulators, professional bodies and standard setters.

We run public and private events, roundtables and other forums to share insights and provide technical updates, as well as to understand emerging and evolving stakeholder expectations. This enhances our understanding of our stakeholders’ views in the areas of audit quality, governance, compliance, growth, and the overall business landscape, and helps us continue to support audit quality, build trust in the profession and work in the public interest.

The following pages give examples of our work with some of these stakeholders.

Non-executive directors

We maintain broad and constructive engagement with non-executive directors through our interactions during the audit process and through our participation in the wider business and governance community.

These engagements enable meaningful dialogue on matters relevant to the audit, including financial reporting, regulatory developments and other issues affecting the organisation and its broader operating environment.

Our Non-Executive Director¹ (NED) Programme provides support via a series of briefings, workshops and one-off events. It focuses on helping board members to stay up to date with current issues from geopolitical pressures and technological change to regulatory requirements.

The NED events feature briefings from our people and our advisors - they also offer NEDs a chance to share their experiences and ideas with each other.

Recent topics for discussion and debate have included:



Cyber resilience and supply chain issues



Global and UK economic and geopolitical outlook



Using AI in business



Good governance and areas of regulatory change



Leadership, including a focus on leading through crisis, the attributes of successful Chairs and how to anticipate organisational needs



Updates on important accounting, sustainability and reporting matters

Given our role as auditors, we speak regularly with audit committee chairs throughout the course of our audits. We engage on matters relevant to the audit and more broadly, on the global, industry and entity-specific environment in which they operate.

Our Audit Committee Network (ACN) Programme is part of our wider NED Programme. It focuses specifically on matters that impact governance and reporting responsibilities. The ACN allows us to engage in a more focused way with Audit Committee Chairs and members through events, roundtables and publications aimed specifically at emerging topics high on audit committee agendas.

Recent events include a roundtable on audit committee approaches to Provision 29, talks by our expert advisors on geopolitics, cyber security and the UK political landscape, sessions on AI in corporate reporting, and technical updates ahead of key reporting cycles on regulatory, accounting and reporting developments.

Investors

Engagement with investors helps us understand evolving market expectations as well as the issues they regard as most important to trust, transparency and the quality of corporate reporting. Throughout the year, senior partners and engagement teams hold direct discussions with investors across sectors on relevant topics. These ongoing interactions inform our approach to audit and assurance and support client boards in addressing shareholder priorities.

¹ Source: [pwc.co.uk/who-we-are/the-leadership-exchange/non-executive-director-programme.html](https://www.pwc.co.uk/who-we-are/the-leadership-exchange/non-executive-director-programme.html)

We run a series of investor-focused events and discussions to further inform our understanding of emerging developments in the reporting landscape. During FY26, topics included:

- Materiality and sustainability reporting
- Artificial intelligence in corporate reporting
- The impact of climate risk disclosures on financial statements
- Cyber security and related risk management and reporting
- The implications of crypto assets on investment markets
- The future of corporate and human capital reporting

We also facilitate investor participation in a range of internal and external forums and events. Over the course of the year, this included the Building Trust Awards, certain NED Programme events, CFO Quest - our programme for aspiring CFOs, the World Economic Forum Sustainability Conference, and the Centre for Public Interest Audit Conference. In addition, we brought together investors, regulators and our teams to support constructive dialogue on key reporting issues, including a dedicated session with the Financial Reporting Council (FRC) on reporting uncertainties in financial statements and on climate-related accounting disclosures. These discussions contributed to the exchange of perspectives and supported the continued development of reporting practice.

An additional key output was the [PwC Global Investor Survey 2025](#)² which includes our [UK-focused analysis](#)³ of investor responses from a range of financial institutions.

² Source: [pwc.com/gx/en/1/issues/c-suite-insights/global-investor-survey.html](https://www.pwc.com/gx/en/1/issues/c-suite-insights/global-investor-survey.html)

³ Source: [pwc.co.uk/insights/uk-investor-survey.html](https://www.pwc.co.uk/insights/uk-investor-survey.html)

We are also Secretariat to the Corporate Reporting Users’ Forum (CRUF), a network of investors and analysts formed to debate accounting, governance and regulatory issues. As Secretariat, we support meetings, technical discussions and the preparation of consultation responses. In FY26, the CRUF transitioned to a new governance model spanning the UK and Japan, putting in place new systems and processes to facilitate a global platform for the group to discuss matters affecting published corporate information that are potentially material to valuation or making investment decisions. We managed the process that resulted in CRUF becoming a member of the newly established IAASB and IESBA User Advisory Group. The CRUF marked its 20th anniversary with an event attended by international standard setters, including the ISSB, IASB and UKEB.

Regulators

We engage regularly with regulators both in the UK and internationally, as part of our commitment to audit quality, professional standards and regulatory compliance. These interactions include dialogue on audit methodology, inspection findings and emerging regulatory developments. Through this engagement, we seek to respond appropriately to regulatory expectations, contribute to the development of the profession, and support consistent, high-quality audit execution across jurisdictions.

In the UK, we work closely with the FRC and engage collaboratively throughout their supervision of our practice. The Quality chapter details our specific engagement on regulatory matters, including external inspections and investigations.

We attend roundtable discussions and contribute to consultations on a variety of matters, including the future of audit supervision strategy, the end-to-end enforcement process, the future of audit reports, oversight of sustainability assurance and the FRC’s work in the SME market.

We also maintain a framework of regular meetings and working groups with the FRC, covering matters including:

- Audit quality and auditing standards
- Culture, ethics and independence
- Risk and governance
- Root cause analysis and continuous improvement
- Review processes

Attendance is drawn from across the practice to ensure we bring a wide base of knowledge, skills and experience to address issues important to the accounting and auditing profession.

Profession-wide engagement

The future of the profession and our role within it are of vital importance to us. We engage constructively with government consultations and reform initiatives, participating in discussions, convening roundtables and responding to consultations with the Department for Business and Trade and others. We are active members of the Policy and Reputation Group, which is a group made up of the seven largest audit firms as well as an observer representing the other audit firms with a national presence across the UK. This forum enables us to engage with stakeholders and other firms on regulatory and policy matters that help to drive audit quality and enhance trust.

We are also an active member of the Centre for Public Interest Audit, a policy and research institute formed to improve audit quality across the profession.

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Appendices



Appendix A: 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 appendix provides further detail on the firm's governance arrangements, including the roles of the Senior Partner, the MB and ExCo and their committees, the SB and its committees, and information related to the PIB and AOB.

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 G](#).

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 and maintain trust in audit and the profession itself.

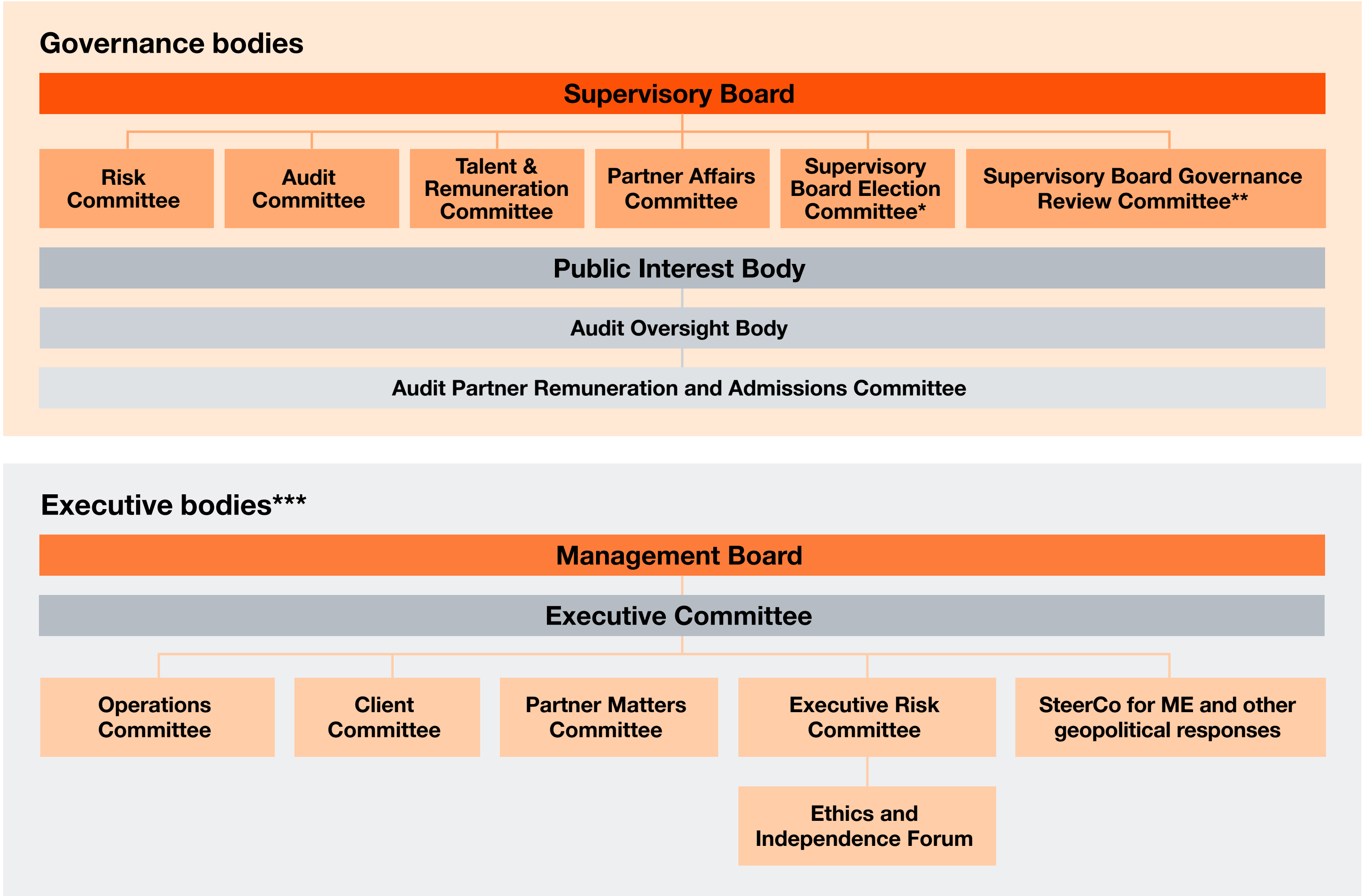
Stakeholders and dialogue

We recognise that our scale, reach and role as a regulated business, with more than 20,000 people and over 33,000 active Alumni, and FY26 revenue of £4,365m, creates a broad and diverse stakeholder community.

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 66](#).

Throughout the year, internal stakeholder engagement included twice-yearly meetings led by the MB and ExCo with partners from across the firm and twice-yearly Partner Engagement meetings led by the Supervisory Board. The Senior Partner held town hall meetings with partners and staff, in addition to communicating periodically via multiple platforms with all partners and staff.

The key governance and executive bodies of the firm during FY26 were:



Management Board and committees

The Management Board

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

Effective from 1 October 2025, our executive leadership structure has been updated to a dual MB and Executive Committee construct. The MB remains focused on our key regulatory responsibilities and is ultimately responsible for the policies, strategy, direction and management of the firm. The MB discharges these responsibilities together with the Executive Committee, which brings together the full executive leadership team to drive the firm forward.

In the year, the MB met formally ten 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. The Executive Committee met formally nine times (excluding ad hoc meetings).

Committees of the Management Board

Executive Committee

The ExCo has delegated authority from the MB 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.

Committees of the ExCo

Operations Committee

The purpose of the Operations Committee is to help support the ExCo 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 ExCo in relation to certain operational matters, including finance and investment related matters and external reporting matters.

In July 2026, the Cyber, Data and Privacy Forum was established as a sub-committee of the Operations Committee.

Client Committee

The Client 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 ExCo.

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.

Steering Committee for the UK firm's Response to Developments in the Middle East and Other Geopolitical Issues

In March 2026, a sub-committee of the Executive Committee was formed to consider matters related to, or arising from, developments in the Middle East and other significant geopolitical events that may impact the firm.



The Management Board

The following partners are or were members of the Management Board during the year to 30 June 2026:

- Marco Amitrano
- Claire Blackburn (until 30 September 2025)
- James Fillingham (until 30 September 2025)
- Andy Hammond
- Laura Hinton* (until 30 September 2025)
- Jonathan House (until 30 September 2025)
- Simon Hunt
- Gilly Lord (from 1 April 2026)
- Phillippa O’Connor (until 30 September 2025)
- Umang Paw (until 30 September 2025)
- Claire Reid (until 30 September 2025)
- Carl Sizer (until 30 September 2025)
- Lucy Stapleton (until 30 September 2025)
- Alison Statham (until 31 March 2026)
- Carol Stubbings* (from 1 October 2025)

The Executive Committee

The Executive Committee was formed on 1 October 2025. The following partners are or were members of the Executive Committee during the year to 30 June 2026:

- Marco Amitrano
- Claire Blackburn
- James Fillingham
- Andy Hammond
- Jonathan House
- Simon Hunt
- Gilly Lord (from 1 April 2026)
- Phillippa O’Connor
- Umang Paw (until 31 March 2026)
- Danielle Perfect (from 1 April 2026)
- Claire Reid
- Carl Sizer
- Lucy Stapleton (until 30 June 2026)
- Alison Statham (until 31 March 2026)
- Carol Stubbings

On 1 July 2026 Nicola Preedy became a member of the Executive Committee.

* 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.

Biographies of the Management Board



Marco Amitrano

Senior Partner PwC UK and Middle East

Marco was elected as Senior Partner of PwC UK and Middle East in 2024. He’s also Chair of PwC’s Europe, Middle East and Africa (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.



Andy Hammond

UK Head of Audit, and from 1 July 2026, Global Assurance Leader

Andy is the UK Head of Audit and Global Assurance Leader, responsible for setting and delivering the firm’s audit strategies, across financial and non-financial assurance.

With over 30 years of experience, Andy has built his career at PwC since joining in 1995 and becoming a partner in 2009. He has held a range of senior leadership positions, including UK Audit Regional Market Leader and other key roles within the UK firm’s Central Audit practice. After a number of years on the UK Audit Executive, he was appointed as the UK Head of Audit in July 2024, at which point he also joined the UK Executive Committee and Global Assurance Leadership team.

