

Group Corporate Social Responsibility
#MazarsForGood
Communication on Progress 2021

May 2020 – May 2021



Mazars Group CSR

Communication of Progress 2021

A lot has happened since our last Communication of Progress for the UN Global Compact in 2020. We launched our new brand identity, formalised our long-term values, launched our new service line 'Sustainability Services' and clearly defined a CSR strategy that will help us achieve the objectives we have set ourselves.

As an active signatory of the UN Global Compact (UNGC), this document is an integral part of Mazars' Communication on Progress (COP). It outlines our progress and performance with regards to the UNGC's Ten Principles.

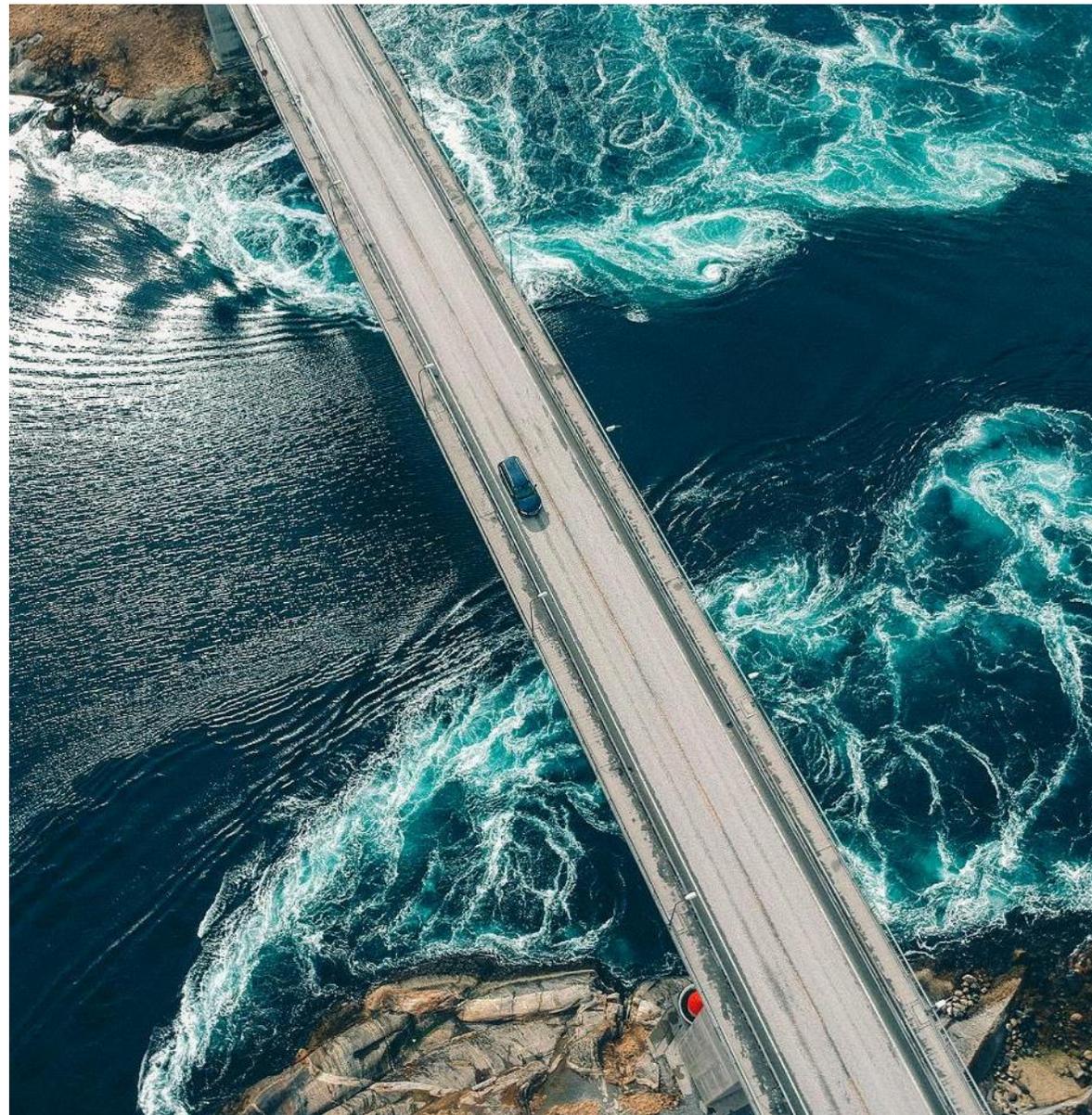
This year, our COP comprises the following elements:

