

THE GUIDEBOOK



GREAT PLACE TO WORK



PROMOTING WITH FAIRNESS



NETWORKING & MENTORING



Women @ Mazars



MAZARS



“GENDER DIVERSITY IS A STRATEGIC ISSUE THAT SHOULD BE SUPPORTED BY BOTH MEN AND WOMEN AT MAZARS. SO I AM PROUD TODAY TO SPONSOR THIS GLOBAL INITIATIVE AS A MEMBER OF THE GEB BUT ALSO AS A MAN. THANK YOU FOR EMBARKING WITH US ON THIS JOURNEY TO ACCELERATE GENDER DIVERSITY AT MAZARS”

ANTONIO BOVER

GEB member & Gender Diversity Sponsor
For the Gender Diversity Steering Committee

Introduction

Accelerating gender diversity amongst staff and Partners is definitely one of the key priorities in the coming years.

Nevertheless, it is not an easy task; this is why we should take advantage of successful initiatives and best practices that have been already implemented within Mazars.

Hence, this guidebook has been designed by members of the Gender Diversity Steering Committee; it offers ideas, examples or quick wins experienced by various countries.

Surely not exhaustive, it should be used as a starting point and food for thought in your specific gender diversity policy.

Gender diversity cannot be a top-down approach coming from Group; it is a shared responsibility, which needs to be locally contextualised.

This booklet focuses on 3 main topics that were highlighted in our Gender diversity global survey as the key levers for change:



Promoting with fairness,



Mentoring & Networking, and



Creating an awesome and friendly work environment.

We hope this will be inspiring and will accelerate our journey to make gender diversity a cornerstone of our modern firm.

Mazars as a great place to work

With the great contribution of:



Shelley Parker,
USA

Francois Smuts,
South Africa

Joyce Haamans,
Netherlands

ENCOURAGING FLEXIBLE WORKING APPEAR FOR MAZARIANS AS THE #1 INITIATIVE THAT WOULD LEAD US TO A MORE DIVERSE ORGANISATION!

Studies show that one of the main reasons why women give up their careers is due to the difficulty for women to combine work and family (too short maternity leaves, costly childcare expenses and inflexible work schedules).

Indeed, at Mazars, both men and women view work-life integration as the #1 hurdle on the road towards a more inclusive organisation.

It is up to us to create the kind of work ecosystem that gives both flexibility and support to female staff members. The key word is flexibility, which means enabling work environments that women (and men) can adapt to their own situations to better manage their unique work and home agendas.

In the following pages, you will see some of the key smart workplace initiatives implemented by countries across Mazars where staff can choose when/how/and where they work. However, offices have also paid attention to ensure that despite flexible working solutions, the work place remains a stimulating community where people do come, communicate and share...and not an empty hangar.

Needless to say, these concrete solutions and changes benefit all staff members, beyond women. The results of effective work-life balance programmes across our offices have shown both more satisfaction amongst staff and higher productivity.



Success Stories

MAZARS IN ITALY

SMART WORKING

The reinvention of the workspace is part of their vision to innovate and create shared value. The new approach is clear: take everyone out of their comfort zone and keep staff focused on clients.

To achieve this, all staff members are equipped with mobile phones, laptops, and the IT system is based on WIFI and Cloud... to enable them work from anywhere they want!

With the 'Working from home' policy Italian Mazarians can work from home, whether or not they are assigned on a client job, with the prior approval from their manager or HR.

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MORE WOMEN THAN MEN ARE PENALIZED BY THE "ANYTIME PERFORMANCE MODEL" (I.E. BOTH MALE & FEMALE BELIEVE AN EXECUTIVE CAREER DEMANDS 'ANYTIME' AVAILABILITY), A WORK MODE THAT REQUIRES SACRIFICING PERSONAL AND FAMILY LIFE."

MCKINSEY,

«Women matter 2016»

MAZARS IN THAILAND

FLEXIBLE WORKING HOURS AND WORKING FROM HOME POLICIES

Allowing employees to avoid traffic and start anytime between 7:00 to 10:00 in the morning. Employees will still be required to work 8 hours per day.

Working from home: Employees are allowed to work 1 day a week from home as long as service delivery is not compromised. Laptops are made available to facilitate this.