Andy has a great breadth of experience, having worked with both private businesses and large multinational listed groups throughout his career. He specialises in the industrial manufacturing, pharmaceutical, defence, and hospitality & leisure sectors and is a Fellow of the Institute of Chartered Accountants in England and Wales (ICAEW).



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.



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 five-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 Services practice and a member of the UK Financial Services leadership team for 4 years. Simon is a Chartered Accountant with the ICAEW.



Gilly Lord

Chief Risk Officer from 1 April 2026

Gilly is the UK firm’s Chief Risk Officer. Before joining the Management Board she was PwC’s Global Leader for Policy and Regulation and a member of PwC’s Global Risk Leadership team. Previously Gilly was on the UK Audit Executive and has held a number of leadership roles in the firm.

As Chief Risk Officer Gilly is responsible for risk matters relating to the firm including how the firm sets its risk appetite and manages risk. Gilly is also responsible for the firm’s Quality strategy, Ethics, Independence and Compliance.

Gilly has over 30 years’ experience in risk, audit, policy and regulation at both UK and global levels and has undertaken a number of leadership roles with the firm. She has a tenured client career both as an audit partner and in risk and regulation advisory. Gilly is an ICAEW qualified accountant and became a partner in 2006.



Alison Statham

Chief Risk Officer and General Counsel until 31 March 2026

Alison was the UK firm’s Chief Risk Officer and General Counsel and was a member of the Management Board from 1 July 2020 to 31 March 2026. Alison led the Office of the General Counsel and the Risk Management function for the UK firm, and was responsible for our Quality agenda, regulatory engagement and for providing counsel to network matters. She attended 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. From 1 April 2026, Alison has been Global General Counsel for the PwC network.



Carol Stubbings

UK and EMEA Managing Partner from 1 October 2025

Carol is the UK and EMEA Managing Partner. She is responsible for executing our UK strategy, overseeing our business performance and clients and markets activities, and leading the firm’s transformation and investment agenda, to ensure PwC continues to meet the evolving needs of its clients and stakeholders.

Carol has more than 25 years’ experience advising large multinational organisations and over 16 years in senior UK and global leadership roles. Prior to becoming Managing Partner, she served as Global Chief Commercial Officer and previously held the roles of Global Markets Leader, Global Tax & Legal Services Leader and Global Workforce Leader. In these roles, she led large-scale global transformation programmes, drove commercial strategy and worked with boards and executive teams to navigate complex organisational change across international businesses.

Carol is passionate about building trusted client relationships, delivering high-quality services and helping organisations adapt to changing market conditions. She has championed PwC’s thinking on workforce transformation, culture and the future of work, combining commercial leadership with a strong focus on sustainable, long-term performance.

Biographies of the Executive Committee



Claire Blackburn

Head of Tax

Claire is a member of PwC’s UK Executive Committee. She holds the position of UK Tax Leader, which includes leadership of PwC UK’s Tax, Legal and Workforce practices. From July 2026 she is also PwC’s EMEA Tax Leader.

Claire has 25 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.



James Fillingham

Chief Strategy and Transformation Officer

James is the firm’s Chief Strategy and Transformation Officer and became a member of the UK Management Board in February 2025 and thereafter the Executive Committee from October 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 mergers and acquisitions (M&A), specifically working with our largest private equity clients. He’s an ICAEW qualified accountant and became a partner in 2003.



Jonathan House

Head of Consulting

Jonathan House is the PwC UK head of Consulting and became a member of the UK Management Board in July 2024 and thereafter the Executive Committee from October 2025. 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.



Philippa O'Connor

Chief People Officer

Philippa 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. Philippa joined PwC UK in 2007 and has been a partner since 2014, and, prior to joining the board, she was the ESG Leader for Tax, Legal & Workforce.

Philippa 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 Executive Committee, Philippa continues to work with global clients to support them with pay, performance management and talent challenges.



Umang Paw

Chief Technology Officer until 31 March 2026

Umang was PwC UK’s Chief Technology Officer and joined the Management Board in July 2024 and thereafter the Executive Committee until March 2026. 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.



Danielle Perfect

UK General Counsel from 1 April 2026

Danielle is the UK firm’s General Counsel and has been a member of the Executive Committee since 1 April 2026. Danielle leads the Office of the General Counsel and is responsible for legal and governance matters relating to the firm. She also oversees the firm’s relationship with its Public Interest Body and Audit Oversight Body. As General Counsel, Danielle is also the guardian of the firm’s reputation.

Before joining the Executive Committee, Danielle was OGC’s commercial partner, overseeing a wide range of practice issues with a strong focus on our Government and Public Sector practice. She was also on the UK and Middle East firm’s Supervisory Boards. Prior to joining PwC, Danielle qualified as a solicitor in 1996 and has previously worked in private practice and other in-house roles specialising in commercial and technology law.



Nicola Preedy

UK Head of Deals from 1 July 2026

Nicola is the PwC UK Deals leader and joined the UK Executive Committee on 1 July 2026. Nicola oversees the running of our Transaction Services, Strategy& Value Creation and Lead Advisory & Restructuring businesses.

Nicola is a financial due diligence partner, with more than 20 years' experience in transaction services. She advises corporate and private equity clients across the logistics, business services, and consumer and leisure sectors. Nicola joined PwC in the West London office and worked in Southampton and Gatwick offices prior to moving to the London office and has developed extensive experience across the retail, consumer and leisure sectors. She also leads a number of the firm's key private equity relationships. Prior to her appointment, Nicola led PwC's UK Transaction Services business.



Claire Reid

Chief Technology and Innovation Officer from 1 July 2026

Claire is PwC UK's Chief Technology and Innovation Officer and became a member of the UK Management Board in July 2024, and thereafter the UK Executive Committee from October 2025. She is responsible for shaping the firm's technology, AI and innovation strategy, helping PwC and its clients harness emerging technologies to drive growth, resilience and long-term value.

Previously Claire was PwC UK's Head of Risk, leading the firm's Risk advisory practice. She has also held senior leadership roles, including UK Restructuring & Forensics Business Leader and Regional Leader for Scotland.

Claire has more than 25 years' experience advising organisations on technology-enabled transformation, including AI, cloud and cyber change programmes, and also leading PwC UK's strategic technology alliances. She has held several global client leadership roles.



Carl Sizer

UK Chief Markets Officer and from 1 July 2026, Global Clients & Industries Leader

Carl is PwC UK's Chief Markets Officer (CMO) and the Global Clients and Industries Leader responsible for designing and delivering our go-to-market strategy; driving growth, market reputation and client service delivery.

Carl became a member of the UK Management Board in 2020 and thereafter the Executive Committee from October 2025. He has more than 25 years of international experience in assurance and advisory services. During his career, Carl has predominantly worked in the financial services industry and has experience working with some of the world's largest and most complex banking institutions.

In addition to his responsibilities at PwC, Carl is the UK Competitiveness Committee Co-Chair of the Confederation of British Industry.



Lucy Stapleton

Global Deals Lead and UK Head of Deals until 30 June 2026

Lucy was the PwC UK Deals leader and became a member of the UK Management Board in 2022 and thereafter the Executive Committee from October 2025. In the UK, Lucy oversaw the running of our Transaction Services, Strategy& Value Creation and Lead Advisory & Restructuring businesses. She also held the role of PwC Global Deals Leader, where she led 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.

Management Board FY26 meeting attendance*

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

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

B – Number of meetings actually attended.

*On 1 October 2025, the Executive Committee was formed and certain members stood down from the Management Board and became Executive Committee members only.

**The length of service has been calculated as at 30 June 2026.

Executive Committee FY26 meeting attendance

	Length of service**	A	B
Marco Amitrano	9 months	9	8
Claire Blackburn	9 months	9	9
James Fillingham	9 months	9	8
Andy Hammond	9 months	9	9
Jonathan House	9 months	9	9
Simon Hunt	9 months	9	9
Gilly Lord	3 months	3	3
Phillippa O’Connor	9 months	9	9
Umang Paw***	6 months	4	3
Danielle Perfect	3 months	3	3
Claire Reid	9 months	9	9
Carl Sizer	9 months	9	9
Lucy Stapleton	9 months	9	9
Alison Statham	6 months	6	6
Carol Stubbings	9 months	9	9

Based on parental occupation using the Social Mobility Commission’s recommended measure of socio-economic background, 23% (FY25: 23%) of the ExCo at 30 June 2026 are from a lower socio-economic background.

A – Maximum number of scheduled formal meetings which could have been attended. In addition to this number, there were a further 3 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 2026. The Executive Committee was formed on 1 October 2025.

***Umang Paw stood down from the ExCo on 31 March 2026.

Supervisory Board and committees

Supervisory Board

The elected members of the SB are chosen by the partners through a proportional representation voting system; six seats are subject to election every two years and members serve four-year terms. There is no limit on the number of terms an elected member may serve, provided that no member serves for more than four years without submitting themselves for re-election.

The SB 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 Executive Committee and a report together with the ExCo's response is made available to partners. The SB met twelve times (excluding ad hoc meetings) throughout the year. The SB visited the Glasgow and Reading regional offices during the year.

As at 30 June 2026, the SB includes one member who also serves on the Global Board. They provide updates on the PwC Network and communicate the Network's perspective during SB meetings.

Committees of the Supervisory Board

During the year there have been six committees of the SB: the Risk Committee, the Audit Committee, the Talent & Remuneration Committee, the Partner Affairs Committee, the SB Election Committee and the Supervisory Board Governance Review 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 primary purpose of the Audit Committee is to provide assistance to the SB in fulfilling its role and responsibilities as set out in the Members' Agreement with respect to matters involving the accounting, auditing, financial reporting and internal control functions of the firm. The Committee's Terms of Reference can be found on the firm's website. Further information can be found in the Audit Committee Report section on page 87.¹

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.

¹ Source: [pwc.co.uk/who-we-are/governance/audit-committee.html](https://www.pwc.co.uk/who-we-are/governance/audit-committee.html)

Supervisory Board Election Committee

Biographies of the Supervisory Board

The Supervisory Board Election Committee was established in June 2026. The primary purpose of the Committee is to consider the 2026 SB election process and timetable and make recommendations to the SB.

Supervisory Board Governance Review Committee

The Supervisory Board Governance Review Committee was established in February 2026 to consider the firm’s 2026 Governance Review and make recommendations to the Supervisory Board. The Committee comprises members of both the Supervisory Board and the Executive Committee.



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. Simon has also been a member of the Audit Committee.



Marco Amitrano

Alliance Senior Partner and an ex-officio member of the SB

The Senior partner sits on the Supervisory Board (as an ex-officio member). Marco’s full bio is on [page 72](#).



*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, and Andy Key, as a member 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. In October 2025 Mark took on a new role with responsibility for financial oversight of the PwC network.

Mark joined the Supervisory Board on 1 January 2023 and from 1 January 2025 was appointed the Deputy Chair to the Supervisory Board. He has also served on the Audit Committee, Risk Committee and Talent & Remuneration Committee.



***Brendan O’Driscoll**

(Elected to the SB on 1 January 2023)

Brendan is a Deals partner, where he focuses on financial due diligence on M&A transactions. He joined the firm in Audit in 1997, joined Deals full time in 2001 and became a partner in 2012. From 1 July 2026 he has been the Chief Transformation and Strategy Officer for the Deals business.

Brendan was elected to join the Supervisory Board on 1 January 2023. He has served on the Audit, Risk and Talent and Remuneration Committees, chairing the Risk Committee from January 2025 to February 2026. In February 2026, he was appointed as Chair of the Audit Committee.



Danielle Perfect

(Elected to the SB on 1 January 2023 and stood down from the SB on 28 February 2026)

Danielle was elected to the Supervisory Board on 1 January 2023 and was a member of the Talent & Remuneration Committee and also sat 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. In April 2026, Danielle was appointed as the firm’s General Counsel and as a member of the Executive Committee. Danielle’s full bio is on [page 76](#).

* 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, and Andy Key, as a member of the Global Board.



***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 until February 2026 and continues to serve as a member of the Audit Committee. 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. Kenny was appointed chair of the Talent & Remuneration Committee from February 2026. He also 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 since 1 March 2026 has been a member of the Talent & Remuneration Committee and also sits on the PwC Middle East and Alliance Supervisory Boards. Prior to this Jo served as a member of the Partner Affairs and Risk Committees from January 2025 to February 2026. Jo is also one of the SB engagement co-leads.



Rebecca Cooke

(Elected to the SB on 1 January 2025)

Rebecca is a partner in our Consulting business where she advises her clients in relation to risk, governance, controls and internal audit. She is also a lead client partner on the firm’s priority client programme, working with large corporates. 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.



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.

* 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, and Andy Key, as a member of the Global Board.



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.

She was elected to the Supervisory Board on 1 January 2025 and appointed as Chair of the Risk Committee on 26 February 2026. She is a member of the Talent and Remuneration Committee and served on the Audit Committee from January 2025 to April 2026 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.



Alwin Swales

(Appointed to the SB on 12 March 2026)

Alwin is a Consulting partner in the Insurance, Asset and Wealth management sectors with over 25 years of experience in helping clients navigate complex change engagements in the Finance and Actuarial functions. He joined the firm in 2010 through acquisition, after a career building and scaling in 3 start-ups, and became a partner in 2013.

Alwin was appointed to the Supervisory Board on 12 March 2026 and was appointed to the Partner Affairs Committee and Audit Committee shortly afterwards.

Meeting attendance

	Length of service*	A	B
Simon Ager	5 years, 6 months	12	12
Marco Amitrano	2 years	12	10
Zelf Hussain	3 years, 6 months	12	12
Andy Key	7 years, 6 months	12	12
Brendan O'Driscoll	3 years, 6 months	12	12
Danielle Perfect**	3 years, 2 months	8	6
Mark Pugh	3 years, 6 months	12	12
Kenny Wilson	7 years, 3 months	12	11
Jo Leeson	1 year, 6 months	12	11
Rebecca Cooke	1 year, 6 months	12	12
Jeremy Webb	1 year, 6 months	12	12
Robin McBurnie	1 year, 6 months	12	12
Heather Varley	1 year, 6 months	12	10
Alwin Swales	4 months	4	4

A – Maximum number of scheduled formal meetings which could have been attended. In addition to this number, there were a further seven 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 2026.

