



Mazars for good

Sustainability report 2020

mazars



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Introduction

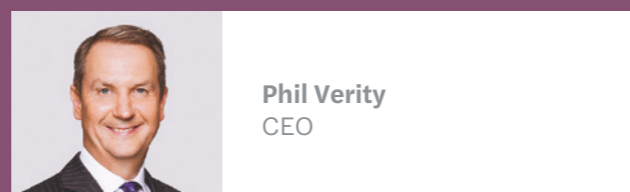
Mazars has one clear purpose: to help build the foundations of a fair and prosperous world. To do that, we must care for the success of our people and clients, the health of financial markets, and the integrity of our industry. Sustainability lies at the heart of our mission, and this first edition of our Sustainability Report in the UK articulates how Mazars will make a real difference in the coming years.

There are many facets to sustainability, and this report outlines the four key areas which lie at the heart of our operating model. Running through the core of this is integrity and responsibility. As a firm, and as individuals that make up our organisation, we have a responsibility to minimise our own impact upon the environment. We have the opportunity to do business for good, helping our clients operate more sustainably. We have a critical role in creating a diverse and inclusive culture, with true equality of opportunity and the ability for each of our people to bring their whole selves to work. And we can make a positive impact on our communities, generating real social value through volunteering, skill-sharing, fundraising and education.

The journey to achieving our sustainability goals will be driven by capable teams, and supported by the entire firm. We have created clear governance and reporting structures, with sponsorship at the

highest level of the organisation, and will continue to refine and expand our activity as our firm and society develop.

This Sustainability Report marks a single point in our journey. Today, it encapsulates our commitment to transparency, our clear focus on sustainable principles, and the determination to place sustainability at the heart of our organisation. In future editions, you will be able to trace our progress as we contribute to building a fairer and more prosperous world.



“Caring is at the heart of who we are. It’s what sets us apart and makes us stand out. We care about the integrity of our industry and we care for the success of all our clients.

We care for our people: we embrace their individuality and we invest in their development and growth so they can become leaders of tomorrow. We care deeply for society, to do what’s right not just for our people and clients but to do more to build a fair and prosperous world. We will always manage our firm for the benefit of future generations. We’re proud to care.”

Mazars at a glance

Mazars is an internationally integrated partnership, specialising in audit, accountancy, advisory, tax and legal services¹. Operating in over 90 countries and territories around the world, we draw on the expertise of over 40,000 professionals – 24,000 in the Mazars integrated partnership and 16,000 via the Mazars North America Alliance – to assist clients of all sizes at every stage of their development.

¹ Where permitted under applicable country laws.

Our services

Audit & Assurance

Tax

Financial advisory

Consulting

Outsourcing

Legal

Key figures

90+

countries and territories

1,000+

Mazars SCRL partners

€1.9bn**

Group global turnover 2019-2020

40,000+*

professionals

* 24,000+ in Mazars’ integrated partnership and 16,000 via the Mazars North America Alliance

** includes data for the ZhongShen ZhongHuan and ZhongShen Yatai practices.

These figures are valid as of 31 August 2020.



In the UK, Mazars is among the largest firms in its sector and a leading auditor to Public Interest Entities (PIEs). Our team provides a balanced perspective and empowered expertise to clients of all sizes, from individuals and SMEs to mid-caps and global players, as well as start-ups and public organisations at every stage of their development.

Our services

- Audit & Assurance
- Tax
- Financial advisory
- Consulting
- Outsourcing

Key figures

1,864

UK professionals

131

UK partners

17

UK offices

£204.6m

UK turnover FY20
33% in respect of audit services

3.0%

Increase on prior year
12.2% in respect of audit services

These figures are valid as of 31 August 2020.