- Our letter of engagement
- Our answers to the COP questionnaire
- Our [2020 Yearbook](#), [Group Sustainability Report](#) and [Group Transparency Report](#). In these reports you will find our major achievements and commitments, as well as a set of improved extra-financial key performance indicators
- And this correspondence table document that highlights where we stand with regards to the Ten SDGs of the United Nations Global Compact

Mazars is an international integrated partnership and by nature decentralised. This means, each member firm operates under the Mazars brand but is responsible for the effective implementation of the Mazars Group directives and policies. Member entities in the partnership may have different priorities; however, our [CSR strategy](#) provides a common vision that leadership teams around the world should follow, while allowing for local flexibility in the pace and prioritisation of activities.

In this correspondence table, you will find both Group-wide policies and a number of country level examples. We recognise that measuring outcomes is a critical component of the UNGC and you will find a number of indicators in the afore-mentioned documents.

This correspondence table is not designed to be an exhaustive list



Mazars Group Corporate Social Responsibility strategy

Progress in 2020 – 2021



Mazars Group Corporate Responsibility

Strengthening our values in 2020 by unveiling our new brand identity

Social conscience at the core of our identity

- Sustainability has always been part of who we are. Our new brand identity, which we unveiled in 2020, reaffirms our commitment to creating value for the long-term and doing what is right.
- Sustainability is an integral part of our model and is embedded in our values, our strategy and how we operate. As auditors, our core mission is to help build transparency and confidence in financial markets; and as a firm, we want to grow in a way that balances the needs of today with those of tomorrow. We manage our firm for the benefit of future generations, contributing to society, acting responsibly, and caring about the interests of all our stakeholders.
- We strongly believe in accountability and take responsibility for our actions. We do not focus on short-term achievements; we manage our firm for the benefit of future generations. Our social conscience is the reason why we remain independent and actively work to bring choice to our industry.
- Our new brand identity clearly defines who we are: an international audit, tax and advisory firm, built as an integrated partnership, working as one team and committed to helping people and clients succeed, providing confidence and acting in the public interest.

The Mazars logo is displayed in a bold, blue, lowercase sans-serif font.