**Danielle Perfect was on sabbatical in FY26 and did not attend two scheduled formal SB meetings as a result. Danielle Perfect stood down from the SB in February 2026.

Public Interest Body and committees

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.

The Audit Oversight Body is a sub-committee of the PIB – see next section for detail

Biographies of the Public Interest Body



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 CFO of Mitie Group plc and a broad range of non-executive board positions, including that of Audit Committee Chair, in a range of FTSE250, professional services and private businesses. Following her longstanding work in the area of workplace equality, Suzanne also held the post of Commissioner for Equality and Human Rights for Great Britain.



Marcus Bokkerink

Marcus Bokkerink is former chair of the Competition and Markets Authority (CMA) and was a Senior Partner and Managing Director at Boston Consulting Group (BCG), where he held a number of leadership roles during his 30-year career. Marcus’s current portfolio includes appointments as Non-Executive Director at the international law firm Pinsent Masons and the innovator Provenance, and Advisory Board member of the Bennett School of Public Policy, Cambridge University and of BEUC, the European consumer organisation. He is also governor at the Manchester Grammar School and chairs the Pembroke College Cambridge Development Board.



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.



Victoria Raffé

Stepped down from the PIB and AOB on 31 December 2025

Victoria Raffé was 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 had focused on non-executive roles in the financial services and tech sectors including founder director and senior independent director at Starling Bank, and Chair of tech firms Inbotiq and Let’s Think.

Meeting attendance

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

A – Maximum number of scheduled formal meetings which could have been attended.
B – Number of meetings actually attended.
‡ MB and SB members of the PIB: Marco Amitrano (from July 2024), Simon Ager (from January 2025)
† Independent Non-Executive
* The length of service has been calculated as at 30 June 2026
** Marcus Bokkerink was unable to attend the first PIB meeting after his appointment, due to a pre-existing commitment from prior to his appointment.

The biographies of Simon Ager and Marco Amitrano can be found on pages 80 and 72 of this report.

Audit Oversight Body and committees

The firm established the AOB as a committee of the PIB, to oversee governance of the firm’s audit practice. The AOB is comprised of a majority of ANEs, 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 membership of the AOB includes ANEs as independent members. The AOB is chaired by Caroline Gardner. Caroline is the AOB’s doubly independent Non-Executive, meaning Caroline is not also a member of the PIB.

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 ANEs are consistent with the appointment process and terms of appointment for the INEs, as set out in the Update from the Public Interest Body.

Audit Partner Remuneration and Admissions Committee

The APRAC is a committee of the AOB. The APRAC, which is comprised of ANEs, 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.

Biographies of the Audit Oversight Body



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 has served as a member of the International Ethics Standards Board for Accountants, and of the Board of the International Federation of Accountants.

FY26 meeting attendance

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

* The length of service has been calculated as at 30 June 2026

Suzanne Baxter, Marcus Bokkerink and Victoria Raffé’s biographies are included in the Biographies of the Public Interest Body members on page 84, Andy Hammond and Kenny Wilson’s biographies are included on pages 73 and 82.

A – Maximum number of formal meetings which could have been attended.

B – Number of meetings actually attended.

† Independent Non-Executive and Audit Non-Executive

◊ Audit Non-Executive and considered ‘doubly independent’

Audit Committee Report

The Audit Committee of the Supervisory Board comprises five members of the SB, having both audit and non-audit backgrounds. The Audit Committee also has an embedded INE within its membership. The Audit Committee met ten times in the year ended 30 June 2026 (FY25: eight times). The Chief Financial and Administrative Officer, the Head of Finance, 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 developed using a risk-based approach to ensure that appropriate consideration is given to the top risks faced by the firm. A risk assessment encompassing the firm’s organisational structure is undertaken to ensure that appropriate assurance is provided across the audit business on a risk basis. This involves gaining an understanding of the firm and its environment, including information technology and inherent risk factors. Key areas of focus are Public Reporting, Technology (including cyber and data), firmwide operations (including regulatory compliance), transformation and strategic change, and Line of Service specific reviews. The Internal Audit team delivers a mix of assurance and advisory 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, required resources and the Internal Audit Charter and Strategy to ensure that it is satisfied with the level and type of work being performed.

The Internal Audit plan remains agile, with resources flexed as needed to respond to the evolving risks. The Committee reviews progress against the plan, agrees any proposed changes, and considers the adequacy of resources on a quarterly basis.

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 Committee and the Operations Committee of the Executive Committee on a quarterly basis. 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 ‘Consistent high quality’ section on [page 14](#) within the Our System of Quality Management 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 2026 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 2026 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 to revenue recognition in acknowledgement of the complexity of certain contracts, the range of potential estimates involved and the accounting judgements required. The review 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 remained a complex and higher risk area given the political, regulatory and economic environment together with 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 Office of 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 13% (FY25: 21 %) 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.

AFGC compliance statement

Compliance with the Audit Firm Governance Code

The Executive Committee 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 Executive Committee has concluded that, as at 30 June 2026 the firm is in full compliance with the principles and provisions of the AFGC.

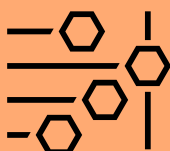
The AFGC includes a requirement for firms to determine governance KPIs and to report against them. The Executive Committee and PIB considered the KPIs that the firm had reported against in the prior year and confirmed that they remained supportive of them being applied for the year ending 30 June 2027 with some minor updates to wording made. The KPIs are set out in the table to the right.

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.

¹ Source: [pwc.co.uk/who-we-are/governance/terms-of-reference-governance-structure.html](https://www.pwc.co.uk/who-we-are/governance/terms-of-reference-governance-structure.html)

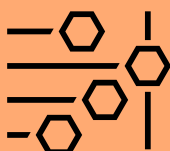
Governance KPIs and performance

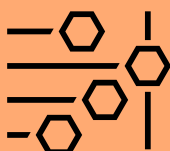
 Governance KPI	 Notes	 Performance
Board attendance MB, ExCo, SB, PIB and AOB members should attend a sufficient number of meetings as set out in the Terms of Reference. Attendance should be achieved by all members for 80% of meetings.	Sufficient meetings should be held for the boards to achieve their objectives and in line with their <u>Terms of Reference</u> . ¹ Noting that the membership of the MB changed in October 2025, there are certain individuals, who would not have met the attendance KPI as of 30 September 2025 given their attendance record to that point but who are no longer MB members.	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 ExCo attendance, where attendance did not meet the requirement (the ExCo member stood down from the ExCo during the year) and one exception in terms of SB attendance (due to the member being on sabbatical during the year and then standing down from the SB). Attendance records of individual participants of each Board are stated on <u>page 78</u> of the report.
Board composition That there is a diverse mix on each board, taking into account gender and ethnic minority representation. That there is a diverse population of people presenting at board meetings (e.g. an annual update from each Line of Service and different mix of presenters at each meeting).	Information on the composition of the MB, ExCo, SB and PIB is on the firm’s <u>website</u> . ¹ Board presentations include sponsors and presenters to help achieve a diverse and inclusive population of people presenting at Board meetings.	MB – two out of five MB members are female, and there are no ethnic minority members. The MB up to 1 October 2025 had six female members out of 13 and one ethnic minority member. ExCo – seven out of 13 members are female, and there are no ethnic minority members. SB – three out of 13 members were female and there were two ethnic minority members. The SB up to March 2026 had four female members out of 13, and one ethnic minority member. PIB – One out of six members is female. In the year to December 2025, two out of six members of the PIB were female. There are no ethnic minority members. The Board agendas ensure there is a diverse population of people presenting at Board meetings including annual updates from each Line of Service and from different business areas.

Head of Audit report	Governance	Audit quality	Culture	Ethics	Technology	People	Building trust	Appendices
<div>  <div>Governance KPI</div> </div>	<div>  <div>Notes</div> </div>	<div>  <div>Performance</div> </div>						
<p>Board activities</p> <p>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.</p>	<p>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.</p>	<p>The firm met this KPI in the year.</p>						
<p>Board effectiveness</p> <p>That effective challenge of management is made by the Supervisory Board, Public Interest Body and Audit Oversight Body.</p>		<p>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.</p>						
<p>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.</p>	<p>Internal reviews of the progress made on the recommendations from these externally facilitated board effectiveness reviews take place in the intervening years.</p>	<p>Externally facilitated board effectiveness reviews of the PIB, SB, MB (and the Executive Board which was dissolved in July 2024) were conducted in 2022. 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 externally facilitated reviews of the MB, ExCo, SB (and their committees) and PIB took place in FY26.</p>						
<p>The Terms of Reference of boards and committees are reviewed annually.</p>		<p>The Terms of Reference for the AOB, PIB, SB, MB, and ExCo were reviewed during the year.</p>						
<p>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.</p>	<p>PIB Terms of Reference are available on the firm’s website¹ and its composition is determined by the Members’ Agreement.</p>	<p>As at 30 June 2026 there were four INEs on the PIB.</p>						
<p>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.</p>	<p>AOB Terms of Reference are available on the firm’s website², which include details of the composition of the AOB.</p>	<p>As at 30 June 2026 there were three ANEs on the AOB.</p>						

¹ Source: [pwc.co.uk/who-we-are/governance/terms-of-reference-the-public-interest-body.html](https://www.pwc.co.uk/who-we-are/governance/terms-of-reference-the-public-interest-body.html)

² Source: [pwc.co.uk/who-we-are/governance/terms-of-reference-audit-oversight-body.html](https://www.pwc.co.uk/who-we-are/governance/terms-of-reference-audit-oversight-body.html)

Head of Audit report	Governance	Audit quality	Culture	Ethics	Technology	People	Building trust	Appendices
<div>  Governance KPI </div>	<div>  Notes </div>	<div>  Performance </div>						
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 (at ExCo meetings from 1 October 2025). Whistleblowing is discussed at MB (and from 1 October 2025 ExCo), PIB, AOB and RC meetings. People surveys are discussed at MB (at ExCo from 1 October 2025 and PIB meetings). The MB receives Partner Matters Committee (PMC) reports and minutes. The SB receives PAC reports.	The firm met 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 (with the ExCo from 1 October 2025). 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 July 2026 PIB meeting.						
Systems and risk The Boards review the effectiveness of the firm’s systems of internal control at least annually.	The SB receives regular updates from both the Audit and the Risk Committee. 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 met 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 meets at least four times a year and the Risk Committee meets at least 4 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 Audit Committee met ten times and the Risk Committee met six times in FY26. The firm met this KPI.						

Head of Audit report	Governance	Audit quality	Culture	Ethics	Technology	People	Building trust	Appendices
<div>  Governance KPI </div>	<div>  Notes </div>	<div>  Performance </div>						
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 met 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 2025, Suzanne Baxter attended a meeting of the SB held in the firm’s Reading office. In May 2026, Caroline Gardner attended a meeting of the SB held in the firm’s Glasgow office. INEs also held triannual meetings with members of the Supervisory Board during the year.	The firm met 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 met 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 updates.	The firm met 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 met this KPI.						

Externally Facilitated Board Performance Evaluation

In accordance with its Governance KPI for Board Effectiveness, the firm undertook externally facilitated reviews of the MB, ExCo and SB, their respective committees, and the PIB in 2026. The firm selected Lintstock Ltd, an advisory firm specialising in Board Reviews, to undertake the reviews, which took place over a period of several months. The scope and methodology for the review included Lintstock:

- Preparing and distributing surveys to MB, ExCo, SB and PIB members;
- Conducting in-depth interviews with all participants. The findings from the survey stage enabled Lintstock to focus discussions on the priorities for each interviewee;
- Observing certain MB, ExCo, SB and PIB meetings.
- Reviewing the MB, ExCo, SB and PIB meeting papers.

Once Lintstock had concluded their work, the findings of their reviews were presented to the MB, ExCo, SB and PIB respectively.

Executive Committee

The review found that the ExCo is operating effectively within the revised governance structure. The Committee was seen to benefit from strong governance processes and high-quality discussion, with the respective roles of the ExCo and MB working well in practice. The review also considered opportunities to build on these strengths over the coming year.

Management Board

The review found that the MB is operating well within the revised governance structure. Meetings were seen to be focused and efficient, supported by constructive interaction with the ExCo. The respective roles of the two forums were also seen to be working well in practice, with the current delegation of responsibilities considered appropriate. The review also considered how the MB can continue to build on these foundations as the revised governance structure becomes further established.

Supervisory Board

The review found that the SB plays an important role in the governance of the firm. The SB was seen to have constructive dynamics and to provide effective oversight, as well as playing a valuable role in representing Partner Perspectives. The review also considered how the SB can continue to enhance its contribution over the coming year, including through the coverage of key themes and longer-term matters. The review included a comparison of the Board’s performance against the Lintstock Governance Index, drawn from over 200 of Lintstock’s recent mandates. This provided a balanced perspective on the Board’s strengths and areas of focus, placing its performance in the context of wider governance practice.

Public Interest Body

The review found that the PIB is a mature, well-established part of the firm’s governance framework and has a positive influence on the firm. It was seen to benefit from constructive relationships with management, effective meeting dynamics and strong engagement across the firm. The review also considered how the PIB can continue to make the most of its distinct role within the wider governance framework, including through its focus on longer-term issues and the ways in which it draws upon external perspectives.

It is intended that recommendations from each of the reviews will be taken forward during FY27.

Remuneration

Partners, including members of the ExCo

All partners, including members of the ExCo, 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 “Engagement performance” section on [page 18](#), 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 APRAC is a committee of the AOB and provides oversight of the remuneration process for audit partners.

The Talent & Remuneration Committee (sub-committee of the SB, including the INEs) discussed and considered the relativities of the T&RC population (Executive Committee 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 FY26 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 Partner 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 exceptional 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.

Audit Non-Executives and Independent Non-Executives

Our INEs and our doubly independent ANE were paid a fee of **£140,000** per annum for their services during the year. This had been increased from **£125,000** with effect from 1 January 2026 to reflect both the external market position and an increase in the time commitment for these roles.

The Chair of the PIB received an additional **£110,000** per annum, while the Chair of the AOB received an additional **£65,000** per annum. These fees had also increased from the previous year from **£75,000** and **£45,000** respectively with effect from 1 January 2026 to reflect both the external market position and an increase in the time commitment for these roles.

Where an INE is also a member of the AOB they receive a further **£50,000** for this role.