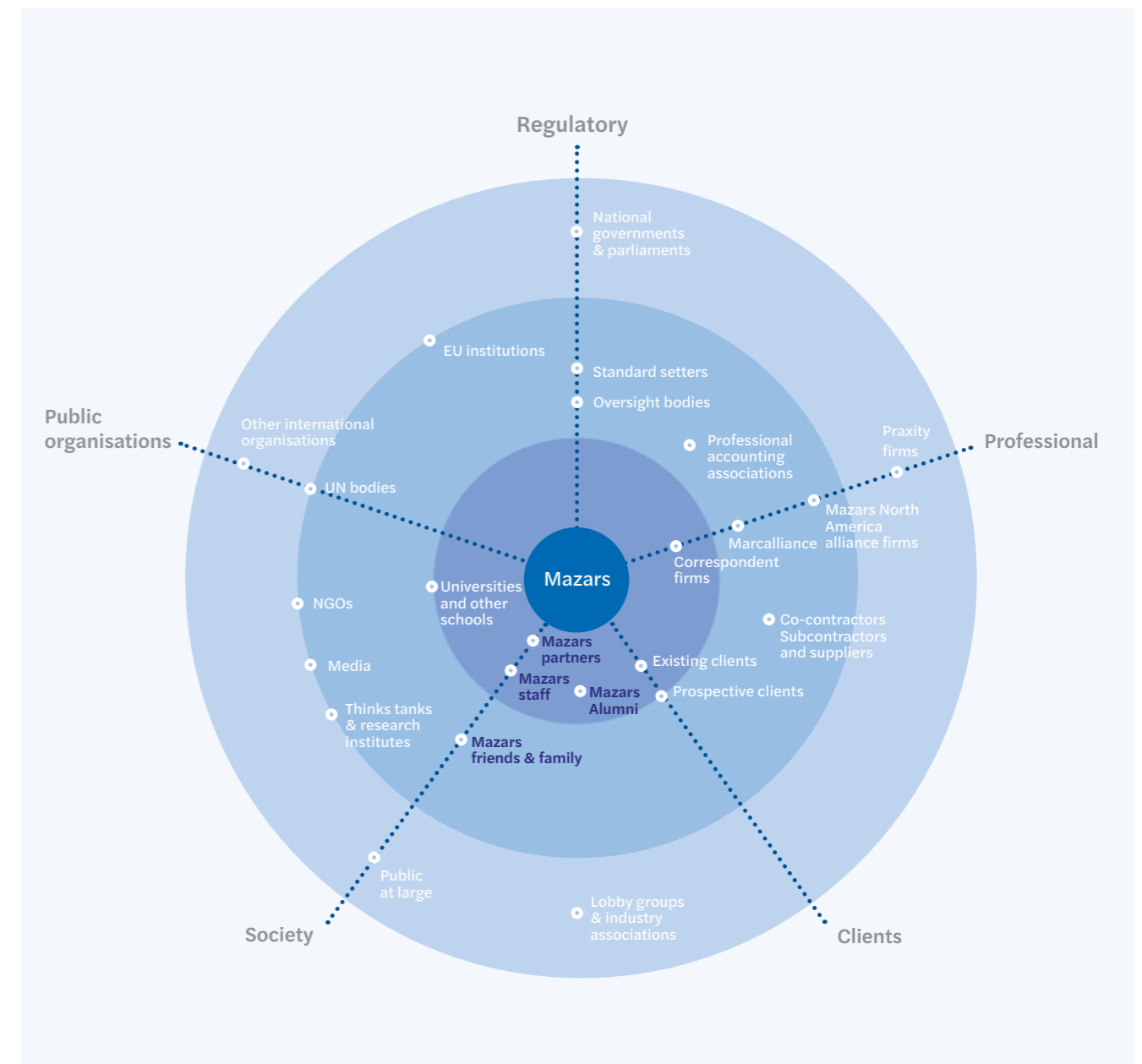


Please view our current up-to-date information here.



As part of a globally integrated business, we operate in a complex ecosystem. That's why we have created a map to help understand the impacts and influence our wide range of stakeholders have upon what we do and how we behave.

By understanding who we impact and how, we can define and refine our business strategy while keeping a clear focus on our organisational priorities: creating shared value and serving the public interest.



Our salient risks

As a complex business working with a wide group of stakeholders, Mazars interacts with an extremely broad range of risks. In designing a sustainability strategy and choosing to focus on mitigating specific risks, we must first identify the highest risk factors, and those which would have the most severe impacts. These two factors, taken together, combine to form 'salience'; a measure proposed by the UN Guiding Principles on Business and Human Rights (UNGPs).

In other words, companies should analyse where they run the highest risks with the most severe consequences to people and find ways to mitigate these risks. While the UNGPs are primarily focused on impacts to people, we believe that the methodology is equally applicable to environmental risks.

Through consultation across our business, we have created a Sustainability Risk Matrix, identifying salient risks. We are then able to build specific action plans (and build on those which already exist) for each salient risk factor.

People

As a people focused business which works for clients, our working groups found that most of the risks that we would classify as 'salient' related to our interactions and relationships with people such as diversity and equality and mental health.

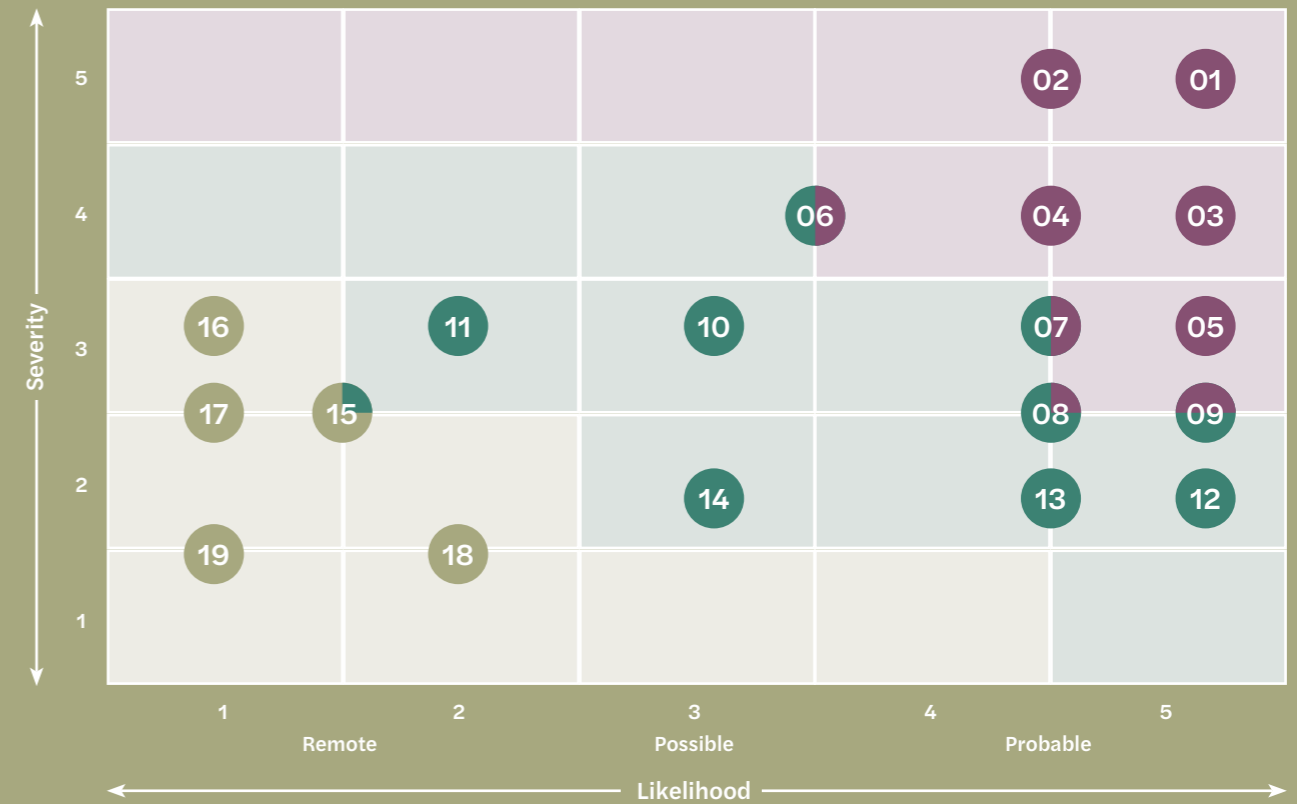
Environment

We are acutely aware of our impact on the environment, and of our responsibility to place sustainable practices at the centre of our business. Our working group identified several areas in which we are likely to impact the environment negatively. Although our core business activities do not directly produce significant emissions, we are able to take a wide range of positive actions that will minimise our environmental impact. These include for example, use of plastic, waste and business travel.

