

Mazars Corporate Social Responsibility
#MazarsForGood
Communication on Progress 2022
For United Nations Global Compact



Mazars Group CSR

Communication on Progress 2022

A lot has happened since our last Communication of Progress for the UN Global Compact in 2020. We strengthened our purpose and our CSR strategy to create positive impact for our people, local communities where we operate and the global environment.

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.

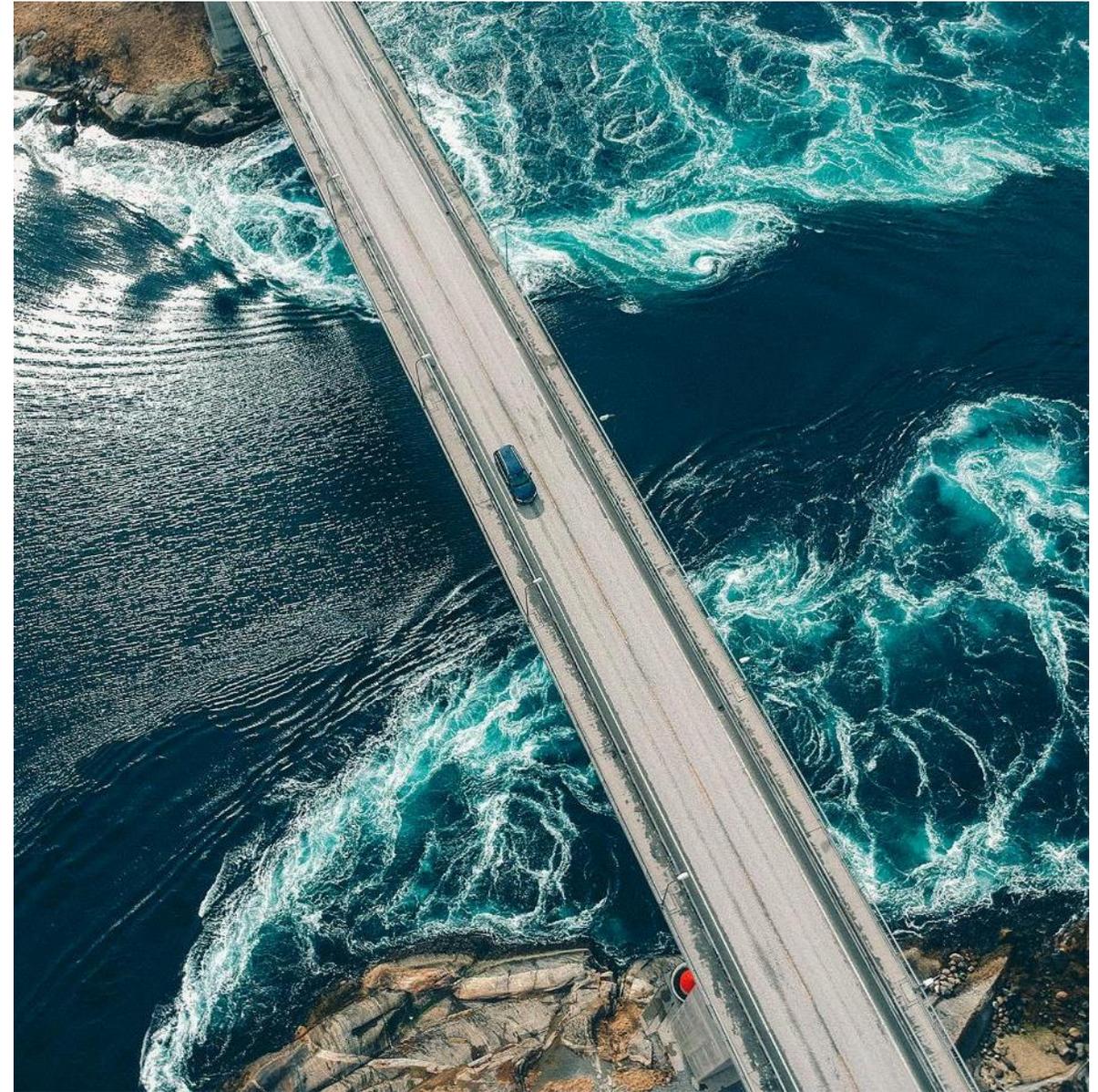
This year, our COP comprises the following elements:

- Our letter of engagement
- Our [2021 Yearbook](#), [2021 Group Sustainability Report](#) and [2021 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 principles 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 firms 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



Strengthening our Purpose

Our Purpose statement: *Our ambition is to build a fairer and more prosperous world by supporting the sustainable performance of our clients, caring for our people and local communities, and preserving the environment.*

Building a fairer and more prosperous world

Financial transparency and extra-financial performance are the foundations of trust, and the essence of a fair and prosperous economy. Auditors are a central piece of this ecosystem. We will continue to be advocates for increased choice, fairness and quality in the audit market by:

Supporting the sustainable performance of our clients

By listening to our clients and their needs, we will shape the future together, developing services that accelerate their business, the right way. We will develop sustainability services that meet the growing demands of all responsible organisations.

Caring for our people

We want to continuously improve the value we deliver to our people, clients and society, reinforcing diversity at all levels of our organisation, building an inclusive workplace, where everyone feels their contributions are welcomed. We will continue to empower our people to thrive by supporting life-long learning and development, making Mazars a school of excellence.

Caring for local communities

We will stay close to local realities and contribute to solving social challenges with our skills, helping to bring positive change in the communities where we live and work.

Preserving the environment

We will play our part in tackling climate change by reducing our negative impacts on the environment and taking concrete steps to reduce emissions and support the transition to a low-carbon economy.

Our CSR Strategy

Sustainability is at the heart of our business. We strive to create value for all our stakeholders, while also caring for people, planet, and society

Integrity and responsibility

This is centred around our code of conduct and the quality of services we deliver to our clients. We recognise our role in contributing to financial markets and aim to do so while staying true to our values. We strive to maintain the highest quality standards, ensuring our clients, investors, markets and regulators have confidence in us to do what is right.

People

By establishing gender-neutral and bias-free processes and looking at ways to encourage, retain and recruit talent, we want to foster a diverse and inclusive workplace, with equal opportunities for all to thrive and grow; a place where people have a sense of belonging and pride; and where talent can make meaningful contributions and be who they are.

Community

We aim to increase the wellbeing of all communities. To create positive impact and reflect our people and talent strategy, we believe we can make a difference through education, finding ways to reskill people and help them re-enter the job market when necessary.

Climate and environment

It is imperative that we all play our part in fighting climate change and preserving the environment. With our global partnership we want to take significant steps towards reducing our environmental impact.

Sustainability services

We want to develop and offer services that contribute to building and growing a strong and sustainable economy that brings trust and prosperity, fuels shared wealth and innovation, and fights inequalities.

Mazars Corporate Social Responsibility

Description of Actions in detail

Human Rights	Group policies and procedures	Examples of services, initiatives and commitments
<p><u>Principle 1</u>: Businesses should support and respect the protection of internationally proclaimed human rights; and</p> <p><u>Principle 2</u>: 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>We are a professional services firm and does not have factories or manufacturing centers, etc. That said we are first and foremost a people organization where our employees are our most valuable assets, as they are the heart of our success. At Mazars, we give our unwavering commitment to provide for a safe and inclusive working environment and unique opportunities for life-long learning.</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>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>Ensuring the health, safety and wellbeing of our employees is one of our key priorities, especially with changing work patterns post-Covid. Since we are not a corporate, but an integrated partnership, our Group Human Resources department works closely with country Human Resources teams to ensure that we provide a healthy and safe working environment for all our employees no matter where they are, in compliance with local and international human rights standards and requirements.</p> <p>One of our 6 foundational values is diversity and respect, which drives us to ensure that we truly celebrate all forms of diversity in our organization and that no one is subject to any form of discrimination, or physical or moral/psychological harassment or abuse be it while they are in our offices or working remotely. Here again, our Human resource departments (group and country) work together to uphold these values to guarantee a truly safe and inclusive working environment for our employees.</p> <p>We are also conscious at Mazars that the pandemic compelled organisations to switch to remote working. At Mazars, we are looking further ahead to ensure that this sudden change in working habits and environments doesn’t have a negative impact on our colleagues’ mental and physical health:</p> <ul style="list-style-type: none"> • We listened to our employees to understand their concerns and adapt our strategy and actions accordingly. • We understand that flexibility can have different meanings for different people and in different local contexts. This is why we allow our employees to choose their own working pattern to balance better their professional and personal lives. • We collaborate with managers and leaders across the Group to ensure we are mindful of our employees’ working time and break times, and we don’t overburden people simply because they are working from home. • Our HR teams across countries organise sessions with our employees to discuss mental health, stress management, and to share guidance on balancing personal and professional duties