Where a member of the AOB is also a member of the 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 **£50,000** for this role and the Risk Committee, where the INE member receives a further **£40,000**.



INE and ANE 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 which includes a tailored induction after appointment. 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, considers succession planning among the Non-Executive population, including both ANEs and other INEs. This includes reviewing the diversity of skills and also time commitment for the role. 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. 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. The Non-Executive Nomination Group usually meets on a biannual basis. The Non-Executive Nomination Group provides updates to the PIB on succession planning for Non-Executive roles for the PIB and AOB.

Appendix B: Principal risks and responses

Externally, macroeconomic conditions, geopolitical developments and regulatory activity continue to influence client behaviour, market demand and our operating environment. These developments can evolve more rapidly, creating greater uncertainty around future market conditions, regulatory priorities and client needs. Maintaining market relevance requires continued adaptation of our services, delivery models and commercial approaches.



Technology, data and AI are significant drivers of change, increasingly shaping how value is created and delivered for our clients, creating opportunities to enhance quality, productivity and innovation.

As these capabilities become more deeply embedded across the business, maintaining effective governance, responsible use, quality and public trust remain critical, while ensuring our operating model and decision-making continue to evolve at a pace that reflects the opportunities and risks presented by technological change.

Our people model continues to adapt in response to changing skill requirements, workforce expectations and competition for talent. Building future-relevant skills (including AI fluency) and workforce agility is becoming increasingly important, especially in the context of uncertainty around how workforce requirements may evolve over time. The transition towards a more technology-enabled and globally integrated workforce presents opportunities to broaden capability and increase flexibility, while maintaining focus on expertise, engagement and career development.

As part of a global network, we benefit from scale, innovation and shared capabilities, while increasingly operating through globally integrated technology, delivery and service models. This creates greater reliance on globally integrated services, shared technology platforms and common delivery models, requiring ongoing alignment and coordination across territories to support consistency in delivery, quality and risk management.

Against this backdrop of change, maintaining trust from our stakeholders remains fundamental. Continued public scrutiny and increasing expectations of the role businesses play in society, alongside greater focus on how organisations operate, not just what they deliver, reinforce the importance of integrity, transparency and consistency in how we engage with our stakeholders.

This appendix highlights the firmwide risks that are shaping our risk profile and provides a basis for ongoing discussion of the actions, decisions and investments required to respond effectively to a changing environment.

Audit Quality

FY27			Risk trend direction			
Risk landscape	Key Mitigants		Risk trend: FY26	FY25	FY24	FY23
FY27 Risk Description						
Engagement with clients or audit engagements that are not aligned to our risk appetite or ability to deliver a quality audit and/or failure to deliver quality audit services, leading to a significant audit quality failure.	<ul style="list-style-type: none">The audit market continues to operate within a strong public interest and regulatory framework, reinforcing the importance of consistent audit quality and professional judgement.Careful consideration of organisations, alongside assessment of the firm’s skills and expertise in new industries, remains an important part of the client acceptance and continuance process.The firm continues to monitor developments across 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 remains focused on attracting, developing and retaining critical skills to ensure the execution of consistent high-quality audits.Continued developments in technology and AI are increasing the importance of resilient audit execution and the effective use of technology-enabled tools.	<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 is supported by:<ul style="list-style-type: none">The system of quality management;The Single Quality Plan;A clear governance structure and a practice that is operationally separate from the rest of the firm.The Quality Management for Service Excellence Framework, which provides a model for quality management across all network firms, including audit quality, and is designed to meet the requirements of ISQM 1 and QC 1000. Each network firm is required to undertake an annual self-assessment of policies, processes and controls relating to audit quality.Regular reporting on audit quality, key performance indicators, 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.Annual portfolio reviews, and real-time support for engagements, particularly those identified as higher risk.The CI team is focused on root cause analysis, issue identification and action planning.	<div><div>↑</div><div>↔</div><div>↓</div></div>	<div><div>↔</div></div>	<div><div>↔</div></div>	<div><div>↔</div></div>

Non-Audit Quality

FY27			Risk trend direction			
Risk landscape		Key Mitigants	Risk trend: FY26	FY25	FY24	FY23
FY27 Risk Description						
Engagement with inappropriate clients and/or failure to deliver quality non-audit services, leading to a significant service quality failure.	<ul style="list-style-type: none">Reputational and regulatory scrutiny in relation to service quality continues to evolve across the professional services market, particularly regarding independence and the management of perceived conflicts of interest.The complexity of client engagements and delivery models continues to increase, including through greater use of technology and alliances, as well as increased cross-territory delivery and longer-term managed services.Competitive pressures are continuing to drive change in client demand, pricing expectations, and service delivery models.Workforce planning remains focused on evolving the specialist skills and resources needed to support evolving client needs and delivery models.The firm continues to monitor developments across the PwC network for potential contagion risk for the UK.	<ul style="list-style-type: none">Recruitment standards and staff development procedures supporting the skills required to deliver high-quality, technology-enabled services.Client engagement and acceptance processes, including Line of Service Panels and Client Committee.Client engagement standards supported by established policies, methodologies, tools and procedures.Continued monitoring and reporting of higher risk engagements, with targeted support and oversight to promote effective and safe delivery.Firmwide Quality Partner programme providing independent oversight across engagements considered higher risk.Quality reviews of PwC network firms, including the UK firm.Regular reporting on quality, key performance indicators and internal quality control procedures to various governance committees.	<div><div>↑</div><div>↔</div><div>↓</div></div>	<div><div>↔</div></div>	<div><div>↑</div></div>	<div><div>↔</div></div>

Evolving Client Services

FY27			Risk trend direction			
Risk landscape	Key Mitigants		Risk trend: FY26	FY25	FY24	FY23
FY27 Risk Description						
Insufficient evolution of services, including leveraging technology, data and alliances to meet changing market and client needs, reducing market relevance and competitiveness.	<ul style="list-style-type: none">As the market evolves, there is a need to remain agile in responding to changing client needs and broader market shifts, particularly amid increasing competition and disruption.Client expectations continue to rise, with growing demand for speed, innovation, and demonstrable value from services and solutions.This requires modernising existing propositions to embed data, AI, alliances, and emerging technologies, alongside developing new propositions, including AI-enabled solutions. Both require careful design, investment and delivery, which brings risks to commercial viability and scalability.Success increasingly depends on agile delivery models and effective use of the broader ecosystem, including data, technology partnerships, access to Acceleration Centres (ACs) and global assets to accelerate time to market.The development of new services may also increase regulatory and independence requirements.	<ul style="list-style-type: none">Monitoring of client trends and our performance in the market.Continued focus on upskilling programmes to provide partners and staff with enhanced business, technology and commercial skills.The Executive Committee reviews key new propositions and services.Client Committee involvement in acceptance of higher risk engagements and new significant offerings.Markets Leadership Team in place to oversee the development and execution of the go-to-market strategy.Technology Panel process in place for all new engagements proposed which involve a technology element.Systematic collection of client feedback, including client surveys, and independent reviews, to inform service improvements and go-to-market strategy.	<div><div>↑</div><div>↔</div><div>↓</div></div>	<div><div>↑</div></div>	<div><div>↑</div></div>	<div><div>↔</div></div>

Delivery Models

FY27			Risk trend direction			
Risk landscape	Key Mitigants		Risk trend: FY26	FY25	FY24	FY23
FY27 Risk Description						
Failure to operate and evolve our delivery models effectively, reducing our ability to service clients effectively, consistently, and at scale.	<ul style="list-style-type: none">Regulatory and legal requirements continue to evolve, particularly in relation to cross-border data transfers, AI and automation deployment, alongside sanctions compliance.Access to offshore talent and evolving delivery models continues to become increasingly important as the amount of offshore delivery increases along with the complexity of work and client delivery.There is a focus on improving efficiencies and evolving the way we deliver client services with the use of AI increasing the pace of change.Geopolitical activity in the last 12 months has increased the importance of resilience/business continuity of entities providing services to our clients from outside PwC UK.There is an increase in focus of delivering traditional ‘advisory’ services from offshore Acceleration Centres (ACs) in addition to the more traditional technology and commodity activity.A Risk Management review of the Tier 1 ACs was conducted during FY26 which has identified recommendations to further enhance our control environment, both within the ACs and the UK firm. The review has not identified any material risks requiring immediate mitigation.	<ul style="list-style-type: none">The UK AC Hub (a central SME team) executes the UK strategy on behalf of the Board and reports to the Chief Financial and Administrative Officer. Responsibilities include demand placement, governance, contracting, operations, risk management and reporting.At least one UK partner sits on the board of each Tier 1 AC. These partners have received training on their roles and responsibilities and attend a quarterly forum to discuss emerging topics.Line of Service (LoS) engagement teams remain responsible for service delivery including instruction, quality and review.A global Consulting LoS initiative to standardise quality management is underway, with a workstream focussed on ACs.The UK Operational Resilience team is working collaboratively with the ACs and other network firms.A UK Risk Management partner has been appointed to oversee AC risk management. Progress against recommendations from the Risk Management review will be tracked in FY27.Additional training related to ACs has been provided to LoS Risk Management teams with a focus on contracting, cross border working and data.All ACs are wholly-owned entities within the PwC network and comply with all applicable network policies.	<div><div>↑</div><div>↔</div><div>↓</div></div>	<div><div>↑</div></div>	<div><div>↔</div></div>	<div><div>↔</div></div>

People (Current)

FY27			Risk trend direction					
Risk landscape	Key Mitigants		Risk trend: FY26	FY25	FY24	FY23		
FY27 Risk Description								
Failure to attract, develop, retain and support talent to meet current client needs, reducing workforce effectiveness, engagement and culture.	<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 client and business demands.Evolving expectations of our multigenerational workforce, together with the increasing use of offshore and alternative delivery models are changing what people expect from the firm as an employer, and reinforcing the importance of maintaining a diverse, inclusive, and engaged workforce.The skills required to deliver quality services to clients continue to evolve, including increasing demand for technologists and the challenge of attracting and retaining such individuals in professional services.Failure to continue investing in workforce development 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 SkyHive and Growth Centre and using the Evolved PwC Professional to support ongoing reskilling and capability development.Monitoring and review of key performance indicators by the Executive Committee, including staff surveys, external data and regular client feedback, and workforce metrics including attrition and retention.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 support effective workforce planning and deployment.Use of various communication and discussion channels to engage with our people.Active monitoring to enable timely intervention on building people engagement and supporting retention.The firm’s Wellbeing Strategy aims to help create a culture where people are encouraged to discuss and take care of their health and mental wellbeing.	<div>↑</div>	<div>↔</div>	<div>↓</div>	<div>↔</div>	<div>↔</div>	<div>↓</div>

People (Future)

FY27			Risk trend direction			
Risk landscape	Key Mitigants		Risk trend: FY26	FY25	FY24	FY23
FY27 Risk Description						
Failure to evolve the workforce in line with changing client needs, employee expectations and technology, limiting future workforce sustainability and firm competitiveness.	<ul style="list-style-type: none">• The accelerating pace of disruption, including tech, AI and evolving delivery models is making it increasingly difficult to anticipate future workforce trends and define the future people model.• 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.• The future workforce will require different skills, capabilities and greater agility, presenting challenges around recruitment, reskilling and upskilling our people as delivery models continue to evolve.• Changing client needs continue to increase the importance of our people continually developing skills in areas such as technology, AI and data analytics to support high-quality service delivery to clients.• The ability to attract and retain diverse talent increasingly depends on compelling early career pathways, flexible development frameworks, and a People Value Proposition aligned with modern workforce expectations.	<ul style="list-style-type: none">• Embedding of the network-wide People Value Proposition, aligning our engagement and inclusion strategy across the network.• Established Shadow Leadership Team supporting engagement across a multi-generational, cross grade population and helping shape future leadership capability.• Regular review and update of the People strategies to reflect evolving workforce expectations and business needs.• Diversity targets and action plans are in place.• Introduction of a simplified approach to performance management processes to support a high-performance culture and individual development.• Rewiring our Learning & Development approach to build consistent human and technical skills, enabling a responsive, skills-enabled workforce that can upskill, reskill and adapt at pace and in line with evolving market demands.• Strategic workforce planning activities regularly performed across the business to plan for the future workforce model.• Embedding new technologies to support the transition to a skills enabled workforce.	<div>↑↔↓</div>			

Cyber and Data Security

FY27			Risk trend direction			
Risk landscape	Key Mitigants	Risk trend: FY26	FY25	FY24	FY23	
FY27 Risk Description						
Failure to protect the firm’s data and technology from cyber-attack or compromise, leading to data loss, operational disruption and reputational damage.	<ul style="list-style-type: none">• The threat landscape continues to evolve with advances in AI accelerating both cyber defence capabilities and the speed at which threat actors can identify and exploit vulnerabilities, increasing the importance of requiring ongoing investment in cyber security defences and controls.• Geopolitical uncertainty and the increasing sophistication of threat actors and social engineering techniques continue to influence the cyber risk environment.• As the volume of data we hold and the use of technology continue to grow, maintaining effective controls to protect sensitive firm and client information remains increasingly important.• The firm’s growing reliance on cloud platforms, shared services, network-led technologies, and AI-enabled services continues to increase the importance of resilience, security and effective governance across the technology landscape.	<ul style="list-style-type: none">• Cyber, Data and Privacy Committee chaired by a member of the Management Board, which provides overall strategic direction, framework and policies for cyber and data 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 training, regular phishing simulations and targeted awareness campaigns.• Data leakage prevention controls including enhanced controls for high-risk groups, such as leavers.• Continual logging and monitoring of security threats supported by Incident Response and threat intelligence processes to identify, escalate and manage incidents.• Regular review, security testing and scanning of the IT environment to identify, prioritise and mitigate vulnerabilities• Ongoing enhancement of cyber security capabilities to respond to evolving and AI-driven threats, including through the adoption of emerging security technologies.• Leveraging core technology and capabilities from the PwC Network, enabling the firm to benefit from global scale, expertise and investment in cyber security.	<div>↑↔↓↔↔↔</div>			