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MAZARS USA

MAZARS SMART CAMPAIGN

Work Smart: Mazars USA focuses on work hours flexibility where employees are encouraged to work remotely when possible while still being accountable for deliverables.

Dress Smart: 'dress for their day': staff should dress appropriately when going to a client but can be more relaxed (and dress accordingly including jeans) when at the office.

Live Smart: offices host weekly Pilates classes, guided meditation classes and during peak season a masseuse is in-house for 15 minute chair massages.

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Success Stories

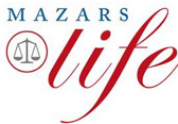
MAZARS IN FRANCE

ACCELERATE SOCIAL
TRANSFORMATION



Working group
on parenting
at Mazars

Mazars France has one of the longest track records across Mazars for promoting workplace improvement and has launched many programmes thanks to their staff-based working group approach.



Working group
for work-life
balance & social
engagement

KEY INITIATIVES FROM THIS WORKING GROUP:

- "Solidarity" sabbatical for volunteer work
- "Work, Life? I choose both" video series featuring Mazarians who are also top athletes, musicians, entrepreneurs
- Concierge service (drycleaning, personal shoppers...) and massage therapists
- Exchanges: opportunities to discuss managerial and generational issues

'FLEXIBILITY AT WORK' POLICY

- For 2 years, all French Mazarians starting from the Senior grade are entitled to work from home one day a week.
- "Core business in core hours" policy to reduce the pressure to respond outside of regular office hours.
- Co-working from home: meeting at a colleague's house to work as a team

A MODERN WORKPLACE

On the top of the agenda of Mazars Paris office is the refurbishing of the premises, incl. the creation of a gym center (with monthly subscription charge) and having a dedicated inspirational room for innovation. Friendly & fun!

KEY INITIATIVES FROM THIS WORKING GROUP:

- Paternity leave compensation for men to stay home longer with newborns
- "Last-minute babysitting services" – to find care when the nanny (or child) is sick
- '100% training catch-up' and 'smooth gradual return' for women post maternity leave
- "Children's day" offering an afternoon of fun and games for children with their parents at the workplace...on a work day!

'HAPPY MEN'

Mazars France sponsors this cross-company networking initiative which offers those who wish to take individual commitment to equality at work.



Children's day, France



MAZARS IN EGYPT

"MATERNITY LEAVE PROGRAMME"

An extended maternity leave program was designed to help female staff to adjust to a working mother lifestyle and resume her career in the organisation.

Mothers are allowed to take up to one year extra leave without pay. After a year, they can return to their job (which will be reserved during this period).

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MAZARS IN THE UK

AGILE WORKING

'Be Bold. Be Brave. Be Agile' is the motto of the long-term vision to modernize ways of working in the UK.

Beyond refurbishing the London office, staff have now access to a whole programme entitled 'Managing in an agile environment' that includes training path (eLearning modules), workshops & toolkit.

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London Office

NEW OFFICE CONFIGURATIONS

And finally, many Mazars offices (from Singapore to Ireland to Netherlands to Botswana to Turkey) have started to refurbish their workspaces to remove cubicles, add more colour, "share the light," create more team-working spaces, and add some fun from football tables to billiards to ping-pong to Playstations.

"Agile working is not just about working from home, it is about embracing new technology, being innovative and being prepared to challenge the way we do things."

Elisabeth Maxwell | UK Partner



Rotterdam office



Best Practices

FLEXIBLE WORKING ARRANGEMENTS

Fact: working outside of the office is now common practice in most countries. Mazars offices should be moving in this direction in the short-mid term. What do you need to succeed in this transition?

- ☑ **Technology is a key enabler:** Ensure that employees are equipped with the necessary technology that will allow them to work from any place (mobile phones, laptops, connection...)
- ☑ **Assess your current work environment:** Understand internal and external needs that impact where work can be performed (client needs, team meetings).
- ☑ **Define your guidelines, but keep it simple:** Use the above to determine basic rules of thumb: how many days per week? Starting at what grade? How should staff be reachable?
- ☑ **Engage your employees in the process:** an employee led working group, rather than pure HR or Partner decision, can help generate new creative ideas for flexible work arrangements in the office.
- ☑ **Let yourself iterate and recognize if it's not working:** it is not always easy to get the balance right the first time. You can revisit and make adjustments.
- ☑ **Communicate, communicate, communicate:** Ensure all employees understand this is a journey, our journey together. Plus, working outside the office means that internal communication is that much more important.