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><u>Principle 4:</u> the elimination of all forms of forced and compulsory labour;</p> <p><u>Principle 5:</u> the effective abolition of child labour; and</p> <p><u>Principle 6:</u> the elimination of discrimination in respect of employment and occupation.</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>We respect our employees' right to form and/or be part of a trade union, in accordance with relevant/ applicable laws and we recognize such unions / organizations for the purpose of collective bargaining. This is once again a right which our employees may exercise without fear of intimidation or reprisal, and we ensure that our employees have access to consultation and dialogue with Group management and employee representative associations.</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. 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>Our core values guide us to act with integrity and responsibility. We are professional services firm with operations in over 90 countries around the world and we strive to ensure in collaboration with our member firms across these countries that there are no illegal practices to employ or participate in any form of forced or bonded labor. Our Human Resources teams work closely together to guarantee that our compensation package in all countries guarantees at least minimum wage standards in all countries where we employee our people.</p> <p>At Mazars we give full confidence in our employees to choose how they want to work, how they want to manage their professional and personal lives. In several of our countries we have put in place specific measures and policies to guarantee the right of our employees to disconnect and rest, since we recognize that a healthy, safe working environment is also one where employees have the freedom and independence to choose how they work best.</p> <p>Beyond ensuring that our remuneration is fair and complies to local laws, our Human Resource teams are constantly working in collaboration with each other, guided by the Group, to improve our HR processes and provide more transparency to our employees on their career path and the criteria and methodology used to evaluate performance. Again, guided by one of our core values which is 'Diversity and respect', we have rooted all forms of discrimination based on any criteria of gender, race, age, sexual orientation, caste, religion, ethnicity, etc. in our recruitment and promotion processes to ensure that our HR processes are strictly based on objective criteria that are also transparently disclosed to all employees.</p> <p><u>Our commitment to 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> <p><u>Our commitment to 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>