Artificial Intelligence

FY27			Risk trend direction			
Risk landscape	Key Mitigants		Risk trend: FY26	FY25	FY24	FY23
FY27 Risk Description						
Failure to adapt, commercialise and scale AI capability safely and effectively, reducing client relevance and future growth in an AI-driven market.	<ul style="list-style-type: none">AI is evolving rapidly, reshaping client expectations and ways of working. Realising value requires continuous evolution of governance, processes, delivery models, and ways of working to keep pace with technological change and evolving client expectations.The pace of technological change and the evolving AI landscape create uncertainty around future use cases, adoption patterns, and which platforms and technologies will emerge as market leaders. This increases the challenge of making investment decisions and realising sustainable commercial value from AI.At the same time, AI is expected to drive the emergence of new commercial models, requiring ongoing adaptation of how services are delivered, priced and monetised.Modernising existing services and embedding AI, data, and emerging technologies into client propositions remains important to maintaining relevance, supporting future growth and scaling AI-enabled services and solutions.Building firm-wide fluency in AI remains critical to unlocking value from these technologies, including the continued development of skills and evolution of ways of working and behaviours.Attracting, developing, and retaining specialist AI, tech and data talent remains highly competitive as skills requirements continue to evolve.Supporting clients and delivering value in an increasingly data and AI-driven market requires effective use of data across the firm, increasing the importance of data quality, governance and management.The evolving regulatory landscape continues to create uncertainty around acceptable uses of AI and emerging technologies, requiring ongoing monitoring and adaptation.	<ul style="list-style-type: none">Evolving governance frameworks, data governance processes, policies and business rules support the responsible and controlled use of AI while supporting innovation, adoption and effective use of data.Continued investments in AI technologies, partnerships and capabilities, supported by governance to prioritise, scale and maximise value from AI platforms and solutions.Structured evaluation and review processes for AI use cases and technologies, including Technology Risk Review oversight, support informed adoption and ongoing management.Upskilling and capability development programmes support AI fluency and adoption across client delivery and firm operations.Recruitment and development of specialised AI, technology and data talent support the firm’s evolving capability needs.Active participation in PwC network AI initiatives and governance forums supports alignment with Global strategies.	<div><div>↑</div><div>↔</div><div>↓</div></div>	<div><div>↑</div></div>	<div><div>-</div></div>	<div><div>-</div></div>

Technology Environment

FY27			Risk trend direction				
Risk landscape	Key Mitigants		Risk trend: FY26		FY25	FY24	FY23
FY27 Risk Description							
Failure to maintain and evolve a resilient technology and data ecosystem could impact the firm’s operations, client delivery and ability to support future business needs.	<ul style="list-style-type: none">Complexity of the technology environment continues to increase at pace, driven by greater reliance on cloud platforms, shared services, AI-enabled solutions and network-led technologies, reinforcing the importance of operational resilience and effective technology management.Continued investment in modern, resilient, and scalable tech capabilities remains important to support the firm’s operations, growth ambitions, and evolving clients’ needs.As the volume and value of data continue to grow, effective data governance, quality, and access management remain important.The firm continues to rely on key technologies provided through the PwC network, PwC Global and third parties, increasing dependency on shared platforms and coordinated approaches to tech management.Increasing alignment and standardisation of technology platforms and services across the network is expected to support long-term resilience, consistency and operational efficiency, although the pace of change may increase operational complexity in the short term.Client expectations continue to evolve, increasing the importance of modern, resilient and tech-enabled services and solutions.	<ul style="list-style-type: none">UK leadership involvement in Global operational stability programme and Major Incident Management processes.Active UK participation in Global governance bodies to support alignment on technology strategy, standards and risk management approaches, helping ensure the firm can respond to evolving business needs, adopt new capabilities and manage emerging risks.Technology Risk Review process in place to onboard and approve use of all new technology alongside regular reviews of third parties who provide tech services.Business Continuity Management system is certified to ISO 22301. The Business Continuity Plan is regularly reviewed and updated with critical assets identified via regular business impact analysis and mapped to technology capabilities.Recovery of critical systems is secured using geographically separate data centres. Failed systems are reinstated in line with Business Impact Analysis priorities.Regular review and update of the Business Continuity Plan.A Formal Disaster Recovery policy is in place to govern the recovery, restoration, testing and protection of critical services, infrastructure and data.Robust policies and procedures in place with UK, Global and external reviews to ensure the UK firm is compliant.	<div>↑↔↓</div>	<div>↑↓↔</div>	<div>↑↓↔</div>	<div>↑↓↔</div>	<div>↑↓↔</div>

Regulatory Developments

FY27				Risk trend direction			
	Risk landscape	Key Mitigants	Risk trend: FY26	FY25	FY24	FY23	
FY27 Risk Description							
Inability to anticipate and adapt to significant regulatory developments, negatively impacting the firm’s business or competitive landscape.	• Continuing regulatory focus on large multidisciplinary firms is driving engagement with regulators and evolving approaches to supervision and enforcement.	• Regular engagement, with governmental departments and regulators to understand objectives, potential changes and the implications for the firm.	<div><div>↑</div><div>↔</div><div>↓</div></div>	<div><div>↔</div></div>	<div><div>↓</div></div>	<div><div>↔</div></div>	
	• The regulatory landscape continues to evolve through both legislative and non-legislative developments, including in areas such as cyber resilience and tax regulation.	• Continuous monitoring of the cumulative impact of regulatory changes on the firm’s ability to provide services to audit clients.					
	• Independence rules, audit rotation requirements, and broader public interest considerations continue to create legal and operational constraints on how the firm delivers services and manages client relationships.	• Regulatory affairs specialists coordinate firmwide monitoring of regulatory developments and engagement with regulators, including tracking relevant changes, coordinating responses to consultations and information requests, and representing the firm’s position on key regulatory matters.					
	• Greater levels of cross-border work and global delivery are increasing the importance of monitoring overseas regulatory requirements and expectations.	• Regular updating of the firm’s processes and procedures to ensure compliance is maintained across all applicable regulations.					
		• Structured horizon scanning activity, including thematic analysis and continuous monitoring of legislative and regulatory developments.					

Geopolitics and Macroeconomic

FY27			Risk trend direction			
Risk landscape	Key Mitigants		Risk trend: FY26	FY25	FY24	FY23
FY27 Risk Description						
Failure to remain agile and respond strategically to geopolitical and macroeconomic shifts could impact our ability to service clients and support business growth.	<ul style="list-style-type: none">The UK economic outlook remains challenging, with modest GDP growth and continued macroeconomic uncertainty affecting market conditions and client activity.Political and economic volatility continue to increase globally, driven by geopolitical conflict, political change and broader uncertainty across international markets.Ongoing geopolitical instability, macroeconomic volatility, and increasing regulatory divergence across jurisdictions continue to pose strategic, commercial, and operational challenges for the firm.Changing global trade dynamics continue to create uncertainty across markets and supply chains.	<ul style="list-style-type: none">Regular engagement with subject matter experts and the PwC network to understand the changing geopolitical landscape, to promote knowledge sharing and to align on emerging key issues.Regular agenda points for the Executive Committee to assess impacts on the firm’s strategy, with regular expert opinion sought.Ongoing monitoring of sanctions (global and UK) and regular mandatory training provided to staff.The UK Travel Security Policy sets requirements for staff travel, with Travel and Security teams supporting implementation through ongoing monitoring, country risk reviews, provision of guidance, and continuous assurance over the effectiveness of the Travel Security Programme.Inputs from internal intelligence sources such as the Global Security Operations Centre, including monitoring and reporting on global security risks, contribute to periodic security updates provided to senior stakeholders and governance forums.	<div><div>↑</div><div>↔</div><div>↓</div></div>	<div><div>↑</div></div>	<div><div>↔</div></div>	<div><div>↑</div></div>

Public Perception & Reputation

FY27			Risk trend direction			
Risk landscape	Key Mitigants		Risk trend: FY26	FY25	FY24	FY23
FY27 Risk Description						
Failure to maintain public trust through actions or responses that do not meet stakeholder expectations, particularly on issues attracting public and media scrutiny, negatively impacting the firm’s reputation.	<ul style="list-style-type: none">• The firm’s reputation continues to be shaped not only by the services it delivers, but also by how visibly and consistently it acts in line with public interest and stakeholder expectations on societal issues.• Reputational sensitivity remains heightened across certain service areas, client sectors, technologies, and geographic markets, where ethical, political, and public interest considerations increasingly intersect with business operations.• Risk of reputational impact to the UK firm may arise from negative media coverage, regulatory matters, political and public scrutiny, third party associations or broader issues affecting other PwC network firms.• Continued developments in tech and AI are increasing public and stakeholder focus on areas such as data security, transparency, and responsible use of technology.	<ul style="list-style-type: none">• Embedding a culture of integrity and ‘doing the right thing’ from the top to the bottom of the organisation with an emphasis on individual accountability for reputational risk.• Proactive engagement with key stakeholder groups to support discussion of trust, public interest and reputational issues, and to inform the firm’s positioning and response.• Sharing of knowledge and insights with leadership, governance forums and the PwC network to support informed discussion, decision-making, and positioning on societal and public interest issues.• Actively promote the firm’s positive contributions to clients, people and broader society, including its role as a responsible UK employer, our commitments to net zero, diversity and inclusion, and social mobility.• The Political Liaison Committee provides an opportunity to discuss political developments and potential reputational risks arising for the firm.	<div><div>↑</div><div>↔</div><div>↓</div></div>	<div><div>↔</div></div>	<div><div>↔</div></div>	<div><div>↔</div></div>

Network

FY27				Risk trend direction			
Risk landscape		Key Mitigants		Risk trend: FY26	FY25	FY24	FY23
FY27 Risk Description							
Inability to effectively leverage the opportunities from the PwC network or manage risks arising from other network firms and subsidiaries, resulting in potential reputational and regulatory impact.	• There remains a risk that we may not fully leverage the scale, capabilities, technology and market access offered by the PwC network to support growth and client delivery.	• 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.		↑	↔	↓	↑
	• Potential contagion risk arising from regulatory, conduct, quality or matters affecting other PwC network firms including from our subsidiaries, may also influence the UK firm’s reputation.	• The firm continues to support, shape and influence across the PwC network at individual territory, EMEA and network levels, including through senior representation on global and regional governance forums, providing engagement and support as required.		↑			↑
	• Increasing use of cross-border delivery models, global delivery centres, and globally integrated services continues to increase operational and governance complexity across the network.						
	• Continued developments in tech and AI, alongside an increasing reliance on global tech solutions, are driving greater focus on globally aligned delivery models, governance approaches, and risk management frameworks across the PwC network.	• The UK participates in the annual PwC Global Network Standards compliance self-assessment, reviewed by PwC Global. This supports continuous improvement of capabilities member firms have implemented, to adhere to network requirements.					-

Regulatory Compliance

FY27			Risk trend direction					
Risk landscape	Key Mitigants		Risk trend: FY26	FY25	FY24	FY23		
FY27 Risk Description								
Inability to comply with existing and evolving legal, regulatory and independence requirements, leading to regulatory action, financial penalties and reputational impact.	<ul style="list-style-type: none">The current and evolving UK and global regulatory environments continue to present increasingly complex and fast-moving compliance risks across the business.Offshoring, cross-border delivery, and the evolution of managed services continue to increase complexity across areas such as independence, privacy, AML, sanctions, tax, and labour law, reinforcing the need for integrated cross-border risk management processes.Emerging technologies continue to create new regulatory and compliance risks, requiring upskilling and adaptation to evolving regulations and stakeholder expectations, supported by ongoing horizon scanning.Regulatory focus continues to evolve across areas such as financial crime, sanctions, privacy and independence, requiring enhanced monitoring and governance oversight.Legislative and regulatory reforms, including the Economic Crime and Corporate Transparency Act 2023, and changes to AML supervision, continue to drive additional compliance obligations, expanded reporting requirements and the need for enhanced processes and controls.	<ul style="list-style-type: none">Clear policies, procedures and guidance support compliance with applicable legal, regulatory and professional requirements.Regular updating of the firm’s processes to facilitate compliance with applicable regulations, by its people, across all client engagements.Mandatory annual training supported by training at key career stages, and targeted upskilling programmes support awareness of regulatory, ethical, independence, and technology-enabled risks, requirements and regulatory developments across the firm.Client and engagement acceptance procedures, together with strengthened independence controls and governance processes, support effective risk management across the firm’s client portfolio.Enhanced independence controls including more frequent personal independence confirmations for both partners and staff and enhanced system-enabled approval processes of non-audit services coupled with enhanced penalties for non-compliance.Privacy governance and data incident response process, supported by robust risk assessment and oversight arrangements to support compliance with data protection requirements.Ongoing engagement with Regulators, Government and other relevant stakeholders given the changing landscape around regulation.Structured monitoring and reporting to the firm’s governance committees supports oversight and effective decision making.	<div>↑</div>	<div>↔</div>	<div>↓</div>	<div>↔</div>	<div>↔</div>	<div>↔</div>

Climate and Environment

FY27			Risk trend direction			
Risk landscape	Key Mitigants		Risk trend: FY26	FY25	FY24	FY23
FY27 Risk Description						
Failure to respond to climate and environmental factors and commitments responsibly, resulting in operational disruption and reputational impact.	<ul style="list-style-type: none">Scientific consensus is that climate change is increasing the likelihood of acute climate events and longer-term shifts in climate patterns, with potential impacts on the firm’s operations and wider business environment.Evolving climate-related standards, reporting frameworks and regulatory expectations continue to increase the complexity of maintaining compliance and demonstrating best practice.Reputational risk may arise from actual or perceived failure to meet evolving stakeholder expectations in transitioning the business to Net Zero and contributing meaningfully to the broader sustainability agenda.Accelerating changes in operating and delivery models, including the increased use of offshoring and global delivery approaches continues to require consideration of operational sustainability performance and climate-related resilience.As the firm expands its use of emerging technologies, including AI-enabled tools and services, consideration continues to be given to the potential environmental impact associated with large-scale models and data centres.	<ul style="list-style-type: none">A comprehensive sustainability and net zero strategy in place, supported by agreed targets, a dedicated team, and regular performance reporting, alongside annual review and reporting under the UK Climate-Related Financial Disclosures requirements.Sustainability Leadership Team established to ensure senior oversight and investment towards our Net Zero commitments and broader sustainability programmes.Internal framework including methodologies, controls, and processes for measuring, monitoring, and reporting emissions data.External independent limited assurance over our emissions data in line with ISAE 3000 and ISAE 3410.	<div><div>↑</div><div>↔</div><div>↓</div></div>	<div><div>↔</div></div>	<div><div>↑</div></div>	<div><div>-</div></div>