Our salient risks will evolve over time and will be kept under review in the coming years.

Our value creation chain

Sustainability risk matrix

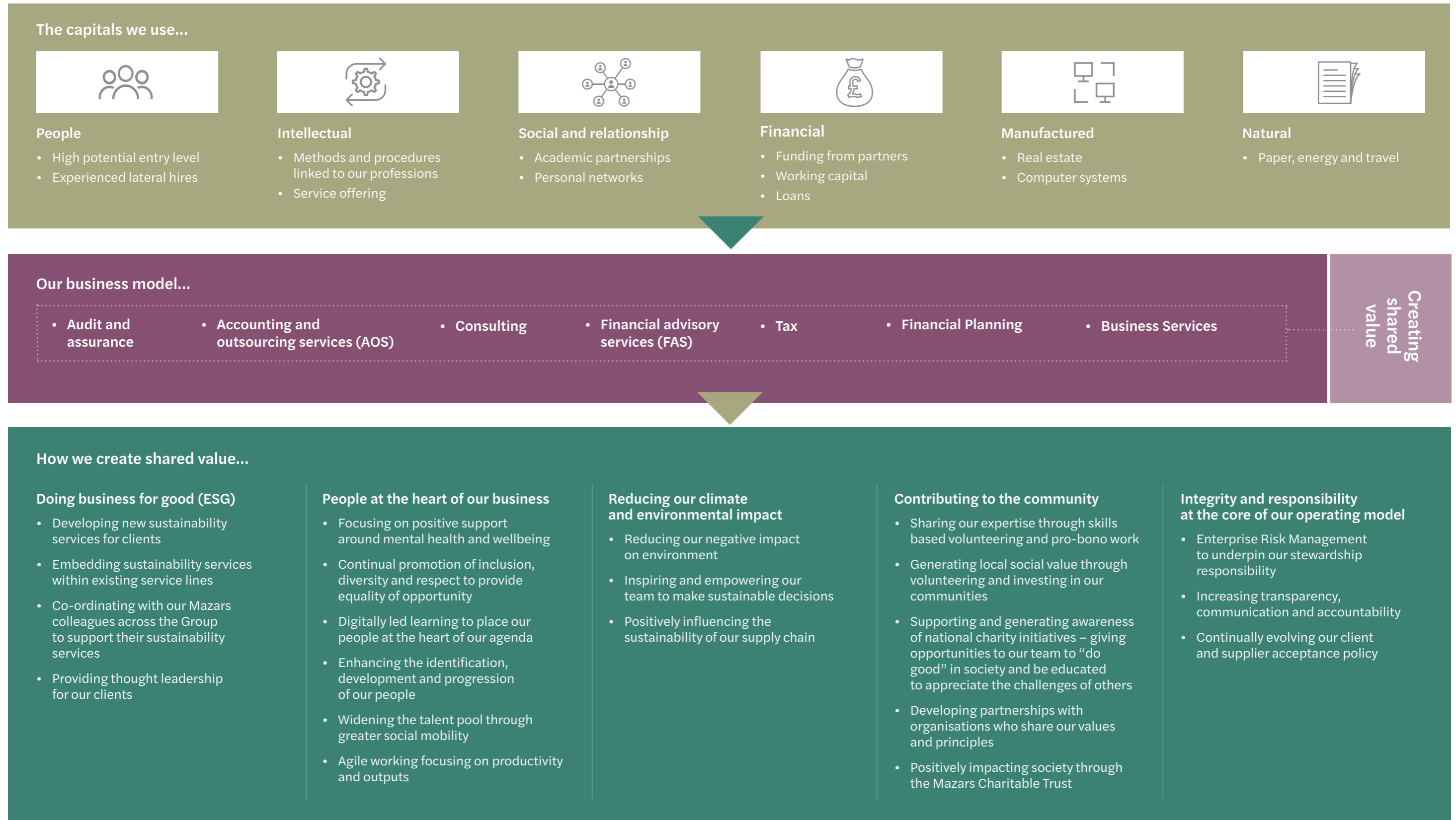


- 01 Mental Health
- 02 Right to privacy
- 03 People development
- 04 Diversity and equality
- 05 Wellbeing
- 06 Social mobility
- 07 Way we work
- 08 Circular business
- 09 Travel
- 10 Harassment
- 11 Tax
- 12 Waste
- 13 Use of plastic
- 14 Energy
- 15 Living wage
- 16 Child labour
- 17 Forced and bonded labour
- 18 Working conditions
- 19 Freedom of opinion



Creating shared value

Here we set out how we create shared value and show how we are a business for good.



Our sustainability strategy

We care for our people: we embrace their individuality and we invest in their development and growth so they can become leaders of tomorrow. We care deeply for society, to do what's right, not just for our people and clients but to do more to build a fair and prosperous world. We will always manage our firm for the benefit of future generations.

Our vision

Our sustainability vision describes the firm we want to be, and how we want to get there:

“Our vision is to be a business where sustainability is central to our purpose. We are actively learning about the impacts – both positive and negative – we can have on people and the environment, and we are using that knowledge to make more sustainable choices. We will earn a reputation for outstanding performance on sustainability and stewardship, and we will do this by embedding sustainability across every part of our business. As we build and progress, we will be transparent and accountable for our actions, and we will be brave in our choices.”