Qualitative results coming from the survey:



Promoting with fairness



With the great contribution of:



Pilar Castillo
Mexico

Virginie Chauvin
France

Melanie Orriss
UK

Hala Rashed
Egypt

ONE MAZARIAN OUT OF 5 AGREES THAT UNCONSCIOUS BIAS WHEN RECRUITING OR PROMOTING IS AN OBSTACLE IN THE ORGANISATION

Studies highlight the implicit behaviours that cause us to reinforce stereotypes and gender bias, which for the most part, are unconscious. This is one of the new areas of improvement that attracts attention at many forward-looking companies today – McKinsey, Google, Accenture – and one at Mazars that we will be working on more significantly in the future as well.

These unconscious stereotypes not only affect men, in fact they shape our culture (company and national), influence our perceptions, and are therefore usually shared by men and women equally.

For instance, hidden bias often emerges during the decision-making process for the right candidate for leadership positions, due to

archetypes of what “good” looks like. It is also proven that people tend to recruit and promote staff who remind them of themselves... which leads to obvious results in male-dominated industries.

Biases have a cumulative effect on women as overtime they have lower access to stretch assignments, leadership roles or positions with high exposure, and consequentially lower pay.

Every organisation can work on raising awareness of these biases and make decisions with freedom and confidence by understanding and recognizing their existence. It is not about favoring women intentionally, it is about reflecting and questioning ourselves about our leadership style and decision-making processes.

Success Stories

MODERATION COMMITTEES AT MAZARS

ACCELERATE SOCIAL
TRANSFORMATION



Many countries at Mazars (France, UK, US, Portugal, Italy...) use Moderation Committees along their appraisal and promotion process.

Feedback on individuals are collated from their managers on different projects in order to include multiple points of view. This process also ensures that, through this collective effort, staff performance is compared across their group (grade and service line), to establish an effective & fair means for comparison of talent across the firm. It involves organizing reviews by grade-level (and service line) where managers (or mentors) discuss individuals' ratings and components of performance before reaching a consensus.

It is an inclusive approach that prevents an evaluation that is too subjective. The decision-making process welcomes a diversity of thoughts on an individual's potential and performance...providing that women are represented around the table!

"I'd like to insist on a generally less observed unconscious bias: women tend to prefer to do good work rather than network.

In point of fact, this is not actually a preference, but a consequence: most social clubs and ecosystems are primarily populated with men, hence the social codes are neither natural nor necessarily comfortable for women. One of my biggest sources of pride will remain to have founded a think tank on leadership made up of 50% women. It all starts where we socialise, not where we perform."

Laurent Choain | Chief HR Officer

**“ (...) MANY WOMEN
THINK THAT THE WAY THEY
WORK AND LEAD MAY NOT BE
RECOGNIZED AS EFFICIENT IN
THE DOMINANT MODEL.”**

MCKINSEY,

'Women Matter 2016'



THE GOOGLE CASE STUDY

TACKLING UNCONSCIOUS BIASES

Google's 4 methods to overcome unconscious bias in their organisation:

1 | Structure for results

It's necessary to set concrete criteria for certain jobs and team-wide goals if they're going to be achieved

2 | Measure results

Collecting data is necessary to measure progress, and can help with spotting patterns. When you have data about individuals, you're less likely to make assumptions.

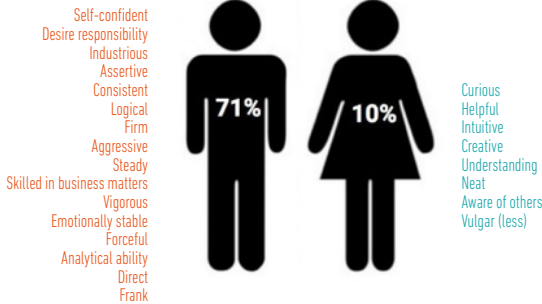
3 | Evaluate subtle messages

Consider how you present yourself to others at your company. And how does your company present itself, from images on its website to the people it chooses to speak at events?

4 | Hold everyone accountable

Carefully consider issues like hires and promotions, rather than making a decision because it «feels right.» Make note of why you make these decisions, and seek guidance from others as necessary.

WHAT MAKES A GOOD MANAGER?



