



PwC Belgium

Sustainability report FY26



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Patrick Boone
Chairman and
Territory Senior Partner

This year, we've chosen to report on our performance through two complementary documents. Our FY26 Annual report outlines our business performance and strategic progress, while this FY26 Sustainability report provides transparency on our sustainability commitments, performance, and ambitions.

Together, these reports provide a more complete picture of how PwC Belgium creates value for clients, people, society, and the environment, while strengthening the resilience of our business for the future.

The past year has reinforced the importance of adaptability in an environment shaped by technological change, evolving stakeholder expectations, regulatory developments, and sustainability challenges. Building long-term resilience requires organisations to continually evolve, invest in future capabilities, and balance short-term priorities with long-term value creation.

At PwC, we continue to transform how we operate and deliver services, with technology and artificial intelligence playing an increasingly important role in enabling innovation, improving quality, and creating value for our clients. At the same time, we recognise that sustainable success depends on acting responsibly and maintaining the trust placed in us by our stakeholders.

We also remain committed to being 'client zero' by applying many of the same approaches and solutions internally that we help our clients implement. This allows us to learn from our own experience, strengthen our capabilities, and continually improve the way we operate.

None of this would be possible without our people. Their expertise, curiosity, and commitment enable us to navigate complexity, support our clients, and create lasting value. By continuing to invest in their development, wellbeing, and future skills, we're building a resilient firm that's well positioned for the challenges and opportunities ahead.

Thank you for taking the time to read this report and learn more about our sustainability journey.

Patrick Boone
Chairman and Territory Senior Partner
PwC Belgium

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This section summarises the main FY26 developments and performance trends across our environmental, social, and governance topics. It highlights key changes compared with FY25 and provides context for the detailed disclosures that follow.

Further information on impacts, risks and opportunities, policies, actions, metrics, targets, methodologies, and reporting boundaries is provided in the sustainability statement and appendices.



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At a glance

Performance highlights

The numbers below represent key achievements in terms of progress on our strategic priorities.

Environmental

9,133

net environmental impact
(tCO₂e)

76%

of fleet are electric
vehicles

74%

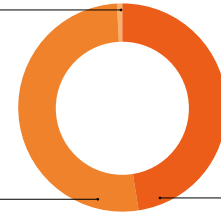
reduction scope 1 and
scope 2 vs. FY19

Social

not reported
0.6%

male
51.7%

female
47.7%



1,979

headcount

58

nationalities

89

average training hours
per employee

Governance

98%

completion of FY26 annual
ethics and compliance
training

35

reports received by
the Ethics Office

74%

share of supplier
spend assessed for
sustainability

Key highlights

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EcoVadis

Our EcoVadis score increased by six points to 81, maintaining Gold status and placing PwC Belgium in the 98th percentile of participating organisations worldwide.

Environment

Office-related emissions remained broadly stable, supported by our hybrid working model and continued optimisation of our real estate footprint. We continued to strengthen our understanding of value chain emissions and supplier impacts.

Workforce

We expanded investment in digital and AI-related skills while continuing to prioritise employee wellbeing, inclusion, and long-term workforce development.

Governance

Quality, independence and ethical conduct remained fundamental to maintaining stakeholder trust. We continued strengthening our compliance, and risk management frameworks.

Value chain

Collaboration with suppliers, alliance partners, and technology providers continued to support delivery of integrated solutions and broader sustainability outcomes.

Business transformation

Digital tools, AI, and hybrid working continued to reshape the way we work, supporting efficiency, collaboration, and service delivery across the firm.

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Key trends in FY26

Business and operating model developments

During FY26, we continued to evolve our business and operating model in response to changing client expectations, technological advances, and an increasingly complex operating environment. Key developments included further investment in digital technologies, expansion of strategic alliances, and increased collaboration across our lines of service.

Technology, including artificial intelligence, continues to support both client service delivery and internal transformation. AI-enabled tools are increasingly used to enhance efficiency, improve insights and support decision making, while remaining aligned with our human-led, tech-powered approach.

Collaboration across Advisory, Assurance, and Tax & Legal Services, together with our alliance ecosystem, enables us to deliver more integrated solutions to clients and respond to increasingly interconnected business, sustainability, and transformation challenges.

These developments support our long-term strategy by strengthening organisational resilience, enhancing workforce capabilities, and improving our ability to create sustainable value for clients and stakeholders.



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Sustainability statement

At PwC Belgium, we integrate sustainability into our strategy, operations, and value chain, guided by recognised international frameworks including the United Nations Global Compact, the United Nations Sustainable Development Goals, and the Paris Agreement.

This sustainability statement presents our material impacts, risks, and opportunities, together with the policies, actions, metrics, and targets used to manage them across environmental, social, and governance (ESG) topics. Supporting data, methodologies, and disclosure mappings are provided in the appendices.

This includes assessing how emerging technologies, such as artificial intelligence, may influence our impacts, risks, and opportunities, and ensuring that their use is aligned with our broader sustainability objectives.

GRI disclosures

GRI 2—general disclosures
GRI 3—material topics

ESRS references

ESRS 2—general disclosures



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Scope of consolidation

This sustainability statement is prepared on a consolidated basis and covers all entities included within PwC Belgium. The scope of consolidation is consistent with that used for the financial statements. Further details are provided in appendix 2. Unless otherwise stated, all information relates to PwC Belgium's

own operations. Where relevant, disclosures also reflect material impacts, risks, and opportunities across upstream and downstream value chain activities.

There were no significant changes during the reporting period relating to the size, structure, or value chain of PwC Belgium.

Metrics and targets per material topic

The table below presents the material topics identified through the double materiality assessment (DMA), together with the associated policies, actions, metrics, and targets. Selected non-material topics are included for transparency and are clearly identified as such.

Relevant report sections	GRI reference	ESRS reference	Metrics and targets	Policies and action plans	Material topic (DMA)
Environmental (metrics and targets)	GRI 305	ESRS E1-1, E1-4, E1-5, ESRS 2 IRO-1	GHG emissions, % reduction, net zero targets	Net zero strategy, decarbonisation roadmap	Yes Climate change mitigation and adaptation
Environmental	GRI 302	ESRS E1-5	Energy consumption, renewable share	Energy management, renewable sourcing	Yes Energy use
Environmental (additional disclosure)	GRI 306	ESRS E5-1 (if disclosed)	Waste generated, recycling rate	Waste reduction, circular procurement	No Waste and circularity
Environmental (additional disclosure)	GRI 303	ESRS E3-1	Water use (if tracked)	Water efficiency actions (limited)	No Water consumption
Social	GRI 405	ESRS S1-12	Gender diversity, representation	DEI strategy	Yes Diversity and inclusion
Social	GRI 401, 403	ESRS S1-6, S1-9	Engagement, turnover	Wellbeing programmes	Yes Working conditions and wellbeing
Social	GRI 403	ESRS S1-14	Incident rates	Health and safety framework	Yes Health and safety
Social	GRI 404	ESRS S1-13	Training hours	Learning programmes	Yes Training and development
Social (additional disclosure)	GRI 413	(Not required under ESRS)	Volunteer hours, donations	Community investment, volunteering	No Community impact
Suppliers	GRI 308, 414	ESRS S2-1	Supplier engagement, SBTs	Supplier code, procurement policies	Yes Supplier working conditions
Governance	GRI 418	ESRS S4-1, G1-1	Compliance indicators	Data protection policies	Yes Privacy and data protection
Governance	GRI 205, 206	ESRS G1-3	Training, breaches	Code of conduct, anti-corruption	Yes Business ethics
Suppliers	GRI 204	ESRS G1-2	Supplier coverage	Procurement practices	Yes Supplier governance
Controls and reporting	GRI 2-12, 2-13	ESRS 2 GOV-1, IRO-1	Audit/compliance outcomes	Risk framework, controls	Yes Risk management

Supporting data for the metrics presented in this table is provided in appendix 4—supporting data and tables, with definitions and methodologies set out in appendix 5—methodologies and definitions.

Basis for preparation and reporting practices

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Reporting framework

This report has been prepared in accordance with the GRI Standards (2021). While PwC Belgium isn't currently subject to mandatory Corporate Sustainability Reporting Directive (CSRD) reporting for this period, the European Sustainability Reporting Standards (ESRS) have been used as a reference framework to guide the identification of material topics and the structuring of disclosures on policies, actions, metrics, and targets.

Our ambition is to transparently disclose incremental progress in each annual report. Going forward, we'll continue to further align with ESRS requirements.

A full mapping of disclosures to GRI and ESRS requirements is provided in appendix 6—GRI–ESRS content index.

Basis of materiality

The content of this report is based on the results of PwC Belgium's double materiality assessment (DMA), which identifies and prioritises the environmental, social, and governance topics that are most significant to our firm and stakeholders. The DMA considers both impact materiality and financial materiality in accordance with ESRS requirements.

The outcomes of the DMA determine:

- The sustainability topics included in this report
- The structure of disclosures
- The prioritisation of policies, actions, metrics, and targets

Data, measurement, and comparability

Quantitative data is primarily derived from internal systems and reporting tools.

Where data isn't directly available, estimates or extrapolations are used, particularly in relation to value chain information, and are identified where relevant.

Comparative data is presented where available. Where definitions or methodologies have changed, prior-year data has been restated. No material prior-period errors were identified.

Supporting data and related methodologies are provided in the appendices.

Judgements and limitations

The preparation of this report requires the use of assumptions, particularly where data availability remains limited, including in the value chain.

Certain sustainability metrics are subject to evolving methodologies and regulatory interpretation as alignment with ESRS progresses.

Terminology used in this report

- "Own operations" are activities under PwC Belgium operational control (as defined in appendix 2—scope and reporting boundaries)
- "Value chain" refers to upstream suppliers and downstream clients identified through the DMA
- "ERM programme" is PwC Belgium's structured enterprise risk management process, including enterprise-wide risk assessment (EWRA) and related monitoring

These terms are used consistently throughout the report.

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Double materiality analysis (DMA)

Overview

In 2024, PwC Belgium conducted a double materiality assessment (DMA) aligned with GRI reporting principles and ESRS requirements. There have been no changes to our material topics this year.

Methodology

The assessment covers:

- PwC Belgium's own operations
- Upstream and downstream value chain activities

The process included:

- Identification of relevant sustainability topics
- Stakeholder engagement
- Scoring based on defined criteria

Further detail is provided in appendix 3—materiality analysis.

UN Sustainable Development Goals and Global Compact

PwC's a signatory to the United Nations Global Compact and supports the United Nations Sustainable Development Goals. These frameworks inform our sustainability strategy and disclosures.

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Strategy and governance

Business model

PwC Belgium operates through three lines of service:

- Advisory
- Assurance
- Tax & Legal Services (TLS)

These are supported by Internal Firm Services (IFS).

PwC Belgium is part of the global PwC network and PwC Europe.

Further detail on governance structures and oversight is provided in the governance information chapter.

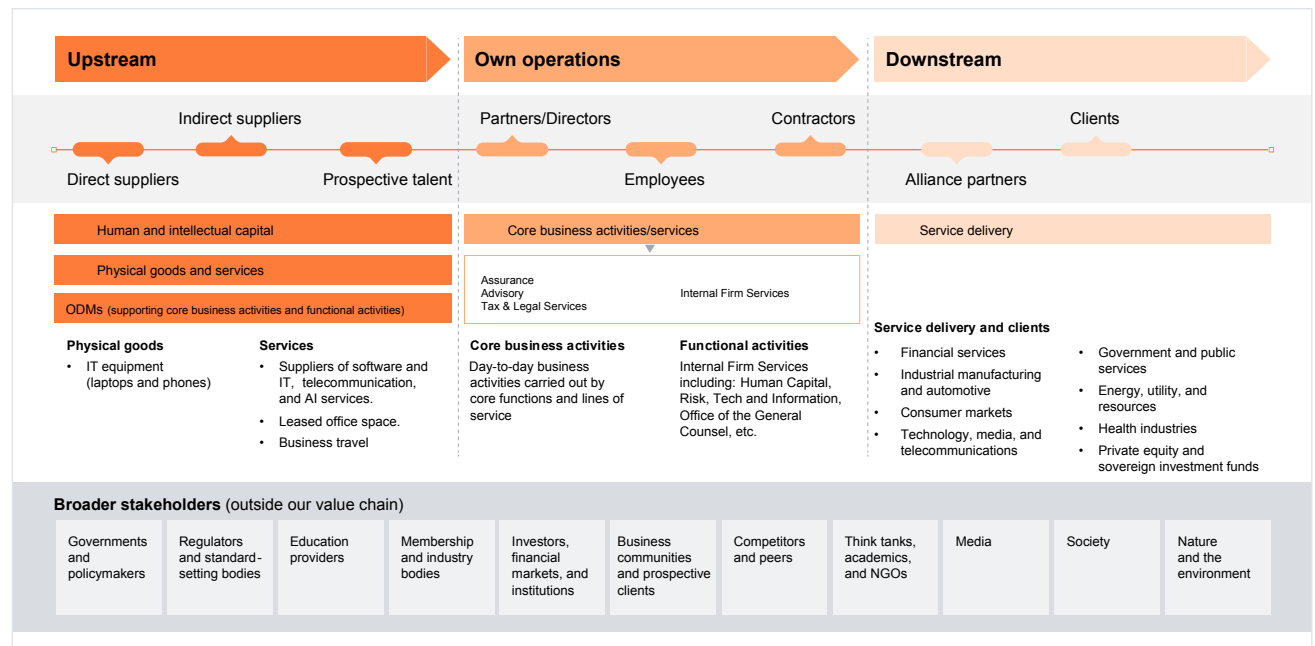
PwC Belgium value chain

PwC Belgium operates within a diverse value chain, which can be broadly divided into upstream suppliers, our own operations, and downstream clients.

Upstream, we rely on suppliers and partners for goods and services that support our operations, including infrastructure, technology, and business services.

Downstream, we deliver services to a broad portfolio of clients across the private and public sectors. We also collaborate with strategic alliance partners to support innovation and client transformation.

Material impacts, risks, and opportunities are identified and assessed across this value chain through our double materiality assessment (DMA).



The scope of our value chain and its relevance for sustainability reporting is further defined in appendix 2—scope and reporting boundaries.

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Value creation model

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

We create value through:

- Our services to clients
- Our people and expertise
- Our partnerships across our ecosystem

This value creation model underpins our sustainability strategy and is reflected in the environmental, social, and governance information chapters.

Suppliers

We integrate sustainability considerations into supplier selection and procurement processes. We engage with suppliers to support long-term value creation and responsible practices. Further detail on supplier-related impacts and governance is provided in the environmental and governance information chapters.

Why? Our purpose	What? Our strategy		How? Our strategy
▶ For our people	▶ For clients	▶ For society	▶ Our values
Build trust in society and solve important problems Everything we do and achieve is only possible because of our people. They work together to achieve a common purpose—to build trust in society and solve problems for clients and the communities in which we live and work. Because our people are the heart of our organisation, we invest significant resources to make PwC a truly great place to work.	Today's organisations face unprecedented challenges, requiring them to continually look at how they can evolve their offerings and how they operate—as well as upskilling their people—for the future. By calling on our vast array of expertise in the areas of tax, assurance, consulting, deals, and legal services, and combining it into multi-competence solutions and integrated services, we're able to add real value to client businesses.	We believe business has a key role to play in addressing societal challenges. We champion causes that seek to counter the growing dislocation between economic growth and social progress and strive to make a real contribution to creating a fairer world for everyone. And we aim to limit our impact on the environment.	 Act with integrity  Work together  Make a difference  Care  Reimagine the possible

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Controls and processes

We maintain internal governance and control processes to ensure the reliability of sustainability information.

This includes:

- Defined roles and responsibilities for data collection and validation
- Internal review and approval processes
- Alignment with existing risk management and quality frameworks

These processes are aligned with our governance and risk management framework as described in the governance information chapter and risk management chapter.

Monitoring and reporting

We monitor sustainability performance through internal reporting systems and dashboards. Progress against targets is reviewed regularly and key metrics are reported annually in this sustainability statement.

Detailed performance metrics are presented in the relevant environmental, social, and governance sections, with supporting data provided in appendix 4—supporting data and tables.



Environmental information

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Addressing environmental challenges—such as resource depletion, climate change, waste, and pollution—is a critical priority for both organisations and individuals. At PwC, we take our responsibility with regard to the planet seriously and seek to minimise our negative environmental impact to the greatest extent possible.

For each material environmental topic, disclosures are structured around impacts, risks and opportunities, policies, actions, and metrics and targets, reflecting recognised reporting practices. The report is prepared in accordance with the Global Reporting Initiative (GRI) standards, with European Sustainability Reporting Standards (ESRS) used as a complementary reference framework.

Details of our environmental impacts, risks, and opportunities are provided in this chapter, with supporting data, methodologies, and reporting boundaries set out in the appendices.



GRI disclosures

GRI 3—material topics
GRI 302—energy
GRI 305—emissions
GRI 306—waste
GRI 303—water (where applicable)

ESRS references

ESRS E1—climate change
ESRS E2—E5 (where applicable)

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Our environmental approach and scope

This section covers our approach to managing environmental impacts across climate change and resource use, aligned with our double materiality assessment. Climate change is identified as a material topic. Additional information is provided on other environmental topics (e.g. resource use and circular economy) to ensure transparency and respond to stakeholder expectations. See appendix 3—materiality analysis. The scope of these disclosures, including our own operations and value chain activities, is defined in appendix 2—scope and reporting boundaries.

Governance and accountability for environmental matters

Environmental sustainability is embedded within PwC Belgium's governance structures and operational management. Responsibility for managing environmental impacts, including climate change and resource use, is integrated across leadership roles and supported by dedicated expertise.

At an operational level, the Chief Operating Officer (COO) and their team are responsible for the day-to-day management of key environmental impact areas. This includes oversight of:

- Buildings and utilities
- Energy use and efficiency
- Fleet and business travel
- Workplace services (including catering, cleaning, and facilities management)
- Initiatives related to waste reduction and resource management

At a strategic level, overall accountability for sustainability lies with the Territory Senior Partner (TSP), who has responsibility for the firm's sustainability ambitions, including progress towards net zero and broader corporate responsibility commitments. The TSP is supported by the Extended Leadership Team (ELT), which regularly engages with the Sustainability Team to guide decision making and ensure alignment with leading practices and regulatory expectations.

Environmental considerations are embedded across our firm through a decentralised governance model, in which:

- The COO leads the reduction of operational environmental impacts and drives initiatives such as green mobility and energy efficiency.
- Each line of service designates leadership responsibility for the development and delivery of sustainability-related services.

The Sustainability Team provides subject-matter expertise, supports implementation and monitoring of environmental initiatives, and contributes to the development of sustainability services for clients.

Environmental governance is further reinforced through its integration into broader risk management and decision-making processes, making sure that climate-related risks and opportunities are identified, assessed, and monitored as part of the firm's overall enterprise risk management approach.



Net zero by 2050

We're committed to achieving net zero greenhouse gas emissions across our value chain by 2050, in line with a 1.5°C pathway.



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Sustainability is woven into how we operate as a firm—from reducing our environmental impact and managing resources responsibly to upholding high standards of governance and quality. And because we recognise that our impact extends beyond our business, we also actively support local communities through volunteering, fundraising, and charitable initiatives.

As COO and IFS Lead, I work with our teams to help future-proof the firm by attracting talent, embracing innovation, strengthening our operations, and supporting sustainable growth.

Sandy Aers
Chief Operating Officer
Internal Firm Services Lead Partner

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Climate change

Climate scenario analysis and strategy resilience

Impacts, risks, and opportunities

Through our double materiality assessment and climate scenario analysis, we've identified the following key impacts, risks, and opportunities related to climate change:

- Transition risks (increasing regulatory requirements, enhanced sustainability reporting obligations, and evolving client expectations)
- Physical risks (potential disruption arising from the increasing frequency and severity

of climate-related events across the broader economy)

- Opportunities (growing demand for sustainability and climate-related services, supporting clients in their transition to a low-carbon economy)

These impacts, risks, and opportunities are identified through our climate scenario analysis (see appendix 6—climate scenario analysis information).

Our approach

We use climate-related scenario analysis to assess the resilience of our strategy and business model to climate-related risks, opportunities, and uncertainties across the short, medium, and long terms.

Building on work initially undertaken in FY23, we further developed our approach in FY26 to reflect evolving regulatory expectations and best practice, in accordance with the GRI Standards and using ESRS requirements as a framework. We also call on PwC Global guidance.

Scenarios used

We consider two scenarios that represent different climate futures and allow us to stress-test our business across a range of potential outcomes:

- A Paris-aligned scenario (1.5°C), based on the Network for Greening the Financial System (NGFS) net zero 2050 pathway, which reflects a transition to a low-carbon economy

- A no-mitigation scenario (>4°C), based on the Intergovernmental Panel on Climate Change (IPCC) Shared Socioeconomic Pathway SSP5-8.5, which reflects a continuation of current trends and increasing physical climate impacts

This dual-scenario approach enables us to consider both transition-related and physical risks, as well as related opportunities.

Time horizons

We apply the following time horizons, aligned with how we manage and plan our business:

- Short term—zero to 12 months
- Medium term—one to five years
- Long term—beyond five years

Key impacts on our business

Under a Paris-aligned (1.5°C) scenario, we expect to see increasing policy and regulatory requirements, more stringent sustainability reporting, technological change, and evolving stakeholder expectations. We do, however,

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continue to drive forward our efforts to reduce our own environmental impact and continue to meet stakeholder expectations.

Under a no-mitigation (>4°C) scenario, we expect the frequency and severity of extreme weather events to increase over time.

For our firm, the most significant impacts are expected to arise indirectly as a result of disruption across our client base and the broader economy, which may influence demand for our services and require us to adapt how we deliver them.

How scenario analysis informs our climate transition plan

We use scenario analysis to inform key elements of our climate transition plan and overall strategy. In particular, it helps us:

- Assess the robustness of our emissions reduction targets in the context of a 1.5°C pathway
- Prioritise the actions and levers that contribute most to emissions reduction
- Inform investment decisions
- Strengthen the resilience of our strategy and approach to climate-related risk management

Financial implications

Delivering our climate transition plan requires ongoing investment, particularly in areas such as fleet electrification, energy efficiency improvements, renewable electricity sourcing, and supplier engagement. These investments support both the reduction of our environmental impact and the long-term resilience and competitiveness of our business.

Key assumptions and dependencies

Delivery of our transition plan depends on access to renewable energy, the growth of low-carbon mobility, suppliers reducing emissions, changes in regulation, and ongoing improvements in data quality.

Further information is provided in appendix 6—climate scenario analysis information.

Locked-in emissions

We've not yet carried out a detailed assessment of potential locked-in emissions associated with our operations and assets. We recognise that certain long-term assets and operational decisions—such as leased buildings, fleet transition timelines, and IT infrastructure—may influence the pace at which emissions can be reduced. We plan to further develop our approach in this area as our climate transition plan continues to mature.

Governance and integration with risk management

Climate scenario analysis is integrated into our sustainability governance and informs our approach to managing climate-related risks within our broader enterprise risk management framework.

Climate scenario analysis helps make sure that climate-related risks and opportunities are identified, assessed, and monitored as part of our overall risk management processes, and that they're appropriately considered in strategic decision making.

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Going for net zero



Our science-based targets

Net zero across value chain by 2050

-90%

absolute emissions (scope 1–3) by 2050

-50%

scope 1 and 2 by FY30

-50%

business travel emissions by FY30

PwC's committed to a net zero pathway and has set science-based targets (SBTs) for reducing its emissions in line with a 1.5-degree climate scenario. These targets are adopted by each member firm across the network. We've committed to:

- Overall net zero target—reach net zero greenhouse gas emissions across the value chain by 2050.
- Long-term target—reduce scope 1, 2, and 3 absolute emissions by 90% from a FY19 base by 2050.
- Near-term targets—reduce scope 1 and 2 absolute emissions by 50% from a FY19 base by FY30. Transition to 100% renewable electricity in all PwC firms by FY30. Reduce absolute business travel emissions by 50% from a FY19 base by FY30. Have 50% of our purchased goods and services suppliers (by emissions) set science-based targets to reduce their own climate impact by FY25.