Our sustainability strategy has key pillars, the areas where we believe we will have the biggest impact:

Our strategic pillars



Actively supporting the UN Sustainable Development Goals

Doing business for good

Commitments >>

- We will embed sustainability services within our existing service lines
- We will provide our clients with sustainable solutions that enhance their business
- We will develop our thought leadership to ensure we are positioned as the most responsible professional services firm
- We will enhance the talent and skills of our delivery teams through relevant training and leading on best practice
- We will develop a sustainability health-check accessible to the SME market

People at the heart of our business

Commitments >>

- The wellbeing of our team is our priority
- We will actively promote inclusion and diversity to ensure all our team are treated and valued equally
- Education and development will be at the heart of our people agenda
- We will identify talent early and nurture it to enable individuals to reach their full potential
- We will have a team that reflects society and the communities in which we work
- We will work in an agile way, focusing on outputs and productivity

Reducing climate and environmental impact

Commitments >>

- We will have a sustainable supply chain through the positive influence of the sustainability performance of our suppliers
- We will reduce our reliance on paper through digitalising our processes
- We will be plastic free
- We will become a low energy business by improving the energy consumption of our real estate and by reducing our travel emissions
- We will reduce the amount of waste we produce
- Our team will have the knowledge and be empowered to make sustainable decisions

Community involvement

Commitments >>

- We will generate local social value through volunteering, mentoring, educating, fundraising and signposting
- We will invest in the communities where we operate
- We will educate our team on the societal impact of community support and engagement
- We will support our community by providing skills-based volunteering and pro-bono services
- We will positively impact society through the work of the Mazars Charitable Trust

Integrity and responsibility

Commitments >>

- We will focus on Enterprise Risk Management to underpin the firm's stewardship
- We will embed our Code of Conduct with a greater understanding of our culture
- We will increase transparency, communication and accountability with a clarity of who we are and publication of key metrics driven by our values
- We will have a clear and robust client and supplier acceptance and continuation policy

Accountability

The firm's CEO and the UK Executive Board hold ultimate responsibility for our Sustainability Strategy and are accountable for its delivery. They provide leadership and support to drive it forward.

We have a Sustainability Leadership Group consisting of partners and directors of key business functions in our firm and each of them has direct responsibility for a pillar.

The core purpose of our Sustainability Leadership Group is to:

- **Direct** – set strategic direction
- **Listen** – seek and listen to the views of the team and external stakeholders
- **Be accountable** – for the delivery of agreed actions
- **Communicate** – both internally and externally



Mazars and the UN Sustainability Development Goals

Since 2015, the UN Sustainable Development Goals (SDGs) have provided a blueprint for achieving a better and more sustainable future for all. The goals address the global challenges the world faces, including those related to poverty, inequality, climate, environmental degradation, prosperity, peace and justice.

They are guidelines for governments, business and individuals to act and take tangible steps towards the preservation of our natural resources and the improvement of living standards all over the world.

These goals inspire us on our sustainability journey. Since 2012 Mazars has been an active member of the United Nations Global Compact – the largest voluntary corporate sustainability initiative to encourage business worldwide to adopt socially

responsible policies, and to report on their implementation. In 2019/20 two of our team members in the UK took part in the Young SDG Innovators Programme.

We believe that our business growth and our contribution to society are directly linked to how successfully we address the SDGs which apply to our firm. Those SDGs that are the most relevant to each of our commitments are as follows:

Doing business for good	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	
People at the heart of our business	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY
Reducing climate and environmental impacts	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	8 DECENT WORK AND ECONOMIC GROWTH	
Community Involvement	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	
Integrity and responsibility	16 PEACE, JUSTICE AND STRONG INSTITUTIONS		

Doing business for good

2020 has demonstrated that the world faces – and will continue to face – unpredictable and disruptive challenges. But it has also demonstrated the power of cooperation and collaboration to mitigate and overcome those challenges.

Faced with a global economic meltdown spurred by the worst pandemic in a century, governments and businesses across the world have acted in unison to protect people, economies and societies. This model of business with purpose will be fundamental to addressing the most pressing socio-economic issues of our time, including growing inequality and climate change. We believe that businesses have a central role in shifting sustainability from a choice to a societal imperative.

We are proud to help our clients build a sustainable approach into their businesses. We fully believe that, over time, a business which embraces sustainable practice will improve its corporate resilience, create economic value, and contribute to a healthy economy and strong community.

We also understand the challenges that can prevent boards, trustees and key stakeholders from embedding environmental, social and governance (ESG) actions into the core of their organisation. Such challenges include the belief that addressing ESG is a compliance issue not a business opportunity, that it is a cost and not an investment and that being sustainable is only addressing negatives on the environment and not that of people.

Achieving positive results from sustainability demands an understanding of our clients' current sustainability positions and a view on how sustainability can improve the longer-term viability of their organisations. With climate change, environmental and social issues on our clients' agendas, identifying the sustainability priorities to address within their business strategy is key to generating improved performance.

And the advantages are clear: increased trust, a competitive edge, greater employee engagement, less waste through improved business processes and loyalty and support from stakeholders.

We like to think that we are one of the leaders of the conversation to ensure that business benefits from sustainability rather than seeing it as a cost of compliance.

Our UK risk assessment



The starting point for any organisation in addressing where they should embed environmental and social issues into their overall strategy is to understand what those issues are. We worked with a group of 12 of our team from across the UK in a risk identification workshop facilitated by our Sustainability Team. This workshop considered where the firm posed the greatest risks to people and the environment. By reversing the lens in this way, and not starting by looking at the risks to Mazars, the participants were able to identify those risk areas that can be expected to converge strongly with the risk to the business whether in the form of operational disruption, lost business opportunities or reputational harm. It wasn't surprising therefore, as a people focused service provider, most of the salient risks identified by participants were around risks to people. These salient risks can be seen on page 5.