Source: "Has anything changed? Current characterizations of men, women, and managers»

“ I'M NOT TELLING WOMEN TO BE LIKE MEN. I'M TELLING US TO EVALUATE WHAT MEN & WOMEN DO IN THE WORKFORCE AND AT HOME WITHOUT THE GENDER BIAS.”

SHERYL SANDBERG

Facebook COO

“ GENDER-DIVERSITY PROGRAMS AREN'T ENOUGH. (...) VALUES LAST IF THEY ARE LIVED EVERY DAY BY THE LEADERSHIP ON DOWN. IF GENDER DIVERSITY FITS WITH THAT VALUE SET, ALMOST ALL THE PEOPLE IN AN ORGANIZATION WILL WANT TO BRING MORE OF THEMSELVES TO WORK EVERY DAY.”

MCKINSEY, Lessons from the leading edge of gender diversity

Best Practices

TACKLING UNCONSCIOUS BIAS

TO TACKLE UNCONSCIOUS BIAS, YOU HAVE TO FIND IT FIRST!

- ✓ Raise awareness and understanding of unconscious bias to all staff members and train people on how to handle situations where unconscious bias are the most common (job interviews, evaluation, promotion decisions)
- ✓ Review internal processes to identify if and where unconscious bias has been “institutionalized” in the language or requirements (e.g. in job description, appraisal criteria)
- ✓ Include female in decision-making process when recruiting, evaluating and promoting staff.
- ✓ Start noticing the absence of women: systematically include women in projects (group and local) for them to gain in visibility
- ✓ Incorporate, where possible, data-based KPIs to have – as Google does – an objective basis of comparison.
- ✓ Set KPIs and objectives at all levels (recruitment, careers advancement and promotion to Partners)

TALENT MANAGEMENT

- ✓ Identify a pool of female talent with the potential to become a Partner
- ✓ Have regular discussions on their career aspirations and development needs
- ✓ Keep them empowered: offer them specific leadership, empowering or mentoring programmes and challenging & stretching work assignments
- ✓ Foster a community of female talents within the group



Mentoring & networking

With the great contribution of:



Chiara del Prete
Italy

Ravindra Rao
India

Wendy Stevens
USA

Chung Yee Mak
Singapore

70% WOMEN AT MAZARS CALL FOR TRAINING OR MENTORING PROGRAMMES TO HELP THEM BUILD THEIR CONFIDENCE & VISIBILITY

Studies show that although male and female graduates had similar levels of ambition, men are significantly more likely to have positions in senior management, direct reports, and profit-and-loss responsibility.

We know having a sponsor who supports career advancement can help leverage the playing field for professionals at all levels. A mentor is typically a more experienced professional who can provide advice & connections to help the mentee advance and thrive within our firm.

Mentors could be called upon to work with mentees in any number of areas, whether, technical, leadership, or confidence building, often with an emphasis on removing obstacles or putting the mentee out of his/her comfort zone to overcome limits.

Given the typical obstacles for career advancement for women, mentoring programmes can be a crucial element to help women's development in the workplace. They can be particularly powerful to help women gain more inside knowledge, that they are often lacking, that would empower them to be their most effective and advance their career.

Additionally, dedicated female networks are also common to accelerate women's abilities to build network, internally with colleagues and externally with clients. These networks can also help women decode and navigate in a male work culture.

Lastly, networking is essential to promote collective intelligence, and having people in the organisation that have personal 'relationship power' is a recognized benefit for the organisation as a whole.

Success Stories

MAZARS IN THE UK

'MIND THE GAP'

Two voluntary programmes have been launched in 2016, as part of the UK's "Mind the Gap" diversity initiative:

The Mentoring Programme put in place across the UK offices, aimed specifically at female Managers, with the objective of increasing the retention & attraction of women to senior positions.

Facilitated by HR, it is a 12-month programme, with Mazars Partners acting as Mentors; the Partners attend a half day's training session on their required skills. Mentors & Mentees complete a short questionnaire to assist with the 'matching' process.

Mentoring Circles, which run in tandem with the formal mentoring programme, with the specific aim of bringing female team members together in an informal setting with a female Partner – e.g. breakfast, lunch, afternoon tea – to meet & discuss issues.

The benefits of these initiatives to the business are clear: creating better engagement as well as increasing the visibility of talent. It is a low cost development opportunity which drives employee potential and business performance whilst

promoting diversity.

