

# Mazars for good

Sustainability report 2022

mazars



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# Foreword

## A message from our CEO

**I am pleased to present to you Mazars' consolidated sustainability report for the fourth consecutive year. As an audit, tax and advisory firm, we are committed to disclosing transparent, comprehensive and consistent non-financial metrics to exhibit a faithful representation of our sustainability performance and progress over time.**

This report brings to life how we are scaling up our efforts to contribute positively to our people, the planet and society while further cultivating relationships of trust with our clients and stakeholders.

Staying true to our values, we hold ourselves accountable for our sustainability commitments and our mandate to serve the public interest. As we strive to establish the foundations of a safer, greener and more resilient economy, we are determined to capitalise on emerging opportunities and drive systemic transformation to maximise long-term value creation.

I am proud to say that we have made substantial progress in strengthening our sustainability strategy, and we are today communicating our non-financial impacts, targets and actions through an honest and data-driven approach. Leveraging the clout of our integrated global partnership and engaging our 30,000 Mazarians, we are resolved to build on this momentum to keep contributing to a fair and prosperous world.

### **Creating value amidst uncertainty**

In 2022, companies, governments and individuals proved yet again to be creative, resilient and capable

of devising bold solutions as they were faced with unprecedented and persisting global challenges, including geopolitical instability, rising inflation, further evidence of climate change, the lasting effects of the Covid-19 pandemic and the war in Ukraine.

Russia's invasion of Ukraine and the consequent return of war in Europe triggered shockwaves around the world as we witnessed the erosion of peace, freedom, justice and security. Deeply saddened by the destructive attacks that resulted in devastating humanitarian impact, we swiftly conceived a plan to provide effective and timely support to our Ukrainian colleagues.

When the war broke out, we immediately activated our crisis task force and coordinated our global efforts in mobilising resources to protect the safety and welfare of our people and their families. Firmly condemning the prolongation of the war and the unfolding of tragic events, we also took the difficult but necessary decision to cease our business operations in Russia while providing sustained assistance to our colleagues and doing our best to mitigate the impacts of our decision.

These disruptions come on top of defining trends that are reshaping the global business environment, such as mastering new technologies, improving data

security and embedding sustainability in corporate strategy and business performance. However, disruptive change can also create opportunities when accompanied by anticipation, preparation and agility.

In this unsettled context, we believe our mission has never been so compelling: to support organisations across the world to grow, develop and explore new ways to create long-term value while ensuring regulatory compliance and building a culture of innovation.

### **Achieving strong and sustainable performance**

Despite the uncertainty brought by these turbulent times, 2022 was a strong year for Mazars, confirming our position as a leading international audit, tax and advisory firm. We are delighted to share that we achieved double-digit growth once more, with global revenues reaching €2.45bn, representing a year-on-year increase of 16.4%.

Besides this exceptional financial performance, we have also accomplished significant progress in addressing our stakeholders' evolving expectations through our material sustainability topics, which we believe is the cornerstone of responsible growth.

Sustainability at Mazars is a strategic and operational priority; it has been at the heart of our business and our value chain since our foundation. We are determined to grow conscientiously and advance steadily on our environmental, social and governance (ESG) commitments, acting today towards the future we want to build tomorrow.

Throughout 2022, we reinforced each pillar of our sustainability strategy to deliver measurable, positive impacts for our people, the local communities where we operate and the environment. Among others, we:

- Expanded the reach of our global code of conduct training to help our people live and uphold our core values in the way they work and interact with our stakeholders.
- Improved diversity and inclusion with a focus on gender equality across our global partnership.
- Reduced socio-economic inequalities in local communities by promoting access to quality education and decent employment opportunities.
- Signed up to the [Science Based Targets initiative \(SBTi\)](#), underlining our commitment to a science-based, net zero pathway.

### Contributing to an inclusive, resilient and net zero future

Responsibility and sustainability are the new foundations of business performance and are vital to building confidence and trust in businesses and public institutions.

Beyond delivering against our own sustainability commitments, we have significantly invested in supporting our clients on their own sustainability journeys. As new regulations are implemented across the globe, including the Corporate Sustainability Reporting Directive (CSRD) in the European Union, businesses will need to improve their non-financial performance and provide high-quality, reliable data.