We'll also continue to offset the scope 1, 2, and scope 3 business travel emissions that we're able to reduce today through the purchase of high-quality carbon credits. We plan to transition our carbon credit portfolio to 100% carbon removals from FY30.

Our approach to net zero is divided into six axes:

- Measuring and monitoring our carbon trajectory—using appropriate tools and technologies to measure and monitor our transition to net zero
- Implementing actions for reduction—we look into all areas where we can reduce emissions, especially business

travel, purchase of goods and services, workspaces, and technologies

- Raising awareness and engaging employees—we can only succeed if we make net zero everyone's responsibility at PwC Belgium and work together to achieve our aims
- Making net zero a business differentiator—our journey to net zero will benefit clients as we're part of scope 3 (all other indirect emissions that occur in a company's value chain) in their own transition to net zero
- Assessing the impact on the climate of our service delivery
- Integrating climate-related and other sustainability factors into mainstream corporate reporting and governance

Monitoring and effectiveness

We monitor our GHG emissions and progress towards our net zero targets through a centralised carbon footprint dashboard. This dashboard consolidates data across our emission-generating activities and provides a structured and visual overview of our performance. It enables us to track emissions over time, monitor progress against our Science Based Targets initiative (SBTi) targets, identify key emission sources, and assess the impact of our decarbonisation actions.

The dashboard also supports operational decision making by providing insights at line-of-service and business-unit level, including with respect to business travel, and enables us to monitor adherence to our travel policy and identify areas for improvement. Our GHG emissions are calculated in accordance with the Greenhouse Gas Protocol. The organisational boundary for our emissions reporting

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is based on the operational control approach and covers PwC Belgium's activities across all offices and business operations. The organisational boundary and reporting scope for these disclosures are defined in appendix 2—scope and reporting boundaries.

Our disclosures include scope 1, scope 2, and relevant scope 3 emissions. Scope 3 emissions include the categories most significant to our operations, such as business travel, purchased goods and services, and upstream energy-related activities. Other categories have been excluded where they're not considered material or where reliable data isn't currently available. Further details on the scope, methodology, assumptions, and categories

included are provided in appendix 5—methodologies and definitions. In addition to tracking emissions, the dashboard supports our approach to carbon offsetting by enabling us to assess current emissions against forecasted offset requirements. Our transition plan combines these elements and is monitored through our carbon footprint dashboard.

Key climate actions and emission reduction levers

Below is an overview of the key decarbonisation levers that support delivery of our net zero transition plan.

Decarbonisation lever

Renewable energy
Energy and buildings
Fleet electrification
Business travel
Supply chain
Behavioural change and upskilling

Emissions reduction activities

Transition to renewable electricity
Improvements to buildings and energy use
Transition to fully electric fleet by 2028
Travel reduction and policy measures
Supplier engagement and SBT adoption
Hybrid working and awareness initiatives

Supporting data for emissions reductions is provided in appendix 4—supporting data and tables. Definitions and methodologies are set out in appendix 5—methodologies and definitions.



16,278
tCO₂e reduction vs. FY19

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Implementing our decarbonisation levers

100% renewable electricity since FY22

56% reduction in total energy consumption vs. FY19

87% reduction in natural gas use

99.7% of fleet electrified or hybrid
Target—100% electric by 2028

73% reduction in scope 1 emissions from fleet vs. FY19

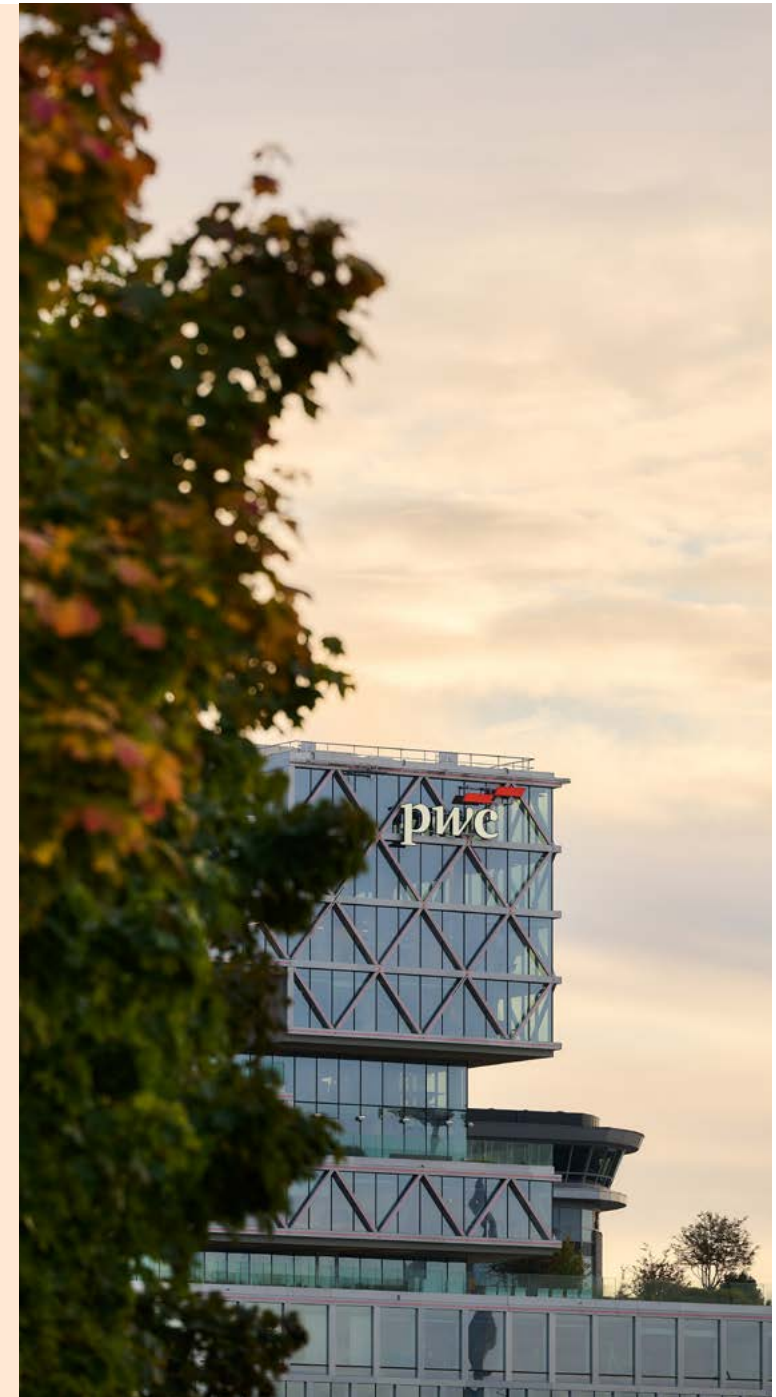
50% reduction in business travel emissions FY26 vs. FY19—target already achieved ahead of 2030



Supply chain is our largest emissions challenge

Focus on supplier engagement and science-based targets adoption

92% Embedding sustainability in daily decisions
Sustainability Academy and climate training programmes completion rate



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Low-carbon energy sourcing

We use 100% renewable electricity in our offices. Solar panels at PwC Campus in Brussels and in our Liège office also create renewable electricity on site. For electric vehicles charged offsite, we buy energy attribute certificates (EACs) to balance the related emissions. Supporting performance data for this area is in Appendix 4—Supporting data and tables.

Energy efficiency and low-carbon buildings

PwC Campus in Brussels and PwC House in Antwerp have been designed to be (almost) energy neutral, supported by technologies such as borehole thermal systems and heat pumps. Since FY19, natural gas consumption has decreased by 87%, contributing significantly to emissions reductions. Across our offices, total energy consumption has decreased by 56%, compared to our FY19 baseline, reflecting improvements in building performance and operational efficiency.

Electrifying our fleet

Our fleet (1,481 vehicles as of 30 June 2026) accounts for 17% of our total emissions and 95% of our scope 1 emissions. Currently, 99.7% of our fleet is either a plug-in hybrid or fully electric vehicle. Since 1 July 2023, our people only have the option to order electric vehicles. The entire PwC Belgium fleet will be fully electric by 2028, ahead of our initial 2030 goal. Compared with FY19, scope 1 fleet emissions were 4,314 tCO₂e lower in FY26, representing a 73% reduction. During FY26 alone, continued fleet electrification reduced scope 1 emissions by a further 1,651 tCO₂e compared with FY25.

Our mobility policy further supports emissions reductions by encouraging alternative transport solutions and offering flexible mobility benefits.

Smarter and more sustainable business travel

In FY19 (our baseline year), business travel emissions amounted to 3,131 tCO₂e. Our near-term science-based target is to reduce these emissions by 50% by 2030. In FY26, business travel emissions decreased to 1,566 tCO₂e, representing a 50% reduction compared to the FY19 baseline, meaning the target has already been achieved.

This reduction has been driven by hybrid working arrangements, increased use of virtual meetings, and travel policy measures, including promoting rail travel and limiting business class flights. In FY26, we developed a Carbon Compass, an agent that enables people to enter the details of travel required for engagement delivery and see the associated emissions of their planned travel. It also gives guidance on smarter travel choices that reduce emissions. The tool will be rolled out in the coming year.

Supply chain

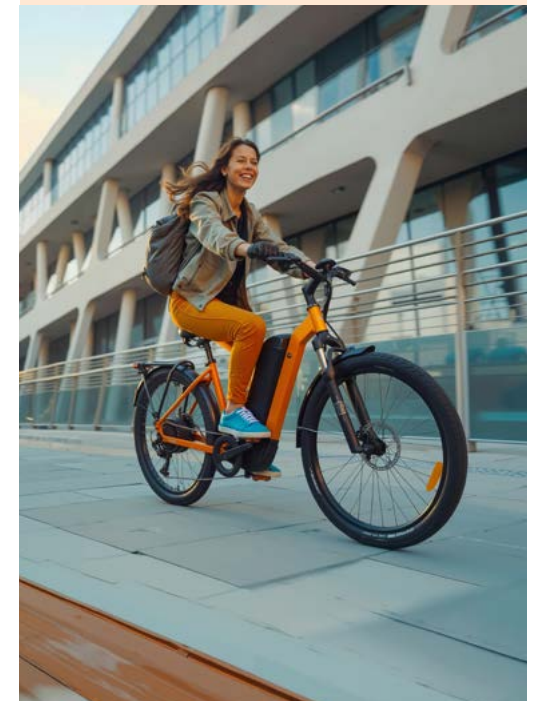
Reducing value chain emissions is one of the biggest challenges in our transition to net zero. At PwC, we work closely with suppliers, focusing first on those with the highest emissions impact, and we encourage them to adopt science-based targets that follow a 1.5°C path.

Our approach brings together supplier engagement, sustainability considerations built into procurement processes, and ongoing work to improve emissions data quality across the value chain.



Exploring alternative commutes

As well as encouraging people to make smart choices that minimise our impact on the environment when they travel for work, we held a Mobility Week in September 2025 to help people explore alternative modes of transport for getting to and from work. These included lease bikes to potential new electric company cars. The event was a testament to our commitment to sustainable and innovative transportation solutions.



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Employee engagement and upskilling

Hybrid working, digital collaboration tools, and awareness programmes help cut emissions from commuting and business travel. Our office locations also support sustainable mobility by offering easy access to public transport, and facilities for cycling and electric vehicles.

At PwC, we keep investing in environmental awareness and skills through programmes such as Climate Essentials and Kite Climate School. In FY26, 92% of our people completed ESG and Climate Essentials training modules through our Sustainability Academy.

Together, these initiatives drive behavioural change and put our decarbonisation strategy into action. You can find further data in Appendix 4—Supporting data and tables.

Digital and IT footprint

Digital technologies, including cloud computing and artificial intelligence (AI), are now a major part of our environmental footprint. Our IT equipment is covered by lease arrangements that include lifecycle carbon-neutral commitments, and we monitor emissions linked to our cloud and digital use with tools provided by PwC Global.

As we expand our use of cloud-based technologies and AI, we're sharpening our understanding of the indirect emissions they create. We're strengthening how we monitor and report these emissions so we can support our net zero ambitions and keep making progress.

Performance and progress

For reporting scope and boundaries, see appendix 2—scope and reporting boundaries.

Energy

Energy consumption and energy mix (own operations—firmwide)	FY26	FY25	FY24
Fuel consumption from coal and coal products (MWh)	0	0	0
Fuel consumption from crude oil and petroleum products—company cars and onsite back-up generators (MWh)	6,661	11,628	15,323
Fuel consumption from natural gas (MWh)	420	687	568
Fuel consumption from other non-renewable sources (MWh)	0	0	0
Consumption of purchased or acquired electricity, heat, steam, and cooling from non-renewable sources (MWh)	0	0	0
Total non-renewable energy consumption (MWh)	7,081	12,315	15,891
Share of non-renewable sources in total energy consumption (%)	63.8	79.8	82.9
Fuel consumption for renewable sources (including biomass, biogas, non-fossil fuel waste, renewable hydrogen, etc.) (MWh)	0	0	0
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	3,969	3,071	3,241
The consumption of self-generated non-fuel renewable energy (MWh)	53	53	41
Total renewable energy consumption (MWh)	4,022	3,124	3,282
Share of renewable sources in total energy consumption (%)	36.2	20.2	17.1
Total energy consumption (MWh)	11,103	15,439	19,173

Supporting data is provided in appendix 4—supporting data and tables. Definitions and methodologies are set out in appendix 5—methodologies and definitions.

Total energy consumption fell by 28.1% in FY26 versus FY25, mainly due to continued electrification of the company-car fleet and lower natural gas use. As more vehicles used electricity instead of petrol or diesel, the share of renewable energy in our mix rose from 20.2% to 36.2%, driving a 42.5% reduction in non-renewable energy consumption.

Greenhouse gas emissions

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Greenhouse gas (GHG) emissions and reduction targets (own operations and value chain)	FY19 (baseline)	FY26	FY25	FY24	% FY26/ FY25	Targets and milestones		
						FY30	FY50	Annual % target/ base- line year
Scope 1 GHG emissions								
Scope 1 (tCO ₂ e)	6,479*	1,667	3,368*	4,517*	-49	3,230	0	100.0
Percentage of scope 1 GHG emissions from regulated emission trading schemes (%)	-	-	-	-	-	-	-	
Scope 2 GHG emissions								
Gross location-based scope 2 emissions (tCO ₂ e)	853	978	660	582	42	-	-	100.0
Gross market-based scope 2 emissions (tCO ₂ e)	64	0	0	0	-	23	0	100.0
Significant scope 3 GHG emissions								
Purchased goods and services (tCO ₂ e)	10,590*	3,866	4,403*	5,284*	-6		0	100.0
Capital goods (tCO ₂ e)	2,559*	1,146	380*	671*	266		0	100.0
Upstream fuel- and energy-related emissions not included in scope 1 and 2 (tCO ₂ e)	1,435	705	1,076*	1,333*	-34		0	100.0
Waste generated in operations (tCO ₂ e)	-	0.3	0.3	1.3	-9		0	
Business travel (tCO ₂ e)	3,131*	1,566	1,644	1,767	-5	1,565	0	100.0
Employee commuting (tCO ₂ e)	1,172*	182	156*	-	-	-	0	
Total GHG emissions								
Total emissions (tCO ₂ e) (location based)	26,218*	10,111	11,688*	14,154*	-10	-	0	100.0
Total emissions (tCO ₂ e) (market based)	25,429*	9,133	11,027*	13,573*	-13	-	0	100.0

Further detailed data and supporting tables are provided in appendix 4—supporting data and tables. Definitions and calculation methodologies are provided in appendix 5—methodologies and definitions.

Restatement note

Historical GHG emissions data have been restated to reflect updated global emission factors for purchased goods and services, capital goods and business travel, together with a methodology change for scope 1 emissions. These changes affected the FY19 baseline and subsequent comparative years. For FY25 and FY24, restatements were not material for purchased goods and services (-3.0% and -1.7%, respectively) or business travel (+2.9% and -1.9%, respectively), but were material for capital goods (-40.3% and -37.6%, respectively). As these categories form part of scope 3 emissions, total GHG emissions were also restated, resulting in changes of -23.8% for FY25 and -21.3% for FY24. Restatements have been applied consistently across the historical dataset to maintain comparability of reported performance against the FY19 baseline.

Variance commentary

Total GHG emissions decreased in FY26 compared to FY25, primarily due to significant reductions in scope 1 emissions and upstream fuel- and energy-related emissions resulting from the continued transformation of the company-car fleet and corresponding reduction in fuel consumption. Purchased goods and services emissions also decreased slightly. These reductions were partially offset by a substantial increase in capital goods emissions driven by higher expenditure on laptops and other computer equipment, as well as higher location-based scope 2 emissions arising from increased electricity consumption for onsite and offsite electric vehicle charging following the expansion of our charging infrastructure.

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We're ahead of target on scope 1 and 2 reductions having achieved significant

74%

reduction vs. FY19 baseline

At the end of FY26, we achieved a 74% reduction of combined scope 1 and scope 2 emissions compared to our baseline year of FY19. This puts us ahead of our near-term target to reduce these emissions by 50% compared to FY19.

We've reduced our scope 3 business travel emissions by 50% compared to FY19. This puts us ahead of our near-term target to reduce these emissions by 50% compared to FY19.

Emissions are calculated in accordance with the GHG Protocol. Further details on methodologies, assumptions, and data sources are provided in appendix 5—methodologies and definitions.

Offsetting our emissions

We're committed to reducing our emissions in line with our science-based targets. However, there are some emissions that we've not yet reduced or eliminated. We purchase high-quality carbon credits each year equivalent to the volume of these emissions for our scope 1, scope 2, and scope 3 business travel. We don't count these as emissions reductions towards our near-term targets. We purchase carbon credits to generate positive impact beyond our value chain and accelerate the global net zero transition. Starting in FY30, we plan to transition our portfolio to carbon removals and achieve net zero by 2050. We plan to neutralise all unabated emissions. We'll continue to review evolving market solutions and options to meet these commitments.

When we purchase carbon credits, we want to support quality projects that deliver real and verified outcomes. To help achieve this, the PwC network has minimum quality criteria that guide us to purchase the most recent credits

from projects verified by an independent third party to market-leading standards. We work with our carbon offset providers to meet our quality criteria and deliver the intended impact. We regularly review and update our quality criteria in response to emerging standards and market developments. All credit purchases undergo third-party due diligence.

Most of our carbon credit portfolio comes from natural climate solutions—projects that help to protect or restore the environment. By conserving, restoring, or better managing natural environments, benefits can go beyond reducing carbon to helping improve the resilience of natural habitats to climate change, safeguard biodiversity, secure water suppliers, and provide economic opportunities for local communities. For FY26, 100% of carbon credits have been sourced through the Lowering Emissions by Accelerating Forest finance (LEAF) Coalition. PwC became a member of the LEAF Coalition, a unique public-private partnership focused on halting tropical deforestation by 2030, in 2021 to help put an end to tropical deforestation, which is integral to respond to the climate crisis. Due to the pioneering nature of the coalition, delivery of credits has taken longer than anticipated and credits we've committed to buy through the coalition to meet our FY25 commitment are still awaiting issuance and cancellation.

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Portfolio summary	FY26 credits cancelled	FY25 delayed LEAF credits**	Credits planned to be cancelled***
Total volume* (tCO ₂ e)	3,233	5,700	0
Share from removal projects (%)	0	0	0
Share from reduction projects (%)	100	100	0
Quality standard—ART TREES share (%)	100	100	0
Quality standard—VCS (%)	0	0	0
Share from projects within the EU (%)	0	0	0
% Corresponding adjustments	0	0	0

*We take a forward purchase approach to our carbon credit portfolio, meaning that we estimate emissions for the year(s) ahead and purchase an equivalent volume of carbon credits. We then reconcile emissions annually and account for surplus or deficits as required. This means that the volume of carbon credits reported may not match emissions reported under the scope of our commitment.

** Credits originally committed for FY25 through the LEAF Coalition and subsequently cancelled to fulfil our FY25 commitment.

*** Credits contractually secured for future cancellation but not yet cancelled as of the reporting date. This category excludes prospective LEAF Coalition purchases for which final contracts have not yet been executed.

External engagement and collaboration

At PwC Belgium, we work with external organisations and initiatives that support the transition to a low-carbon economy and help match our approach with emerging leading practices.

We're a signatory to the Belgian Alliance for Climate Action (BACA) pledge and we back collective action that follows the goals of the Paris Agreement.

We're also a member of The Shift, a Belgian sustainability network that brings organisations together to share knowledge and accelerate the transition to a more sustainable economy.

We add to climate-related dialogue through our work, through knowledge-sharing activities, and through our role in external forums, including international events focused on decarbonisation, energy transition, and sustainable business transformation.

Together, these activities support climate action beyond our own operations and strengthen how we help clients with their transition.

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Resource use and circular economy

Although this topic wasn't identified as material through our double materiality assessment (see appendix 3—materiality analysis), selected information is provided to support transparency and respond to stakeholder expectations. Our approach focuses on continuous improvement in operational efficiency, waste reduction, and responsible resource use across our offices.

Actions (resource use and circularity)

The following actions focus on improving resource efficiency, reducing waste generation, and supporting circular practices across our operations.

Water use and management

To reduce our usage of municipal water, we've introduced rainwater capture systems in our five offices (Antwerp, Brussels, Ghent, Hasselt, and Liège). These systems recycle captured water for use in our toilets and to irrigate our green roof spaces.

Waste and circularity

Our approach to waste reduction focuses on continuous year-on-year improvement rather than reduction against a fixed baseline year. We've set a target to reduce our non-recyclable (residual) waste by 10% year on year.

In FY26, residual waste rose by 12% compared with FY25, and total waste generation increased by 14%. We're responding by sharpening our focus on waste reduction, better waste segregation, recycling, and composting, so we can support a more circular use of resources across our operations.



-10%

non-recyclable waste year-on-year
(ongoing target)

FY25 waste management figures have been restated after we identified an issue with data from one PwC Belgium office. The resulting changes to reported waste volumes and ratios are non-material (below the 5% sustainability reporting threshold) and don't affect the conclusions or trends in the FY25 report.

Waste generation and management (own operations – firmwide, tonnes)	FY26	FY25	FY24
Total waste	59	52	67
Total recyclable waste	15	14	16
Total compostable waste	7	5	2
Total residual (non-recyclable) waste	37	33	49
Total hazardous waste	0	0	0
Total radioactive waste	0	0	0
Share of waste recycled (%)	25.4%	26.9%	23.9%
Share of waste composted (%)	11.9%	9.6%	3.0%
Share of residual (non-recyclable waste) (%)	62.7%	63.5%	73.1%

Further detailed data and supporting tables are provided in appendix 4—supporting data and tables. Definitions and calculation methodologies are provided in appendix 5—methodologies and definitions.

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Materials and resource efficiency

Our approach to resource efficiency focuses on cutting the use of materials, promoting reuse and recycling, and supporting more sustainable use of resources across our operations. We work to improve environmental performance through responsible procurement, waste reduction programmes, and steps that extend the useful life of materials and equipment. Together, these activities strengthen our wider efforts to improve how our operations run and cut the environmental impacts linked to the resources we use every day.

Responsible sourcing

We build environmental considerations into how we engage with suppliers and run our procurement processes as part of our wider approach to responsible business. We encourage suppliers to improve their environmental performance and, where it makes sense, to adopt science-based targets. In FY26, four percent of our suppliers had validated science-based targets, with more suppliers committed to setting targets in the future.