Financial Performance

FY27			Risk trend direction			
Risk landscape	Key Mitigants		Risk trend: FY26	FY25	FY24	FY23
FY27 Risk Description						
Failure to maintain strong financial performance and adapt to changing market and business conditions, constraining profitability, growth or financial resilience.	<ul style="list-style-type: none">Uncertainty arising from the geopolitical and macroeconomic environment remains elevated, while existing monitoring and controls remain in place, revenue growth and profitability may be challenged by these conditions.AI and tech-enabled services are increasing complexity in commercial models, pricing approaches and cost structures, requiring continued adaptation in commercial management, contracting, and client engagement.The firm continues to manage its cost base carefully to maintain market competitiveness and support investment in strategic growth areas, including disruptive technologies, new services, and talent.Continued volatility in the trading environment places pressure on financial resilience, but ongoing monitoring and management controls remain in place to manage.A highly competitive business environment, including increasing competition from tech-enabled and non-traditional providers, requires careful assessment of investment opportunities to support the firm’s investment growth strategies.	<ul style="list-style-type: none">Comprehensive budgeting and planning processes that look forward three years across multiple scenarios, covering growth, profitability, resourcing and working capital perspectives.Regular cash flow reforecasting completed and enhanced scenario planning in response to market and economic uncertainty.Regular monitoring of the business through various governance committees, supported by forward-looking sales, financial and resource deployment forecasts and assessments.Client Committee oversight ensures the case for higher risk opportunities is carefully assessed prior to risk acceptance.Commercial Excellence Team review supports the commerciality and pricing of significant engagements.Ongoing cost and efficiency programmes including offshoring and outsourcing initiatives.Treasury Committee sets and regularly monitors the firm’s funding and Partner Capital position, foreign currency exposures and cash flows.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 client acceptance system technology replacement programmes.Active working capital management with clear targets and daily monitoring to ensure optimisation.	<div><div>↑</div><div>↔</div><div>↓</div></div>	<div><div>↔</div></div>	<div><div>↑</div></div>	<div><div>↔</div></div>

Strategic Change

FY27			Risk trend direction			
Risk landscape	Key Mitigants		Risk trend: FY26	FY25	FY24	FY23
FY27 Risk Description						
Failure to adapt at the pace required or effectively coordinate and deliver strategic change across the firm and PwC network, reducing value realised and increasing strain on the firm and client delivery.	<ul style="list-style-type: none">The firm is undertaking transformation activity across a broad range of strategic priorities, creating increasing interdependencies between initiatives.Continued market disruption, technological change, and evolving client expectations are increasing the importance of organisational responsiveness and the ability to adapt at pace.Realising the intended benefits of transformation depends on effective adoption, alignment to strategy, and delivery of planned outcomes.Ongoing global strategic initiatives reinforce the importance of effective UK representation across the network to influence, shape and leverage outcomes in support of UK priorities.	<ul style="list-style-type: none">Senior leadership oversight and governance of the strategic change portfolio supporting prioritisation, delivery and management of key risks and dependencies.UK leadership representation through global roles, initiatives and governance forums supports alignment with network priorities and enables the UK firm to influence and shape key initiatives.Clear accountability and governance arrangements to drive accountability, decision-making, and delivery across major transformation initiatives.Strategic change activity is managed as an integrated portfolio, supported by reporting, review processes and benefits monitoring to provide visibility of progress, delivery risks, interdependencies and benefits realisation.Strategic reviews and horizon scanning support ongoing prioritisation and alignment to evolving market conditions and strategic objectives.Employee and leadership feedback, together with culture and engagement measures, support understanding of the impact of change across the firm.Change communications and engagement activities support wider firm understanding of the transformation agenda and adoption of new ways of working.	<div><div>↑</div><div>↔</div><div>↓</div></div>	-	-	-

Appendix C: Financial information

Relative importance of statutory audit work

An analysis of PwC UK’s revenue for the financial year ended 30 June 2026, showing the relative importance of UK-related statutory audit work, is set out below:

	FY26 £m	FY25 £m
Statutory audits and directly related services for entities we audit (UK PIE and subsidiaries of UK PIE)*	403	386
Statutory audits and directly related services for entities we audit (other entities)	637	660
Statutory audits and directly related services for all entities we audit	1,040	1,046
Non-audit services to entities we audit**	167	177
Total revenues from entities we audit	1,207	1,223
Non-audit services to entities we do not audit	3,158	3,048
UK firm revenue	4,365	4,271

During the year ended 30 June 2026, we did not perform any major local audits (2025: none). Therefore, the table above does not include revenues related to this category.

* If an entity met the FRC’s definition of a UK PIE (or a subsidiary of) as at 30 June 2026, 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	FY26 £m	FY25 £m
Revenue	1	1,173	1,174
Expenses and disbursements on assignments		(46)	(51)
Net revenue		1,127	1,123
Staff costs	2	(405)	(420)
Other operating charges	3	(426)	(395)
Operating profit		296	308
Finance income		3	2
UK audit practice profit		299	310

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 firm-wide 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, PricewaterhouseCoopers International Limited (PwCIL), an English private company limited by guarantee. PwCIL does not practise accountancy or provide services to clients. Rather its purpose is to facilitate coordination between member firms in the PwC network. Focusing on key areas such as strategy, brand, and risk and quality, the network Leadership Team and Board of PwCIL develop and implement policies and initiatives to achieve a common and coordinated approach among

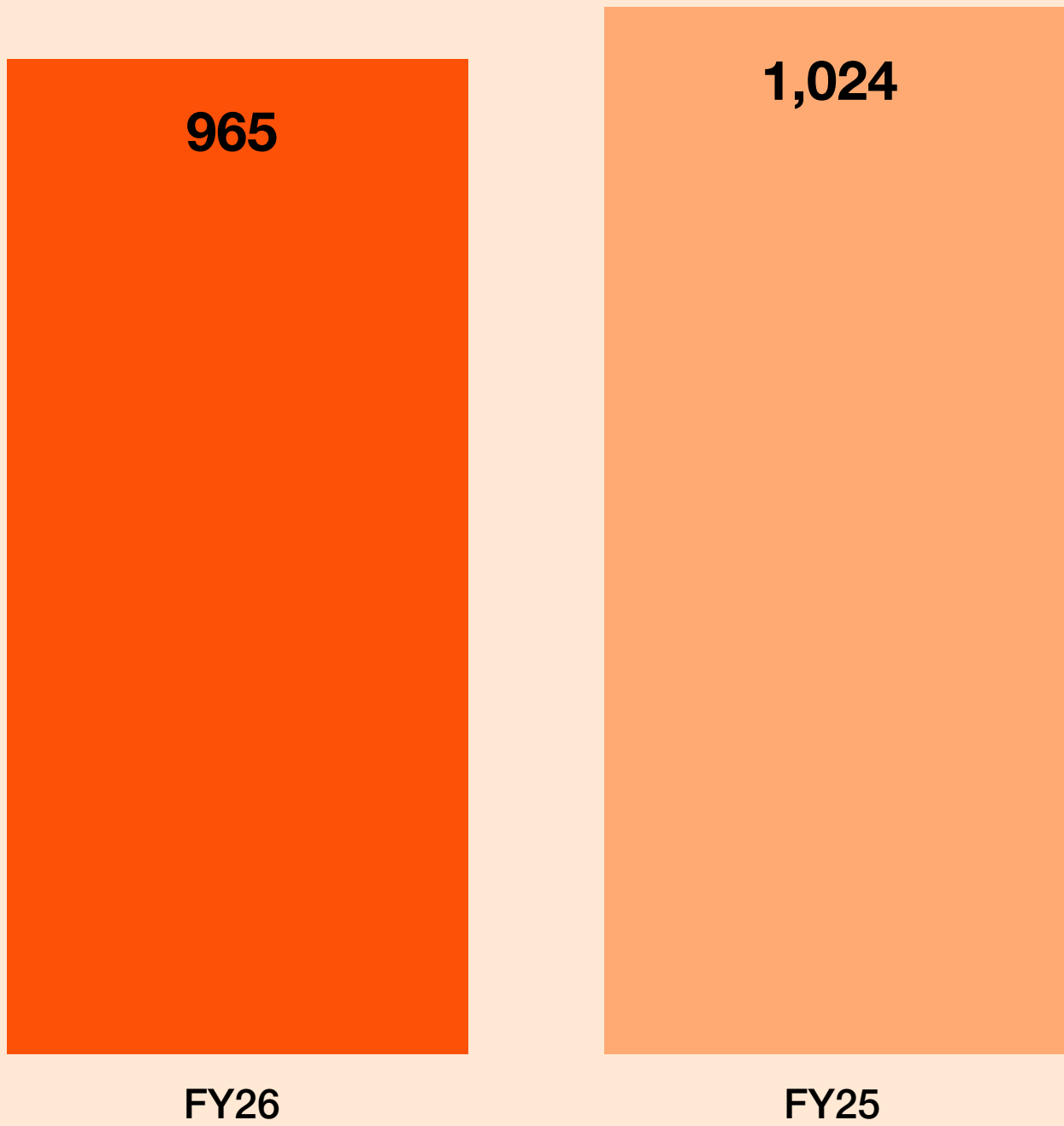
individual firms where appropriate. Member firms of PwCIL can use the PwC name and the resources and methodologies of the PwC network are made available to them. In addition, member firms may request the resources of other member firms and/or secure the provision of professional services by other member firms and/or other entities. In return, member firms agree 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 and PwC member firms are not otherwise legal partners with each other. Many of the member firms have legally registered names which contain “PricewaterhouseCoopers”, however there is no ownership by PwCIL. A member firm cannot act as agent of PwCIL or any other member firm, cannot obligate PwCIL or any other member firm, and is liable only for its own acts or omissions and not those of PwCIL or any other member firm. Similarly, PwCIL cannot act as an agent of any member firm, cannot obligate any member firm, and is liable only for its own acts or omissions.

PricewaterhouseCoopers LLP (PwC UK) is a limited liability partnership incorporated in England and Wales

Ownership of PwC UK

PwC UK Partners



Legal structure and ownership

UK Office structure

PwC UK operates out of 18 (FY25: 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 2026 within our Annual Report 2026.²

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 2026. 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 2026, within our Annual Report 2026.

¹ Source: pwc.co.uk/who-we-are/office-locations.html (PwC UK operated with 19 offices in FY26, until 26 June 2026 when its Milton Keynes office was closed.)
² Source: pwcannualreport.co.uk
³ Source: PwC UK financial statements

Jointly controlled entities and associates

The Group held interests in four significant jointly controlled entities and associates at 30 June 2026:

- 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 subordinated loan notes from, and minority equity holdings in entities in the PwC network. Further details are provided in the PwC UK Financial Statements 2026.³

UK registered trading subsidiary undertakings as at 30 June 2026

Country of incorporation

Companies

Embankment Place Primary Healthcare Limited

England

PricewaterhouseCoopers Advisory Services Limited

England

PricewaterhouseCoopers (UK) Advisory Services (CA) 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 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

In FY26, PwC UK operated through five principal Lines of Service: Audit, Consulting, Deals, Risk and Tax.

From 1 July 2026, the Risk and Consulting Lines of Service merged. Support services continue to be provided by Business Solutions. Programmes to develop expertise and share knowledge in all key industries are also in place.

Audit

The Audit Line of Service is focused on delivering audit and assurance-related work. As at 30 June 2026 the operations of the Audit were 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 Line of Service 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. Client Asset Sourcebook audits, reporting accountant services performed in accordance with the Standards for Investment Reporting)

- 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 2026 Consulting was made up of the following business units/solution groups:

Cloud & Data Transformation delivers business outcomes through 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 designs and builds customer-focused 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 supports our clients in transforming their business and in 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 Transformation & Enterprise Resource Planning offers a wide range of benefits, but the 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 delivers and sustains end-to-end transformation as organisations evolve rapidly and face a critical need for an agile, highly productive, and tech-enabled workforce. 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 technology and AI-enabled change and adoption underpins all that we do. Our work ranges across organisations, 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.

Risk*

As at 30 June 2026 Risk was made up of the following business units:

Cyber and Forensics combines our market-leading teams from Cyber, Forensics, Financial 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 and actuarial, 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) brings together Banking and Capital Markets Non-Financial Risk, Banking and Capital Markets Financial Risk, Insurance, and Asset and Wealth Management Risk & Regulation, alongside sector-focused Technology, Data & Analytics capabilities, supported by the FS Regulatory Insights team. Combining deep industry expertise across controls, compliance, regulation, technology, and transformation strengthens our ability to capture growing opportunities across the FS sector.

Commercial and Government incorporates the Internal Audit, Governance, Risk and Compliance, Commercial Controls, and Macro Risk teams from Controls, Deals, Accounting and Risk with parts of Transactions and Advisory (focused on ITGCs, programme assurance, and analytics) and Sustainability Reporting. This business unit assists clients across private and public sectors in navigating complexity, meeting regulatory needs, embedding technology and data, and advises on sustainability reporting across services.

* On 1 July 2026, the Consulting and Risk Lines of Service merged

Deals

As at 30 June 2026, 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 team 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 and 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 our value creation business. An industry-focused team that brings Strategy and Operational expertise to drive value creation and realisation across private equity and corporate clients through the full value creation lifecycle.

The team creates value in both deal and non-deal situations and 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.



Tax

As at 30 June 2026 Tax was made up of the following business units:

Listed and Inbound provides Tax and Legal services to listed companies, multinational groups and inbound businesses operating in the UK and internationally. The practice goes to market through four distinct channels: Top Tier, Midcap, US Inbound and Rest of World Inbound, enabling it to focus on the specific needs of each client segment and respond to evolving regulatory, commercial and operational demands.

Tax services are similar across a number of business units and are listed below. The Legal team covers corporate law, international business reorganisations, M&A, 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, technology and AI strategy and implementation and legal managed services.

Private Business provides a wide range of tax advisory and compliance services to privately owned businesses and their owners. The team goes to market via four lenses: large complex private businesses, owner-managed businesses, PE-backed portfolio companies and family offices. They support the business and its owners on all phases of the business life cycle including organic and M&A driven growth, succession, wealth protection, transactions, deal readiness and exit planning, working closely across PwC’s wider Lines of Service.