UN Guiding Principles Reporting Framework



In 2015, Mazars and Shift, the lead not-for profit on the UN Guiding Principles, published the authoritative guidance for organisations to report publicly on how they know and show that they are managing risks to human rights effectively throughout their operations and value chains, with the potential for positive impact on millions of lives. The UN Guiding Principles Reporting Framework, organised in a series of "smart" questions, is designed to enable companies to begin reporting on their human rights performance, regardless of size or how far they have progressed in implementing their responsibility to respect human rights.

Since its launch, the Reporting Framework has been referenced in various standards and benchmarks, as well as in legislative and policy guidance, and its core principles are driving the future of corporate reporting as regards respect for people.



[View the UN Guiding Principles Reporting Framework](#)

ASN Bank



ASN Bank, part of De Volksbank, is one of The Netherlands' leading retail banks and wanted to dive deeper into the social dimension of sustainable banking and investing. Before investing in listed companies, they assess whether they are eligible for their investment universe based on stringent sustainability criteria. ASN Bank wanted to influence their investee companies in progressing towards payment of living wages in their supply chain by rating them using a UNGP Reporting Framework based rating methodology. Our international team from Mazars helped ASN Bank define the rating methodology, provide independent assurance services on the processes the bank applied to the ratings of each investee company and also on their overall ratings and make recommendations for improvements.

Putting people at the heart of our development

Good people are at the heart of our business. We don't manufacture products; what we have to offer is the knowledge and skills of our team. Their wellbeing is our priority, as is providing a healthy environment where they can develop, grow and reach their full potential. We need to be able to bring our whole selves to work, and to do that we need to ensure we create an inclusive work environment, and our team members feel they are in a safe space to thrive. We need to ensure that our team is reflective of our clients, the communities in which we operate, and society as a whole.

Learning

Our commitment to lifelong learning goes back a long way. In 2008 the Mazars Group introduced the award-winning Mazars University. Our modern learning experience includes professional training and seminars on leadership, management and personal development. Our team members can network in person with their colleagues from around the world at our training centre in Milan and through virtual sessions held via video conferencing.

In the UK we moved all our training onto the U-Learn platform this year which is the go-to hub for all learning materials and best practice across the Mazars Group, both in terms of technical expertise as well as soft skills, digital skills and leadership skills. We've also partnered with LinkedIn Learning on a global basis and this gives us access to a premium digital skills training platform, including certificates in coding and data science, which are integral to our profession, as well as other courses in a broad range of areas.

We launched our Mazars Manager programme and have committed to put all our managers through this programme. The focus of this programme is "playing to strengths". Each year we run an engagement survey through Gallup and have been delighted to see that, in the first year we ran the programme, team members whose managers have already been through the programme have higher levels of engagement than those who have not been on the programme yet.

Investing in our people's development supports them to become leaders of the future and is in line with our value of stewardship.

Inclusion and diversity

We're committing to accelerating progress on the inclusion and diversity agenda, and ensuring we foster a culture where everyone feels able to bring their whole selves to work. As part of this focus we relaunched our 'everyday inclusion' training to help everyone in the firm understand their role in creating a more inclusive culture.

While we have a good balance between those who identify as men and women within our firm, our challenge is to support the progression of women into senior leadership roles across the firm. We're working hard to change this and have set ourselves targets as part of our commitment to Her Majesty's Treasury 'Women in Finance' charter. In addition, we ran a Women Returners Programme offering to enable professionals to return to work after an extended career break.

More recently we have had the opportunity to engage with individuals across the firm on a variety of topics. We have a number of long-established networks in the firm which are inclusive and open to all team members, and expect to welcome some newly created networks in the near future. In June 2020 we held an all Networks summit, where colleagues from different minority groups shared their deeply personal stories of their lived experience. This call has been the springboard to the further development of our inclusion strategy, and we have subsequently formed relationships with the Charter for Black Talent in Finance and the Professions, #10000BlackInterns and the Valuable 500, so that we can effect positive change across race and disability.

Mental health

The wellbeing of our team is our priority, never more so than during the pandemic. This year we launched our first cohort of Mental Health First Aiders, with the second cohort being trained in January 2021. We want to collectively create a culture where people can talk openly about mental health, and establishing team members as Mental Health First Aiders will help us to make this change. Our Mental Health First Aiders are able to support colleagues across the firm who may be experiencing a mental health issue or crisis.

Communication

During the pandemic, and the enforced period of remote working, we have applied significant focus towards looking after the mental health of our team. We've run regular webinars since March 2020. Initially we kept in touch with the team on a weekly basis via our All Team Webinars. These now run on a fortnightly basis. During these webinars our CEO alongside other presenters from the business, including junior team members, invite questions from the team and we have built up a comprehensive Q&A resource. We've also run short surveys to

check-in on the wellbeing of the team and their views on working from home and returning to working in the office.

In addition to the All Team Webinars we have run webinars dedicated to Wellbeing and sessions dedicated to Mindfulness. Our People and Culture team also held a number of webinars for the team to join to seek advice and guidance on a range of issues.

Our aim is to have a truly agile workforce where the focus is on outputs not inputs. We want to empower our team to make choices which benefit both our clients and our work-life balance. While the pandemic has accelerated our ability to work remotely it has presented challenges around how we can develop our team members and retain our culture. We've risen to this challenge and tried to ensure that we've built some fun into the days working at home. Coffee roulette has been a popular way to catch up with colleagues and somehow recreate that casual chat in the kitchen.

We're so proud of our team and how they have responded to the pandemic and overcome their own personal challenge to continue to do their best for each other, for our clients and for our communities.

Mental Health First Aider



"In the couple of years prior to the opportunity arising to become a MHFA I had two people in my team with complex but very different struggles with their mental health. In both cases I had co-ordinated a team and structure of support (and those people have subsequently flourished both personally and professionally) but I had that internal dialogue and concern throughout about whether I was really helping and whether there was anything I could do better.

All of that led to becoming a MHFA a year ago now. The training was intense and really challenging but I learned that I was more resilient and could do more than I thought. It also helped me realise that I had been of help to those members of my team and put to rest my worries about whether I had done enough or the right thing.