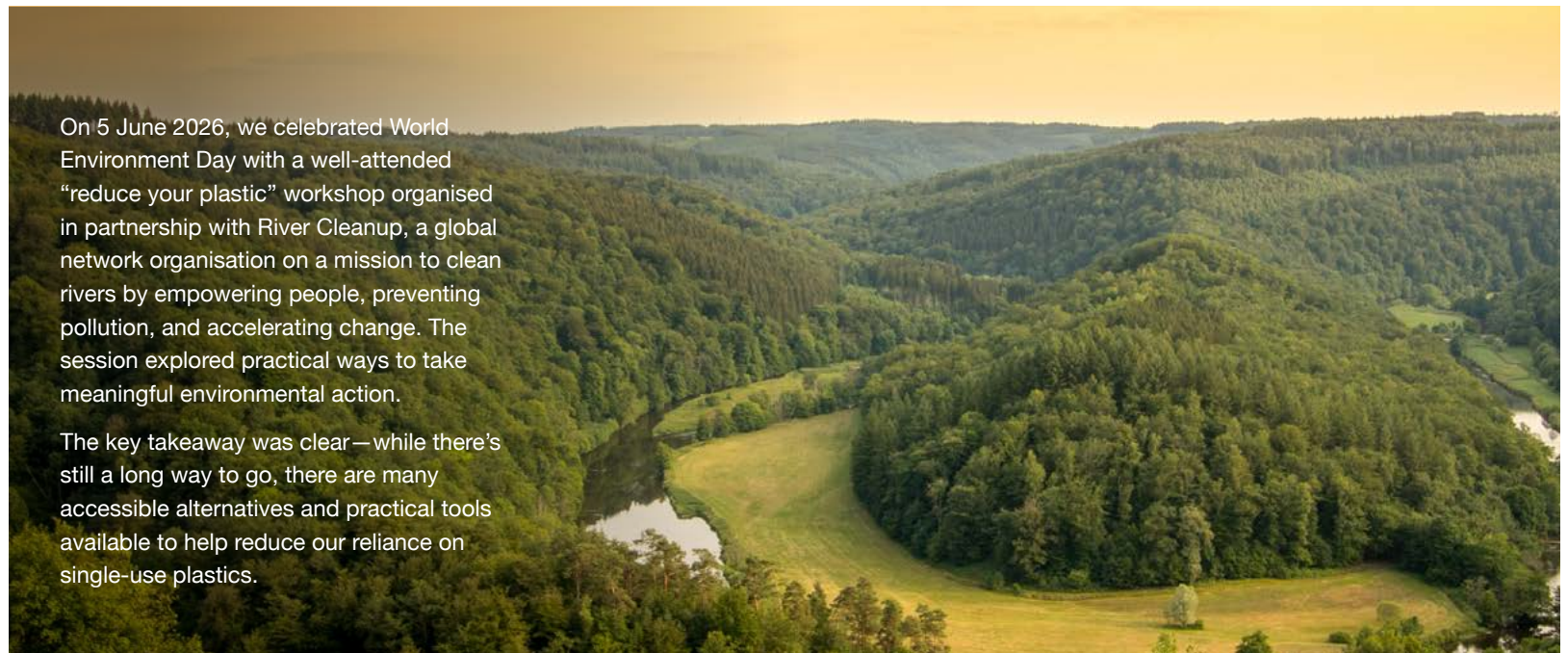
We're continuing to work closely with our suppliers to cut emissions, improve resource efficiency, and strengthen sustainability performance across our value chain. These actions support our wider environmental goals and help speed up the transition to more sustainable supply chains and business practices.

Employee awareness and engagement

We build employee awareness and engagement so people use resources responsibly and support more sustainable behaviours across our operations. Our employees can access sustainability information, practical guidance, and awareness initiatives through internal communication channels and dedicated sustainability resources. We also encourage employees to take part in activities that promote environmental awareness and support behavioural changes that match our broader environmental objectives. These initiatives sit alongside our efforts to improve resource efficiency, cut waste, and strengthen circularity across the firm.

On 5 June 2026, we celebrated World Environment Day with a well-attended "reduce your plastic" workshop organised in partnership with River Cleanup, a global network organisation on a mission to clean rivers by empowering people, preventing pollution, and accelerating change. The session explored practical ways to take meaningful environmental action.

The key takeaway was clear—while there's still a long way to go, there are many accessible alternatives and practical tools available to help reduce our reliance on single-use plastics.



Our role in enabling the transition—sustainability and climate change services

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This section complements our own operational disclosures by highlighting our broader impact through the services we provide to clients.

As climate change and broader environmental challenges increasingly shape the economic and regulatory landscape, PwC Belgium supports clients in addressing similar impacts, risks, and opportunities. Our sustainability services complement our internal environmental efforts and enable us to contribute to the transition towards a low-carbon and more resource-efficient economy.

We support organisations across the full spectrum of sustainability transformation, including:

- Climate strategy and net zero transformation—supporting the development and implementation of decarbonisation pathways and transition plans
- Climate risk assessment and resilience planning—helping organisations understand and respond to climate-related risks and opportunities
- Sustainability reporting and regulatory compliance—including support with Corporate Sustainability Reporting Directive (CSRD) and European Sustainability Reporting Standards (ESRS) requirements
- Impact measurement and valuation—such as Total Impact Measurement and Management (TIMM), to assess environmental and societal value creation
- Sustainability assurance and implementation—including audit readiness, KPI integration, and governance embedding

Through these services, we support organisations at different stages of maturity in embedding sustainability into their strategy, operations, and reporting, in line with regulatory expectations and leading practices.

Through this combination of advisory services, market engagement, and collaboration, PwC Belgium aims to support the transition to a more sustainable and resilient economy while strengthening our role as a trusted advisor on sustainability and climate-related matters. These services are closely aligned with the impacts, risks, and opportunities identified through our double materiality assessment (see appendix 3—materiality analysis).

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Supporting innovation for a low-carbon future—our partnership with Innoptus Solar Team

Our partnership with Innoptus Solar Team reflects our support for innovation, engineering talent, and practical solutions that advance the transition to cleaner mobility and renewable energy. By backing a team that pushes the boundaries of solar-powered transport, we contribute to awareness, knowledge-sharing, and progress towards technologies that can help protect the environment.

In April 2026, the team brought its Infinite Apollo solar-powered race car to PwC Campus in Brussels. The visit was part of Innoptus' Solar Home Run—a unique event where, for the first time in Belgium, the Infinite Apollo hit the public road in a full convoy, simulating the dynamics of the American Solar Challenge that the team the team won in August 2026.



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Outlook



Building on the actions and performance described in this chapter, we'll continue to advance our environmental strategy by accelerating progress on our most significant impacts while strengthening our approach across emerging and non-material areas.

We'll maintain a strong focus on delivering our climate transition plan, including completing the transition to a fully electric fleet by 2028, further reducing business travel emissions, and scaling supplier engagement to address emissions across our value chain.

In parallel, we'll continue to enhance our approach to resource use and circularity, with a focus on improving waste reduction, increasing recycling and composting rates, and embedding more circular practices across our operations and supply chain.

Progress across these areas will depend on a range of external and internal factors, including

the availability of renewable energy, the readiness of suppliers to adopt science-based targets, evolving regulatory requirements, and continued improvements in data quality and measurement capabilities.

We're therefore focused on strengthening our monitoring tools, enhancing data governance, and further embedding sustainability into decision making and day-to-day behaviours across the firm. This will enable us to respond to emerging risks and opportunities, including those related to digital technologies and AI, particularly their role in shaping future energy use and emissions patterns, while maintaining alignment with our long-term net zero ambition.

Social information

At PwC Belgium, our people are central to delivering high-quality services, maintaining trust with clients, and enabling the execution of our strategy. In a rapidly evolving professional services environment—characterised by digital transformation, new delivery models, and changing workforce expectations—we continuously invest in creating a working environment that supports performance, wellbeing, and life-long learning.

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GRI disclosures

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 GRI 401—employment
 GRI 403—occupational health and safety
 GRI 404—training and education
 GRI 405—diversity and equal opportunity
 GRI 406—non-discrimination

ESRS references

ESRS S1—own workforce
 ESRS S2—workers in the value chain



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1,979

headcount

89

average training hours per employee

960

active Fit for You users

We recognise our responsibility to provide a working environment that promotes wellbeing, personal development, and inclusion, and that offers equal opportunities to all individuals working with us. We offer support to help people balance professional and personal demands while developing the skills required to remain relevant in an increasingly digital and fast-changing environment.

Our workforce comprises employees, including Partners and Directors, as well as contractors, interns, and interim workers, all of whom play a vital role in delivering our services. In line with our internal workforce reporting practices, employee-related metrics presented in this section cover employees, including Partners and Directors.

For certain indicators—particularly those relating to training, wellbeing, and health and safety—our approach extends beyond employees to include individuals working under our operational control, including contractors and people working in our offices on behalf of third-party service providers, such as cleaning, catering, and security staff.

We operate in a context where there's no significant risk of forced, compulsory, or child labour. Our position is reinforced by our [Global Third Party Code of Conduct](#) and [Human Rights Policy](#), which explicitly prohibit such practices. Our governance framework and control mechanisms supporting these commitments are described in the governance information chapter.

Population definitions

For the purposes of this report, the following definitions apply:

- **Employees**—individuals employed by PwC Belgium, as well as Partners and Directors. Unless otherwise stated, workforce-related metrics refer to this population
- **Non-employees**—individuals working with PwC Belgium who aren't classified as employees, including contractors, interim workers, interns, and job students. These are excluded from employee metrics unless explicitly stated
- **Broader workforce under operational control**—for selected indicators (particularly training, wellbeing, and health and safety), the scope extends to individuals working under PwC Belgium's operational control, including contractors and on-site third-party staff

Any deviations from these definitions are explicitly indicated in the relevant disclosures. Further detail is provided in appendix 5—methodologies and definitions.

DMA linkage and material matters

Based on our double materiality assessment (DMA) (see appendix 3—materiality analysis), we identified the following material matters:

- Working conditions
- Equal treatment and opportunities
- Other work-related rights (including human rights and grievance mechanisms)
- Workers in the value chain

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Policies, governance, and roles

Governance and accountability for social matters

Social matters are overseen by the Extended Leadership Team (ELT), with day-to-day implementation supported by the Human Capital Team and operational teams. The Chief Operating Officer (COO) is responsible for health, safety, and wellbeing, while the Human Capital Director leads workforce strategy, including talent development, remuneration, inclusion, and people experience. Employee representative bodies, including the Works Council, Health and Safety Committee, and People's Council, provide formal mechanisms for consultation and employee voice (supported by regular pulse surveys). Governance mechanisms and firmwide control processes are described in the governance information chapter.

Policies

Our governance framework is underpinned by a set of policies that apply across our firm and, where relevant, our value chain. Key policies include:

- PwC Code of Conduct
- Human Rights Policy
- Third Party Code of Conduct
- Inclusion and Diversity Policy
- Flexible working and wellbeing policies

These policies define expectations and commitments regarding fair treatment, ethical behaviour, respect for human rights, and working conditions.



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Own workforce

Workforce overview

Our workforce comprises individuals working as employees, Partners, Directors, contractors, and interim staff. Changes in workforce size reflect broader market circumstances, as well as the evolution of our operating model, including increased use of service delivery centres, AI, and other advanced technologies.

Variance commentary

Overall headcount declined slightly in FY26 due to lower resource requirements, given challenging market conditions, and our increasing use of AI and offshoring. The proportion of employees employed on permanent contracts and the overall workforce profile remained broadly stable.

Employees and non-employees by employment type and gender (own operations)

Population	Contract/ engage- ment category	FY26						FY25						FY24					
		Women		Men		Not declared		Women		Men		Not declared		Women		Men		Not declared	
		Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Employees	Permanent	914	41.0	951	42.6	2	0.1	976	41.2	1,037	43.8	2	0.1	1,015	41.0	1,113	44.9	2	0.1
Employees	Temporary	4	0.2	0	0.0	0	0.0	9	0.4	4	0.2	0	0.0	7	0.3	4	0.2	0	0.0
Employees	Non-guaranteed hours	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Employees	Full-time	813	36.5	920	41.3	2	0.1	876	37.0	1,012	42.7	2	0.1	913	36.8	1,084	43.7	2	0.1
Employees	Part-time	105	4.7	31	1.4	0	0.0	109	4.6	29	1.2	0	0.0	109	4.4	33	1.3	0	0.0
Non-employees	Contractors	62	2.8	163	7.3	110	4.9	51	2.2	148	6.2	115	4.9	55	2.2	143	5.8	109	4.4
Non-employees	Interims	3	0.1	0	0.0	0	0.0	5	0.2	5	0.2	1	0.0	8	0.3	3	0.1	1	0.0
Non-employees	Interns/job students	6	0.3	17	0.8	0	0.0	10	0.4	6	0.3	0	0.0	7	0.3	11	0.4	0	0.0

Supporting data is provided in appendix 4—supporting data and tables. Definitions and methodologies are set out in appendix 5—methodologies and definitions.

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Employee lifecycle overview

We manage our workforce through a structured employee lifecycle that focuses on attracting, developing, engaging, supporting, and retaining our people. The following sections set out the policies, actions, measures, and targets linked to each stage of this lifecycle.



Integrating AI into talent attraction

In FY26, we added an AI element to our graduate meet and match days (a full day with our talent acquisition team and dedicated business experts) in the form of the Capture the AI Flag game (CTAIF). Inviting potential new hires to play offers us insight into their AI knowledge. It was also used at university campus events with 650 students playing overall. The five winners from each campus joined us for a learning day on 5 October 2026 at PwC Campus.

Working conditions and employment practices

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Employment terms, working conditions, and remuneration

All employees are covered by employment terms and conditions that are clearly communicated and regularly updated. These define expectations for both the firm and employees and ensure transparency and compliance with applicable legal requirements.

Our employment framework includes a comprehensive reward and benefits offering, designed to support attraction, retention, and engagement. This includes fixed and variable remuneration, pension and healthcare benefits, and mobility-related arrangements, alongside other benefits supporting employee wellbeing and financial security.

Remuneration is designed to be fair, competitive, and aligned with market benchmarks and strategic priorities. We conduct annual bench-

marking exercises and internal fairness reviews to maintain competitiveness and ensure equitable outcomes across our workforce. In FY26, no cases of remuneration below applicable statutory thresholds were identified.

We monitor the effectiveness of our working conditions framework through a combination of quantitative indicators and structured internal processes, including metrics related to workforce composition, remuneration, turnover, and employee feedback.

These indicators are complemented by regular internal reviews, benchmarking exercises, and feedback mechanisms, enabling us to assess whether our policies are effectively implemented in practice and identify areas for improvement.

Gender pay gap by management level (own operations — employees, %)

	FY26		FY25		FY24	
	Gender pays ratio (women to men)— basic salary (%)	Gender pay ratio (women to men)— basic salary + bonus (%)	Gender pay ratio (women to men)— basic salary (%)	Gender pay ratio (women to men)— basic salary + bonus (%)	Gender pay ratio (women to men)— basic salary (%)	Gender pay ratio (women to men)— basic salary + bonus (%)
Administrative	116.8	117.5	117.4	118.6	112.4	113.3
(Senior) Associate	108.5	108.4	106.2	105.4	104.3	103.9
(Senior) Manager	104.1	103.2	103.5	103.0	104.9	104.5
(Managing) Director	94.4	94.4	97.6	96.7	97.7	96.2

Supporting data is provided in appendix 4—supporting data and tables. Definitions and methodologies are set out in appendix 5—methodologies and definitions.

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Work organisation and flexibility

People are able to organise their work flexibly, within legal constraints, and are encouraged to combine remote working with time in PwC offices or at client sites to support collaboration, engagement, and learning.

We also support:

- Part-time work
- Family-friendly work arrangements
- Flexible scheduling
- The right to disconnect

A specific “family-friendly” working model allows people to work at reduced capacity while maintaining flexibility in how time is organised. While flexibility is a key element of our approach, we also place a strong emphasis on maintaining human connection, which supports collaboration, learning, and client service delivery, and contributes to employee engagement and overall performance.

We track how people use flexible working and its impact through workforce data, engagement surveys, and targeted feedback. These insights guide ongoing changes to our working model so flexibility supports employee wellbeing and strong operations.

Social dialogue and worker representation

We actively engage in social dialogue through a combination of formal representation structures and broader employee engagement mechanisms. Together, these enable ongoing dialogue between employees and management and make sure that employee perspectives are reflected in decision making.

The Works Council:

- Represents employee interests
- Is consulted on major organisational changes and employment matters
- Meets monthly and publishes meeting minutes

The Health and Safety Committee:

- Represents 100% of employees (excluding PwC Legal) and, where relevant, individuals working under our operational control
- Discusses health, safety, and wellbeing topics
- Includes employee representatives and management

Elections for employee representatives take place every four years, in line with Belgian requirements.

Alongside formal representation structures, we offer a range of ways for employees to share feedback and contribute ideas. These include employee surveys, feedback platforms, and representative forums that support open discussion on workplace initiatives, organisational change, and the employee experience.

We review feedback received through these channels and, where appropriate, use it to shape improvements to workplace practices, working conditions, and the employee experience.

Together, these mechanisms drive continuous improvement and make sure employee perspectives are built into organisational decision making.

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Health, safety, and wellbeing

Health and safety is managed through a structured framework based on risk assessment, preventive action, and continuous improvement. This approach supports the systematic identification and mitigation of workplace risks and ensures ongoing enhancement of our health and safety practices.

This framework includes:

- Regular risk assessments conducted with external partners (e.g. Securex)
- A multi-year corrective action plan addressing identified risks
- Annual review and updating of risk assessments and action plans

Our approach covers a wide range of risk areas, including ergonomics, mental wellbeing, fire safety, workplace safety, and other occupational risks.

The corrective action plan addresses organizational, psychosocial, and physical risks and is updated annually based on the outcomes of risk assessments. All employees and contrac-

tors receive health and safety information as part of their onboarding, including guidance on safe working practices and access to support. First aid resources are available via our internal platforms. This contributes to maintaining a safe working environment and reducing the likelihood and impact of workplace incidents.

We monitor the effectiveness of our health, safety, and wellbeing framework through a combination of indicators and internal processes. These include data on work-related incidents, as well as the use of wellbeing support mechanisms and employee feedback. Together, these indicators provide insight into both the occurrence of risks and the accessibility and use of support systems.

Insights from these indicators are used to refine preventive measures, strengthen awareness initiatives, and enhance support mechanisms where needed, supporting continuous improvement of our approach.



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Boosting energy and resilience at work

In November 2025, our Health Tech Playground provided people with the opportunity to explore and experiment with the latest health technologies, focusing on areas such as mental resilience, concentration, stress management, sleep, and energy. In January 2026, our “Unlock Your Energy” health fair further complemented this approach by offering practical insights, expert guidance, and interactive experiences through a series of keynote sessions aimed at supporting healthier lifestyles.

Our Fit for You platform, powered by Golazo Energy, plays a pivotal role in our efforts to support people’s mental resilience, encourage them to move more, eat well, and sleep adequately. In FY26, we organised three challenges via the platform, one in aid of De Warmste Week/Viva for Life, one to support Special Olympics athletes, and the third to raise money for Kom op tegen Kanker (KOTK) and Stichting tegen Kanker to aid the fight against cancer. Each year, as part of Fit for You, we offer people the opportunity to become a PwC Hero and train to compete in a quarter triathlon via expert guidance and coaching.

Mental and physical wellbeing

Our approach to wellbeing is closely linked to how work is organised and delivered, recognising the importance of balancing flexibility, performance, and human connection. We actively support our people in managing their physical and mental wellbeing through a combination of structured initiatives and practices embedded in our working environment.

We provide a range of initiatives aimed at supporting wellbeing, including an Employee Assistance Programme (EAP) that offers confidential counselling, the Fit for You platform focusing on mental resilience, nutrition, sleep, and physical activity, as well as sports and wellness programmes and targeted wellbeing campaigns.

Key initiatives

Employees can also participate in activities such as fitness challenges, organised sports communities, and charity-related wellbeing events, supporting both individual wellbeing and social connection across the firm.

Our approach to wellbeing is underpinned by structured support mechanisms, including confidential advisors, external support partners (such as Securex and Pulso), and reintegration programmes for employees returning from long-term absence. These processes support early identification of wellbeing-related risks and provide targeted support tailored to individual needs.

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Human rights and fair treatment

Our “Welcome Back” programme provides additional support for employees returning to work following burnout, parental leave, or other extended absences by offering coaching and guidance to facilitate a sustainable return to work.

The use of structured support mechanisms, such as the EAP and occupational health (OH) services, provides an additional indication of the effectiveness and accessibility of our wellbeing approach. Trends in utilisation are monitored to support early identification of potential risks and to inform targeted interven-

tions. Our annual Global People Survey (GPS) polls people about their wellbeing. A heat map of responses per team is drawn up to identify areas of risk.

These initiatives are integrated into our broader working culture and aim to support sustainable performance, strengthen wellbeing outcomes, and contribute to long-term employability.

Additional data on wellbeing initiatives and outcomes is provided in appendix 4—supporting data and tables.

Human rights

Governance, policies, and control mechanisms related to human rights and grievance processes are described in the governance information chapter. This section focuses on how these are applied in practice within our workforce.

We respect internationally recognised human rights, including:

- The Universal Declaration of Human Rights
- International Labour Organisation (ILO) core standards
- The United Nations (UN) Guiding Principles on Business and Human Rights
- The Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises

These principles are embedded in our [Human Rights Policy](#), [Code of Conduct](#), and [Third-Party Code of Conduct](#) and apply across our operations and, where relevant, our value chain, as defined in appendix 2—scope and reporting boundaries.

These principles guide how we operate in practice and inform our interactions with employees, clients, and third parties across our operations and value chain, enabling us to promote fair treatment and reduce the risk of adverse human rights impacts in our business relationships.

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Anti-discrimination and harassment

We promote a respectful and inclusive working environment and enforce zero tolerance for discrimination, harassment, and unethical behaviour. We reinforce these expectations through our policies, internal communication, and awareness initiatives aimed at promoting respectful behaviours and preventing inappropriate conduct. This includes fostering a culture in which individuals are expected to act with integrity and respect in their interactions with others.

To complement these expectations, we monitor incidents of discrimination and harassment, including as part of the annual GPS, alongside broader indicators relating to prevention, reporting, and support to provide a more comprehensive view of the effectiveness of our approach. Reported concerns are formally reviewed and investigated through established processes using PwC's Ethics Helpline and a case management system, with investigations conducted by trained and independent personnel. Where concerns are substantiated, appropriate disciplinary or remedial actions are defined and implemented in line with PwC's accountability framework. All substantiated cases are addressed through defined follow-up actions and monitored until closure.

Prevention is supported through mandatory ethics and compliance training programmes, which cover topics such as respectful behaviour, non-discrimination, and ethical conduct. Completion rates for these programmes are monitored annually and presented in appendix 4—supporting data and tables.

Speak-up and grievance mechanisms

We encourage our people to raise concerns and provide feedback through safe and accessible channels, fostering a culture of openness, accountability, and trust. We don't tolerate retaliation against individuals who raise concerns in good faith. The design of our speak-up mechanisms is described in the governance information chapter. In practice, these mechanisms are applied through structured processes for reporting, investigation, and response.

This approach supports a culture of integrity and accountability, enabling us to identify and address issues at an early stage.

We monitor the effectiveness of these processes through a combination of indicators, including the number of reported concerns, substantiated incidents, and training completion rates. These indicators provide insight into awareness, accessibility of reporting mechanisms, and the effectiveness of our preventive and response measures.

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Employee lifecycle— detailed approach



Grow here. Go further.

Grow here. Go further. is our commitment to everyone at PwC. It reflects our significant investment in our people's growth, development, leadership, and long-term success. It also highlights the responsibility of our people to make the most of the opportunities afforded to them. Our people are encouraged to take the initiative to identify and develop the skills that enable them to add greater value and have more impact in their roles. We provide them with access to the tools, technology, and opportunities needed to build these capabilities, including personalised career development pathways. As a high-performing firm, our ambition's to be the employer of choice for top talent with the skills required to succeed in a rapidly evolving environment.

In FY26, we evolved the way we evaluate and reward people to take a more holistic view that comprises not just their performance over the past year, but their capacity to take responsibility and acquire business critical skills for the future.

Monitoring and effectiveness

We monitor our performance across key workforce-related topics through a structured set of indicators, supported by internal processes that link policy implementation, employee feedback, and operational outcomes. This includes indicators relating to working conditions, wellbeing, engagement, and employee support mechanisms, which together provide a more integrated view of prevention, monitoring, and continuous improvement across our workforce-related impacts. These indicators are tracked regularly and supported by internal reporting tools and dashboards that provide firmwide visibility over workforce trends and outcomes.