Financial Services provides services to the financial services sector, spanning Banking and Capital Markets, Insurance, Asset and Wealth Management and Alternative Investment Funds.

Similar tax services are offered across these three business units and include advising across a broad range of areas including corporate and international tax, international structuring, transfer pricing, indirect and property taxes, tax compliance and outsourcing, tax accounting, tax on transactions, finance and treasury, personal tax advisory and compliance, tax reporting and strategy, operational tax services (financial services), dispute resolution, tax valuations, reporting and disclosures, transparency, value chain transformation, incentives, grants and reliefs, tax technology and AI services, transformations of tax operations, and tax considerations related to finance transformations.

Deals Tax advises primarily across Private Equity, Corporate and Sovereign, and Real Estate, Credit and Infrastructure businesses, supporting UK and international clients throughout the full deals lifecycle. The practice provides a broad range of services, including buy-side and vendor tax due diligence, structuring for acquisitions and disposals, advice on reorganisations, restructurings and refinancing transactions, and support on cash repatriation strategies. The team also advises on acquisitions of assets and platforms, post-deal integration, exit readiness and vendor assistance, alongside post-deal tax compliance and advisory services for portfolio investments.

The practice includes dedicated tax experts across a number of specialist areas including indirect tax, transfer pricing, stamp duty, management incentives, restructuring and business recovery, portfolio, employment tax and capital allowances.

Workforce provides solutions to workforce related challenges across performance and reward, executive compensation, employment taxes and payroll, pensions and benefits. It also offers legal services with regards to employment law.



Appendix E: Public Interest Entity audit clients and other clients subject to additional audit registrations

List of UK Public Interest Entities

Below 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 2025 and 30 June 2026. It therefore does not include all UK PIEs for which PwC UK is the statutory auditor.

Aberdeen Asia Focus PLC
ABP Finance plc
Accelerant Insurance UK Limited
Affinity Water Finance PLC
AIB Group (UK) PLC
AJ Bell plc
Allianz Insurance plc
Anglo American plc
Anglo American Capital plc
Aquila Energy Efficiency Trust plc
Aquila European Renewables Plc
ARAG Legal Expenses Insurance Company Limited
Arqiva Financing PLC
ASOS Plc
AstraZeneca PLC
Atlas Funding 2023-1 PLC
Atlas Funding 2024-1 PLC
Atlas Funding 2025-1 PLC
Atom bank plc
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
Bridgate Funding plc
Brit Group Holdings Limited
British Land Company PLC, The
Broadgate Financing PLC
Brooks Macdonald Group plc
Brunner Investment Trust PLC, The
Bunzl plc
Bupa Finance plc
Bupa Insurance Limited
CAB Payments Holdings plc
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
C. Hoare & Co.
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
Cranswick plc

Crest Nicholson Holdings plc
Crown Agents Bank Limited
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
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
EFG Private Bank Limited
Elvet Mortgages 2025-1 PLC
Endeavour SCH plc
Essentra plc
European Opportunities Trust PLC
FCE Bank plc
FDM Group (Holdings) plc
Fidelity China Special Situations plc
FirstGroup Plc
Fishguard and Rosslare Railways and Harbours Company
Forester Life Limited
Fosse Master Issuer PLC
Funding Circle Holdings plc
Gabelli Merchant Partners PLC
GB Group plc
Gemgarto 2023-1 PLC

Genus plc
Georgia Capital PLC
Goldman Sachs International Bank
Great Hall Mortgages No.1 Plc
Great Portland Estates plc
Hadron UK Insurance Company Limited
Halma plc
Hammerson plc
Hampshire Trust Bank plc
Handelsbanken plc
Hays plc
Hazel Residential plc
HDI Global UK Limited
Headlam Group PLC
Heathrow Finance Plc
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 UK Bank plc
IG Group Holdings plc
Income Contingent Student Loans 1 (2002-2006) Plc
Income Contingent Student Loans 2 (2007-2009) Plc
Informa PLC
InterContinental Hotels Group PLC
International Biotechnology Trust plc
Intertek Group plc
Itau BBA International plc
ITV plc

J.P. Morgan Europe Limited
J.P. Morgan Securities plc
Johnson Matthey Plc
JPMorgan Claverhouse Investment Trust Plc
JPMorgan European Growth & Income plc
JPMorgan India Growth & Income plc
Just Group plc
Just Retirement Limited
Kenrick No.4 Plc
Kier Group plc
Leek United Building Society
LHV Bank Limited
Liverpool Victoria Insurance Company Limited
London Cards No.1 PLC
London Cards No.2 PLC
M&G plc
Marks and Spencer Financial Services Plc
McBride plc
Mears Group PLC
Melrose Industries PLC
Meridian Hospital Company Plc
Metlen Energy & Metals PLC
Metro Bank PLC
Metro Bank Holdings PLC
MIGO Opportunities Trust PLC
MJ Gleeson plc
Molten Ventures PLC
Mondi Finance plc
Mondi plc
Moonpig Group plc
Motorpoint Group Plc
Murray Income Trust plc
NCC Group plc
Newline Insurance Company Limited
NEXT plc
Next Group Plc
Ninety One plc
North American Income Trust plc, The
OakNorth Bank Plc
Octopus Renewables Infrastructure Trust PLC
Orbita Funding 2022-1 plc
Orbita Funding 2023-1 plc
Oxford Biomedica plc
Partnership Life Assurance Company Limited
Pavillion Mortgages 2024-1 plc
PayPoint Plc

Pennon Group plc
Personal Assets Trust plc
Polar Capital Global Financials Trust Plc
Polar Capital Global Healthcare Trust plc
Premier Foods plc
Princes Group plc
Prudential Assurance Company Limited, The
Prudential Pensions Limited
PureTech Health plc
PZ Cussons plc
QAH Finance PLC
QBE UK Limited
QinetiQ Group plc
Quilter Plc
Quilter Life & Pensions Limited
RBC Europe Limited
Reach plc
Recognise Bank Limited
Rentokil Initial PLC
River Thames Insurance Company Limited
Road Management Services (Finance) Plc
Rolls-Royce Plc
Rolls-Royce Holdings plc
Rothestay Life Plc
S4 Capital Plc
Sabre Insurance Company Limited
Sabre Insurance Group plc
Sainsbury plc, J
Sandwell Commercial Finance No. 2 PLC
Santander Financial Services PLC
Santander UK Group Holdings Plc
Santander UK plc
Satus 2024-1 PLC
Scottish Building Society
Scottish Friendly Assurance Society Limited
Scottish Mortgage Investment Trust PLC
SDCL Efficiency Income Trust plc
SEGRO plc
Severn Trent Plc
Shaftesbury Capital PLC
Society of Lloyd's
SolGold Plc
South East Water Limited
South West Water Finance plc
Speedy Hire Plc
St. James's Place plc

St. James's Place UK plc
Stafford Railway Building Society
Stelrad Group PLC
StreamBank PLC
Sutton and East Surrey Water Plc
Synthomer plc
Tandem Bank Limited
Taylor Wimpey plc
TBC Bank Group PLC
Thames Water Utilities Finance Plc
Thames Water Utilities Limited
Threadneedle Pensions Limited
Tokio Marine Kiln Insurance Limited
TP ICAP Finance plc
Trafalgar Insurance Limited
Trainline plc
Triodos Bank UK Limited
Trustpilot Group plc
United Trust Bank Limited
Valley Funding Plc
Vesuvius plc
Veterinary Defence Society Limited, The
Victrex plc
Videndum plc
Vistry Group Plc
Volution Group plc
Vp plc
VPC Specialty Lending Investments PLC
W.A.G Payment Solutions PLC
Wales & West Utilities Finance plc
Walsall Hospital Company Plc, The
Weir Group PLC, The
West Bromwich Building Society
Western Provident Association Limited
WH Smith PLC
White Rose Master Issuer PLC
Winchester 1 plc
Wise plc
Worldwide Healthcare Trust PLC
Yorkshire Building Society
ZIGUP plc
Zopa 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
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.

Hansa Investment Company Ltd
Hiscox Ltd
South East Water (Finance) Limited

PwC UK registrations

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 (Accounting and Financial Reporting Council ‘AFRC’)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)

In addition, PwC UK was registered with the Hellenic Accounting and Auditing Standards Oversight Board in Greece (EU) from 8 July 2025 until 31 July 2026, when the registration was withdrawn at our request as it was no longer needed for our current client base.

During the year ended 30 June 2026 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	Luxfer Holdings PLC
AstraZeneca PLC	Manchester United plc
Barinthus Biotherapeutics plc	Mereo BioPharma Group plc
Bicycle Therapeutics PLC	Metlen Energy & Metals PLC
Borr Drilling Limited	Navigator Holdings Ltd
Diageo plc	Nomad Foods Limited
Digital 9 Infrastructure plc	Pollen Street Group Limited
Endava plc	Rentokil Initial PLC
Goldman Sachs Finance Corp International Ltd	Santander UK Group Holdings Plc
Goldman Sachs International	Santander UK plc
Hammerson plc	Schroder Oriental Income Fund Limited
HBX Group International plc	Seadrill Limited
Henderson Far East Income Limited	SEGRO plc
HSBC Bank Capital Funding (Sterling 1) L.P.	Silence Therapeutics plc
HSBC Bank plc	SolGold Plc
HSBC Holdings plc	Stolt-Nielsen Limited
IHS Holding Limited	TP ICAP Group plc
Innospec, Inc.	Verisure plc
Integrated Diagnostics Holdings PLC	Vertical Aerospace Ltd.
InterContinental Hotels Group PLC	Western Asset Management Company Limited
J.P. Morgan Mansart Management Limited	Wizz Air Holdings Plc
Johnson Matthey 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 [Our System of Quality Management chapter](#) of this report.

Appendix F: List of European Economic Area (EEA) Member State audit firms in the PwC network

Member State	Name of firm
Austria	<div><div>– PwC Österreich GmbH Wirtschaftsprüfungsgesellschaft, Wien (formerly, PwC Wirtschaftsprüfung GmbH, Wien)</div><div>– PwC Wirtschaftsprüfungs- und Steuerberatungsgesellschaft GmbH, Linz</div><div>– PwC Tax & Audit Services Wirtschaftsprüfung und Steuerberatung GmbH, Graz</div><div>– PwC Österreich GmbH, Wien</div><div>– PwC Assurance GmbH Wirtschaftsprüfung, Wien</div></div>
Belgium	<div><div>– PwC Bedrijfsrevisoren bv/Reviseurs d'enterprises srl</div></div>
Bulgaria	<div><div>– PricewaterhouseCoopers Audit OOD</div></div>
Croatia	<div><div>– PricewaterhouseCoopers d.o.o</div><div>– PricewaterhouseCoopers Savjetovanje d.o.o</div></div>
Cyprus	<div><div>– PricewaterhouseCoopers Limited</div></div>
Czech Republic	<div><div>– PricewaterhouseCoopers Audit, s.r.o.</div></div>
Denmark	<div><div>– PricewaterhouseCoopers Statsautoriseret Revisionspartnerselskab</div></div>
Estonia	<div><div>– AS PricewaterhouseCoopers</div></div>
Finland	<div><div>– PricewaterhouseCoopers Oy</div></div>
France	<div><div>– PricewaterhouseCoopers Audit</div><div>– PricewaterhouseCoopers France</div></div>
Germany	<div><div>– PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft</div><div>– Wibera Wirtschaftsberatung Aktiengesellschaft Wirtschaftsprüfungsgesellschaft</div></div>
Greece	<div><div>– PricewaterhouseCoopers Auditing Company SA</div></div>
Hungary	<div><div>– PricewaterhouseCoopers Könyvvizsgáló Kft.</div></div>

*This firm is incorporated in the United Kingdom but registered as an audit firm in Ireland

Member State	Name of firm
Iceland	<div><div>– PricewaterhouseCoopers ehf</div></div>
Ireland	<div><div>– PricewaterhouseCoopers</div><div>– PricewaterhouseCoopers (Northern Ireland) LLP*</div></div>
Italy	<div><div>– PricewaterhouseCoopers SpA</div></div>
Latvia	<div><div>– PricewaterhouseCoopers SIA</div></div>
Liechtenstein	<div><div>– PricewaterhouseCoopers GmbH, Ruggell</div></div>
Lithuania	<div><div>– PricewaterhouseCoopers UAB</div></div>
Luxembourg	<div><div>– PricewaterhouseCoopers Assurance, Société coopérative</div></div>
Malta	<div><div>– PricewaterhouseCoopers</div></div>
Netherlands	<div><div>– PricewaterhouseCoopers Accountants N.V.</div></div>
Norway	<div><div>– PricewaterhouseCoopers AS</div></div>
Poland	<div><div>– PricewaterhouseCoopers Polska sp. z o.o.</div><div>– PricewaterhouseCoopers Polska spółka z ograniczoną odpowiedzialnością Audyt sp. k.</div></div>
Portugal	<div><div>– PricewaterhouseCoopers & Associados - Sociedade de Revisores Oficiais de Contas, Lda</div></div>
Romania	<div><div>– PricewaterhouseCoopers Audit S.R.L.</div></div>
Slovakia (Slovak Republic)	<div><div>– PricewaterhouseCoopers Slovensko, s.r.o.</div></div>
Slovenia	<div><div>– PricewaterhouseCoopers d.o.o.</div></div>
Spain	<div><div>– PricewaterhouseCoopers Auditores, S.L.</div></div>
Sweden	<div><div>– PricewaterhouseCoopers AB</div><div>– Öhrlings PricewaterhouseCoopers AB</div></div>

Total turnover

Total turnover achieved by statutory auditors and audit firms from EU/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 is approximately €3 billion. This represents the turnover from each entity’s most recent financial year converted to Euros at the exchange rate prevailing as of 30 June 2026.

€3bn

Appendix G: Compliance mapping

In this appendix we set out this Transparency Report’s compliance with the Audit Firm Governance Code (2022) and Article 13 of EU regulations.

We did not perform any Major Local Audits* in FY26 (FY25: none), and therefore we have not prepared a compliance table against the Local Auditors (Transparency) Regulations 2020.

Audit Firm Governance Code (2022)

Details of relevant disclosures in this Transparency Report that comply with each individual principle and provision of the Code have been set out below.