It can also help participants build their confidence, for example in speaking publicly, contributing to meetings, etc. and can assist in challenging people's points of views and giving new perspective on work and life.

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MAZARS IN THE NETHERLANDS

"CAREER WATCHING "

In the Netherlands, a similar approach has been launched. Female managers are coached by a Partner from a different service line and different office location. The main purpose is to advise and support the female leaders in their career paths on the one hand, and also provide the (mainly) male Partners with insights and better understanding of women leaders, on the other hand.



"Networking is more than using relationships for a career; it is about granting that the organisation as a whole achieves a level of connections with talented, inspired, influential individuals, both internally & externally."

Chiara Del Prete | Partner, Italy





MAZARS IN FRANCE

'DEVELOPMENT & RETENTION OF FEMALE LEADERS'

As part of this endeavour to transform and modernise the workplace, Mazars France has launched 'Mazars&Elles':



Working group on women's issues in the workplace

This programme has launched several initiatives and hit some important milestones, including: Gender equality in junior recruitment Women represent the brand by increasing the visibility of women in external events, Specific 'Career management for women' training focused on leadership & self-marketing,

A 'Mazars&Elles' network, organising regular meetings & networking events. It is supported by a dedicated LinkedIn Group (here), opened to both men & women, for them to share their successes & failures, and learn more about the topic as it gathers studies & articles on the matter.

Mentoring academy

Launched in 2017, the Women Talent Mentoring programme is dedicated to female Senior Managers and offers a true lever for development.

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WOMEN IN TAX

THE 'SHINE' PROJECT

Sponsored at GEB level by Ton Tuinier, the Shine project has been launched to create **a network and a platform** for talented women who belongs to the Mazars Tax world, so they can meet, exchange ideas and experiences but also encourage each other to grow as professionals.

Beyond building a strong network, **the long-term goals** of the programme are: organise yearly recurrent Women in Tax meetings, make sure we have more female speakers on technical conferences and launch an international mentorship programme.

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MAZARS IN SWEDEN

NETWORKING INITIATIVES

Sweden organises a dinner event with all female staff members every 6 months. It represents a great opportunity to get to know each other outside of the workspace. The country is also highly involved in the Women in Tax programme, organising lunches on a regular basis.

These get-togethers build relationships and inspire Mazarians as female professionals, as they allow younger women to learn from experienced women about creating business.

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Success Stories

MAZARS IN ASIA PAC.

THE ASPIRE PROGRAMME

Launched in 2012, Aspire is a mentoring programme dedicated to talented Managers (men & women) across the Asian region.

This 10-month process is structured around the following features:

Personal Development

Mentees build their own Personal Entrepreneurial Plan (PEP), which defines their career aspirations at Mazars, but also their lifestyle priorities.

Networking & Coaching

Throughout the programme, Mentors provide strategic advice on their mentees' development goals as well as online follow-up. Mentees also receive peer feedback and coaching from other participants.

Matching Mentors and Mentees is made across service lines and countries, which fosters networking opportunities, enriches discussions and enables mentees to express themselves in a more neutral (non-hierarchical) environment. It is the opportunity for women to address the question of worklife balance and get a concrete vision of being a Partner at Mazars.

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MAZARS IN INDIA

SPREADING THE WORD AMONG THE FIRM

Start small. In Mazars India, one Partner has initiated a mentoring process, committing himself to coaching and training a talented woman in his team. The successful outcomes of this pilot programme – the Mentee has led cross-functional teams on complex special assignments, become a proactive leader in the team, and recognized for this through her promotion to associate director - is inspiring and has triggered a positive domino effect within the whole service line. Next step: get other Partners involved in the same efforts.

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MAZARS IN SPAIN

SPANISH WOMEN ANGELS NETWORK

Mazars Spain supports Seed & Click Angels, a private network of investors, in the launch of the SWAN (Spanish Women Angels Network) initiative, the first network of women angel investors in Spain. The objective of the initiative is to strengthen the role of women in the Spanish investment sector. SWAN aims at boosting the percentage of women in the investor market, through training and promotion of their role in the field of investment.

This initiative marks Mazars' continued commitment to the promotion of diversity and gender equality.