This monitoring framework enables us to assess performance, identify areas for improvement, and prioritise actions across our workforce lifecycle. Insights from these indicators are used to inform decision making and support continuous improvement in areas such as employee engagement, wellbeing, learning, and inclusion. Relevant metrics and supporting data are presented in the sections below and further detailed in appendix 4—supporting data and tables.

Recruitment and hiring

We aim to attract talent aligned with our strategy, culture, and future capability needs through a structured and transparent recruitment approach. Our processes are designed to ensure fairness, consistency, and a positive candidate experience, while enabling us to respond to evolving business requirements.

Our recruitment approach combines targeted sourcing, structured selection processes, and active interaction with potential candidates. We engage with early-career talent through job fairs, campus events, and dedicated recruit-

ment initiatives, while experienced hires are sourced through targeted outreach aligned with business needs.

We strive to ensure a fair and inclusive recruitment process, supported by clear communication, consistent evaluation criteria, and trained recruiters. Our Human Capital Team is equipped to apply inclusive hiring practices and support unbiased decision making, contributing to our broader inclusion and diversity objectives.

As business and workforce needs evolve, we're adapting our recruitment approach with a clear focus on attracting critical skills and future-ready capabilities. This means assessing candidates on their ability to work effectively with digital tools and new technologies.

Training and development

We continuously invest in learning and development to make sure our people remain equipped with the skills required to perform in a rapidly evolving professional services environment. Our approach supports both immediate business needs and longer-term capability building, aligned with our strategic priorities and transformation agenda.

Our learning and development (L&D) model combines structured training programmes, on-the-job learning, and personalised development pathways. This approach enables people to develop both technical and professional skills while taking ownership of their individual development journey. Learning opportunities are tailored to career stage and role, supporting progression from early-career development through to leadership.

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We're increasingly evolving towards a skills-based approach to talent development, supported by digital platforms such as Growth Centre and SkyHive. These tools allow us to map skills, identify development needs, and provide our people with targeted learning opportunities aligned with both individual ambitions and strategic priorities.

In response to the changing nature of work, we continue to strengthen our capabilities in key areas such as digital skills, data analytics, AI, and sustainability. This includes expanding access to digital learning content and embed-

ding new skill requirements into our development programmes, meaning that we help our people understand both the opportunities and limitations of AI and how to use AI tools in a way that enhances quality, judgement, and client outcomes.

Through this structured and evolving approach to learning and development, we support the continuous growth of our people, enhance their employability, and enable them to remain relevant, contributing to client delivery and supporting the firm's strategic objectives.

Average training hours (own operations—employees, hours)

	FY26	FY25	FY24
Average hours of training completed	89	89	109

Supporting data is provided in appendix 4—supporting data and tables. Definitions and methodologies are set out in appendix 5—methodologies and definitions.



Driving innovation through everyday AI

AI's already part of our daily working lives within PwC. Through the growing use of Copilot, ChatPwC, and other core AI tools, as well as initiatives such as [AI Unscripted](#), Radio AI, and [Capture the AI Flag](#), we're building strong momentum to drive AI usage forward.

As AI usage becomes more prevalent, we're also thinking about its wider impact. Like all digital services, AI relies on devices, networks, servers, cloud environments, and data centres—all of which require energy and resources. The same holds true for the way we store files, manage data, and use our broader digital ecosystem. Following our move from Google to Microsoft, we carried out a firmwide digital clean-up, removing unnecessary emails, outdated files, and other digital clutter from our drives and digital workspaces. In total, this reduced our digital storage by 1,055 GB and, potentially, could help avoid approximately 422 kg of CO₂ emissions over one year. More importantly, it marked the start of a broader shift towards more conscious, efficient, and lower-impact digital ways of working.

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As a professional services firm, our people are at the heart of everything we do. To continue delivering forward-looking solutions, we need the right talent with the right skills. That's why we invest heavily in learning and development, while looking for people who are curious, adaptable, and committed to continuous growth.

Grow here. Go further. is our commitment to everyone at PwC. We invest in helping our people grow as professionals and individuals, while empowering them to take ownership of their development. Through leading technology, personalised career support, and opportunities to build future-ready skills, we help people create greater impact. Our ambition is to be the employer of choice for talented individuals who want to learn, grow, and succeed.

Liesbet Vanderstappen
Human Capital Director



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Ensuring fair and equitable reward

We're committed to fair and equitable remuneration practices. We regularly monitor indicators such as gender pay gap to identify and address potential disparities and to support equal opportunities across our workforce.



92%

GPS response rate

71%

Intent to stay with PwC Belgium

Performance and reward

We apply a structured approach to performance management and reward, designed to support sustained performance, recognise contribution, and align individual objectives with our strategic priorities.

Our performance management approach combines goal setting, continuous feedback, and regular performance evaluations. This enables our people to understand expectations, monitor progress, and receive ongoing support throughout the year. Performance discussions also provide a structured opportunity to identify development needs and inform career progression.

Our reward strategy is designed to be fair, competitive, and aligned with performance and contribution, taking into account both individual and collective outcomes. Our approach includes fixed remuneration, variable reward components, and, where applicable, broader benefits. It's supported by internal processes that aim to ensure firmwide consistency and transparency.

We regularly review our reward practices to make sure they align with market developments, regulatory expectations, and internal priorities, including our commitment to equal opportunities. This includes monitoring relevant indicators such as gender pay gap and making certain that remuneration practices support fair and equitable outcomes.

Performance and reward processes are closely linked to our broader talent management approach, supporting the development, engagement, and retention of our people, fostering motivation and alignment between

individual performance and organisational priorities, and enabling the delivery of high-quality services to our clients.

People engagement and feedback

We actively seek to understand the experiences, expectations, and concerns of our people through a structured set of engagement and feedback mechanisms. These insights inform both global and local decision making and support continuous improvement of the employee experience.

Our primary tool for measuring engagement is the annual Global People Survey (GPS), which gathers feedback from our people on a wide range of topics, including wellbeing, development, leadership, and culture. The results are analysed at both global and local levels and are used to define targeted actions aimed at strengthening engagement and addressing identified improvement areas.

We've built clear ways for two-way dialogue so employee perspectives actively shape decisions. Our People's Council, with representatives from different lines of service and levels, acts as a sounding board on key topics and gives feedback on initiatives and proposed changes. It includes a Strategic Forum and a wider group of People Connectors, so we hear a broad mix of views.

We also use regular leadership meetings, such as Extended Leadership Team debates, small-group sessions, and informal discussions, to create chances for employees to speak directly with leaders. These meetings build transparency, deepen understanding of strategic priorities, and support open dialogue across the firm.

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In FY26, our Chairman and Chief Operating Officer invited people to sign up for open-door sessions where they could raise and discuss any topics they wanted.

Together, these approaches build a strong feedback culture, increase employee engagement, and help us take focused action to improve the employee experience.

Retention and internal mobility

We aim to retain our people by offering useful career opportunities, supporting long-term development, and allowing mobility across roles, teams, and geographies. This helps us respond to changing business needs while supporting individual career aspirations.

We support retention through learning and development, performance management, career opportunities, and employee engagement. Internal mobility plays a key role, as it lets our people broaden their experience,

build new skills, and pursue opportunities that match both business needs and personal development goals.

As our workforce and operating model evolve, we focus on adaptability, employability, and future skills, while keeping critical capabilities across the firm.

Through this combined approach, we aim to build workforce resilience, support long-term career progression, and create an environment where our people can keep growing and succeeding.

Turnover rate (own operations—employees, %)	FY26	FY25	FY24
Leavers	501	513	449
Average employees	2,003	2,132	2,240
Turnover rate (%)	25.0	24.1	20.0

Further detailed data and supporting tables are provided in appendix 4—supporting data and tables. Definitions and calculation methodologies are provided in appendix 5—methodologies and definitions.

Variance commentary

The number of employee departures decreased compared with FY25. Although, the average number of employees is lower, in line with our efforts to reduce our workforce. The turnover rate was broadly consistent with prior year.



Adapting to a changing workforce model

As our operating model evolves, including the increased use of technology and alternative operating and delivery models (ODMs), we continue to adapt our approach to talent and careers to secure alignment with future skills and business needs.



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Hires by gender and age (own operations—employees)

	FY26		FY25		FY24	
	Number	%	Number	%	Number	%
Women	164	45.8		50.6		47.8
Men	194	54.2		49.1		52.2
Not declared	0	0		0.2		0.0
Under 30	290	81.0		78.4		83.3
Between 31-49	64	17.9		20.9		16.5
50 and above	4	1.1		0.7		0.2
Not declared	0	0		0.0		0.0

Variance commentary

Compared with FY25, the profile of new hires shifted slightly. The proportion of female hires fell, driven by fewer graduate recruits—a group that's historically included more women. The age profile of new joiners stayed broadly consistent, with most hires aged under 30, and changes across age groups reflected business demand and workforce needs during the year.

Leavers by gender and age (own operations—employees)

	FY26		FY25		FY24	
	Number	%	Number	%	Number	%
Women	222	22.8	241	23.4	189	18.0
Men	279	27.2	271	24.7	271	22.8
Not declared	0	0.0	1	50.0	0	0.0
Under 30	312	30.2	318	27.8	290	23.1
Between 31-49	165	20.3	177	21.4	148	16.8
50 and above	24	15.5	18	11.4	22	14.0
Not declared	0	0.0	0	0.0	0	0.0

Variance commentary

Compared with FY25, employee departures broadly matched the overall workforce profile. Most leavers were aged under 30, reflecting both the firm's age profile and fewer junior-level roles. Differences between age groups and genders reflect normal workforce patterns, including turnover, changing business needs, and evolving workforce requirements.

Supporting data is provided in appendix 4—supporting data and tables. Definitions and methodologies are set out in appendix 5—methodologies and definitions.

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Inclusion and diversity (I&D)



78%

“The leaders I work with actively demonstrate inclusive behaviours”

74%

“The leaders I work with are committed to building diverse teams”

Approach

We aim to create an inclusive environment where diversity across gender, culture, nationality, and background is recognised and valued. An inclusive workplace empowers people to contribute fully, supports collaboration and innovation, and allows everyone to perform at their best.

Embedding inclusion in our firm

Our approach to inclusion and diversity (I&D) is supported by a combination of policies, leadership commitment, and employee engagement. This includes a formal Inclusion and Diversity Policy, active leadership sponsorship, and employee-led inclusion networks that help embed inclusion across the firm.

We promote an inclusive culture through ongoing communication, awareness initiatives, and programmes focused on fostering inclusive behaviours and supporting equal opportuni-

ties. These efforts are aligned with our broader workforce and people strategy.

Key initiatives and engagement

We support inclusion through employee resource groups such as Shine and Connected Cultures, which create space for connection, awareness, and open discussion. We back these groups with training on unconscious bias and inclusive leadership, and with external collaborations that power our inclusion ambitions.

Performance and progress

We track progress using workforce diversity indicators, inclusion measures, and gender representation across levels. These metrics guide ongoing action to strengthen inclusion across the firm.

Our objective is to increase female Partner representation at PwC Belgium to 30% by 2030.

Women amongst newly promoted Directors and Partners (own operations—employees, %)

	FY26	FY25	FY24
Women amongst newly promoted Directors and Partners	19.0	25.0	46.2

Variance commentary

The proportion of women among newly promoted Directors and Partners decreased in FY26. Outcomes reflect the composition of the candidate pool assessed as ready for senior leadership roles and can vary year on year given the small number of promotions at these levels.

Restatement note

FY25 and FY24 figures have been restated to include Managing Director promotions within the calculation of newly promoted Directors and Partners. This led to a material 14.3% change for FY25 and a non-material 2.6% change for FY24, providing a more complete view of senior leadership promotions and improving comparability across periods.

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Diversity of governance body (own operations)

	FY26		FY25		FY24	
	Number	%	Number	%	Number	%
Women	2	33.3	-	-	-	-
Men	4	66.7	-	-	-	-
Not declared	0	0	-	-	-	-

Supporting data is provided in appendix 4—supporting data and tables. Definitions and methodologies are set out in appendix 5—methodologies and definitions.



Outlook

Looking ahead, we'll continue to strengthen our learning and development approach to support a more skills-based firm. Encouraging our people to maintain up-to-date skills profiles and take ownership of their continuous development is an essential part of this. Employee engagement, wellbeing, and inclusion remain key attention points, building on existing initiatives to further enhance the employee experience and support a healthy and inclusive working environment. In particular, progressing our inclusion and diversity ambitions, including improving gender balance at senior levels.

All this will be supported by continual improvement in terms of our internal processes, data collection, and reporting practices, with a view to increasing transparency and strengthening alignment with evolving reporting requirements.

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Workers in our value chain



611,905

ODM hours

Approach and scope

These disclosures relate to impacts across our value chain, including upstream and downstream activities, as defined in appendix 2—scope and reporting boundaries. Our approach focuses on identifying and mitigating potential risks to workers and securing alignment with our standards across business relationships. We aim to make sure that our business practices respect the rights of workers across our value chain and minimise adverse impacts.

Policies

Our expectations for responsible business conduct are defined through:

- [PwC Code of Conduct](#)
- [Third Party Code of Conduct](#)
- [Human Rights Policy](#)

Due diligence and future alignment

We closely track developments in human rights and environmental due diligence requirements, including the Corporate Sustainability Due Diligence Directive (CSDDD), and quickly assess what they mean for our business.

We build the way we manage value-chain risks into our procurement and supplier management processes. We use our Third Party Code of Conduct, clear contractual requirements, and risk-based assessment procedures for relevant supplier groups.

These steps help us spot, prioritise, and reduce potential risks to workers in our value chain, and fit into our wider governance and risk management framework.

Operating and delivery models (ODMs)

Our operating and delivery model includes global service delivery centres (SDCs) and acceleration centres (ACs) within the PwC network which support the delivery of services across member firms. Based on our double materiality assessment (DMA), workers in these centres are considered part of our value chain. While PwC Belgium works closely with these centres, they operate under their own governance and aren't under the operational control of PwC Belgium. As such, SDC and AC workers aren't included within our own workforce and are therefore considered value chain workers for the purposes of this report

This reflects the nature of our operations as part of a global network structure, where responsibilities for governance and workforce management are distributed across member firms. This distinction ensures clarity in the application of reporting boundaries and responsibilities for workforce-related matters.

Local employment

We contribute to local employment through third-party service providers, including on-site services such as facilities, catering, and security. We expect these providers to operate in line with our standards on fair working conditions and equal opportunities, as defined in our Third Party Code of Conduct.

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Outlook

As our ODM strategy continues to mature and we seek to deliver services in an ever-more efficient way, we'll continue to enhance our due diligence processes, improve data collection, and strengthen supplier engagement, with a focus on increasing transparency and alignment with evolving regulatory expectations and best practices.

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Consumer and end users

At PwC Belgium, our primary impact on consumers and end users is indirect, delivered through the services we provide to clients across industries. By advising organisations on strategy, transformation, governance, and compliance, we influence how products and services are designed, delivered, and accessed by end users.



GRI disclosures

- GRI 2—general disclosures
- GRI 3—material topics
- GRI 417—marketing and labelling
- GRI 418—customer privacy

ESRS references

- ESRS S4—consumers and end users

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Our approach and scope

Our approach is grounded in our purpose (to build trust and solve important problems). This includes supporting clients in enhancing transparency, safeguarding data, ensuring regulatory compliance, and embedding responsible and sustainable business practices across their operations and value chains.

Based on our double materiality assessment (DMA), impacts on consumers and end users are primarily linked to:

- The quality, integrity, and reliability of services delivered by PwC
- The way in which our advice supports clients in shaping products, services, and customer experiences
- The responsible use of technology, including artificial intelligence (AI), in both our services and those of our clients

These disclosures focus on how we manage these impacts through governance, service delivery, technology, and stakeholder engagement.



Governance and accountability for consumers and end users

Oversight of impacts on consumers and end users sits within our wider governance framework for quality, risk management, ethics, and client service.

Our Extended Leadership Team oversee service quality, relationships, and delivery standards. Our dedicated quality, risk, and ethics teams make sure we comply with PwC network standards, regulatory requirements, and professional obligations, and they promote a strong speak-up culture across the firm.

This governance approach makes sure we build consumer and end-user considerations into how we design, deliver, and review our services.

Policies and standards

Our approach follows a set of global and local policies and standards, including:

- PwC Code of Conduct
- Global Human Rights Policy
- Third Party Code of Conduct
- AI governance framework

These frameworks guide ethical behaviour, responsible use of technology, respect for human rights, and high-quality professional services.

Stakeholder dialogue and client engagement

Engaging with stakeholders is essential to understanding how our services impact consumers and end users.

We maintain active dialogue with:

- Clients and their customers
- Regulators and oversight bodies
- NGOs, academics, and broader society

Client engagement is a key way we influence outcomes for consumers and end users. We collect structured feedback through surveys and project evaluations, as well as Senior Review Partner visits and digital tools that enable us to spot trends and areas for improvement.

This feedback drives the continuous improvement of our services and shapes how we respond to stakeholder expectations.

Quality, trust and responsible service delivery

Delivering high-quality, reliable services is central to protecting consumer and end-user interests.

Our approach focuses on:

- Ensuring accuracy, integrity, and independence in our services
- Embedding quality assurance and review processes across engagements
- Maintaining transparency and accountability in how we deliver outcome

Through our trust services, we support clients in building trust across areas such as:

- Sustainability and ESG performance
- Digital trust (including cybersecurity and data privacy)
- Accountability and governance

By strengthening trust within our clients' organisations, we contribute to better outcomes for their customers and end users.

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Responsible AI in practice

We recognise that the increasing use of artificial intelligence can shape outcomes for consumers and end users. At PwC Belgium, we've implemented global AI governance standards and provide targeted training to our people to make sure that AI's used responsibly, transparently, and ethically.

Through our services, we support clients in designing and implementing AI solutions that balance innovation with trust, helping them enhance customer experiences while managing risks such as bias and misinformation.

Technology, innovation, and end-user impact

Technology, particularly artificial intelligence, plays an increasingly important role in shaping consumer and end-user experiences.

Within PwC Belgium, we integrate advanced technologies, including AI, into our services and provide training, governance frameworks and client support to promote responsible, and effective use of these technologies. At the same time, we recognise the risks associated with technology, including bias, misinformation, and data misuse, and actively work to mitigate these through governance, controls, and awareness.

Enabling positive impact through services

Beyond mitigating risks, our services enable clients to create positive outcomes for consumers and end users.

This includes helping clients:

- Improve transparency and regulatory compliance (e.g. CSRD, EU taxonomy)
- Enhance product and service quality
- Strengthen responsible supply chains
- Embed sustainability into business models and operations

Through these activities, we aim to contribute to:

- Improved access to reliable information
- More sustainable and inclusive products and services
- Greater trust between organisations and their customers

Monitoring and effectiveness

We monitor our impact on consumers and end users primarily through:

- Client satisfaction and feedback mechanisms
- Quality and risk management indicators
- Adoption and performance of technology-enabled solutions
- Outcomes of stakeholder engagement processes

Where relevant, additional indicators are disclosed in appendix 5—supporting data and tables.

Outlook

Looking ahead, we'll focus on:

- Strengthening how we listen to clients and engage with stakeholders.
- Embedding responsible AI practices across our services.
- Enhancing trust, quality, and responsible service delivery.
- Expanding sustainability-related services
- Matching our approach to evolving regulatory expectations and reporting requirements.

These priorities support our goal to deliver responsible, high-quality services that lead to positive outcomes for consumers and end users.

Governance information

Strong governance is fundamental to our ability to deliver high-quality services, maintain stakeholder trust, and comply with regulatory and professional standards.

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GRI disclosures

GRI 2—general disclosures
(governance-related)
GRI 205—anti-corruption
GRI 206—anti-competitive behaviour

ESRS references

ESRS G1—business conduct

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Our governance approach and scope

Governance and accountability

Governance-related matters identified as material through our DMA (see appendix 3—materiality analysis) include:

- Business conduct and ethics
- Legal and regulatory compliance
- Anti-corruption and financial crime prevention
- Information protection and data security

Where relevant, we also address governance topics across our value chain, including upstream and downstream activities (see appendix 2—scope and reporting boundaries).

This chapter provides comprehensive detail on governance-related impacts, risks, and opportunities with supporting data, methodologies, and reporting boundaries set out in the appendices.

Managing impacts, risks, and opportunities

We apply a structured approach to managing governance-related impacts, risks, and opportunities (IROs), making sure they're:

- Identified through risk assessments, compliance processes, and monitoring activities
- Embedded into decision-making processes at leadership and operational level
- Managed through policies, controls, and accountability mechanisms

Integration into enterprise risk management

Governance-related risks are integrated into our enterprise risk management (ERM) programme. This includes:

- Inclusion of compliance, legal, ethics, and reputational risks in our enterprise-wide risk assessment
- Allocation of clear ownership and accountability for each risk
- Ongoing monitoring through defined controls and indicators

Further details on the enterprise risk management framework and risk assessment processes are provided in the risk management chapter.

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Policies and standards

Our governance framework is underpinned by a comprehensive set of global and local policies and standards that define expected behaviours, minimum requirements, and responsibilities within our firm.

Policy/standard	Scope	Topics	Applies to
<u>PwC Code of Conduct</u>	Global/local	Ethics, integrity, professional conduct	All employees and contractors
Ethics and Compliance Network Standards	Global	Ethics, AML, anti-corruption, sanctions, independence, conflicts of interest	All employees and contractors
<u>Human Rights Policy</u>	Global	Human rights, non-discrimination, respectful workplace	All employees and contractors
Independence policies and procedures	Global/local	Independence, objectivity	Client-facing professionals
Statements of Permitted Services (SOPS)	Global	Independence, non-audit services	Client-facing professionals
Anti-corruption and financial crime policies	Global/local	Anti-corruption, bribery prevention	All employees and contractors
Anti-money laundering (AML) framework	Global/local	AML, financial crime, client due diligence	All employees and contractors (role based)
Sanctions compliance framework	Global/local	Sanctions laws, restricted entities	All employees and contractors (role based)
Fair competition guidance	Global/local	Competition law, anti-trust	All employees and contractors
<u>Third Party Code of Conduct</u>	Global	Supplier ethics, conduct expectations	Suppliers, third parties
Information Security Policy (ISP) framework	Global	Information security, data protection	All employees and contractors
Network Data Protection Programme (NDPP)	Global	Data protection, GDPR compliance	All employees and contractors

Supporting detail on policy implementation and monitoring is provided in the governance information chapter, with related data and evidence included in appendix 4—supporting data and tables.

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Roles and responsibilities

One Firm Risk Organisation

- A centralised team of specialists that counsels leadership and helps to manage our (regulatory) risk, nurture self-thinking individuals, and allows our resources to be focused on actual risk management
- Built up around the following pillars: firm-wide risk management, financial economic crime, independence, digital and data, and testing and monitoring
- Establishes policies and procedures based on regulatory requirements with the intention to guarantee quality of design and facilitate operational efficiency
- Implements a training curriculum and other appropriate communications for Partners, Directors, and Staff that aims to be concise and complete
- Monitors compliance and performs quality reviews, presenting results to the firm's leadership and addressing any deficiencies identified
- Performs evidence-based self-assessments of the firm's maturity in risk and compliance, reviewed by firm leadership and submitted by the TSP to PwC's Global Ethics and Compliance team for inspection
- All these activities are overseen by an experienced Senior Partner, who's also a member of our ELT

Business conduct leader

- Drives an ethical culture within the firm
- Sets an ethical 'tone at the top' through leadership communications
- Provides avenues for reporting concerns without fear of retaliation (Ethics Helpline) and facilitates investigations by acting as an independent sounding board for ethical concerns
- Trains Partners, Directors, and Staff on the PwC Code of Conduct and local policies

Office of the General Counsel (OGC)

- Is a permanent invitee to the ELT and attends all General Partners' Meetings (GPMs)
- Is consulted broadly by the wider Partner group before decisions are taken.
- Has an open/direct line with all members of the ExCom for matters relating to their respective roles and responsibilities and is engaged by business unit leaders as required, e.g. when new products or services are introduced
- Has regular interactions with line of service R&Q Leaders with regards to legal-related risks

Embedding governance in practice

To operationalise our governance framework, we call on a set of structured programmes, processes, and controls that translate policies into daily practices across the firm.