We have probably all seen the importance of managing our own mental health and well-being since the start of last year and I've been really proud of how so many people have sought to do just that and both offer support and ask for assistance. I suspect we have seen a much quicker shift in focusing on mental wellness and I am really keen that we build on that as we move ahead."

Raleigh International



We have partnered with Raleigh International, a global, youth-led, sustainable development charity to offer a longer-term volunteer programme for our team members, as part of their professional development.

Eight of our team members successfully completed the assessment process and will be travelling to Costa Rica, Tanzania or Nepal (subject to the pandemic).

They will develop leadership skills, learn to manage a team, focus on delivering a project, as well as building confidence and personal resilience.

Focusing on the health of our team



This year we have enhanced our health offering for our team. For the first time every team member has access to private healthcare.

We've also introduced a virtual GP, via Babylon. Our team can download the app onto their smartphone and check their symptoms, carry out a health check or have a video appointment with a GP.

Inclusion and diversity



We run a returner programme which brings senior professional women who have pressed pause on their career (typically for more than two years) back into the workplace through a 16 week internship with a view to offering permanent roles at the end of the programme. By doing so we can access a relatively untapped talent pool and improve our gender diversity.

Parents@Mazars is our portal providing information ranging from our maternity, paternity, adoption and shared parental leave policies right the way through to useful websites, videos and guidance to help our team members who are parents to be both a great parent and a great professional.



Reducing climate and environmental impact

We have an obligation to minimise our negative impact on the environment. We are a professional services organisation and do not engage in processes or activities that have a major direct environmental impact, but we can nevertheless play an important part in combating climate change. We want to work to create a better environment. Our clients expect it, our team expects it and society expects it. We must live up to those expectations.

Our digital transformation roadmap will play a key part in our climate journey. The pandemic has forced us to accelerate change and we must maintain this pressure on ourselves.

We had introduced a video conferencing platform prior to the pandemic and our user adoption is now exceptional. When we “return” from full-time remote working our experience of this platform will ensure we reduce our travel and therefore our travel related CO² emissions.

The travel management system, introduced in 2019, has allowed us to improve our monitoring and report on our travel. Through the travel platform we monitor our travel related CO² emissions. Our experts in our Consulting team have taken this data and produced dashboards and with this management information we will be able to make informed decisions.

We have ensured our car scheme provider has electric cars available and are looking to improve the uptake of electric vehicles further. The scheme also offsets carbon emissions.

Paper has been a challenge for us; however, we are committed to quickly becoming a near paperless environment. Again, the pandemic has forced us to work in a different way and we must build on this. We have developed printing dashboards and we are able to drill down to individual level and support team members to change their working practices. We use electronic signature technology which means we are able to send documents electronically. We also use client collaboration platforms which means we have been able to reduce the number of “paper transactions” with our clients.

All our offices have bins which allow us to separate waste between food waste, recyclable waste and general waste. Our long-term goal is to have zero waste going to landfill.

Our ultimate goal is to be carbon neutral. The starting point for this goal is to measure our emissions. We have now begun to do this which will help us make informed decisions.

Each of our offices has a Green Champion – dedicated to making our environmental vision a reality.

Plastic reduction



In our London office we have started the journey to be plastic free. We previously removed all plastic cutlery and plastic drinking cups in both our café and our tea points, replacing with recyclable paper and glass respectively. We also removed individual plastic sauce sachets in the café.

As part of our commitment to reduce our environmental footprint, and in particular our consumption of single-use items, we also supplied all our team members across the UK with their own branded reusable water bottle. The feedback was excellent, and it's been brilliant to see them on desks, taken to clients, and used at home – really spreading the message that it's important to look after the environment!

Another small step with a big impact was to remove plastic bin liners from one of our offices that still has desk bins. The next step is to remove the bins!

Reporting



Our experts in our Consulting team have created a series of dashboards relating to our printing and travel. These dashboards allow us to slice the data in a number of ways, right down to individual level. This in turn will enable us to change processes and behaviours.

Local recycling initiatives



In Manchester, the local Green Champions committed to recycling plastic milk bottle tops. Further to this, the Manchester office also arranged for their coffee beans to be turned into coffee logs and for their crisps packets to be re-purposed through the Crisp Packet Project.

Waste



Our goal to have zero waste to landfill has started well. Three of our largest offices send zero waste to landfill.

We're carrying out a waste audit in all our offices and we're also working hard to minimise waste to landfill on any major projects, such as office refurbishments.

Community involvement

A desire to support our local communities and good causes runs deep at Mazars. We aim to generate local and national social value through volunteering, mentoring, educating, fundraising and signposting. We care deeply for society and the communities we serve.

Our volunteering initiatives are channelled through our Mazars Day each year where team members take a day away from the office to participate in community projects either as a team, or it may be to support a charity or cause they are committed to on an individual basis. Each year we also have a "National Challenge" which brings the firm together to support a national charity. Our teams are granted an additional volunteering day to take part.

Our team members also give back to society by offering their skills on a pro-bono basis; through roles as school governors, Scout leaders, or treasurers of local organisations such as a parish council or local committee. During the pandemic members of our team have signed up to community groups to help their neighbours.

The Mazars Charitable Trust was set up by our partners in 1973 to share some of our good fortune

with charities and causes. Team members are able to nominate charities to receive a donation, either at a national or local level. This year we donated £400,000 via national and local grants. This year the Trust set aside an emergency fund and invited team members to apply for grants to support Covid-related causes, donating £61,000 of grants.

The pandemic has, inevitably, had an impact on volunteering activities since March 2020. Since then, our dedicated Community Champions in each office have worked especially hard to focus on communities where the need is greatest, and have been organising virtual volunteering activities throughout.

We also aim to make it easy for our team members to donate to charity if they wish to via our payroll giving scheme – Mazars Way to Give.

National Challenge



During our National Challenge Week colleagues from across all of our offices came together to support Mind, a charity dedicated to improving mental health in the UK, with our initiative "Move for Mind". Our Durham team walked c260 miles on the office treadmill, our Nottingham team did a Jailbreak, Rowing the Trent and Peak District Challenge and in Poole our team took on the epic challenge of walking 100km along the Jurassic Coast.