Mazars Corporate Social Responsibility

Description of Actions in detail

Human Rights	Group policies and procedures	Examples of services, initiatives and commitments
<p>Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and</p> <p>Principle 2: make sure that they are not complicit in human rights abuses.</p>	<p>Mazars fully complies with the Human Rights development agenda set forth by the Global Compact, and believes that respect for human rights paves the way for sustainable performance, as it fosters trust from all stakeholders, from employees to clients and communities as a whole. We apply the same standards globally when it comes to compliance and human rights, irrespective of national legislation.</p> <p>Our values guide us – integrity and responsibility in particular are at the heart of everything we do. For us, this means first and foremost making sure that our quality management processes and tools are robust and exemplary. This is precisely what Mazars’ Quality and Risk Management Board is responsible for, with the aim of fostering the sustainable growth of all our services and making sure all staff and partners receive the training they need to achieve technical and ethical excellence.</p> <p>In 2018 we refreshed our global code of conduct and have made training mandatory for all staff worldwide. Our global code of conduct is a practical guide to help our people, regardless of age, position or country, 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.</p> <p>All operations are subject to public scrutiny in our Group Transparency Report. Where applicable, local Transparency Reports are also published on a yearly basis and can be viewed on local Mazars websites.</p> <p>We have a “zero tolerance” policy for unethical behaviour and this is reflected in our group-wide whistleblowing procedures for our staff, our clients and our stakeholders. These procedures were deployed in 2014 and both external and employee complaint forms can be accessed on all our Mazars websites. All claims are directly processed through the Group’s Chief Compliance Officer (CCO) except when stated otherwise by the local regulation.</p> <p>We have stepped up our investment in our IT tools, particularly data security, as respecting our clients’ and people’s privacy is our top priority.</p>	<p>Business and human rights: Our award winning services help companies identify the risks of where their activities are most likely to cause harm to people. We help our clients engage with stakeholders, implement a robust human rights due diligence system and provide assurance on their reporting.</p> <p>Accreditations: Some of our offices are accredited to perform certain services. For instance, Mazars in France is ISO accredited for its CSR Department audit and advisory activities, and Mazars in Switzerland has been accredited by the RJC (Responsible Jewellery Council) to verify the compliance of industry organisations with the RJC Code of Practices. Such audits encompass business ethics, human rights and social performance, environmental performance and management systems. Mazars Denmark is approved on a yearly basis by the business authority <i>Erhvervsstyrelsen</i> on its sustainability and smart business strategies. This is a pre-requisite to be able to work for NGO clients in Denmark.</p> <p>Pro bono services: As a professional services firm, we have experts who believe it is their responsibility to provide pro bono services to those who need it the most. In Germany, for example, Mazars has developed the “Help for Helpers” programme, through which local staff provide administrative and legal support to refugees.</p> <p>Commitments: Mazars in Poland is signatory of the Responsible Business Declaration of the French Chamber of Commerce and Industry in Poland, whereby Mazars in Poland has committed itself to contribute to the development of social and human capital, transparency management, protection of the environment and the promotion of CSR best practices.</p>