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Responsible use of AI

As AI becomes increasingly embedded in our operations and service delivery, making sure it's responsibly used is a key priority. Our approach is guided by our broader governance framework, including our PwC Code of Conduct, information security policies, and professional standards.

We make certain that AI supports, rather than replaces, professional judgement. Responsibility for decisions remains with our people, and AI-generated outputs are subject to appropriate review and validation.

We also consider potential risks associated with the use of AI, including data privacy, bias, misuse, and regulatory compliance. These risks are managed through existing governance, risk management, and control processes, including information security, data protection, and quality assurance frameworks.

Embedding ethical behaviour and culture

Actions to embed ethical standards

We embed ethical behaviour across the firm through the following actions:

- **Annual PwC Code of Conduct confirmation**
All Partners, Directors, and Staff are required to formally confirm their compliance with the PwC Code of Conduct and key governance policies on an annual basis. This certification process is centrally monitored. Non-completion is escalated to leadership.
- **Integration into performance management**
Ethics, risk, and quality indicators are embedded into:
 - Mid-year and year-end evaluations
 - Promotion and reward decisions

This ensures that behaviours aligned with our governance framework are systematically incentivised.

- **Leadership-driven tone at the top**
Leadership reinforces expected behaviours through:
 - Targeted communications on ethics and compliance topics
 - Regular messaging linked to emerging risks (e.g. independence, AML, data protection)
 - Visible sponsorship of governance programmes

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Training and capability building

We deliver a structured governance training programme with the following characteristics:

- **Mandatory training curriculum**

All relevant populations are required to complete annual training covering:

- Business conduct and ethics
- Anti-corruption and bribery
- Anti-money laundering (AML)
- Independence and conflicts of interest
- Sanctions compliance
- Information security and data protection

- **Role-based training approach**

Training content is tailored based on:

- Role (client-facing vs. internal)
- Seniority (Staff, Manager, leadership)
- Risk exposure (e.g. higher-risk functions receive enhanced training)

- **Training delivery and monitoring**

Training is delivered through:

- Digital learning platforms
- Mandatory annual modules
- Targeted refreshers and campaigns

Completion is monitored centrally, with:

- Follow-up reminders
- Escalation for non-compliance
- Reports to leadership

Network standards training completion (own operations—workforce, %)

	FY26	FY25	FY24
Completion of ethics and compliance new hire training—doing the right thing at PwC training course	91.8	96.0	95.9
Completion of FY26 annual ethics and compliance training	97.5	98.0	98.0
Completion of “Be smart, Be secure” FY26	97.0	97.0	96.7

Supporting data is provided in appendix 4—supporting data and tables. Definitions and methodologies are set out in appendix 5—methodologies and definitions.

Variance commentary

The decrease in the completion rate of the Ethics & Compliance New Hire Training was primarily attributable to the fact that the group was smaller meaning that deviations had a greater proportional impact on overall completion rates. Certain training assignments have also been delayed, reassigned, or completed after the reporting period end date. During FY26, enhanced monthly monitoring and escalation processes were implemented, including the introduction of an accountability framework, to strengthen oversight and improve timely completion of mandatory training.

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Anti-corruption and financial crime prevention

Actions and controls

We operationalise our anti-corruption and financial crime framework through a structured set of policies, processes, and controls:

- **Risk-based anti-corruption programme**
We perform periodic risk assessments to identify areas of elevated corruption risk, which inform the design of policies and controls, targeted training, and monitoring priorities.
- **Approval and control processes**
Controls are embedded into key processes, including client acceptance and engagement approval, expenses, and benefits (e.g. gifts and hospitality), and third-party engagements. These controls are supported by system-based approvals and review mechanisms.
- **Monitoring and testing**
We conduct periodic compliance testing, monitoring of transactions and activities, and targeted reviews in higher-risk areas.
- **Incident response and remediation**
Identified issues are investigated by appropriate functions, escalated where required, and addressed through corrective actions, including disciplinary measures.

Monitoring and effectiveness

We monitor the effectiveness of our anti-corruption framework through:

- Identification and tracking of incidents and breaches
- Periodic compliance testing and control reviews
- Monitoring of high-risk transactions and activities
- Reporting to leadership and relevant governance bodies

Performance and outcomes

In FY26, no confirmed incidents of corruption were identified. This is consistent with prior reporting periods. We continue to monitor trends in incidents and control performance to make sure that our framework remains effective and is responsive to evolving risks.

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Anti-money laundering (AML)



Advancing our AML efforts

In FY26, we enhanced our AML policy and processes, making sure our AML risk assessments continue to accurately reflect the true AML risk profile of clients. To further strengthen our practice, we assigned a single AML Compliance Officer for all AML-regulated legal entities, assisted by an experienced Deputy AMLCO and a strong AML Office consisting of more than 10 people.

Our Anti-money Laundering Compliance Officers make sure that all Partners, Directors, and Staff are appropriately trained and competent to apply ongoing vigilance procedures and identify atypical transactions. To help them put that ongoing vigilance into practice, we've implemented autonomous screening allowing close-to-real-time interventions on any risk increasing factor linked to a client, its ultimate beneficial owners, or representatives. All suspicions of money laundering are reported to the appropriate authorities.

Our approach is designed to prevent, detect, and respond to risks through a structured AML framework, supported by our governance framework and integrated into our ERM processes.

Actions and controls

We apply a structured AML framework through a combination of policies, processes, and controls across the client and engagement lifecycle:

- **Client acceptance and due diligence**
All clients and engagements are subject to Know Your Customer (KYC) procedures, including verification of client identity, assessment of beneficial ownership, screening against sanctions lists, and evaluation of the client's business activities and risk profile. These assessments inform risk classification and mandatory approvals prior to engagement.
- **Ongoing engagement monitoring**
AML controls extend throughout the engagement lifecycle, including monitoring of transactions and client activity and reassessment of risk where circumstances change.
- **Specialist oversight**
Dedicated AML Compliance Officers provide guidance and support, review complex or high-risk cases, and secure alignment with regulatory requirements.
- **Escalation and reporting**
Suspicious activities are escalated through defined internal processes and reported to competent authorities where required.

These controls are embedded in our broader governance and risk management framework.



Monitoring and effectiveness

We track how well our AML framework works through due diligence, ongoing engagement monitoring, specialist review, and clear escalation routes. These controls help us meet regulatory requirements and spot potential risks early.

Performance and outcomes

The effectiveness of our AML framework is monitored through the identification, escalation, and reporting of suspicious activities.

Our structured approach to client due diligence, ongoing monitoring, and specialist oversight supports early identification and management of potential risks, contributing to a robust control environment aligned with regulatory expectations.

We continue to monitor control performance and enhance our processes where required in response to evolving regulatory requirements and risk developments.

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Independence and conflicts of interest



Our approach is designed to safeguard independence and manage conflicts of interest through a structured framework of policies, controls, and oversight mechanisms, embedded within our governance framework and integrated into our ERM processes.

Actions and controls

We maintain independence and manage conflicts of interest through a combination of preventive controls, system-based monitoring, and escalation processes:

- **Pre-engagement risk assessment**
All new engagements are subject to independence checks, conflict of interest assessments, and formal approval workflows to secure compliance with applicable requirements before work's undertaken.
- **System-based controls**
We use global tools to track client relationships, identify potential conflicts, and manage independence compliance, including monitoring of financial interests and other relevant relationships.
- **Ongoing compliance monitoring**
Controls include annual independence confirmations, periodic compliance testing, and monitoring of personal investments and relationships to ensure continued compliance over time.
- **Consultation and escalation processes**
Where potential conflicts arise, teams are required to consult with specialists. Mitigation measures are defined or engagements are declined where necessary to preserve independence and objectivity.

Monitoring and effectiveness

We check compliance with independence requirements through annual confirmations, system-based controls, periodic testing, and consultation procedures. These steps help spot, assess, and deal with potential conflicts of interest and independence risks.

Performance and outcomes

Our independence framework is effective because we consistently apply pre-engagement controls, ongoing monitoring, and structured escalation processes. We're continuing to strengthen these processes to meet evolving regulatory requirements and respond to emerging risks.

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We're committed to respecting internationally-recognised human rights across our operations and value chain, as defined in appendix 2—scope and reporting boundaries. This commitment is embedded in our governance framework and supported by our PwC Code of Conduct, Ethics and Compliance Network Standards, and PwC Human Rights Policy.

Our approach is designed to promote fair and respectful treatment, prevent adverse impacts, and make sure that potential concerns are identified, reported, and addressed effectively.

Actions and controls

We operationalise our human rights framework through a combination of policies, processes, and initiatives:

- **Policies and standards**
Human rights principles are embedded in our PwC Code of Conduct, PwC Human Rights Policy, and workplace policies relating to diversity, inclusion, anti-harassment, and wellbeing.
- **Training and awareness**
Human rights considerations are integrated into mandatory ethics and compliance training, supported by targeted awareness initiatives addressing respectful behaviour and diversity and inclusion, and in leadership communications reinforcing expected behaviours.
- **Speak-up and grievance mechanisms**
We provide multiple channels via which concerns can be raised, including the Ethics Helpline, Human Capital, and trusted advisers, as well as direct line management. These mechanisms enable early identification and escalation of potential human rights concerns.

- **Integration into people processes**

Human rights considerations are embedded into recruitment and onboarding, performance management and conduct expectations, and policies relating to employee wellbeing and safe working environments.

Monitoring and effectiveness

We monitor the effectiveness of our human rights framework through:

- Reporting and grievance mechanisms, including tracking of concerns raised through speak-up channels
- Structured case investigation and tracking processes
- Analysis of trends and root causes of reported incidents
- Follow-up actions and remediation measures implemented in response to identified issues

Our governance framework includes policies, mandatory training, and reporting mechanisms designed to promote respect for human rights, prevent potential breaches, and detect issues at an early stage. These controls support a proactive approach to managing human rights risks across our operations and value chain. In FY26, no confirmed human rights incidents were identified, consistent with prior reporting periods.

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Fair competition and sanctions compliance



We promote fair business practices and compliance with competition laws and sanctions through clear policies, training, due diligence, and ongoing monitoring.

Actions and controls

We operationalise our fair competition and sanctions compliance framework through a combination of policies, training, processes, and monitoring activities:

- **Policies and guidance**
We maintain internal policies and guidance materials that define expected behaviours in relation to competition law and sanctions compliance. These are supported by practical guidance accessible to all employees via internal platforms.
- **Training and awareness**
Mandatory training forms part of our governance curriculum and includes competition law, fair business practices, sanctions compliance requirements, and guidance on identifying and escalating potential risks. Training is tailored to roles and risk exposure and supported by regular awareness communications.
- **Client and engagement acceptance controls**
Compliance with competition laws and sanctions requirements is embedded into client acceptance and continuance processes, engagement approval procedures, and due diligence activities. When potential risks are identified, consultation with specialists is required before proceeding.

- **Screening and due diligence**
We apply screening and due diligence procedures to identify clients or counterparties subject to sanctions, assess risk exposures linked to ownership structures or jurisdictions, and identify engagements involving elevated compliance risks. Mandatory consultation is required where concerns are identified.
- **Specialist support and escalation**
Dedicated specialists provide technical guidance, support in complex or high-risk situations, and oversight of compliance with applicable requirements.

Monitoring and effectiveness

We monitor compliance with competition laws and sanctions requirements through:

- Ongoing review of engagement activities and client relationships
- Consultation and escalation mechanisms for identified risks or complex cases
- Monitoring of regulatory developments and enforcement actions
- Internal oversight and specialist review of higher-risk engagements

Performance and outcomes

In FY26, no legal actions relating to anti-competitive behaviour, antitrust, or monopoly practices were identified. This is consistent with prior reporting periods.

We continue to monitor trends in regulatory developments and internal control performance to make sure our framework remains effective and responsive to evolving risks.

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Speak-up, reporting, and remediation

Our approach is designed to promote a culture of openness, accountability, and trust, enabling individuals to raise concerns safely and making sure that potential issues are identified, investigated, and addressed in a timely and effective manner.

Actions and processes

• Actions and controls

We maintain a structured speak-up framework supported by defined processes for reporting, investigation, and remediation.

• Multiple reporting channels

We provide accessible channels for raising concerns, including:

- The Ethics Helpline (confidential, third-party hosted)
- Direct reporting to leadership, Human Capital, and/or compliance functions
- Trusted intermediaries (e.g. vertrouwenspersonen/personnes de confiance)

• Case handling and investigation

All reported concerns are:

- Triaged and assessed
- Investigated where appropriate
- Documented and tracked through structured processes



• Remediation and disciplinary actions

Outcomes of investigations include corrective measures, process improvements, and disciplinary actions, up to dismissal where necessary.

• Root-cause analysis and feedback loop

We analyse reported cases to identify systemic issues, strengthen controls, and improve training and awareness programmes.

Monitoring and effectiveness

We monitor the effectiveness of our speak-up framework through:

- The volume, nature, and categories of reported concerns
- Trends in reported cases over time, including analysis by topic (e.g. discrimination, harassment, and other misconduct)
- Case outcomes and resolution status
- Root-cause analysis to identify underlying issues and inform improvements

These indicators provide insight into awareness, accessibility, and trust in our reporting mechanisms, as well as the effectiveness of our response processes.

Performance and outcomes

In FY26, there were 35 reports received by the Ethics Office. This number provides an important indicator of awareness, accessibility, and trust in our reporting mechanisms. All reported concerns are tracked through to resolution, with outcomes ranging from no action required to corrective and disciplinary measures, depending on the findings of the investigation.

Trends in reported cases are monitored year-on-year to identify potential areas for further communication, training, or control enhancements. Variations in reporting volumes are assessed in the context of awareness initiatives and organisational developments, recognising that an increase in reporting may also reflect a strong speak-up culture rather than a deterioration in behaviour.

The number of substantiated or partially substantiated incidents of discrimination or harassment is monitored as part of this framework, with all cases investigated and addressed in line with our policies. Findings are used to strengthen preventive measures and awareness programmes.

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Reports to the Ethics Office (own operations and value chain—number)	FY26	FY25	FY24
Reports received by the Ethics Office	35	41	34

Further detailed data and supporting tables are provided in appendix 4—supporting data and tables. Definitions and calculation methodologies are provided in appendix 5—methodologies and definitions.

Variance commentary

Reports received by the Ethics Office fell in FY26 compared with FY25, but were in line with FY24. The decrease likely reflects a smaller overall workforce during the year, with reporting levels remaining broadly stable across the three-year period.

Restatement note

The FY24 figure has been restated after we identified one additional report that had not been included in the previous data extract. This non-material (3.0%) restatement adds one reported case and does not change the overall trends or conclusions.

Discrimination and harassment incidents (own operations—employees)	FY26	FY25	FY24
Substantiated or partially substantiated incidents of discrimination or harassment	7	10*	6*
Fines, penalties, and compensation related to discrimination and harassment incidents (€)	0	0	0

*Material restatement of both FY25 and FY24 figures as the result of the closure of a number of cases which remained open in the prior reporting periods and were therefore not included in the numbers.

Supporting data is provided in appendix 4—supporting data and tables. Definitions and methodologies are set out in appendix 5—methodologies and definitions.

Variance commentary

Substantiated and partially substantiated discrimination and harassment incidents fell in FY26 compared with FY25 and were broadly in line with FY24. This year-on-year decrease partly reflects a reduction in overall workforce headcount during the period.

Restatement note

FY25 and FY24 figures have been restated after closing cases that were still under investigation at the time of earlier reports. This led to higher shares of substantiated or partially substantiated incidents in FY25 (50.0%) and FY24 (16.7%) and improves the accuracy and comparability of data across periods.

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Monitoring, controls, and assurance framework

Cross-cutting control framework

We maintain a multi-layered control and assurance system that applies across all governance topics described in this chapter. This framework ensures that policies, processes, and controls are consistently implemented, monitored, and improved across the firm.

Core monitoring and assurance mechanisms

Our control and assurance system includes:

- **Internal control framework**
Controls are embedded across key business processes, compliance programmes, and governance functions, supporting the consistent application of policies and standards.
- **Compliance testing and monitoring**
We perform periodic control testing and monitoring activities aligned with network standards, complemented by targeted reviews of higher-risk areas.
- **Annual self-assessments**
Each governance area is subject to structured self-assessments, including evaluation of control effectiveness and identification of improvement actions.

Role in governance effectiveness

Together, these processes provide assurance over the design and effectiveness of our governance framework. They support:

- Consistent implementation of controls across governance topics
- Identification of control gaps and emerging risks
- Continuous improvement of governance practices through targeted remediation actions

Insights from these activities inform management decision making and contribute to strengthening our overall control environment.

These activities are complemented by independent assurance provided by the internal audit function, as described in the section below. Internal audit provides additional oversight on the effectiveness of governance, risk management, and internal control processes, supporting continuous improvement and accountability across the firm.

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Internal audit

Role and mandate

Our internal audit function provides independent, objective assurance on the design and effectiveness of our governance, risk management, and internal control processes. It operates independently from management, ensuring objective assessment and oversight, and supports continuous improvement through the identification of control gaps and recommendations.

Its mandate is to:

- Assess whether governance frameworks are designed and operate effectively
- Evaluate the adequacy of internal controls across key processes
- Identify opportunities to strengthen risk management and operational effectiveness

Scope of activities

Internal audit performs risk-based audits covering:

- Governance and compliance programmes (including ethics, independence, and AML)
- Operational and financial processes
- Information security and data protection controls
- Key risk areas identified through the enterprise risk management framework

Approach and methodology

Audits are conducted using a structured methodology, including:

- Planning based on risk assessments
- Detailed testing of controls and processes
- Evaluation of control design and effectiveness
- Documentation of findings and recommendations

Where relevant, internal audit also provides advisory support to enhance processes and controls.

Reporting and oversight

Internal audit findings are:

- Reported to senior management and the Local Governance Board (LGB)
- Tracked through defined action plans
- Followed up to confirm remediation

This ensures that identified issues are addressed in a timely and effective manner.

Contribution to continuous improvement

Through its independent assessments, internal audit:

- Supports continuous improvement of governance and control frameworks
- Strengthens accountability across the firm
- Contributes to maintaining trust in our operations and services

Internal audit activities support the effectiveness of governance, risk management, and internal controls as described throughout this chapter.

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Governance in our value chain

We extend governance principles to our value chain through:

- **Third-party onboarding and due diligence**
Suppliers are subject to:
 - Acceptance of the PwC Third Party Code of Conduct
 - Risk-based due diligence processes
 - Additional checks for higher-risk providers (e.g. digital suppliers)
- **Integration into procurement processes**
Governance and sustainability criteria are:
 - Embedded in supplier selection and contracting
 - Included in tender processes and evaluation criteria

- Ongoing monitoring and engagement
We:
 - Assess supplier performance
 - Engage with key suppliers on governance and sustainability topics
 - Identify and address risks in the value chain

Information and data security governance

We ensure protection of information and data through:

- **Implementation of global security frameworks**
Including:
 - Network Data Protection Programme (NDPP)
 - Information Security Policy (ISP) framework
- **Technical and organisational controls**
Such as:
 - Access controls and restrictions
 - Incident detection and response procedures
 - Secure IT architecture and technologies

- **Monitoring and incident management**
We:
 - Track security incidents
 - Perform regular reviews and testing
 - Enhance controls based on identified risks
- **Training and awareness**
Actions include:
 - Mandatory data protection training
 - Phishing simulations
 - Awareness campaigns on security risks

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Engagement with professional bodies and public policy

PwC Belgium engages with a range of professional bodies, industry associations, and interest groups to stay informed about regulatory developments and contribute to discussions on matters relevant to our business and society.

These engagements primarily involve participation in professional forums, working groups, and knowledge-sharing initiatives. Through these activities, we contribute our expertise and insights on topics such as regulatory developments, professional standards, and sustainability, while also learning from peers and stakeholders.

Some of the professional bodies and industry groups with which we engage participate in broader public policy discussions. PwC Belgium's involvement in these organisations is focused on technical expertise, collaboration, and knowledge exchange rather than on influencing specific policy outcomes.

PwC Belgium doesn't engage in direct lobbying activities and doesn't make political contributions. All external engagements are governed by our independence, ethics, and compliance policies, which make sure that our participation remains consistent with our professional responsibilities.

Memberships in professional bodies and industry groups are reviewed periodically to ensure continued alignment with our values, purpose, and governance framework. The positions taken by such organisations don't necessarily represent the views of PwC Belgium.

Outlook

We'll continue to strengthen our governance framework by enhancing monitoring tools and data quality, further embedding governance considerations into business processes, expanding targeted training and awareness initiatives, and strengthening integration

between governance, risk management, and sustainability. We'll also continue to evolve our approach in response to regulatory developments.

Corporate governance

This chapter should be read together with the risk management chapter, which describes the firm's enterprise risk management (ERM) framework in detail. While this chapter focuses on governance structures, controls, and implementation of governance-related topics, the risk management chapter explains how risks are identified, assessed, and monitored across the firm.

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GRI disclosures

GRI 2—general disclosures
GRI 205—anti-corruption
GRI 206—anti-competitive behaviour

ESRS references

ESRS G1—business conduct



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Governance structure overview

PwC Belgium operates a multi-level governance structure comprising:

- The Executive Committee (ExCom), responsible for strategic decision making and day-to-day management
- The Extended Leadership Team (ELT), supporting strategic execution and coordination across functions
- The Local Governance Board (LGB), providing independent oversight and guidance to the Leadership Team
- Additional governance bodies at line of service and Internal Firm Services (IFS) levels, supporting operational management

Together, these bodies ensure effective oversight, accountability, and alignment with PwC's strategic, operational, and sustainability objectives.

This governance structure supports the management of impacts, risks, and opportunities as described in the governance information chapter.

Governance of sustainability matters

Sustainability is embedded within PwC Belgium's overall governance framework and integrated into both strategic decision making and day-to-day operations.

Sustainability-related impacts, risks, and opportunities are identified and assessed through the firm's risk management and compliance processes, in line with the approach described in the governance information chapter and the risk management chapter. These are informed by the double

materiality assessment (DMA) (see appendix 3—materiality analysis).

Overall, accountability for sustainability lies with the Territory Senior Partner (TSP), who's responsible for the firm's sustainability ambitions and performance. The Leadership Team provides strategic oversight and makes sure that sustainability priorities are aligned with the firm's objectives and regulatory requirements.

At an operational level, responsibilities for sustainability matters are allocated across relevant leadership roles, depending on the nature of the topic. For example, the Chief Operating Officer (COO) is responsible for managing key operational impacts, including environmental performance and workplace-related matters, while other members of the Leadership Team oversee specific sustainability-related topics within their areas of responsibility. These roles are supported by dedicated teams, including the Sustainability Team and Human Capital Team.

Sustainability considerations are embedded in governance processes through the allocation of clear responsibilities, structured policies and controls, and integration into performance management and decision making. These processes ensure that sustainability-related impacts, risks, and opportunities are monitored as part of the broader enterprise risk management framework.

Our integrated approach means that sustainability matters are consistently managed across environmental, social, and governance topics, with oversight, accountability, and monitoring embedded throughout the firm. Further details on topic-specific governance arrangements are provided in the relevant sections of this report.

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PwC Belgium Leadership Team

The Leadership Team for PwC Belgium comprises the Executive Committee (ExCom) and the Extended Leadership Team (ELT). The ExCom consists of the TSP, line of service leads, and the COO. They're also part of the ELT that also includes the Clients and Industries Lead, Platforms and Market Positioning Lead, and Risk Management and Independence Lead. Permanent invitees to the ELT are the Office of the General Counsel (OGC) and the Human Capital Lead. The Operating and Delivery Models (ODMs) Lead and Deals M&A Lead are invited as required.