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>Mazars being a professional services firm does not have factories or manufacturing centers, however, we are very conscious that our operations and business activities also do have an impact on the environment.</p> <p>2021 was a significant year for our strategy and commitment to act for the environment. We strengthened and shaped our action plan to take stock of where we stand in terms of our impact on the environment and what we need to do to reduce that impact. Our plan focused on three themes:</p> <ol style="list-style-type: none"> 1. Embedding sustainability across the business: <ul style="list-style-type: none"> • We believe that environmental sustainability is not only the responsibility of our CSR teams, but of every Group support function. Hence, we engaged with all of them to help them understand how to take sustainability into account in their business functions and how it can be a win-win for the business and the environment. • Aligned with this objective, we have developed a Supplier Code of Conduct stipulating the social, ethical, and environmental standards that are expected from our suppliers. 2. Gathering data to understand our impact on the environment: <ul style="list-style-type: none"> • We launched our first Group-wide reporting exercise to gather emissions-related data from 89 countries for the financial year of 2020-2021. This helped us to: <ul style="list-style-type: none"> - identify our major sources of emissions under scopes 1, 2 and 3 - Identify where we are missing data and the reasons why - Understand how we can improve data quality and quantity in the coming years <p>While we are not ready to publish our overall emissions performance yet, we have made some important steps forward and valuable lessons provide a solid foundation for further progress in 2022.</p> <ol style="list-style-type: none"> 3. Launching our Sustainability Foundation Course: We have developed a six-module Sustainability Foundation Course to help our employees become effective agents of change. We launched the first two modules of the course in 2021: Since launching the modules in September and November 2021, the course has created significant momentum, with over 6000 employees completing the Module 1 and over 3500 employees completing Module 2 at the end of March, 2022. 	<p>Beyond this strategy and action plan, at group level we have created and launched a Green Mobility policy, a Real Estate policy embedding sustainability as well as various employee engagement opportunities for employees to be more sustainable. Below are some examples of best practices from contributing to the objectives of SDG 13:</p> <p>In Mazars Belgium, employees are traditionally provided with a company car for their commute to the office and client sites. To reduce the environmental implications of this policy, the local CSR ambassador, with the help of local management teams, redesigned the existing mobility plan to provide a range of alternative options for employees to adopt more environmentally responsible behaviours. Employees can now use their company car budget to opt for an electric or hybrid car, an electric bike, car-sharing, train tickets, or even to rent an apartment nearer to the office.</p> <p>Mazars offices in many countries are switching to renewable energy, for example, Colombia, France, Netherlands, Spain, UK and Germany, with many more planning to join them in the coming years. Several of our country teams are also moving to office buildings and locations that hold sustainability certifications to optimise the use of resources like energy, water and waste management and substantially bring down our emissions in the coming years.</p> <p>All our policy guidelines concerning the choice of our office buildings, the purchase of office energy, IT equipment, office supplies like paper, and even selecting a supplier, are designed with SDG 12 in mind. Our choices in what we consume and how have the power to influence and shift production and consumption patterns that are more sustainable and respectful of the environment.</p> <p>In France, Belgium, Sweden, Turkey, and many other countries, Mazars is tackling the problem of electronic waste by recycling old laptops and phones to either donate to charities or allow employees to buy them at a reduced rate.</p> <p>Mazars countries all over the world are taking multiple initiatives to reduce the purchase and use of paper. In Singapore and the UK, we have introduced digital business cards, rather than traditional ones, which work with a QR code. Each employee is assigned a unique code they can update digitally throughout the course of their career at Mazars. If they leave the firm, the same cards can be overwritten digitally and assigned to another employee.</p> <p>In 2021, Mazars in the Philippines conducted a 1.5-hour training for all employees on sustainable diets through their local UN Climate Change Learning Partnership. They encourage employees to not only participate in the training, but also to adopt more sustainable diets.</p>

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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>Helping build a fairer world through thought leadership: 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>Anti-bribery and anti-corruption: 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>GDPR: 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>Annual Declaration of Objectivity and Independence: 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>

Performance against key indicators

Integrity & Responsibility

Integrity & responsibility

90%

over 90% of our countries have started training their employees on the Global Code of Conduct.

78

countries representing over 95% of our turnover are live on WeCheck, compared to 68 countries in 2020.

85%

of WeCheck requests are processed in 48 hours or less.

Read our [2021 Group Sustainability Report](#) for more information

Performance against key indicators

People

People at the heart of our development

We recruited

7,895

new hires, co-opted 116 partners and saw our talent list grow by 15%.

78%

of our countries supported flexible work and promote work-life balance.

40

hours of training hours on average per employee to promote lifelong learning and development.

62

hours of training on average for our auditors.

Women represented

54%

of our global workforce.

44%

of our global talent list of candidates for partner roles vs. 42% in 2020.

43.5%

of our governance bodies (GEB and GCC), up 13% on 2020.

20%

of partners worldwide.

Read our [2021 Group Sustainability Report](#) for more information

Performance against key indicators

Climate and Environment

Reducing our environmental impact

45 We gathered data from 45 of our countries

64% covering over 64% of our total headcount to start constructing our environmental footprint.

We will work towards scoping more of our countries to develop a credible environmental footprint next year.

Read our [2021 Group Sustainability Report](#) for more information

Performance against key indicators

Community impact

Contributing to communities

50%

We organised pro bono and volunteering initiatives for over 50% of our headcount.

1,3m€ +

15,600hrs

Notwithstanding the impact of Covid, our employees contributed over 15,600 hours through volunteering and pro bono engagements and we made donations over € 1,3 m to societal initiatives.

Read our [2021 Group Sustainability Report](#) for more information

Mazars leaders in the field

Key contacts and governance for

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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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