Mazars Corporate Social Responsibility

Description of Actions in detail

Labour	Group policies and procedures	Examples of services, initiatives and commitments
<p><u>Principle 3:</u> Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;</p>	<p>As a professional services firm, our reputation and methods are based on human capital. Our HR policies are designed to attract and retain talent in very specific and targeted areas of expertise. Our HR policies apply all labour regulations in every country and we follow good governance codes wherever they exist. The Group has also applied some of the more stringent laws globally, for instance with the appointment of external members to its Governance Council, the body that oversees global management.</p> <p>All operations are subject to public scrutiny in our Group Transparency Report. Where applicable, local Transparency Reports are also published on a yearly basis, and can be viewed on local Mazars websites.</p>	<p><u>Education and training:</u> Our commitment to education and training is reflected through our CLIP accredited Mazars University and our Group-wide partnership with LinkedIn Learning. Learn more about Mazars as an employer on our careers website. Since 2020, Mazars is moving towards a coaching culture with the new ReCoach programme where communication, training and guidance are at the core.</p> <p><u>Creating a modern and flexible work environment:</u> From Singapore to Rotterdam, Gabarone to Milan, and London to Paris, our offices are revolutionising their workplaces with more collaborative workspace combined with digital tools. We favour these human designs and believe this allows our talented professionals to speak up and contribute to the transformation of our organisation. At the same time, a growing number of Mazars offices around the world are offering flexible working schemes, such as flexible working hours or the possibility to work from home.</p>
<p><u>Principle 4:</u> the elimination of all forms of forced and compulsory labour;</p>	<p>We place people at the heart of our business and have put a major emphasis on this pillar in our Group CSR strategy. We have made it our top priority to provide our people, wherever they are in the world, with the right, inclusive and safe environment for them to thrive, learn, grow and develop, to achieve their full potential.</p>	<p><u>Charity involvement:</u> We believe education and human development are major components of the fight against child labour. For example, for over 10 years now, our Guangzhou office, in mainland China, has been providing pro bono accounting services to Couleurs de Chine, an association that helps and promotes the Miao, Dong and Yao Chinese ethnic minorities living in the Guangxi province. Couleurs de Chine's main mission is to give young children – with a specific focus on girls - the opportunity to attend school and receive a proper education.</p>
<p><u>Principle 5:</u> the effective abolition of child labour; and</p>	<p>Mazars is committed to accelerating gender diversity and foster inclusiveness in its organisation as, not only is the topic a subject of concern for modern societies, it is also a proven condition for business and organisational performance. We are a truly multicultural partnership and we celebrate what makes us different. We do not tolerate discrimination in any form. Since 2014, a Gender Diversity steering committee has been set-up and championed by Antonio Bover, Managing Partner of Mazars in Spain.</p>	<p><u>Gender diversity:</u> At Group-level, we have partnered with the Gender Balance Observatory to work on concrete actions to help advance women in leadership positions, internally and externally. Together with the Observatory, Mazars has developed a checklist for CEOs to assess whether their organisations have implemented the necessary actions that deliver results. To improve gender diversity at Mazars, we have included both incentives and binding measures in our four-year strategic plan, aimed at helping us increase the number of women in our leadership and governance bodies, our partnership and our wider talent list. We continuously promote our offices' best practices - notably on the topics of mentoring and networking. We also regularly conduct group-wide internal staff surveys to consider our people's views. We make sure to build and cultivate a female talent pipeline. In this respect, we hold an annual Women Leaders Seminar to cover a wide variety of topics, all essential for the empowerment, visibility and development of high potentials.</p>
<p><u>Principle 6:</u> the elimination of discrimination in respect of employment and occupation.</p>	<p>Since 2021 Cécile Kossoff is the appointed global D&I leader with a clear agenda for the next years. Our top priority is to focus on a better representation of women in the organisation at leadership level. For this purpose, Mazars Group has set global targets to increase the number of female partners and executives in our firm by 2025. Today, 44% of our Group Leadership Team is composed of women, compared to 25% in 2016. We believe accelerating diversity in the workplace is a shared responsibility; therefore, each member entity of our partnership is also in charge of and accountable for setting its own objectives.</p>	<p><u>Diversity & Inclusion:</u> Mazars has signed up to the United Nations Free and Equal Campaign, officially showing its support to the Standards of Conduct for Business, tackling discrimination against lesbian, gay, bi, trans, and intersex people.</p>