As well as embarking on the physical challenges, each office ran a Lunch & Learn session raising awareness for Mind.

Covid local volunteering effort



We are enormously proud of how our team have stepped up to support those in need during the pandemic.

Nik set up a stand outside a busy A&E department in London once a week after work with doughnuts, brownies and other treats for hospital staff, police and the fire department. He became known as "the doughnut guy"!

Sharon in Birmingham took up sewing in the New Year and by March found herself making head bands for nurses to attach their masks to and laundry bags for them to take their used uniform home safely to wash without having to touch it again. These were just simple ideas, but they would make the jobs of these very special workers a little easier.

"It has been really rewarding to feel you can make a small difference to the tough jobs that people have, and it is also a great way to distract yourself from some of the challenges we face at the moment. I don't think I'm ready for the Great British Sewing Bee, but I've definitely learned lots of new skills doing this!"

Mike in Poole has done an amazing job with the Chandler's Ford Help Group in his local area. He's shopped for groceries and delivered them before he's started his working day, he's taken pets to the vets and organised a VE day event at local care homes. Mike is also Treasurer of the Southampton FC Disabled Supporters' Association. He and others have been phoning their members during the pandemic to check everybody is okay, and for a general chat, "many are housebound anyway, so this has exacerbated the situation for them".

Mazars Charitable Trust (MCT) Covid Relief Fund



We invited our team members to apply for grants to support those impacted by the pandemic. 74 grants were made.

Doorstep Library

Four in every ten children in London live in households in poverty. Lockdown has accelerated education inequality for these children at an alarming rate, widening the existing gap, and placing those already at a disadvantage further behind. Thanks to the support from MCT, Doorstep have been able to send out over 200 books (and counting!) to children at risk, and support over 45 families online reading sessions to keep children engaged and reading during lockdown.

Dads Rock

Dads Rock supports and inspires dads throughout Scotland to have the strongest relationships they can with their children and develop strong family units. Social distancing has had a huge impact on their project delivery as they are no longer able to run their core support services such as playgroups, workshops, one to one mentoring of young dads, school work or music lessons in the traditional way. Thanks to the support of MCT Dads Rock has been able to purchase Zoom licences which has enabled a smooth transition of parenting workshops, music lessons and one-on-one support for young dads from face-to-face to online.

One parent said, "The support my son has received from Dads Rock during this challenging time has been invaluable. Lifted his confidence, improved his skills and given him a sense of normality."

Integrity and responsibility

Integrity and responsibility are at the core of our operating model. They are the foundations on which we build our approach to our clients, our team and to society. We believe that a firm with integrity, and which takes its responsibilities seriously, will naturally embrace sustainability.

Strong values have been at the heart of our organisation since its creation. They guide us in our daily actions, providing a common base of values that all Mazars' members and teams share and respect. These values are detailed in Mazars' Charter, individually signed by each member firm.



Our sustainability strategy would mean nothing if it was not rooted deep in our culture and values.

Our quality and risk management tools are robust. Our Quality and Risk Committee is responsible for ensuring that quality runs through everything we do. Each partner and team member is assessed against quality objectives every year. We ensure that our whole team has the appropriate training to achieve technical and ethical excellence.

Our Global Code of Conduct, "Living our Values in a Changing World: Creating Positive Change" is a practical guide to help our team to navigate difficult choices and make the right decisions in line with our values. We handle any breaches seriously and take appropriate action to uphold this code whenever necessary. By doing so, we will be a trusted firm, working for the collective interest, committed to our clients, our people and wider society.

Transparency

Transparency is so important to drive change. As part of this, we have voluntarily published in our Gender Pay Gap reporting disclosures on gender and ethnicity that go beyond the legal requirements. We do this because openness and transparency matter and by doing so we can properly hold ourselves accountable and make a difference to fairness of opportunity and inclusion for all.

Societal importance of audit

Financial statements that can be relied upon underpin financial markets and lead to appropriate tax revenues that support the public services that in turn safeguard society.

This requires a quality audit and we take our responsibility to play an active part in this seriously. Audit quality is embedded in our culture and our strategy.

KPIs

KPI	Unit	FY19	FY20
Issues raised through Speaking Up activities	Number	9	8
Dismissals for misconduct	Number	0	4
Fair pay: Average partner pay vs average staff pay ¹	Ratio	6.03:1	6.44:1
Fair pay: Average supplier payment days ²	Days	46.7	44.4
Staff perception of quality culture ³	Grand Mean – total 5	3.94	4.06
People Engagement Score ⁴	Grand Mean – total 5	3.80	3.90
Partners: Women	Percentage	16.5	18.1
New hires: Women	Percentage	46.12	43.41
New hires: BAME	Percentage	27.74	30.57
Gender Pay Gap (incl. partners) ⁵	Percentage	37.7	36.6
Gender Pay Gap (not incl. partners) ⁵	Percentage	13	13.2
BAME Pay Gap (not incl. partners) ⁵	Percentage	8.9	8.6
Days lost to sickness ⁶	Percentage	1.61	1.59
Social mobility: Free School Meals ⁷	Percentage	5.32	8.51
Social mobility: Work experience provided ⁸	Number	56	0
Community contribution via Mazars Charitable Trust ⁹	£	£434,221	£399,816
Community contribution: Number of awards ¹⁰	Number	263	277

1 Ratio of average partner pay to average staff pay (hourly rate including bonuses), on a consistent period with the gender pay gap reporting.

2 Calculated as the average days taken to pay supplier invoices from the date of receiving an invoice (excluding invoices from other Mazars firms), as reported to the UK Government.

3 Score derived from the quality question within the firmwide engagement survey: “My fellow employees are committed to doing quality work”. Reported each September in relation to the previous year (e.g. September 2020 reflected in FY20 column above).

4 Overall score from the firmwide engagement survey. Reported each September in relation to the previous year (e.g. September 2020 reflected in FY20 column above).