Responsibilities

The Leadership Team is responsible for defining and delivering PwC Belgium's strategy, including overseeing the firm's performance, objectives, and key priorities, including sustainability-related matters. Each member of the Leadership Team has defined areas of responsibility and is accountable for managing the execution, impact, and performance within their respective area, supported by dedicated teams and functional expertise.

The Leadership Team operates collectively to take strategic decisions, supported by defined governance procedures covering approval, escalation, and oversight. This ensures that decisions are taken in a structured and consistent manner, with appropriate challenge and accountability. Key decisions are subject to review and, where relevant, oversight by the LGB.

Members of the Leadership Team are also responsible for embedding governance, risk management, and compliance considerations into their areas of responsibility. This includes making sure that impacts, risks, and opportu-

nities are identified, assessed, and managed through appropriate policies, controls, and processes.

The Leadership Team maintains a strong focus on developing the capabilities required to effectively manage the firm. Members are expected to continuously bolster their expertise through relevant training and engagement with emerging regulatory, sustainability, and digital developments.

The composition of the Leadership Team reflects a balance of experience, backgrounds, and perspectives, combining homegrown PwC talent as well as those who've joined the firm later in their careers. This diversity supports effective decision making, encourages constructive challenge, and contributes to the long-term sustainability and resilience of the firm.

The roles and responsibilities described above are further reflected in the governance information chapter, including how governance-related impacts, risks, and opportunities are managed and monitored.

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Leadership governance

PwC Belgium

The Territory Senior Partner (TSP) is appointed for a four-year term, with the possibility of one additional term. As at 30 June 2026, the Partnership comprised 69 Partners, each holding their interest through a private limited liability company.

Partners are the owners and leaders of our firm who help drive our strategy and move the company forward. They meet for GPMs (General Partners' Meetings) on a quarterly basis to discuss matters in a physical setting. These meetings are supported by shorter sessions that are held virtually. Themes and topics addressed at GPMs largely follow PwC's strategic agenda and challenges and how they relate to and may impact the Belgian firm in times to come, including investments, governance topics, people and culture, quality, and more. An external expert or client is often invited to a GPM to discuss a specific topic of relevance.

Local Governance Board

In line with PwC network requirements, PwC Belgium has established a Local Governance Board (LGB) as an independent governance body responsible for overseeing the performance and effectiveness of the firm's management and governance framework.

The LGB is composed of representatives of the Partnership and provides independent oversight

of the firm's leadership. It reviews key decisions taken by the Leadership Team, monitors performance, and provides guidance and challenge to support effective decision making.

Through its oversight role, the LGB helps make sure that actions and decisions are aligned with the interests of the Partnership and contribute to the long-term sustainability and resilience of the firm. It also acts as an important mechanism for accountability, ensuring that governance arrangements operate effectively and in accordance with established policies and standards.

These governance arrangements support the broader governance framework described in the governance information chapter and contribute to effective oversight and accountability.

Avoiding conflicts of interest

PwC Belgium has established procedures to identify, assess, and manage potential conflicts of interest. Members of governance bodies are required to recuse themselves from discussions and decisions where a conflict may arise. Issues are addressed through defined escalation procedures in line with the firm's governance framework. These procedures form part of our broader governance framework for ethics, independence, and compliance, as described in the governance information chapter.

Our Leadership Team

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		Title	Date of appointment to current position	Term of office ends
Executive Committee				
<u>Patrick Boone</u>	1970	Territory Senior Partner FY25 - FY28	1 July 2024	30 June 2028 eligible for reappointment
<u>Xavier Verhaeghe</u>	1969	Managing Partner, Advisory Lead FY26 - FY28, Technology and Innovation Lead FY25 – FY28	1 July 2024 16 March 2026 for Advisory Lead	30 June 2028, eligible for reappointment
<u>Lien Winne</u>	1976	Managing Partner, Assurance Lead FY25 - FY28	1 July 2024	30 June 2028 eligible for reappointment
<u>Christoph Zenner</u>	1975	Managing Partner, TLS Lead FY25 - FY28	1 July 2024	30 June 2028 eligible for reappointment
<u>Sandy Aers</u>	1972	Partner, Chief Operating Officer, Internal Firm Services Lead FY25 - FY28	1 July 2024	30 June 2028 eligible for reappointment
Extended Leadership Team (ELT)				
<u>Matthias Reyntjens</u>	1975	Advisory Partner, Consulting Lead, Clients and Industries Lead FY25 - FY28	1 July 2024	30 June 2028 eligible for reappointment
<u>Pascal Janssens</u>	1971	Platforms and Market Positioning Lead FY25 - FY28	1 July 2024	30 June 2028 eligible for reappointment
<u>Damien Walgrave</u>	1972	Partner in Assurance, Country Risk Management Partner and Partner Responsible for Independence FY25 - FY28	1 July 2024	30 June 2028 eligible for reappointment
Permanent invitees to the ELT				
<u>Didier Delanoye</u>	1975	Operating and Delivery Models Lead FY25 - FY28		
<u>Véronique Gillis</u>	1972	Deals M&A Lead FY25 - FY28		
<u>Patrick Van Haudt</u>	1966	Office of the General Counsel FY25 - FY28		
<u>Liesbet Vanderstappen</u>	1984	Human Capital Lead FY25 - FY28		

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Gender diversity in leadership

PwC Belgium is committed to fostering diversity within our leadership, recognising that a range of perspectives supports effective decision making and the long-term sustainability of the firm.

While gender parity is broadly achieved at junior and mid-management levels, representation of women at senior leadership levels remains an area of ongoing focus. PwC Belgium has therefore set an ambition to increase the proportion of female Partners to 30% by 2030.

Progress against this objective is monitored on a regular basis by the Leadership Team, with actions implemented to support the development and progression of female talent through the leadership pipeline.

Over recent years, the proportion of female Partners has remained somewhat steady at 23.6% in FY25 and 23.2% in FY26.

Supporting data on gender diversity across the broader workforce is provided in the social information chapter and in appendix 4—supporting data and tables.

Risk management

Effective risk management is fundamental to our ability to deliver sustainable value, achieve our strategic objectives, and maintain stakeholder trust. Our approach ensures that risks are identified, assessed, managed, and monitored in a structured and consistent manner across the firm.

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GRI disclosures

GRI 2—general disclosures
GRI 3—material topics

ESRS references

ESRS 2—general disclosures



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Introduction and scope

Within PwC Belgium, our One Firm Risk Organisation (OFRO) delivers firmwide, high-quality, integrated, and consistent risk management and compliance services, providing end users with a one-stop shop, clear guidance, and expert support whenever they need it.

Further details on governance-related impacts, risks, and opportunities are provided in the governance information chapter, with supporting data, methodologies, and reporting boundaries set out in the appendices.

Risk management framework

PwC Belgium applies a structured enterprise risk management (ERM) framework designed to identify, assess, manage, and monitor risks across all areas of the business. This framework is embedded within our governance structure and supports decision making at both strategic and operational levels.

The framework supports the identification and management of risks across environmental, social, and governance topics, as described in the sustainability statement and governance information chapter.

The identification and prioritisation of sustainability-related risks and opportunities is informed by our double materiality assessment (DMA) (see appendix 3—materiality analysis).

Risk identification and assessment

Risks are identified through a combination of structured processes, including enterprise-wide risk assessments, compliance processes, internal monitoring activities, and targeted reviews. These processes ensure that both existing and emerging risks are captured and assessed in a timely and consistent manner.

Risks are evaluated based on their likelihood and potential impact, taking into account financial, operational, regulatory, and reputational considerations. Where relevant, this includes sustainability-related risks and opportunities, such as those related to climate change, workforce dynamics, and governance. This also includes risks and opportunities associated with the increasing use of emerging technologies, such as AI. AI may give rise to risks related to data privacy, regulatory compliance, bias in automated processes, and the appropriate use of AI-generated outputs. At the same time, it presents opportunities to enhance the quality, efficiency, and scalability of our services. These considerations are integrated into our existing risk identification and assessment processes and are addressed through appropriate governance, controls, and professional judgement.

Where applicable, risks are assessed across our value chain, including upstream and downstream activities, as defined in appendix 2—scope and reporting boundaries. Further detail on sustainability-related risks and opportunities is provided in the environmental and social information chapters.

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Integration into governance and decision making

Risk management is closely integrated into our governance framework and decision-making processes. The Leadership Team and relevant governance bodies oversee the identification and management of key risks, ensuring that appropriate actions are taken to mitigate potential impacts. Risks are regularly reviewed and discussed at leadership level, ensuring alignment with the firm's strategy, risk appetite, and regulatory requirements.

Governance oversight of risk management is described in the governance information chapter.

Risk monitoring and controls

Risks are monitored through a combination of defined controls, key risk indicators, and regular reporting processes. These mechanisms enable ongoing oversight of risk exposure and the effectiveness of mitigation actions. Risk management processes are supported by internal systems and reporting tools, allowing risks to be tracked over time and informing management decisions. These processes support the management of governance-related impacts, risks, and opportunities, as described in the governance information chapter.

Climate-related and sustainability risks

Climate-related and broader sustainability risks are considered within the ERM framework and integrated into risk identification, assessment, and monitoring processes.

These risks include:

- Transition-related risks, such as regulatory developments and changing client expectations
- Physical risks linked to climate change
- Opportunities associated with growing demand for sustainability services

Further detail on climate-related risks, scenario analysis, and our climate transition planning is provided in the environmental information chapter. Supporting assumptions and methodologies are provided in appendix 5—methodologies and definitions and in the dedicated scenario analysis appendix.

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Risk management in practice

Risk management is operationalised through clearly defined processes, including:

- Assignment of risk ownership and accountability
- Implementation of policies, controls, and procedures
- Monitoring and reporting through defined indicators
- Periodic review and enhancement of risk management processes

These activities make certain that risks are effectively managed across the firm and embedded in day-to-day operations. The role of internal audit and assurance in evaluating the effectiveness of risk management and controls is described in the governance information chapter.

Conclusion

Our approach to risk management ensures that risks are effectively identified, assessed, and managed in alignment with the firm's governance framework and strategic priorities. It also supports the management of sustainability-related impacts, risks, and opportunities across environmental, social, and governance topics, as described throughout this report and in the sustainability statement.

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Just as with any business, identifying, managing, and seeking to mitigate risk is crucial for our business. It's how we secure the quality of our services and solutions, thereby safeguarding our licence to operate. By translating legal and regulatory requirements into clear policies, procedures, and practical guidance, our OFRO team enables our people to take ownership of risk and compliance.

Damien Walgrave

Firmwide Risk Management Lead Partner



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The appendix forms an integral part of this Sustainability report, providing detailed disclosures, methodologies, and supporting data. It's intended to enhance transparency, comparability, and traceability. The report is prepared in accordance with the Global Reporting Initiative (GRI) standards, with European Sustainability Reporting Standards (ESRS) used as a complementary reference framework.

The appendix complements the main report by:

- Providing further detail on the scope and boundaries of our sustainability reporting
- Outlining the methodology and outcomes of our double materiality assessment (DMA)
- Presenting supporting data, methodologies, and definitions used in the preparation of disclosures
- Enabling traceability between reported information and relevant reporting standards, including ESRS, GRI, and the United Nations Sustainable Development Goals (SDGs)

The information included in this appendix should be read in conjunction with the material presented in the main body of the report.

The appendix is structured as follows:

- Scope and reporting boundary—defines the organisational, operational, and value chain scope of the report
- Double materiality assessment—describes the approach, methodology, and outcomes of the DMA
- Supporting data and tables—provides additional quantitative data and detailed tables supporting disclosures
- Methodologies and definitions—outlines key calculation methods, assumptions, and definitions applied
- GRI content index—maps disclosures to relevant GRI Standards
- ESRS content table—identifies where ESRS disclosure requirements are addressed in the report
- SDG contribution table—explains how our activities contribute to the United Nations SDGs

2. Scope and reporting boundaries

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This Sustainability report is prepared on a consolidated basis and covers PwC Belgium, which comprises several professional services entities that are part of the PricewaterhouseCoopers International Limited network. All entities included in the financial statements are included in the scope of this report.

The entities included in the reporting scope are:

- PricewaterhouseCoopers Belgium bv
- PwC Bedrijfsrevisoren bv
- PricewaterhouseCoopers Business Services bv
- PricewaterhouseCoopers Business Advisory Services bv
- PricewaterhouseCoopers Enterprise Advisory bv
- PricewaterhouseCoopers Technology Consulting Belgium bv
- PricewaterhouseCoopers Digital Services Belgium bv
- PwC Legal bv

This report covers the fiscal year from 1 July 2025 to 30 June 2026. The report is prepared on an annual basis. Unless otherwise stated, all information relates to PwC Belgium's own operations, including all offices in Belgium and all employees and contractors working within these entities.

Where relevant, disclosures also reflect material impacts, risks, and opportunities arising across the value chain, including upstream suppliers and partners and downstream clients. The scope of value chain information is informed by the DMA, which considers impacts, risks, and opportunities across upstream, own operations, and downstream activities.

Quantitative data is primarily derived from internal systems and reporting tools. Where data isn't directly available, information may be based on supplier data, estimates, or extrapolations (particularly for value chain activities) and is identified as such where relevant.

There were no significant changes during the reporting period relating to the size, structure, ownership, or value chain of PwC Belgium.

GRI disclosures
GRI 2-2

ESRS references
ESRS BP-1

3. Materiality analysis

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Purpose and context

In response to the upcoming regulatory requirements of the CSRD and the associated ESRS, PwC Belgium undertook a DMA. The DMA is designed to identify the relative importance of sustainability topics to our firm and to support prioritisation of actions with the highest potential impact.

Scope and boundary

The scope of the DMA aligns with our financial reporting perimeter and extends to relevant parts of our value chain.

As part of the assessment, sustainability topics were evaluated across our own operations and, where relevant, across upstream and downstream value chain activities.

Methodology

Our DMA methodology assesses sustainability topics across environmental, social, and governance (ESG) areas using a structured process aligned with ESRS requirements and informed by broader sustainability reporting practices.

We developed a 10-step approach, grouped into four phases:

- Understanding
- Identification
- Assessment
- Determination

Materiality thresholds were defined and applied consistently across both impact and financial materiality assessments.

At a high level, the process includes:

- Confirming scope and alignment with CSRD requirements
- Identifying and classifying stakeholders
- Developing and executing a stakeholder engagement plan
- Generating a list of relevant sustainability topics
- Mapping topics and stakeholders to the value chain
- Identifying and assessing impacts, risks, and opportunities (IROs), before consolidating and validating results

Stakeholder engagement

Stakeholders are individuals or groups who can affect or be affected by PwC Belgium's activities.

For the DMA, stakeholders were classified into three groups:

- Affected stakeholders
- Users of sustainability statements
- Internal and external experts

Stakeholders were engaged through surveys, interviews, workshops, benchmarking, and, where appropriate, proxy analysis. Engagement was tailored to each group's expertise and relevance to the topics assessed.

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Results and outputs

The outcomes of the DMA are presented below and reflect the positioning of sustainability topics across impact and financial materiality dimensions.

The results distinguish between:

- Material/strategic topics
- Material topics driven by impact considerations
- Non-material topics, including those retained for monitoring

Treatment in report	Description	Classification
Full ESRS disclosures (policies, actions, metrics, targets)	Topics meeting impact and/or financial materiality thresholds	Material/strategic
Disclosures focused on impacts, actions, and stakeholder relevance	Topics material from impact perspective only	Material (impact-driven)
Limited/narrative disclosure (where appropriate)	Topics below threshold but relevant to track	Non-material (to monitor)
No or minimal disclosure	Topics not considered relevant	Non-material

DMA outcomes by topic

Notes/aggregation	Overall materiality classification	Financial materiality	Impact materiality	Value chain scope (O/VC)	ESRS reference	Sustainability topic
Combined E1 topics	Material/strategic	Y	Y	O + VC	E1	Climate change mitigation and adaptation
-	Material/strategic	Y	Y	O + VC	E1	Energy
Aggregated with resource use	Non-material (to monitor)	N	N	O + VC	E5	Waste
-	Non-material (to monitor)	N	N	VC	E5	Resource inflows/resource use
-	Material/strategic	Y	Y	O	S1	Gender equality and equal pay
-	Material/strategic	Y	Y	O	S1	Health and safety (incl. mental health)
-	Material (impact-driven)	N	Y	VC	S2	Working conditions (value chain)
Includes S4 IRO change	Material/strategic	Y	Y	O	G1	Corporate culture
-	Material/strategic	Y	Y	O	G1	Corruption and bribery/whistleblowing
-	Material/strategic	Y	Y	O + VC	G1	Supplier relationship management
-	Material/strategic	Y	Y	O + VC	ES	Entity-specific—impacts of services
-	Material (impact-driven)	N	Y	O	ES	Entity-specific—people engagement
-	Non-material (to monitor)	N	Y	O + VC	ES	Entity-specific—corporate citizenship
-	Material/strategic	Y	Y	O	ES	Entity-specific—technology and innovation

Notes

O = Own operations

VC = Value chain

ES = Entity-specific.

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Value chain coverage of material sustainability topics

The table below summarises where the identified sustainability topics arise across our value chain, i.e. whether impacts, risks, and opportunities

arise in upstream activities (suppliers), own operations, or downstream activities, and informs the determination of reporting boundaries.

Topic	Upstream	Own operations	Downstream	Rationale
Climate change (E1)	Yes	Yes	Yes	Impacts across suppliers, operations, and client services
Own workforce (S1)	No	Yes	No	Relates to employees and internal workforce
Working conditions (S2)	Yes	No	No	Primarily linked to supply chain
Corporate culture and governance (G1)	No	Yes	No	Internal governance structures
Supplier relationship management	Yes	Yes	No	Procurement and supplier oversight



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Environmental information

Unless otherwise stated, all data relates to the fiscal year from 1 July 2025 to 30 June 2026. Definitions, calculation methodologies, and reporting boundaries applicable to the data presented are set out in appendix 5—methodologies and definitions.

Certain metrics may be based on currently available data and methodologies, which will continue to evolve over time.

This section presents PwC Belgium’s environmental performance, including greenhouse gas (GHG) emissions, energy consumption, and resource use. Unless otherwise specified, metrics cover both own operations and relevant value chain activities (e.g. scope 3 emissions). GHG emissions are calculated in accordance with the GHG Protocol and are presented using both location-based and market-based methodologies. Further details on definitions, calculation methodologies, and reporting boundaries are provided in appendix 5—methodologies and definitions.

our DMA. For GHG emissions, this includes selected scope 3 categories considered most relevant to the firm’s activities, such as purchased goods and services and business travel. Supplier-related disclosures focus on targeted suppliers and spend categories where engagement and influence are most developed. These boundaries reflect current data availability, methodological maturity, and the relative significance of impacts, and will continue to be refined over time.

Value chain-related disclosures presented in this appendix focus on areas where PwC Belgium has identified the most significant impacts, risks, and opportunities based on

For reporting scope and value chain boundaries, see appendix 2—scope and reporting boundaries and appendix 3—materiality analysis. For climate scenario analysis supporting transition planning, see appendix 6—climate scenario analysis information.

GRI disclosures
GRI 2-2

ESRS references
ESRS BP-1

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Emissions

GHG emissions intensity (own operations—firmwide)	FY26	FY25	FY24
Total GHG emissions (location-based) per € million net revenue (tCO ₂ e/€)	23.0	23.0*	26.3*
Total GHG emissions (market-based) per € million net revenue (tCO ₂ e/€)	20.8	20.8*	24.7*
Total GHG emissions (location based) per headcount (tCO ₂ e)	5.0	5.3*	6.3*
Total GHG emissions (market based) per headcount (tCO ₂ e)	4.6	4.9*	6.0*

GRI 305-4
ESRS E1-6

Variance commentary

GHG emissions intensity per unit of net revenue was broadly unchanged in FY26 compared with FY25. Market-based and location-based emissions per employee fell year on year, reflecting lower overall emissions driven mainly by continued fleet electrification and reduced fossil fuel use. We improved the carbon efficiency of our operations while maintaining revenue performance.

Restatement note

FY25 and FY24 intensity metrics have been restated to reflect updates to the underlying GHG emissions inventory, including revised emission factors for purchased goods and services and capital goods, and a clearer classification of company-car fuel consumption. These changes strengthen consistency and comparability across reporting periods.

Supplier emissions footprint (value chain—upstream)	FY26	FY25	FY24
Share of supplier spend (by emissions) with suppliers with approved science-based targets (%)	33.8	18.7*	11.4*
Share of supplier spend (by emissions) with suppliers with science-based commitments (%)	13.9	17.4*	3.4*

GRI 305-5, GRI 204-1, 308-1, 308-2, 414-1, 414-2
ESRS E1

Variance commentary

Supplier spend covered by approved science-based targets rose from 18.7% to 33.8% as more suppliers achieved approved targets. Coverage from suppliers with science-based commitments fell from 17.4% to 13.9%, reflecting their transition from commitments to approved targets.

Restatement note

FY25 and FY24 emissions have been restated using updated PwC global emission factors. These updates change the emissions used to calculate supplier-spend indicators and improve consistency and comparability over time.

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Green mobility strategy

Green mobility performance metrics (own operations—fleet)	FY26	FY25	FY24
Fleet scope 1 emissions reductions vs. FY19 (tCO ₂ e)	4,314	2,663*	1,491*
Fleet scope 1 emissions vs. FY19 (%)	73.1	45.1*	25.2*
Number of vehicles at year-end (#)	1,481	1,506	1,768
Hybrid and electric vehicles in the fleet (%)	99.7	81.3	53.0
Electric vehicles in the fleet (%)	76.4	26.0	9.9
Employees opting out of company car (%)	14.5	11.9	10.0
Employees downgrading company car level (%)	23.6	24.5	20.0
Employees using mobility payment card (%)	14.2	11.4	5.0
Employees using bike leasing scheme (%)	4.0	4.4	5.0

GRI 305-1, GRI 305-5
ESRS E1

Variance commentary

GHG emissions intensity per unit of net revenue was broadly unchanged in FY26 compared with FY25. Market-based and location-based emissions per employee fell year on year, reflecting lower overall emissions driven mainly by continued fleet electrification and reduced fossil fuel use. We improved the carbon efficiency of our operations while maintaining revenue performance.

Restatement note

FY25 and FY24 intensity metrics have been restated to reflect updates to the underlying GHG emissions inventory, including revised emission factors for purchased goods and services and capital goods, and a clearer classification of company-car fuel consumption. These changes strengthen consistency and comparability across reporting periods.

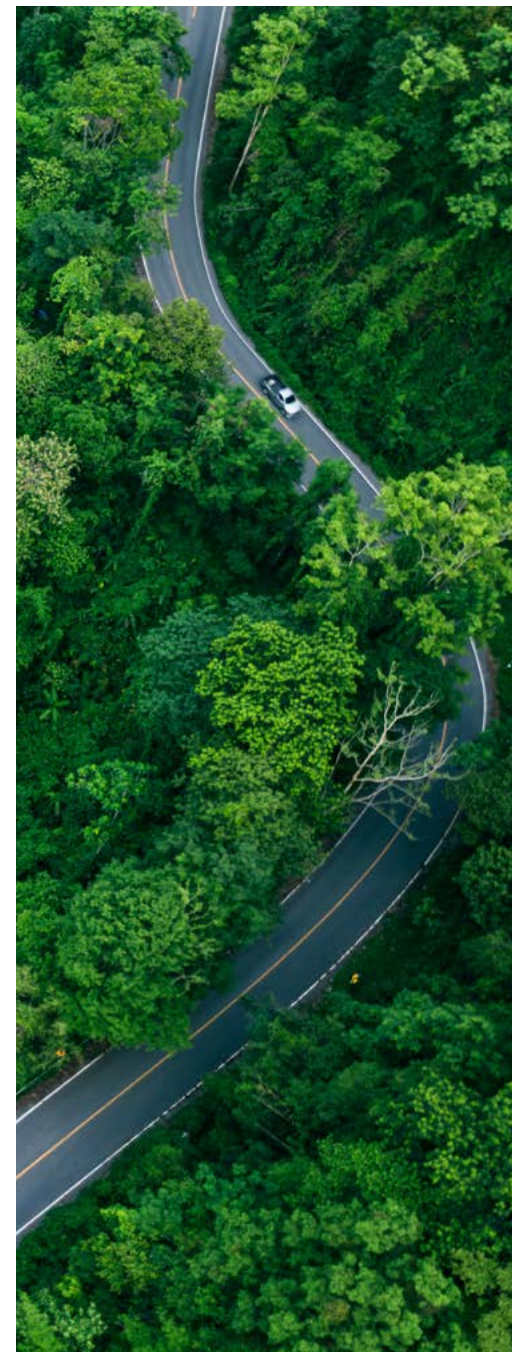
Energy and water consumption

Energy intensity per net revenue (own operations—firmwide, MWh/€)	FY26	FY25	FY24
Energy consumption per € million net revenue	25.2	35.2	44.9

GRI 302-3
ESRS E1-5

Variance commentary

Energy intensity per net revenue fell by 28.4% in FY26 compared with FY25, mainly due to lower overall energy use, particularly reduced fossil fuel consumption from further electrification of the company-car fleet, while business activity levels remained stable.