Mazars Corporate Social Responsibility

Description of Actions in detail

Environment	Group policies and procedures	Examples of services, initiatives and commitments
<p><u>Principle 7</u>: Businesses should support a precautionary approach to environmental challenges;</p> <p><u>Principle 8</u>: undertake initiatives to promote greater environmental responsibility; and</p> <p><u>Principle 9</u>: encourage the development and diffusion of environmentally friendly technologies.</p>	<p>Even though, as a professional services provider, we do not conduct activities or manage industrial processes that have a major impact on the environment, Mazars has instituted a set of policies that contribute to the conservation of the environment as well as to the reduction of the Group's impact on natural resources. We want to play our full part in the global and necessary effort to ward-off climate change and have made this an integral part of our CSR strategy.</p> <p>We especially pay attention to our travel induced carbon footprint. We encourage the use of public transportation for our people, favour traveling by train instead of flying whenever possible, and have invested in video-conferencing equipment for international meetings.</p> <p>We are aware that one of the areas where we can have an impact is in improving the energy consumption of our buildings. Many of our offices have also implemented voluntary recycling policies and initiatives to limit paper consumption or avoid food waste.</p> <p>While Covid-19 unfortunately took centre stage in 2020, reducing our environmental footprint remains a top priority. Our Group Executive Board has committed to implementing a series of initiatives, including an annual environmental challenge. Clear and specific guidelines are also being defined for green office spaces and global travel policies, with set objectives. At firm-level, Mazars has also committed to becoming a paperless, zero-plastic and zero-food waste organisation by 2024.</p> <p>B.Corp certification is also on the agenda for several of our partnership countries, including Colombia, France, Switzerland and Turkey.</p>	<p>Mazars Sustainability Services: Since 2020 we offer a full range of sustainability services to our clients. We consider it our duty to play our part in changing the corporate landscape and making it fairer and more sustainable. In line with our own sustainability commitments, we are active contributors for positive change. Through our knowledge of best practice reporting and performance we help our clients improve and live up to their societal commitments. As part of its commitment to integrity, accountability and serving the public interest, Mazars has also been actively involved in the European taskforce on sustainability reporting standards.</p> <p><u>Thought leadership</u>: « Growing sustainably » is one of the core pillars of our content strategy, which dives into a number of important topics including sustainable green growth. We are able to provide valuable insight as to how businesses are prepared to tackle major environmental issues. This is why we teamed up with the OMFIF – the Official Monetary and Financial Institutions Forum – to produce a global report on current and upcoming financial regulatory evolutions aimed at tackling climate change. In 2020, we carried out a study on sustainability practices in the banking industry, based on the information published by 30 banks who are UNEPFI Members and/or signatories to the Principles for Responsible Banking.</p> <p><u>Energy consumption of buildings</u>: Some of our buildings are actually certified in the matter, such as the Headquarters in France or the Rotterdam office in The Netherlands.</p> <p><u>Committed to fighting food waste in France</u>: Each year in France, 10 million tons of food are thrown away in schools and corporate restaurants. On average, that is between 20 and 30 kilograms per person. So when the “La Défense des Aliments” project came to life in the La Défense business district in Paris, Mazars was one of the original five companies to commit to the initiative, aimed at developing mutualised solutions to reduce waste in collective catering.</p> <p><u>Recycling cell phones and laptops</u>: Cell phones, laptops and other electronic devices contain hazardous materials such as lead and mercury, which, if not disposed of correctly can contaminate air, soil, and groundwater. In Turkey, Mazars donated 67 unused cell phones and 47 laptops to the “I have a wish” association.</p>

Mazars Corporate Social Responsibility

Description of Actions in detail

Anti-Corruption	Group policies and procedures	Examples of services, initiatives and commitments
<p>Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.</p>	<p>In 2018 we refreshed our global code of conduct and have made training mandatory for all staff worldwide. Our global code of conduct is a practical guide to help our people, regardless of age, position or country, 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.</p> <p>All operations are subject to public scrutiny in our Group Transparency Report. Where applicable, local Transparency Reports are also published on a yearly basis and can be viewed on local Mazars websites.</p> <p>We have a “zero tolerance” policy for unethical behaviour and this is reflected in our group-wide whistleblowing procedures for our staff, our clients and our stakeholders. These procedures were deployed in 2014 and both external and employee complaint forms can be accessed on all our Mazars websites. All claims are directly processed through the Group’s Chief Compliance Officer (CCO) except when stated otherwise by the local regulation.</p> <p>We also pay attention to assignment acceptance. To this effect, we have built our own global hub for independence checks, to ensure we avoid conflicts of interests and other potentially damaging situations.</p> <p>Beyond ensuring the highest standards of quality and ethics in how we work, Mazars’ fundamental mission is to foster transparency and increase the stability of businesses and financial markets. This is essential to drive and safeguard trust in our economies and societies.</p> <p>We have stepped up our investment in our IT tools, particularly data security, as respecting our clients’ and people’s privacy is our top priority.</p>	<p><u>Helping build a fairer world through thought leadership:</u> In 2020 we commissioned a global audit survey to understand expectations of audit. It confirmed the imperative to rethink the audit profession and give it the means to fully play its role in building a fair and sustainable economy.</p> <p><u>Anti-bribery and anti-corruption:</u> For over 15 years, our Anti-Bribery and Anti-Corruption Services team has been helping companies to design, assess and continuously improve their anti-corruption programmes. Since 2017, Mazars has been formally accredited as an approved certifier of anti-corruption programmes.</p> <p><u>GDPR:</u> Our proven experience and competence in the field of data protection and information security in Forensic and Litigation Services, led by an accredited Data Protection Officer, means we can provide you with the comfort that your GDPR processes are not only appropriate but effective.</p> <p><u>Annual Declaration of Objectivity and Independence:</u> All our offices respect the highest degrees of independence and ethics when working with clients and have put in place procedures to ensure this. For example, in France, all technical partners and staff, as well as members of technical functions and certain functional managers must sign an “Annual Declaration of Objectivity and Independence”. This procedure is mandatory to ensure compliance with our rules around ethics and independence when dealing with our relationships with clients and the missions entrusted to us.</p>