5 The data refers to the mean pay gap for combined Mazars UK entities as disclosed in the Gender and Ethnicity Pay Gap Report issued in the stated period.

6 Days lost to sickness as a percentage of total full time equivalent days available per year.

7 Proportion of people hired during the year who have voluntarily disclosed being in receipt of Free School Meals while attending a state secondary school.

8 Total number of work experience placements provided under our social mobility programme. The pandemic paused our programme during FY20.

9 The cash value of the awards granted via the Mazars Charitable Trust for the year up to 31 March 2019 and 2020.

10 The number of awards granted via the Mazars Charitable Trust for the year up to 31 March 2019 and 2020.

KPI	Unit	FY19	FY20
Volunteered time (absolute number) ¹¹	Hours	3,550	2,738
Business travel miles:			
– Air (absolute number) ¹²	Miles	3.4m	1.9m
– Rail (absolute number) ¹²	Miles	2.4m	2.0m
– Vehicle (absolute number) ^{13, 14}	Miles	2.4m	1.3m
– Air (average per person) ¹²	Miles	1,546	889
– Rail (average per person) ¹²	Miles	1,104	936
– Vehicle (average per person) ^{13, 14}	Miles	1,086	601
Carbon emissions:			
– Air (absolute number) ¹²	Tonnes CO2	1416.2	748.7
– Rail (absolute number) ¹²	Tonnes CO2	159.4	127.9
– Vehicle (absolute number) ^{13, 14}	Tonnes CO2	672.8	354.2
– Air (average per person) ¹²	Tonnes CO2	0.652	0.350
– Rail (average per person) ¹²	Tonnes CO2	0.073	0.060
– Vehicle (average per person) ^{13, 14}	Tonnes CO2	0.310	0.166
Paper usage (absolute number) ¹⁵	Sheets	9m	4m
Paper usage (average per person) ¹⁵	Sheets	4,049	1,948

11 As recorded on the firm’s time recording system.

12 Figures for FY19 have been pro-rated as an estimation due to a change in the travel management company mid year.

13 For company and private vehicles where expenses claimed.

14 Based on UK Government 2019 and 2020 GHG Conversion Factors for Company Reporting, using conversion factor for average size car, fuel unknown.

15 Copy and print total.

Methodology

- This report covers our financial year from 1 September 2019 to 31 August 2020 although on occasion we may include information outside this period if it helps to illustrate a point.
- Our salient risks were considered in March 2020 by a team of Mazarians from across our UK firm.
- The data collected for this report relates to Mazars in the UK.
- The results were analysed by our operations team with the help of our Head of Quality.



Mazars has been since 2012 an active member of the UN Global Compact – the largest voluntary corporate sustainability initiative to encourage businesses worldwide to adopt socially responsible policies, and to report on their implementation.



Correspondence table

 <p>P.16: “Our aim is to have a truly agile workforce where the focus is on outputs not inputs”</p> <p>P.10: “We will develop our thought leadership to ensure we are positioned as the most responsible professional services firm”</p>	 <p>P.16: “Our aim is to have a truly agile workforce where the focus is on outputs not inputs”</p> <p>P.7: “Embedding sustainability services within existing service lines”</p> <p>P.10: “Education and development will be at the heart of our people agenda”</p>	 <p>P.10: “We will actively promote inclusion and diversity to ensure all our team are treated and valued equally”</p> <p>P.10: “We will have a team that reflects society and the communities in which we work”</p> <p>P.15: “... our challenge is to support the progression of women into senior leadership roles across the firm”</p>	 <p>P.7: “Embedding sustainability services within existing service lines”</p> <p>P.10: “We will provide our clients with sustainable solutions that enhance their business”</p> <p>P.7: “Agile working focusing on productivity and outputs”</p> <p>P.10: “We will reduce the amount of waste we produce”</p> <p>P.19: “Our long-term goal is to have zero waste going to landfill”</p>
 <p>P.16: “The wellbeing of our team is our priority”</p> <p>P.16: “...launched our first cohort of Mental Health First Aiders “</p> <p>P.16: “... looking after the mental health of our team”</p> <p>P.17: “Focusing on the health of our team”</p> <p>P.22: “... phoning their members during the pandemic to check everybody is okay”</p>	 <p>P.10: “Education and development will be at the heart of our people agenda”</p> <p>P.10: “We will identify talent early and nurture it to enable individuals to reach their full potential”</p> <p>P.8: “Sharing our expertise through skills based volunteering and pro-bono work”</p> <p>P.10: “We will educate our team on the societal impact of community support and engagement”</p> <p>P.15: “... we moved all our training onto the U-Learn platform”</p> <p>P.15: “We launched our Mazars Manager programme”</p>	 <p>P.7: “Reducing our negative impact on environment”</p> <p>P.19: “Our digital transformation roadmap will play a key part in our climate journey”</p> <p>P.19: “... we monitor our travel related CO² emissions”</p> <p>P.19: “... our car scheme provider has electric cars available”</p> <p>P.19: “... we are committed to quickly becoming a near paperless environment”</p> <p>P.20: “... also arranged for their coffee beans to be turned into coffee logs and for their crisps packets to be re-purposed through the Crisp Packet Project</p>	 <p>P.10: “We will embed our Code of Conduct with a greater understanding of our culture”</p> <p>P.8: “Increasing transparency, communication and accountability”</p> <p>P.15: “We’re committing to accelerating progress on the inclusion and diversity agenda”</p> <p>P.23: “Integrity and responsibility are at the core of our operating model”</p> <p>P.23: “Strong values have been at the heart of our organisation since its creation”</p>

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Mazars is an internationally integrated partnership, specialising in audit, accountancy, advisory, tax and legal services*. Operating in over 90 countries and territories around the world, we draw on the expertise of 40,400 professionals – 24,400 in Mazars' integrated partnership and 16,000 via the Mazars North America Alliance – to assist clients of all sizes at every stage in their development.

*where permitted under applicable country laws

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