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Water consumption (own operations—firmwide, m³)	FY26	FY25	FY24
Water consumption—municipal usage	8,594	8,503*	7,405*
Water consumption—rainwater tanks	4,633	13,556*	6,771*

GRI 303-5
ESRS E3-4

Variance commentary

Municipal water use stayed broadly flat in FY26. Rainwater use dropped sharply compared with FY25 after we fixed a leak in the terrace irrigation system at PwC Campus, which had driven unusually high rainwater use in the prior year. FY26 levels therefore mark a return to normal operating conditions.

Restatement note

FY25 municipal and FY24 municipal and rainwater consumption have been restated using updated data from building management companies. This resulted in a 12.2% increase in FY24 municipal water use and an 11.2% increase in FY24 rainwater use, improving the accuracy and comparability of water consumption data across periods.

Waste and circularity

Recyclable waste by type (own operations—firmwide, tonnes)	FY26	FY25	FY24
Paper and cardboard	7.8	8	8
Mixed recyclables (plastic, metal, and beverage cartons)	4.6	4	4
Glass	2.5	3	4
Compostable waste	7	5	2

GRI 306-3, 306-4, 306-5
ESRS E5

Variance commentary

Recyclable waste volumes remained broadly stable in FY26. Mixed recyclables increased as more materials became eligible for PMD collection, while glass volumes declined due to greater use of PMD materials and the reuse of deposit-bearing containers. Compostable waste increased due to higher moisture content in bio-waste following the discontinuation of onsite composting.

Sustainability upskilling

Sustainability training completion rates (own operations—employees, %)	FY26	FY25	FY24
Employees who've completed the ESG and climate essentials training	92.3%	93.6%	95.7%

GRI 404-2
ESRS S1-13

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Social information

Social metrics presented in this section primarily relate to PwC Belgium's own workforce, defined as employees, unless otherwise specified. Data is presented to provide insight into workforce composition, development, wellbeing, and engagement. Where relevant,

distinctions between employees and broader workforce populations are indicated.

Population definitions (employees, headcount, and workforce) and calculation approaches are set out in appendix 5—methodologies and definitions.

Workforce size and composition

Employees by management level (own operations—employees)	FY26		FY25		FY24	
	Number	%	Number	%	Number	%
Administrative	129	6.9	151	7.4	166	7.8
(Senior) Associate	963	51.5	1,069	52.7	1,186	55.4
(Senior) Manager	537	28.7	570	28.1	565	26.4
(Managing) Director	174	9.3	169	8.3	155	7.2
Partner	68	3.6	69	3.4	69	3.2
Total	1,871		2,028		2,141	

GRI 405-1
ESRS S1

Variance commentary

Compared with FY25, overall employee headcount fell, mainly at junior grades, with the largest decreases among Administrative employees and Associates/Senior Associates. The relative share of Managers, Directors, and Partners rose slightly, reflecting evolving workforce needs, AI-enabled ways of working, and greater use of ODMs.

Joiners, leavers, and turnover

Turnover rate by gender (own operations—employees, %)	FY26	FY25	FY24
Women	22.8	23.4	17.4
Men	27.2	24.6	22.4
Not declared	0.0	50.0	0.0
Total	25.0	24.1	20.0

GRI 401-1
ESRS S1-6

Variance commentary

Compared with FY25, turnover among women decreased slightly while turnover among men increased. These year-on-year variations reflect normal workforce dynamics and changes in the composition of employee departures. Overall, employee turnover remained broadly stable at 25%.

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Health and safety

Health and safety data is reported on a calendar year (CY) basis, in line with local regulatory reporting requirements. This differs from the fiscal year used for other sustainability disclosures.

Work-related accidents and ill health (own operations—workforce, CY reporting period)	CY25	CY24	CY23
Recordable work-related accidents (#)	4	2	3
Rate of recordable work-related accidents (%)	0.2	0.1	0.1
Rate of recordable work-related accidents (according to Belgian law) (%)	1.47	0.684	0.998
Fatalities as a result of work-related injuries and work-related ill health (#)	0	0	0
Cases of recordable work-related ill health (not available due to legal restrictions)	/	/	/
GRI 403-9, 403-10 ESRS S1-4, S1-14			

Variance commentary

Work-related accidents at PwC Belgium remain very low, so small changes in incident numbers can create large percentage swings year on year. In CY25, we recorded four work-related accidents compared with two in CY24, and no work-related fatalities occurred during the reporting period.

Human rights

Human rights incidents (own operations and value chain)	FY26	FY25	FY24
Severe human rights issues and incidents involving the workforce (#)	0	0	/
Violations of recognised human rights standards (#)	0	0	/
Fines, penalties, and compensation for damages for severe human rights issues and incidents (€)	0	0	/
ESRS S1, S2			

Work-life balance

Family-related leave (own operations—employees, %)	FY26	FY25	FY24
Employees eligible to take family-related leave	100.0	100.0	100.0
Entitled employees that took family-related leave	8.50	9.4	8.1
Entitled employees that took family-related leave by gender			
Women	6.40	6.0	5.0
Men	2.10	3.4	3.1

GRI 401-3
ESRS S1-15

Variance commentary

All employees remained eligible for family-related leave in FY26. Uptake fell slightly compared with FY25, with gender participation showing typical year-on-year movements that reflect normal changes in workforce composition and employee circumstances.

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Training

Average training hours by gender (own operations—employees, hours)

	FY26	FY25	FY24
Women	79	86	93
Men	98	92	123

GRI 404-1
ESRS S1-13

Variance commentary

Average training hours stayed high in FY26, although patterns differed by gender. Average hours for women fell compared with FY25, mainly because mandatory Microsoft training programmes from the previous year weren't repeated. Average hours for men rose, helped by a higher share of employees in grades that need more extensive training, such as Associates, Senior Associates, and new joiners.

Average training hours by management level (own operations—employees, hours)

	FY26	FY25	FY24
Administrative	37	22	53
(Senior) Associate	127	109	150
(Senior) Manager	60	63	62
(Managing) Director	47	62	52
Partner	33	59	37

GRI 404-1
ESRS S1-13

Variance commentary

Average training hours rose for Administrative employees and Associates/Senior Associates, driven by wider participation in AI-focused learning, technical training, onboarding, and professional development. Hours for Managers and Senior Managers stayed broadly consistent, while training for (Managing) Directors and Partners fell after changes in how mandatory Microsoft training programmes are delivered.

AI training modules completion rates (own operations—employees, %)

	FY26	FY25	FY24
Employees who've completed AI-related learning modules	70.3	-	-

ESRS—entity-specific

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Employee engagement—Global People Survey (GPS)

Employee engagement—Global People Survey results (own operations—employees)	FY26	FY25	FY24
Respondents (#)	1,698	1,794	1,912
Response rate (%)	92.0	90.0	89.0
Respondents intending to stay @ PwC BE (%)	71.0	73.0	74.0
People engagement index (%)	77.0	77.0	81.0
Purpose, values, and behaviours index (%)	75.0	74.0	73.0
Quality behaviours index (%)	81.0	79.0	-
Inclusion index (%)	75.0	74.0	74.0
ESRS S1			

Variance commentary

Employee engagement remained broadly stable in FY26. While the number of respondents fell slightly in line with a smaller workforce, the response rate rose to 92%. Scores for engagement, inclusion, purpose, values, and behaviours were in line with previous years, showing sustained engagement across the firm.

Mental and physical wellbeing

Employee Assistance Programme utilisation (own operations—employees, number)	FY26	FY25	FY24
Requests for psychosocial support via the Employee Assistance Programme	89	132	113
ESRS S1			

Variance commentary

Requests for psychosocial support through the Employee Assistance Programme decreased in FY26 compared with FY25. Due to the confidential nature of the programme, PwC Belgium doesn't collect information on the reasons employees access these services. Variations in utilisation therefore reflect individual employee circumstances and support needs during the reporting period.

Occupational health service utilisation (own operations—employees, number)	CY25	CY24	CY23
Requests for psychosocial support via the occupational health service	0	5	0
Employees consulting occupational health prior to return from long-term absence	2	5	7
GRI 403			
ESRS S1			

Variance commentary

Use of occupational health support services fell in CY25 compared with CY24. Because these services are confidential, PwC Belgium doesn't collect information on why employees seek occupational health support. Changes in use therefore reflect individual employee circumstances and support needs during the reporting period. With a small number of consultations, even minor movements in case numbers can lead to large year-on-year percentage shifts.

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Fit for You programme participation (own operations – workforce)

	FY26	FY25	FY24
Active Fit for You users (#)	960	1,143	1,242
Workforce registered with Fit for You (%)	47.9	53.2	54.7
Unique participant in Fit for You challenges (#)	658	719	702
Fit for You challenges	3	4	4

ESRS – entity-specific

PwC Heroes programme participation (own operations – workforce)

	FY26	FY25	FY24
Participants FY26 (#)	15	25	24
Participants since the programme started (#)	161	146	121

ESRS – entity-specific

Variance commentary

Participation in the PwC Heroes programme fell in FY26, as we reduced the number of available places and expanded wider wellbeing initiatives through extra workshops, keynotes, fitness and wellbeing sessions, and coaching open to more people. While annual participation was lower, total participation since launch kept growing, showing the programme's continued reach across the workforce.

Sports communities and events (own operations – workforce)

	FY26	FY25
Sports community participants (#)	477	558*
Participated in charity sports events (#)	177	170

ESRS – entity-specific

Variance commentary

Participation in PwC sports communities rose in FY26, supported by new fitness and wellbeing activities such as Pilates and HIIT sessions that widened access for our people. Participation in charity sports events stayed broadly in line with FY25, showing ongoing engagement in community and wellbeing initiatives.

Restatement note

The FY25 sports community participation figure has been restated following a change in methodology. Previously, participants were counted multiple times if they joined more than one sports community. The revised methodology counts unique participants only, resulting in a material 46.5% restatement of the FY25 figure and improving the accuracy and comparability of participation data over time.

Variance commentary

Fit for You programme participation declined in FY26 compared with FY25. This was primarily driven by a lower number of challenges organised during the year, together with changes in workforce composition. Nevertheless, the programme continued to attract broad workforce participation.



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Inclusion and diversity (I&D)—gender

Performance reviews by management level and gender (own operations—employees, %)

	FY26			FY25			FY24		
	Women	Men	Not declared	Women	Men	Not declared	Women	Men	Not declared
Administrative	91.3	8.7	0.0	90.1	9.9	0.0	90.5	9.5	0.0
(Senior) Associate	50.6	49.3	0.1	49.4	50.5	0.1	48.2	51.8	0.0
(Senior) Manager	44.6	55.2	0.2	43.1	56.8	0.2	43.6	56.3	0.2
Total	51.6	48.2	0.1	50.5	49.4	0.1	49.9	50.1	0.1

GRI 404-3
ESRS S1-13

Variance commentary

Performance review participation by gender remained broadly consistent in FY26. Small year-on-year variations across management levels primarily reflect changes in workforce composition and, in certain employee groups with smaller populations, the influence of a limited number of individuals on reported percentages. Overall, the gender distribution of employees completing performance reviews remained stable compared with FY25.

Nationalities

Nationalities (own operations—employees)

	FY26	FY25	FY24
Nationalities (#)	58	63	68
Belgian primary nationality (%)	85.4	84.7	84.5
Other primary nationalities (%)	14.6	15.3	15.5

GRI 405-1
ESRS S1-6

Variance commentary

Nationality diversity remained broadly stable in FY26. While the number of nationalities represented in the workforce decreased slightly, reflecting lower headcount, the overall balance between Belgian and non-Belgian primary nationalities remained largely unchanged.

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Community impact

Community impact metrics reflect the outcomes of PwC Belgium's community investment activities, including financial donations, volunteering, and *pro-bono* engagements. These activities are initiated through PwC Belgium's operations and generate impacts on external stakeholders, including non-profit organisations, social enterprises, and local communities.

Donations (own operations—community impact (downstream), €)	FY26	FY25	FY24
Financial donations	200,140	35,309	23,921
Value of in-kind donations	61,234	0	0
Total value of donations	261,374	35,309	23,921

GRI 203-1

ESRS—entity-specific

Beneficiaries (own operations—community impact (downstream), number)	FY26	FY25	FY24
Beneficiaries (NGOs, social enterprises, small businesses, and individuals) reached by <i>pro-bono</i> engagements, skilled volunteering activities, and donations	223	667	1,294

GRI 203-1

ESRS—entity-specific

Variance commentary

Total donations rose sharply in FY26, driven by the expansion of PwC Belgium's community impact programme and higher funding for charitable activities. Our global rebranding also created a large volume of old branded materials, which we donated as in-kind contributions.

Variance commentary

The number of beneficiaries reached fell over the year, mainly reflecting changes in the mix and scale of community impact activities delivered and a reduction in activities with broad beneficiary reach.

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Governance metrics presented in this section reflect PwC Belgium's internal controls, policies, and oversight mechanisms relating to ethics, compliance, and business conduct. Metrics include firm-level indicators, workforce-related indicators (such as training completion), and selected metrics relating to interactions with clients and the value chain.

Related governance structures and policies are described in the governance section of the main report. Definitions and calculation approaches for training and incident metrics are provided in appendix 5—methodologies and definitions.

Ethics and compliance training

Completion rates of ethics and compliance training modules (own operations—workforce, %)	FY26	FY25	FY24
Anti-corruption training	97.6	98.2	98.7
Ethics and business conduct training	98.7	99.0	99.5
Anti-money laundering training	97.6	98.2	98.7
Sanctions laws training	99.0	99.0	99.4
Information and data protection training	99.2	98.5	97.6
Insider trading training	99.6	98.5	99.0
Antitrust and fair competition training	95.9	98.5	99.0
Conflict of interest training	99.2	99.0	98.7
Independence training	97.9	93.9	98.7

GRI 205-2
ESRS G1-3

Sustainable procurement

Supplier-related metrics reflect characteristics and performance of PwC Belgium's upstream value chain, including sustainability screening, assessment outcomes, and sourcing practices. Metrics relating to PwC Belgium's own behaviour towards suppliers, such as payment practices, are presented separately under own operations.

Supplier payment performance (own operations)	FY26	FY25	FY24
Average number of days from invoice receipt to payment (# days)	23	-	-
Invoices paid within agreed terms (%)	87	-	-
Standard payment terms (days) (#)	30	-	-
Invoices disputed (%)	3	-	-

ESRS G1

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Purchases from local suppliers (value chain—upstream)	FY26	FY25	FY24
Total number of suppliers (#)	955	1,030	1,290
Share of suppliers located in Belgium (%)	84.4	92.0	90.0
GRI 204-1 ESRS S2, S3			

Variance commentary

In FY26, we reduced our number of suppliers as part of our ongoing work to refine and better manage our supplier base. The proportion of suppliers located in Belgium fell due to growth in global suppliers managed through PwC Global Procurement, although Belgian suppliers still made up most of our supplier base.

Supplier sustainability analysis (value chain—upstream)	FY26	FY25	FY24
Share of supplier spend assessed for sustainability (%)	73.6	75.4	63.5
Share of targeted suppliers assessed for sustainability (%)	25.7	66.7	19.8
Suppliers with science-based emission reduction commitments (SBTs) (#)	18	16	19
Suppliers with approved science-based targets (SBTs) (#)	34	39	44
Share of supplier spend with EcoVadis-rated suppliers (%)	62.9	49.4	42.1
Share of targeted suppliers with an EcoVadis rating (%)	19.8	5.0	10.0
GRI 204-1, 308-1, 308-2, 414-1, 414-2 ESRS S2			

Variance commentary

Supplier sustainability assessment coverage stayed high in FY26. More suppliers adopted science-based emission reduction commitments, and EcoVadis coverage increased. Changes in assessment rates mainly reflect updates to our target supplier group and methodology, including excluding some categories from sustainability assessments.

Supplier sustainability assessment (including labour and human rights) (value chain—upstream)	FY26	FY25	FY24
Share of key suppliers with an EcoVadis rating (%)	37.0	35.0	28.0
Share of suppliers assessed for labour practices (%)	19.8	15.5	15.4
Follow-up actions resulting from supplier assessments (#)	N/A	N/A	N/A
GRI 204-1, 308-1, 308-2, 414-1, 414-2 ESRS S2, G1			

Variance commentary

Supplier sustainability assessments strengthened further in FY26. More key suppliers now hold an EcoVadis rating and a higher share were assessed for labour practices than in FY25, reflecting our continued focus on stronger sustainability due diligence across the supply chain.

5. Methodologies, definitions, and reporting practices

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1. Purpose of this appendix

This appendix provides definitions, reporting boundaries, and calculation methodologies applicable to the ESG information disclosed in this sustainability report. Individual tables and disclosures cross-reference this appendix to avoid repeating methodological detail.

This appendix should be read alongside appendix 2—scope and reporting boundaries (reporting perimeter and value chain scope) and appendix 4—supporting data and tables (reported metrics and supporting tables).

2. General basis of preparation

2.1. Reporting entity, period, and frequency

- Reporting entity—PwC Belgium (all information in this report—policies, strategy, procedures, systems, and key performance indicators (KPIs)—pertains to PwC Belgium).
- Reporting period—1 July 2025 to 30 June 2026 (referred to as FY26). Unless stated otherwise, measurements relate to the financial year rather than the calendar year.
- Frequency—annual.

2.2. Reporting boundary and coverage

- Coverage includes all PwC Belgium offices (Antwerp, Brussels, Ghent,

Hasselt, and Liège) and all employees and contractors working at them.

- Where available and relevant, disclosures include selected value chain and business relationship information.
- Terminology (“we,” “our,” “us”) refers to PwC Belgium as described above.

2.3. Data sources, data hierarchy, and data quality

- Primary approach—quantitative data is extracted from internal management systems where possible.
- Supplier/third-party reports—where internal extraction isn’t possible, data is sourced from key supplier reports (e.g. building/facility, energy, waste, travel).
- Estimation/extrapolation—if data is unavailable for a period or for value chain elements, actual data from another period may be used or estimates applied. Affected KPIs are flagged as such.

2.4. Comparative information and restatements

- Where possible, quantitative data is presented with comparative prior-year information. Where not presented, the metric may be new or historic data not captured, and estimation not appropriate.

- If definitions or methodologies change, comparative data is restated.
- Materiality threshold for restatements—a restatement is treated as material where the change is more than five percent compared to the previously reported figure. An explanation is provided alongside the impacted KPI/table.

2.5. Report review, internal controls, and assurance-readiness

- Content is reviewed and approved by relevant subject-matter experts and data owners before leadership approval.
- In FY26, an internal review of reporting processes and controls was performed for selected KPIs (including scope 1–3 activity data, renewable energy claims, and community impact data) in line with International Standard on Assurance Engagements (ISAE) 3000 procedures, with recommendations to support limited assurance readiness.
- FY26 reporting continues to develop controls and documentation (data owner sign-off, source references, methodology stability, restatement rationale) to support evolving assurance expectations under both GRI and ESRS frameworks.

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2.6. Omissions

No relevant information was omitted for reasons related to classified/sensitive information or intellectual property.

3. Environmental information—definitions and calculation methodologies

3.1. GHG emissions

3.1.1. Standards and units

GHG emissions are calculated in accordance with the GHG Protocol and reported in tonnes of CO₂ equivalent (tCO₂e).

3.1.2. Emission factors and reference sources

For FY26, conversion factors used included those most recently published by the UK Department for Business, Energy, and Industrial Strategy (BEIS, formerly Defra), the International Energy Agency (IEA), and the Association of Issuing Bodies (AIB) for European residual mixes. The carbon footprint is reviewed annually.

3.1.3. Scope definitions and reporting levels

- Scope 1 (direct)—emissions from sources owned/controlled by PwC Belgium, including fuel for company cars and natural gas for heating buildings. Reporting levels used in FY26 included fleet (client-facing employees with a company car) and firmwide (all offices) for natural gas.

- Scope 2 (indirect electricity)—emissions from purchased electricity consumed in buildings and for charging electric vehicles offsite. Both location-based and market-based figures are disclosed. Reporting levels used in FY26 included firmwide (buildings) and all charging events registered with a company charging card (offsite EV charging).
- Scope 3 (other indirect)—emissions across the value chain (e.g. purchased goods/services, capital goods, fuel- and energy-related activities, waste, business travel, employee commuting).

3.1.4. Calculation approach (activity-based and spend-based)

Depending on data availability, both activity-based and spend-based approaches are used.

FY26 calculation logic (applied as the audit trail model):

- For scope 1 and scope 2 sources and scope 3 leased assets energy consumption—activity units (kWh/litres) × emission factor.
- For scope 3 purchased goods and services—spend per spend category × spend category emission factor.
- For scope 3 capital goods—spend on capital goods × spend category emission factor.
- For scope 3 waste—tonnes of waste per category × category emission factor.
- For scope 3 business travel—activity units (kms/litres/hotel nights) × emission factor, by mode.

- For scope 3 employee commuting—distance × in-office rate × weeks in year × emission factor and includes commuting/private use for employees with company cars in non-client-facing support roles plus public transport commuting for people without a company car.
- Totals are calculated as the sum of relevant scopes (scope 1 + scope 2 + scope 3), with location-based and market-based totals presented separately where applicable.

3.1.5. Restatements for methodological refinements

Where prior-year emissions are restated, this is due to methodological refinements or improved data quality, and the restatements are disclosed.

3.2. Carbon credits/offsetting (where applicable)

Where carbon credits are used, PwC purchases high-quality carbon credits each year equivalent to the volume of certain emissions (scope 1, scope 2, and scope 3 business travel) and doesn't count these purchases as emissions reductions towards near-term targets. A forward purchase approach may be used (estimate emissions ahead and reconcile annually), with third-party due diligence and network quality criteria guiding credit selection.

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3.3. Energy consumption and mix

3.3.1. Definitions and units

Energy consumption includes electricity, natural gas, and fuels used in PwC Belgium offices and operations, expressed in MWh, and distinguishing renewable vs. non-renewable sources.

3.3.2. Calculation methods

Reporting level is firmwide.

- Petrol and diesel consumption for fossil fuel and hybrid cars and back-up generators is converted using $((\text{litres of petrol} \times 8.9 \text{ kWh}) / 1000) + ((\text{litres of diesel} \times 9.8 \text{ kWh}) / 1000)$
- Natural gas is the sum of natural gas consumed across buildings
- Total non-renewable energy is the sum of non-renewable sources (share calculated as non-renewable/total energy)
- Total renewable energy is the sum of renewable sources (share calculated as renewable/total energy)
- Total energy is calculated as non-renewable + renewable

Renewable electricity may include electricity sourced under renewable contracts and/or covered through Energy Attribute Certificates (EACs).

3.4. Water consumption

Water consumption includes municipal water and, where applicable, captured rainwater used in operations. Where data isn't available across all offices, estimation/extrapolation practices described in section 2.3 (above) apply and are flagged at KPI level.

3.5. Waste generation and management

3.5.1 Definitions and sources

Waste data covers waste streams generated in our offices and is measured in tonnes, based on records provided by waste service providers.

3.5.2 Calculation methods

Reporting level is firmwide.