Mazars Corporate Social Responsibility

Measurement of outcomes

People and Integrity

- 75% of our largest countries have started to implement a gender diversity improvement plan
- On average Mazars hires more than 6,000 people per year
- In 2020, 93% of our team benefitted from flexible working schemes
- 68 countries, representing over 90% of our fee income, regularly upload and refresh their client data into the WeCheck data management system
- 85% of WeCheck requests are processed in 48 hours or less
- Our staff to manager ratio in our audit services is 3.8:1

Community and Climate & Environment

- 86% of our people work in countries that have supported, financed or sponsored a charitable/environmental cause in 2020
- 58% of our teams offered pro-bono services in 2020
- 80% of our teams work in countries that have appointed innovation lead
- 49% of our people work in countries that have carried out innovation projects with start-ups in 2020

Mazars Corporate Social Responsibility

D&I measurements of outcome

A diverse, multicultural firm

In 2019:

52% of our workforce was under **30 years old**;

39% was between **31 and 50**

9% over **51**

50 nationalities represented in our top three countries

Today:

Group Executive Board is composed of **8** nationalities (out of 12 members)

Group Governance Council brings together **9** different nationalities (out of 11 members).

Gender diversity on the top agenda

In 2021:

Women make up **44%** of our governance bodies overall (members of our Group Executive Board and our Group Governance Council all together) (**+ 13 ppt** in a year)

Our Group management team is composed of **57%** of women C-level executives.

There are **31%** of women in our new global team of firm leaders

However: We still have only **20%** of women partners across our group.

Our realistic goal is to raise this number up to **25%** in 2025.

Change is not going to happen naturally.

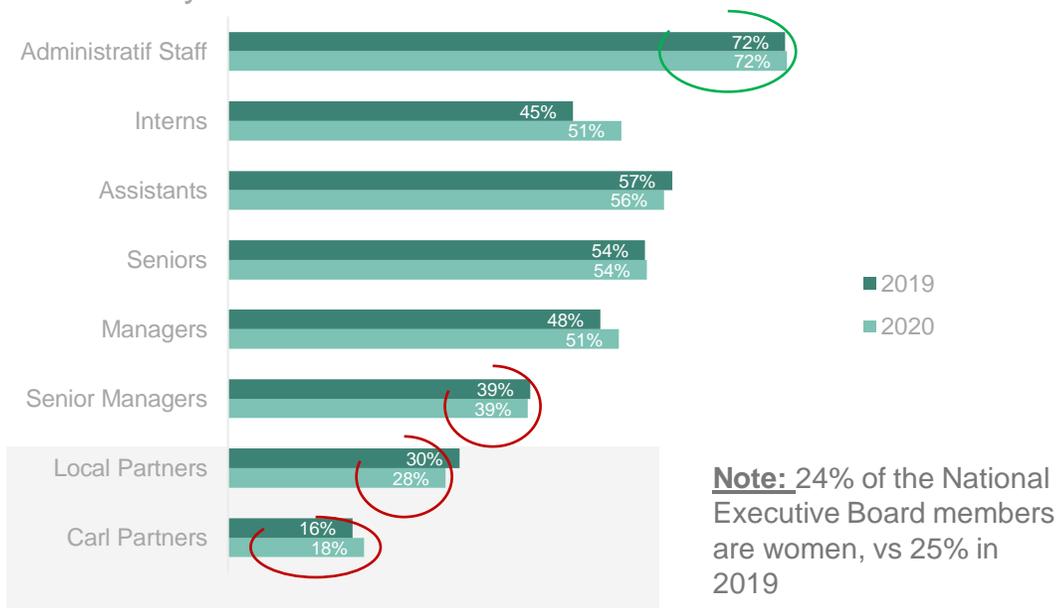
Women by grade: top functions remaining still male-owned