MAZARS GROUP

WOMEN LEADERSHIP SEMINAR

Women Leaders @Mazars

As part of the Mazars University, we launched in 2016 'Women Leaders @Mazars', a brand new programme aimed at empowering women and accelerating their growth within the organisation.

This is a 4-day leadership seminar dedicated to talented women on their way to Partnership, by reinforcing their self-confidence, developing specific skillsets for success, and building a strong network of female leaders. The programme focuses on strengthening one's personal brand, innovating new business models within Mazars, and maximizing impact in business as a woman.

Considering the success of this event, which has gathered 45 women from all over the world, Mazars is now running this seminar on an annual basis.

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MAZARS IN THE US

WOMEN@MAZARS USA

Women@Mazars is a central part of the Mazars USA's strategic plan to enhance the development and retention of female leaders. This long-term effort supports the full potential of women through education, awareness, and improving the visibility of, and access to, role models.



As part of Women@Mazars, our **Be Visible** video campaign highlights women leaders who embody the core values and principles the Group seeks to promote.

IMPROVING NETWORKING

As a way to practice building relationships with CFOs, and increase their confidence in creating a professional conversation, Mazars USA Managers and Senior Managers meet with clients at Continuing Professional Education events and trade shows.

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Women Leadership Seminar 2016



Best Practices

CREATING A MENTORING PROGRAMME

- ☑ **Involve top leaders:** Formal mentoring programmes should have senior management backing to pass the 'tone at the top' message in an organization, especially having senior executive participating in the programme.
- ☑ **Training for mentees and mentors:** mentoring is a skill and it should not be taken for granted that Partners or senior leaders will be natural mentors. Mentee development is accelerated if there is also a formal training part of the programme.
- ☑ **Define your goals:** a mentoring programme should be launched to achieve change. Define your goals, and KPIs and monitor these to make sure progress is achieved.
- ☑ **Match mentors and mentees carefully:** mentoring works best when the individuals involved can build a relationship of trust. Think about how to best match these pairs (often it requires pairing across service lines and locations). Mentors should come from different countries.
- ☑ **Make the overall programme inclusive:** Even if parts of the programme are focused on women, the overall programme should be a great way for all employees (regardless of age, gender) to network with others and learn from various cultures, working styles, and points of view.
- ☑ **Creating awareness amongst men employees** about the need for mentoring is equally important. This will ensure more 'buy-in' from men employees as well.

Zoom on measuring gender diversity

TO START WITH...

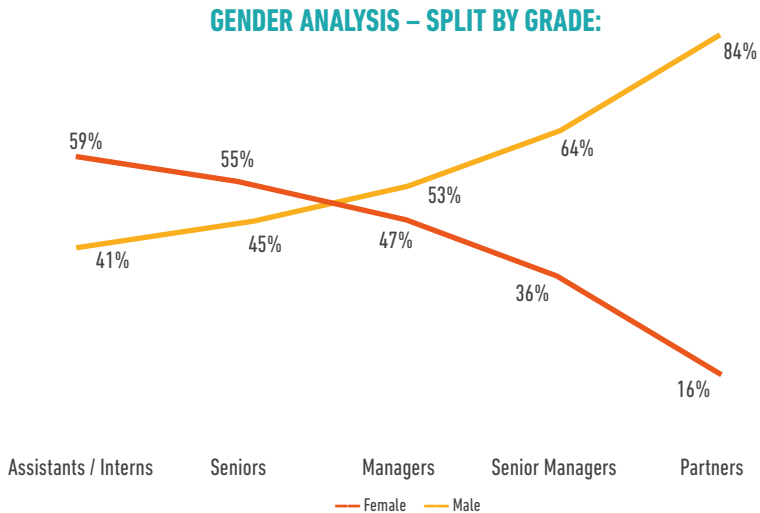
We better improve what we can measure: as a starting point, every country at Mazars should build their dashboard around the following criteria:

1) Recruitment target

Secure 50/50 ratio in hiring

2) Split by grade

Identify the tipping point where the gap widens between women and men



Caroline Haquet
Group HR



Jennifer Mathers
Group HR

3) Women Talent Pool

To identify future female leaders, you need a list of Talents that is fully embedded with your future business strategy and market competitiveness.

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To find more details: log on now to our new app:

Women@Mazars

to get videos, articles, testimonies,
documents issued by country

or scan the following QR Code:



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