- Total waste is the sum of tonnes of all types of waste collected from each office
- Recyclable waste is the sum of collected recyclable fractions that are recycled by local facilities (paper/cardboard, commingled recyclables, and glass)
- Compostable waste is the tonnes collected by waste companies plus compostable waste processed onsite where applicable
- Residual (non-recycled) waste is the sum of tonnes not recycled (treated via incineration for heat generation in local systems)
- Hazardous and radioactive waste is the sum of tonnes collected (reported where applicable)
- Percentages are calculated as fraction/total waste

4. Social information—definitions and calculation methodologies

4.1. Population definitions

- Employees—individuals with an employment contract with PwC Belgium, including management levels

from Associate to Senior Manager, as well as Partners and (Managing) Directors. While Partners and certain (Managing) Directors aren't employees from a legal perspective, they're included in employee metrics in line with internal workforce reporting practices to reflect the full population contributing to the firm's operations

- Headcount—all employees plus contingent workers (excludes interns and trainees)
- Workforce—everyone covered by headcount plus contractors providing support services at premises (security, cleaning, reception, catering)

Unless otherwise stated, figures relating to employees or headcount are calculated based on the average number throughout the fiscal year.

The inclusion of Partners and (Managing) Directors within employee metrics reflects internal workforce reporting practices and may differ from legal employment definitions used in other reporting contexts.

These population definitions are applied consistently. However, the scope of individual KPIs differs depending on the nature of the metric. Employee-related metrics (e.g. remuneration, turnover, diversity indicators) are reported for employees, while selected operational indicators may be reported for a broader population (e.g. headcount or workforce).

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The table below identifies the population scope applied to each KPI.

Metric	Scope	Standard reference	Requirement type	Rationale
Gender pay gap	Employees	ESRS S116 (compensation)	Required	Employee compensation metric
Gender pay gap by management level	Employees	ESRS S116 (compensation)	Voluntary	Additional breakdown (not always required)
Performance reviews	Employees	GRI 404-3	Required	Regular performance and career development
Women among promoted (Managing) Directors/Partners	Employees	GRI 405-1, ESRS S1-6 (employee characteristics)	Voluntary KPI supporting diversity progression (not explicitly required under GRI 405 nor ESRS)	Supports diversity progression (not required)
Diversity of governance body	Employees	GRI 405-1, ESRS 2 GOV-1	Required	Governance composition
Nationalities	Employees (primary)	—	Voluntary	Entity-specific diversity indicator (not required by ESRS nor GRI but disclosed to enhance workforce diversity transparency)
Average training hours	Employees	GRI 404	Required	Training and development
Training completion (AI, sustainability)	Employees	GRI 404	Voluntary	Management approach support
Network standards training completion rates	Employees	GRI 205-2, ESRS G1-3 (prevention and detection of corruption and bribery)	Voluntary	HC-controlled metric
% employee training	Employees	GRI 404	Required	Training and development
Employees by employment type/ gender	Employees	ESRS S16 (employee characteristics)	Required	Workforce composition
Non-employees by employment type/ gender	Non-employees	ESRS S17 (non-employees)	Required	Non-employee workforce
Employees by management level	Employees	ESRS S16 (employee characteristics)	Required	Workforce structure
Turnover rates	Employees	GRI 401	Required	Workforce flows
Hires/leavers	Employees	GRI 401	Required	Workforce flows
Family-related leaves	Employees	GRI 401-3	Required	Leave and retention

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4.2. Workforce characteristics and HC metrics—sources and methods

- Workforce indicators (e.g. headcount, gender distribution, age profile, training hours, engagement results) are derived from internal human capital systems and surveys
- Gender/age “undeclared” fields may occur where these fields aren’t mandatory in the HC system
- Management level groupings may be merged for reporting simplicity (Senior Associate and Associate = Associates, Senior Manager and Manager = Managers, Managing Directors and Directors = Directors)
- Training hours represent formal learning activities completed during the year
- Engagement and wellbeing indicators are based on annual employee surveys using standardised methodologies across the PwC network

4.3. Social protection, wellbeing, inclusion, and development

All employees are covered by Belgian statutory social security systems. PwC Belgium applies internal policies covering health and safety, wellbeing, inclusion and diversity, and professional development.

5. Community and society—definitions and calculation methodologies

Community engagement indicators relate to volunteering, *pro-bono* services and donations supported by PwC Belgium. Participation and

time-based indicators reflect recorded involvement during the reporting period.

Where community KPIs are subject to estimation, restatement and review practices in sections 2.3–2.5 (above) apply.

6. Governance and business conduct—definitions and calculation methodologies

Governance-related indicators cover ethics, compliance, and business conduct metrics (e.g. training completion, incident reporting, whistleblowing mechanisms), derived from internal compliance systems and aligned with PwC network standards.

7. Estimation techniques, limitations, and judgements

Where primary activity data is unavailable, estimates are applied using recognised methodologies and conservative assumptions. Limitations may apply particularly for certain value chain indicators due to third-party data availability. Where data is procured through estimation/extrapolation (particularly in the value chain), it’s clearly marked at metric level.

8. Alignment with reporting frameworks

This appendix supports compliance and cross-referencing for GRI Standards (2021), with ESRS used as a reference framework under the CSRD.

6. Climate scenario analysis information

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Scenario methodology and sources

We've assessed two scenarios that represent different climate futures, enabling us to stress-test our business across a range of potential outcomes:

- A Paris-aligned scenario (1.5°C), based on the Network for Greening the Financial System (NGFS) Net Zero 2050 pathway, which reflects a transition to a low-carbon economy

- A high warming/no-mitigation scenario (>4°C), based on the Intergovernmental Panel on Climate Change (IPCC) Shared Socioeconomic Pathway SSP5-8.5, which reflects a continuation of current trends and increasing physical climate impacts

This dual-scenario approach enables us to consider both transition-related and physical risks, as well as related opportunities. The identified risks and opportunities inform the prioritisation of investments and allocation of resources within the firm's climate transition plan.

The results of this scenario analysis inform PwC Belgium's climate transition actions and related metrics disclosed in appendix 4—supporting data and tables. Emissions calculation methodologies are set out in appendix 5—methodologies and definitions.

The results of this scenario analysis inform PwC Belgium's climate transition actions and related metrics disclosed in appendix 4—supporting data and tables. Emissions calculation methodologies are set out in appendix 5—methodologies and definitions.

Key climate-related risks and opportunities identified

Time horizon	Type	Risk/opportunity	Category
Short-medium	Transition	Increasing policy and regulatory requirements	Regulatory change
Short-medium	Transition	More stringent sustainability reporting requirements	Reporting pressure
Medium-long	Transition	Technological disruption linked to low-carbon transition	Technology change
Short-medium	Transition	Heightened stakeholder scrutiny and expectations	Stakeholder expectations
Medium-long	Opportunity	Increased demand for climate-related advisory and assurance services	Market opportunity
Medium-long	Physical	Increased frequency and severity of extreme weather events	Physical impacts
Medium-long	Physical	Indirect disruption across clients and the broader economy	Economic disruption
Medium-long	Physical	Changes in demand for services due to climate-related impacts on clients/sectors	Demand impact

Linkage between scenario analysis and transition actions

Robust across scenarios	Lever	Key action	Scenario insight
Yes	Mobility	Fleet electrification	Transition to low-carbon economy
Yes	Energy	Renewable electricity sourcing	Increasing regulatory and energy pressures
Yes	Buildings	Energy efficiency improvements	Need to reduce operational emissions
Yes	Procurement	Supplier engagement	Supply chain transition pressure
Yes	Travel	Business travel reduction	Increased need to decarbonise operations
Yes	Risk management	Business continuity planning	Physical disruption to operations and clients

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Investments supporting our climate transition plan

We continue to invest in initiatives that support the delivery of our climate transition plan, including:

- Fleet electrification and related infrastructure
- Improvements in building energy efficiency
- Renewable electricity sourcing
- Supplier engagement programmes

These investments are embedded within our operational planning processes.

Locked-in emissions—detailed assessment

We haven't yet performed a detailed assessment of potential locked-in emissions associated with our operations and assets. We recognise that certain long-term assets and

operational decisions—such as leased buildings, fleet transition timelines, and IT infrastructure—may create constraints on the pace of decarbonisation. We plan to further develop our approach to assessing and managing potential locked-in emissions as part of the ongoing maturity of our climate transition plan.

Governance and approval process

The scenario analysis is reviewed within our sustainability governance and risk management processes and is aligned with our broader approach to managing risks at firm level.

We'll continue to refine and update our analysis over time in line with evolving regulatory requirements, business priorities, and climate-related developments.

Structured assumptions and dependencies

Mitigation approach	Risk if not met	Assumption
Renewable sourcing strategy	Delays in reducing emissions	Renewable energy availability
Fleet transition and travel reduction	Continued transport-related emissions	Low-carbon transport solutions
Supplier engagement programmes	Limited scope 3 emissions reductions	Supplier progress (science-based targets)
Monitoring and proactive alignment	Increased compliance burden or misalignment	Evolving regulation
Data improvement and system enhancements	Reduced decision-making effectiveness	Data quality and automation

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This combined GRI-ESRS content index provides a consolidated overview of PwC Belgium's sustainability disclosures for FY26. It has been prepared primarily in accordance with the GRI Standards, while supporting alignment with ESRS under the CSRD.

The index integrates GRI disclosures and ESRS references into a single table to enhance

transparency, improve traceability, and reduce duplication. For each disclosure or metric, the index identifies the relevant GRI and/or ESRS reference, its location within the report, and the nature of the information provided (quantitative or narrative).

Where disclosures are entity-specific or not explicitly required by GRI or ESRS, they're

included to reflect PwC Belgium's broader sustainability strategy and management priorities. Any limitations in scope or completeness are clearly indicated where relevant.

The table below presents disclosures required under GRI 2—general disclosures 2021, which aren't fully integrated within the combined GRI-ESRS index.

GRI 2—general disclosures (2021)

GRI disclosure	Location	Status	Notes
2-1 to 2-5 organisation and reporting practices	Sustainability statement—basis for preparation and reporting practices Appendix—methodologies, definitions, and reporting practices	Full	
2-6 activities and value chain	Sustainability statement—business model PwC Belgium value chain Appendix—materiality analysis	Full	
2-7 employees	Social information Appendix—methodologies, definitions, and reporting practices	Full	
2-8 non-employees	Social information Appendix—methodologies, definitions, and reporting practices	Partial	Definition clear, limited data available
2-9 governance structure	Governance section	Full	
2-12–2-14 governance roles and oversight	Governance and risk sections	Full	
2-15 conflicts of interest	Governance section	Full	
2-22–2-24 strategy and policy framework	Sustainability and governance sections	Full	
2-25–2-27 ethics, remediation, and compliance	Governance/Ethics Office disclosures	Full	
2-28 memberships/advocacy	Governance/public policy sections	Full	
2-29 stakeholder engagement	Appendix—materiality analysis (DMA)	Full	
2-30 collective bargaining	HC/workforce disclosures	Full	Limited applicability/limited relevance to workforce structure

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Combined GRI—ESRS index

1) Economic and business performance

Topic	Metric	GRI	ESRS	Data type	Status	Location
Economic performance	Net revenue	GRI 201-1	ESRS 2 SBM	Metric	Full	PwC at a glance—introduction PwC at a glance—financial performance
Supplier practices	Supplier payment practices	–	ESRS G1	Metric	Full	Governance information—supplier governance/ procurement practices Appendix 4—supporting data and tables
Client governance	Client acceptance rates	Entity-specific	Entity-specific	Narrative	Partial	Governance information—independence and conflicts of interest

2) Environment (E1-E5)

Climate and energy

Topic	Metric	GRI	ESRS	Data type	Status	Location
Climate change	Emissions (scope 1,2,3)	GRI 305-1 to 305-5	ESRS E1-6	Metric	Full	Environmental information—climate change Environmental information—environmental performance and progress Appendix 4—supporting data and tables Appendix 5—methodologies, definitions, and reporting practices
Climate change	Emissions intensity	GRI 305-4	ESRS E1-6	Metric	Full	Appendix 4—supporting data and tables Appendix 5—methodologies, definitions, and reporting practices
Climate	Progress vs. SBTi	GRI 305-5	ESRS E1	Metric	Full	Environmental information—climate change Environmental information—climate transition plan Appendix 6—climate scenario analysis information
Climate	Carbon offsetting	GRI 305	ESRS E1	Metric	Full	Environmental information—climate change Appendix 5—methodologies, definitions, and reporting practices
Climate	Business travel	GRI 305-3	ESRS E1	Metric	Full	PwC at a glance—environmental performance drivers Environmental information—climate change Appendix 4—supporting data and tables Appendix 5—methodologies, definitions, and reporting practices
Energy	Energy consumption	GRI 302-1, 302-3	ESRS E1-5	Metric	Full	Environmental information—environmental performance and progress Appendix 4—supporting data and tables Appendix 5—methodologies, definitions, and reporting practices
Energy	Energy intensity	GRI 302-3	ESRS E1-5	Metric	Full	Appendix 4—supporting data and tables Appendix 5—methodologies, definitions, and reporting practices

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Resources (water, waste)

Topic	Metric	GRI	ESRS	Data type	Status	Location
Water	Water consumption	GRI 303-5	ESRS E3-4	Metric	Full	Environmental information—resource use and additional environmental disclosure Appendix 4—supporting data and tables Appendix 5—methodologies, definitions, and reporting practices
Waste	Waste generation and management	GRI 306-1 to 306-5	ESRS E5	Metric	Full	Environmental information—resource use and circular economy Appendix 4—supporting data and tables Appendix 5—methodologies, definitions, and reporting practices
Waste	Recyclable waste by type	GRI 306-3 to 306-5	ESRS E5	Metric	Full	Environmental information—resource use and circular economy Appendix 4—supporting data and tables Appendix 5—methodologies, definitions, and reporting practices

Value chain/environmental spend

Topic	Metric	GRI	ESRS	Data type	Status	Location
Climate	Spend by emissions	GRI 305-5 + 204-1	ESRS E1	Metric	Full	Environmental information—supply chain Appendix 4—supporting data and tables

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3) Social—own workforce (S1)

Workforce structure and flows

Topic	Metric	GRI	ESRS	Data type	Status	Location
Workforce	Employees by type and gender	GRI 2-7, 405-1	ESRS S1-6	Metric	Full	Social information—own workforce Social information—workforce overview Appendix 4—supporting data and tables Appendix 5—methodologies, definitions, and reporting practices
Workforce	Non-employees	GRI 2-8	ESRS S1-7	Metric	Partial	Social information—population definitions Social information—workforce overview Appendix 5—methodologies, definitions, and reporting practices
Workforce	Employees by management level	GRI 405-1	ESRS S1	Metric	Full	Social information—own workforce Appendix 4—supporting data and tables
Workforce	Turnover rate	GRI 401-1	ESRS S1-6	Metric	Full	Social information—retention and internal mobility Appendix 4—supporting data and tables
Workforce	Turnover by gender	GRI 401-1	ESRS S1-6	Metric	Full	Social information—retention and internal mobility Appendix 4—supporting data and tables
Workforce	Hires	GRI 401-1	ESRS S1-6	Metric	Full	Social information—employee lifecycle overview Social information—attracting talent Appendix 4—supporting data and tables
Workforce	Leavers	GRI 401-1	ESRS S1-6	Metric	Full	Social information—retention and internal mobility Appendix 4—supporting data and tables

Diversity, equity, and inclusion

Topic	Metric	GRI	ESRS	Data type	Status	Location
Diversity	Gender pay gap by level	GRI 405-2	ESRS S1-16	Metric	Full	Social information—working conditions and employment practices Social information—employment terms, working conditions, and remuneration
Diversity	Promotions (female (Managing) Directors/ Partners)	GRI 405-1	ESRS S1-6	Metric	Full	Social information—diversity, equity, and inclusion Appendix 4—supporting data and tables
Diversity	Nationalities	GRI 405-1	ESRS S1-6	Metric	Full	Social information—diversity, equity, and inclusion Appendix 4—supporting data and tables
Governance diversity	Governance body diversity	GRI 405-1	ESRS GOV-1, S1-9	Metric	Full	Corporate governance chapter—our Leadership Team Corporate governance chapter—leadership governance Appendix 4—supporting data and tables

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Learning and development

Topic	Metric	GRI	ESRS	Data type	Status	Location
Training	Average training hours	GRI 404-1	ESRS S1-13	Metric	Full	Social information—employee lifecycle, detailed approach Social information—training and development Appendix 4—supporting data and tables
Training	By gender	GRI 404-1	ESRS S1-13	Metric	Full	Social information—training and development Appendix 4—supporting data and tables
Training	By level	GRI 404-1	ESRS S1-13	Metric	Full	Social information—training and development Appendix 4—supporting data and tables
Training	Sustainability Academy	GRI 404-2	ESRS S1-13	Metric	Full	Environmental information—supply chain/ employee engagement and upskilling Social information—training and development Appendix 4—supporting data and tables
Training	AI training	Entity-specific	Entity-specific	Narrative/metric	Full	PwC at a glance—introduction Social information—training and development Social information—AI-related skills Appendix 4—supporting data and tables

Performance and engagement

Topic	Metric	GRI	ESRS	Data type	Status	Location
Performance	Performance reviews	GRI 404-3	ESRS S1-13	Metric	Full	Social information—employee lifecycle, detailed approach Social information—performance management/ career development Appendix 4—supporting data and tables
Workforce experience	GPS	–	ESRS S1	Metric	Full	Social information—engaging our people Appendix 4—supporting data and tables Appendix 5—methodologies, definitions, and reporting practices

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Wellbeing and safety

Topic	Metric	GRI	ESRS	Data type	Status	Location
Health	EAP support	GRI 403	ESRS S1	Narrative/metric	Full	Social information—supporting wellbeing Appendix 4—supporting data and tables
Health	OH programme	GRI 403	ESRS S1	Narrative/metric	Full	Social information—supporting wellbeing Social information—health and safety Appendix 4—supporting data and tables
Safety	Work accidents	GRI 403-9	ESRS S1-4	Metric	Full	Social information—health and safety Appendix 4—supporting data and tables
Safety	Ill health	GRI 403-10	ESRS S1-14	Metric	Full	Social information—health and safety Appendix 4—supporting data and tables
Workforce	Family leave	GRI 401-3	ESRS S1-15	Metric	Full	Social information—working conditions and employment practices Appendix 4—supporting data and tables
Wellbeing	PwC Heroes/sports/ Fit for You	–	–	Narrative	Entity-specific	Social information—employee lifecycle overview Social information—engaging our people Social information—supporting wellbeing Appendix 4—supporting data and tables

4. Social—value chain and communities (S2–S3)

Suppliers

Topic	Metric	GRI	ESRS	Data type	Status	Location
Suppliers	Local suppliers (%)	GRI 204-1	ESRS S2, S3	Metric	Full	Appendix 4—supporting data and tables
Suppliers	Sustainability analysis	GRI 204, 308, 414	ESRS S2	Narrative/metric	Full	Environmental information—supply chain Environmental information—responsible sourcing Governance information—governance in our value chain Appendix 4—supporting data and tables
Suppliers	Sustainability assessment and human rights	GRI 204, 308, 414	ESRS S1, G1	Narrative/metric	Full	Social information—human rights and fair treatments Social information—workers in the value chain Governance information—human rights Appendix 4—supporting data and tables

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Communities

Topic	Metric	GRI	ESRS	Data type	Status	Location
Community	Time	GRI 203-1	ESRS S3	Metric	Full	PwC at a glance—introduction Appendix 4—supporting data and tables
Community	Participation	GRI 203-1	ESRS S3	Metric	Full	PwC at a glance—introduction Appendix 4—supporting data and tables
Community	Donations	GRI 203-1	ESRS S3	Metric	Full	PwC at a glance—introduction Appendix 4—supporting data and tables
Community	Beneficiaries	GRI 203-1	ESRS S3	Metric	Full	Appendix 4—supporting data and tables

5) Governance (G1)

Topic	Metric	GRI	ESRS	Data type	Status	Location
Ethics	Ethics Office reports	–	ESRS G1	Narrative/Metric	Full	Governance information—speak-up, reporting, and remediation Appendix 4—supporting data and tables
Human rights	Human rights incidents	–	ESRS S1/S2	Narrative/Metric	Full	Governance information—human rights Appendix 4—supporting data and tables
Behaviour	Discrimination and harassment	GRI 406-1	ESRS S1-17	Narrative/Metric	Full	Governance information—speak-up, reporting, and remediation Appendix 4—supporting data and tables
Corruption	Open corruption incidents	GRI 205-3	ESRS G1-4	Narrative/Metric	Full	Governance information—anti-corruption and financial crime prevention Appendix 4—supporting data and tables
Competition	Anti-competitive behaviour	GRI 206-1	–	Narrative/Metric	Full	Governance information—fair competition and sanctions compliance Appendix 4—supporting data and tables
Governance	Lobbying memberships	–	ESRS G1	Narrative/Metric	Full	Governance information—public policy engagement and memberships
Training	Network standards training	GRI 205-2	ESRS G1-3	Narrative	Full	Governance information—training and capability building Appendix 4—supporting data and tables
Training	% workforce trained	GRI 205-2	ESRS G1-3	Narrative/Metric	Full	Governance information—training and capability building Appendix 4—supporting data and tables

8. SDG contribution table

Sustainable Development Goals (SDGs) are used as a high-level framework to illustrate how PwC Belgium's activities contribute to global sustainability objectives. SDG alignment is based on internal mapping of activities, policies, and metrics to relevant SDG targets, considering the outcomes of the DMA.

The mapping reflects areas where PwC Belgium is considered to have a meaningful contribution through our own operations, services, and value chain interactions. These contributions don't represent a quantified net impact on individual SDGs, nor do they imply direct attribution of impact at the level of specific SDG targets. The approach will

continue to evolve as methodologies and data availability mature.

Where relevant, the evidence and metrics referenced in this table are disclosed in appendix 4—supporting data and tables, with calculation methodologies provided in appendix 5—methodologies and definitions.

SDG	PwC contribution	Link to material topic (GRI/ESRS reference)	Type of contribution	Evidence/metric
SDG 3—good health and wellbeing	Initiatives supporting employee wellbeing, mental health, and safe working environments	Workforce (GRI 401/404, ESRS S1)	Direct operations	Employee wellbeing programmes Absenteeism metrics Health and safety initiatives
SDG 4—quality education	Continuous training and professional development programmes across the workforce	Workforce (GRI 401/404, ESRS S1)	Direct operations	Average training hours per employee Training completion rates
SDG 5—gender equality	Actions to improve gender balance and equal opportunities across all levels	Workforce (GRI 401/404, ESRS S1)	Direct operations	Gender pay gap Women in leadership positions Promotion rates
SDG 8—decent work and economic growth	Provision of fair employment, career development, and ethical working practices	Workforce (GRI 401/404, ESRS S1) Business conduct (GRI 205, GRI 206, ESRS G1)	Direct operations	Employee turnover Performance reviews Code of conduct training
SDG 10—reduced inequalities	Promotion of diversity and inclusion across the workforce and governance bodies	Workforce (ESRS S1), Governance (GRI 405, ESRS G1)	Direct operations	Workforce diversity metrics Diversity of governance bodies
SDG 12—responsible consumption and production	Responsible resource use and operational efficiency initiatives	(GRI 306, GRI 301 (where relevant), ESRS E5)	Direct operations	Waste and resource consumption disclosures (where reported)
SDG 13—climate action	Reduction of GHG emissions and client support on climate-related matters	Climate change (GRI 305, ESRS E1)	Direct operations and client-facing	GHG emissions and reduction targets Climate-related initiatives
SDG 16—peace, justice, and strong institutions	Strong governance, ethics, independence, and anti-corruption practices	Business conduct (GRI 205, GRI 206, ESRS G1)	Direct operations	Ethics and compliance training Anti-corruption controls
SDG 17—partnerships for the goals	Collaboration with stakeholders, suppliers, and clients to advance sustainability goals	Stakeholder engagement and value chain (GRI 2-29, GRI 204, ESRS S2/S3)	Client-facing and indirect	Supplier code of conduct Stakeholder engagement practices

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