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.	Head of Audit Report Governance Appendix A Firmwide governance
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.	Governance Update from the Chair of the Public Interest Body Update from the Chair of the Audit Oversight Body Appendix A Firmwide governance Biographies of the members of the Management Board and Executive Committee Biographies of the 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).	Governance Update from the Chair of the Public Interest Body Update from the Chair of the Audit Oversight Body Appendix A Firmwide governance
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.	Appendix A Management Board and committees Supervisory Board and committees Public Interest Body and committees Audit Oversight Body and committees
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.	Governance Update from the Chair of the Public Interest Body Update from the Chair of the Audit Oversight Body

* Audits of a local government or NHS body with income or expenditure of at least £500 million, or a local authority pension scheme with at least 20,000 members or gross assets in excess of £1 billion.

Principles and Provisions of the 2022 AFGC		Where information on how the principles and provisions have been addressed can be located
A.1.	A firm should establish a Board or equivalent governance structure to oversee the activities of Management.	Governance Governance structure Update from the Chair of the Supervisory Board Appendix A Firmwide governance
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 Supervisory Board
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 Biographies of members of the 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. Management should have terms of reference that include clear authority over the whole firm and 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.	Governance Governance structure
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 Remuneration
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.	Governance Governance structure Appendix A Externally facilitated board performance evaluation
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 Governance KPIs and performance Externally facilitated board performance evaluation
A.8.	Management should ensure that, wherever possible and so far as the law allows, members of governance structures and INEs and ANEs have access to the same information as is available to Management.	Governance Update from the Chair of the Supervisory Board Update from the Chair of the Public Interest Body Update from the Chair of the Audit Oversight Body Appendix A Management Board and committees Supervisory Board and committees Public Interest Body and committees Audit Oversight Body and committees
A.9.	A firm should disclose in its annual transparency report: <ul style="list-style-type: none">– 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	Governance Governance structure Update from the Chair of the Supervisory Board Update from the Chair of the Public Interest Body Update from the Chair of the Audit Oversight Body Appendix A Management Board and committees Supervisory Board and committees Public Interest Body and committees Audit Oversight Body and committees INE and ANE appointment process

Principles and Provisions of the 2022 AFGC		Where information on how the principles and provisions have been addressed can be located
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 Update from the Chair of the Audit Oversight Body Culture
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.	Governance Update from the Chair of the Audit Oversight Body Update from the Chair of the Public Interest Body Our System of Quality Management Engagement performance Our monitoring and remediation process Culture Ethics and independence Audit independence and engagement acceptance
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 AFGC compliance statement
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
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 Firmwide systems of ethics and independence Governance Update from the Chair of the Public Interest Body
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 Firmwide 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 Firmwide 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 Governance KPIs and performance
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.	Governance Update from the Chair of the Public Interest Body Update from the Chair of the Audit Oversight Body Culture

Principles and Provisions of the 2022 AFGC		Where information on how the principles and provisions have been addressed can be located
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 Firmwide systems of ethics and independence Governance Update from the Chair of the Public Interest Body
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.	Governance Update from the Chair of the Audit Oversight Body Appendix A Firmwide governance Remuneration People 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.	Governance Update from the Chair of the Public Interest Body Update from the Chair of the Audit Oversight Body
B.19.	A firm should disclose in its annual transparency report a description of how: <ul style="list-style-type: none">– 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, in particular in the audit practice, contributes to meeting the purpose of this Code	Governance Update from the Chair of the Public Interest Body Update from the Chair of the Audit Oversight Body People Appendix B Principal risks and responses Appendix A Governance KPIs and performance
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.	Governance Update from the Chair of the Public Interest Body Appendix A Supervisory Board and its committees Management Board and its committees Audit Committee Report
C.J.	A firm should establish policies and procedures 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 Supervisory Board and its committees Audit Committee Report
C.K.	A firm should communicate with its regulators in an open, co-operative and transparent manner.	Our System of Quality Management Monitoring and Remediation (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 Audit Committee Report
C.20.	A firm should assist the FRC and its successor bodies to discharge its duties by sharing information openly.	Our System of Quality Management Monitoring and Remediation (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.	Our System of Quality Management Monitoring and Remediation (External Inspections, Investigations and Continuous improvement and the single quality plan)
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.	Governance Update from the Chair of the Public Interest Body Update from the Chair of the Audit Oversight Body Our System of Quality Management Monitoring and Remediation (Continuous improvement and the single quality plan) Building trust with stakeholders Appendix A Firmwide Governance
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 Supervisory Board and committees Audit Committee Report
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.	Governance Update from the Chair of the Public Interest Body Appendix A Supervisory Board and committees Audit Committee Report
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.	Governance Update from the Chair of the Public Interest Body Update from the Chair of the Audit Oversight Body Appendix A Supervisory Board and committees Governance KPIs and performance 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 Firmwide Governance AFGC compliance statement

Principles and Provisions of the 2022 AFGC		Where information on how the principles and provisions have been addressed can be located
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.	Appendix A Supervisory Board and committees Audit Committee Report Appendix C
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 welcome Head of Audit report Appendix A Supervisory Board and committees Audit Committee Report Our System of Quality Management Consistent high quality Engagement performance Ethics and independence Firmwide systems of ethics and independence Appendix B Principal risks and responses Appendix D Network and UK firm structure
Section 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.	Governance Appendix A
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.	Governance Update from the Chair of the Public Interest Body Update from the Chair of the Audit Oversight Body Appendix A
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.	Governance Update from the Chair of the Public Interest Body Update from the Chair of the Audit Oversight Body Appendix A Biographies of the Public Interest Body Biographies of the Audit Oversight Body INE and ANE appointment process

Principles and Provisions of the 2022 AFGC		Where information on how the principles and provisions have been addressed can be located
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 right of access to relevant information and people to the extent permitted by law or regulation, and a right, 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.	Governance Update from the Chair of the Public Interest Body Update from the Chair of the Audit Oversight Body Appendix A Biographies of the Public Interest Body Biographies of the Audit Oversight Body
D.Q.	INEs (and ANEs) should have an open dialogue with the regulator.	Governance Update from the Chair of the Public Interest Body Update from the Chair of 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 or 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.	Governance Update from the Chair of the Public Interest Body Update from the Chair of the Audit Oversight Body Appendix A Firmwide governance Biographies of the Public Interest Body Biographies of 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.	Governance Update from the Chair of the Public Interest Body Update from the Chair of the Audit Oversight Body Appendix A Firmwide governance Biographies of the Public Interest Body Biographies of the Audit Oversight Body
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 worked 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.	Governance Update from the Chair of the Public Interest Body Update from the Chair of the Audit Oversight Body Appendix A

Principles and Provisions of the 2022 AFGC		Where information on how the principles and provisions have been addressed can be located
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.	Appendix A INE and ANE appointment process
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.	Governance Update from the Chair of the Public Interest Body
D.34.	INEs should have regular contact with the Ethics Partner, who should under the ethical standards have direct access to them.	Governance Update from the Chair of the Public Interest Body
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.	Governance Update from the Chair of the Public Interest Body Appendix A Governance KPIs and performance
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.	Governance Update from the Chair of the Public Interest Body Update from the Chair of the Audit Oversight Body Appendix A INE and ANE appointment process
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.	Appendix A INE and ANE appointment process
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.	Governance Update from the Chair of the Public Interest Body Update from the Chair of 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	Governance Update from the Chair of the Public Interest Body Update from the Chair of the Audit Oversight Body Appendix A

Principles and Provisions of the 2022 AFGC		Where information on how the principles and provisions have been addressed can be located
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 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.	Governance Update from the Chair of 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-wide and network levels for their potential impact on the audit practice.	Governance Update from the Chair of the Public Interest Body Update from the Chair of 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.	Governance Update from the Chair of the Audit Oversight Body Appendix A INE and ANE appointment process
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.	Governance Update from the Chair of the Public Interest Body Update from the Chair of the Audit Oversight Body
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.	Governance Update from the Chair of the Public Interest Body Update from the Chair of the Audit Oversight Body No instances noted of procedure for fundamental disagreements being invoked.

EU audit regulation

Details of relevant disclosures in this Transparency Report that comply with each individual requirement of Article 13 of Regulation (EU) No 537/2014 of the European Parliament and of the Council (as amended by The Statutory Auditors and Third Country Auditors regulation 2019) has been set out below.

Requirement	Location within this Transparency Report
<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>	Complied through the Transparency Report as a whole
<p>2. The annual transparency report shall include at least the following:</p> <p>(a) a description of the legal structure and ownership of the statutory auditor, if it is a firm</p>	Appendix D Network and UK firm structure
<p>(b) where the statutory auditor is a member of a network:</p> <p>(i) a description of the network and the legal and structural arrangements in the network</p>	Appendix D Network and UK firm structure
<p>(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</p>	Appendix F List of EEA member state audit firms in the PwC network
<p>(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</p>	Appendix F List of EEA member state audit firms in the PwC network
<p>(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</p>	Appendix F List of EEA member state audit firms in the PwC network
<p>(c) a description of the governance structure of the statutory auditor, if it is a firm</p>	Governance Governance structure Appendix A Firmwide governance
<p>(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</p>	Our System of Quality Management Head of Audit Report

Requirement	Location within this Transparency Report
<p>(e) an indication of when the last quality assurance review referred to in Article 26 was carried out</p>	Our System of Quality Management External forms of monitoring
<p>(f) a list of public-interest entities for which the statutory auditor carried out statutory audits during the preceding financial year;</p>	Appendix E List of UK Public Interest Entities
<p>(g) a statement concerning the statutory auditor's independence practices which also confirms that an internal review of independence compliance has been conducted</p>	Ethics and independence
<p>(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</p>	People Skills, learning and development
<p>(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</p>	Appendix A Remuneration
<p>(j) a description of the statutory auditor's policy concerning the rotation of key audit partners and staff in accordance with Article 17(7)</p>	Ethics and independence Audit independence and engagement acceptance
<p>(k) where not disclosed in its accounts, information about the total turnover of the statutory auditor, divided into the following categories:</p> <p>(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;</p> <p>(ii) revenues from the statutory audit of accounts of other entities;</p> <p>(iii) revenues from permitted non-audit services to entities that are audited by the statutory auditor; and</p> <p>(iv) revenues from non-audit services to other entities.</p>	Appendix C Financial information
<p>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.</p>	Not applicable
<p>3. The transparency report shall be signed by the statutory auditor.</p>	Andy Hammond, UK Head of Audit

Appendix H: Glossary of terms

ACs	Acceleration Centres
ACM	Audit Compliance Measure
ACN	Audit Committee Network
AEP	Audit Enforcement Procedure
AFGC	Audit Firm Governance Code
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
AQR	Audit Quality Review team of the FRC
ARAQ	Annual Review of Audit Quality
ARC	Audit Registration Committee

ARQ	Audit Risk & Quality
ATAP	Audit Tender Approval Panel
Below the line reserves	Relating to capital items outside of the profit and loss account
BSI	British Standards Institute
CAN	Chief Auditor Network
CES	Central Entity Services
CFO	Chief Financial Officer
CI	Continuous Improvement
Crowe	Crowe UK LLP, PricewaterhouseCoopers LLP's statutory auditor
CRUF	Corporate Reporting Users' Forum
CTO	Chief Technology Officer
CwIR	Compliant with improvement required - an ECR review category
ECR	Engagement Compliance Review
EEA	European Economic Area
EMEA	Europe, Middle East and Africa

ESG	Environmental, Social and Governance
Ethical Standard	The FRC Revised Ethical Standard 2024
EU	European Union
ExCo	Executive Committee
FCA	Financial Conduct Authority
Firm	PricewaterhouseCoopers LLP, a limited liability partnership incorporated in England and Wales
FRC	Financial Reporting Council
FS	Financial Services
FSR	Financial Statements Review
FTSE	Financial Times Stock Exchange Index
GAQ - Methodology	Global Assurance Quality - Methodology Group
GenAI	Generative Artificial Intelligence
GIP	Global Independence Policy
Group	PwC UK and its subsidiary undertakings in the UK, Channel Islands and Middle East
HC	Human Capital

IAASB	International Auditing and Assurance Standards Board
IASB	International Accounting Standards Board
ICAEW	Institute of Chartered Accountants in England and Wales
ICE	Independence, Conflicts and Ethics
IESBA	International Ethics Standards Board for Accountants
INE	Independent Non-Executive (as described in the AFGC)
ISAs	International Standards on Auditing
ISMS	Information Security Management System
ISQM (UK) 1 and 2	International Standards on Quality Management
ISSB	International Sustainability Standards Board
ITGCs	Information Technology General Controls
KPI	Key Performance Indicator
KPIE	Key Partner Involved in the Engagement
LLAs	Liability Limitation Agreements
M&A	Mergers and Acquisitions

NED	Non-Executive Director
OGC	Office of General Counsel
Our	PricewaterhouseCoopers LLP, a limited liability partnership incorporated in England and Wales
PAC	Partner Affairs Committee
PCAOB	Public Company Accounting Oversight Board of the United States of America
PIB	Public Interest Body
PIE	Public Interest Entity
PIMS	Privacy Information Management System
PMC	Partner Matters Committee
PricewaterhouseCoopers	The network of member firms of PwCIL
PricewaterhouseCoopers LLP (or PwC LLP)	A limited liability partnership incorporated in England and Wales
PwC	PricewaterhouseCoopers LLP, a limited liability partnership incorporated in England and Wales
PwC network	The network of member firms of PwCIL
PwC UK	PricewaterhouseCoopers LLP, a limited liability partnership incorporated in England and Wales
PwCIL	PricewaterhouseCoopers International Limited (also known as the Global Board)

QC 1000	Quality Control 1000
QMSE	Quality Management for Service Excellence
QRP	Quality Review Partner
RAF	Recognition and Accountability Framework
RCA	Root Cause Analysis
RM	Risk Management
RTR	Real Time Review
SB	Supervisory Board
SEC	Securities and Exchange Commission of the United States of America
SoQM	System of Quality Management
SQP	Single Quality Plan
T&RC	Talent & Remuneration Committee
UKAS	United Kingdom Accreditation Service
UKEB	UK Accounting Standards Endorsement Board
Us	PricewaterhouseCoopers LLP, a limited liability partnership incorporated in England and Wales
We	PricewaterhouseCoopers LLP, a limited liability partnership incorporated in England and Wales



Thank you

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