Two main imbalances

In Admin staff, there are twice as many women than men, while above “Senior Managers” grades, the proportion is reverse, with only 18% of Carl Partners and 28% of Local Partners being women.

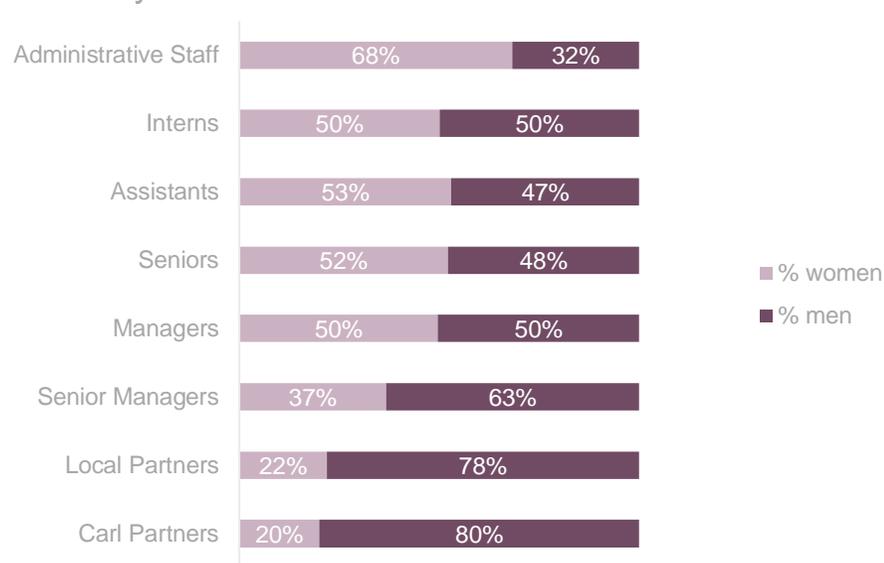
Given the recent hires by grade, this proportion is not going to change soon or naturally, as the highest the functions are, the least women hires

Women by Grade



Reading example: 18% of the Carl Partners are women in 2020, vs 16% in 2019
Source: HR Data Base

Hires by Grade



Reading example: 20% of the CARL Partners that were hired in 2020 were women.
Source: HR Data base

Mazars Corporate Social Responsibility

D&I and Women's Empowerment

Our long-term strategic plan contains clear goals, as well as a set of incentives and measures to help us achieve these goals, across three main levers:

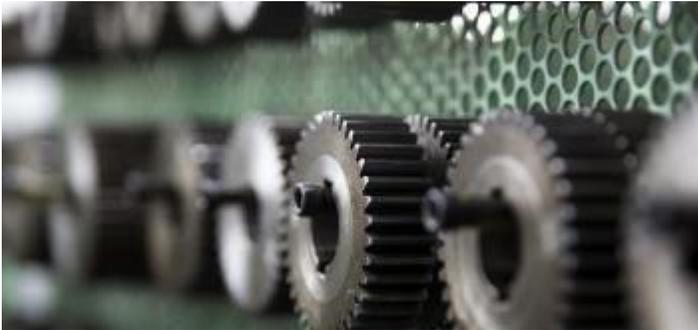
Driving a fact-based dialog and individual, relevant and targeted improvement plans with our 92 countries



Educating and building awareness internally



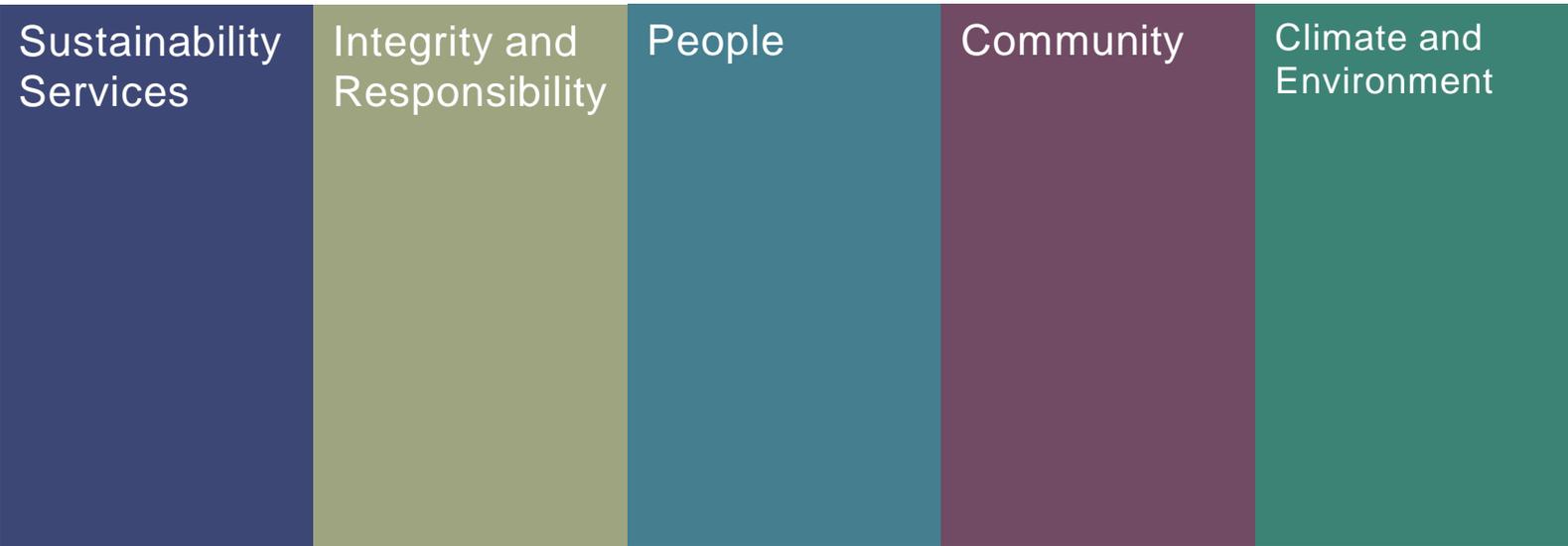
Reviewing key HR processes and acceleration mechanisms



Looking ahead CSR strategy and sustainability

Focused on what matters most to our people, clients and stakeholders.

Five areas where we believe we can make a real difference:



Mazars leaders in the field

Key contacts and governance for

Sustainable Services:



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Co-lead

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Chris Fuggle

Partner, Sustainability services
Co-lead

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Mazars leaders in the field

Key contacts and governance for

Corporate Social Responsibility:



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Managing Partner, Belgium

Member of the GEB

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Antonia Waldner

Project Management Officer to
the Group Executive Board

antonia.waldner@mazars.com

... and soon: externally recruited
Group Sustainability Manager

Diversity & Inclusion:



Cécile Kossoff

Global Diversity and Inclusion
Leader

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Contact

Mazars

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 more than 42,000 professionals – 26,000+ 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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