As auditors and advisors, we can play a vital role in helping drive structural change to advance the global sustainable development agenda. We are resolved to support organisations in finding the right path across this fast-evolving ecosystem to not only manage ESG reporting proactively but also to realise the full potential of sustainability-related opportunities by exploring new responsible avenues of growth.

As times are changing, businesses, governments, regulators and individuals must move forward with renewed purpose. This ‘decade of action’ calls for all societal actors to fundamentally rethink the way they function and transform behaviours, customs and actions that have prevailed in the past to align them with the needs of the future.

Looking ahead to 2023 and beyond, we will remain fully committed to maintaining a forward-thinking culture and playing our part in creating a more inclusive, resilient and net zero world. We are determined to keep caring for the success of our people and clients, the health of financial markets and the integrity of our industry while ensuring that the public interest always guides our actions.

“I am proud to say that we have made substantial progress in strengthening our sustainability strategy, and we are today communicating our non-financial impacts, targets and actions through an honest and data-driven approach.”



**Hervé Hélias**  
CEO and Chairman of the Group  
Executive Board, Mazars

An aerial photograph of a forest lake. The lake is dark blue and occupies the central portion of the image. It is surrounded by a dense forest of green trees. The water reflects the sky and the surrounding foliage. The overall scene is serene and natural.

Mazars at a glance

## Who we are

**We are an international audit, tax and advisory firm committed to helping our clients build and grow their businesses confidently and responsibly. We always seek to understand our clients and their environments, adjusting our recommendations and support accordingly.**

# Mazars at a glance

## Who we are

### A global, integrated partnership

Mazars is a multicultural and united partnership with shared goals, values and service standards across the world. Present in over 95 countries and territories, we work together as a single, united and connected team, with aligned interests, consistent delivery models and a shared commitment to the highest standards of service delivery and ethics.

Integrity, independence, accountability and a social conscience are deeply embedded in the way we work, serve our clients and interact with our stakeholders. As a leading international audit, tax and advisory firm, we help our clients make the most of opportunities, operate with transparency and grow confidently and responsibly.

We understand the trends shaping our clients' agendas and we make sure we invest in developing and enhancing our capabilities to provide exceptional and tailored services. We combine our skills and expertise with both a global perspective and local knowledge to provide clients of all sizes with a broad array of multidisciplinary services, while remaining agile, personal and distinct in our approach.

### A wide array of services

Our multidisciplinary approach is key to supporting our clients' changing needs and helping them achieve sustainable growth. Audit has long been at the heart of our business and we have developed solid tax, advisory, compliance and sustainability practices.

This enables us to offer a rich and full breadth of services including:

- Audit and assurance
- Consulting
- Financial advisory
- Legal\*
- Outsourcing
- Sustainability
- Tax
- Privately owned business services

### Serving a broad range of clients

We draw on the expertise of over 47,000 professionals – more than 30,000 in the Mazars integrated partnership and 17,000 via the Mazars North America Alliance – to serve businesses of all sizes, from privately owned businesses and private individuals to large and listed companies, public bodies and non-governmental organisations (NGOs), across borders and sectors.

We serve clients in a variety of industries, with a deep understanding of sector-specific environments, issues and trends. We are convinced our diverse portfolio of services is essential to the relevance of the services we provide to clients, the attraction of the best talent and, ultimately, the general interest.

\* Where permitted under applicable country laws.

## Mazars at a glance

### Who we are

Operating as a united partnership, we work as one integrated team across borders, leveraging expertise, scale and cultural understanding to deliver exceptional and tailored services in audit and accounting, as well as tax, financial advisory, consulting, sustainability and legal services.

1

global partnership

47,000+

professionals

30,000+ in Mazars' integrated partnership  
17,000+ via the Mazars North America Alliance

€2.45bn

fee income\*

1,200+

partners

95+

countries and territories

16.4%

year-on-year growth\*

\* Financial figures include data from the ZhongShen ZhongHuan practice in China.  
Figures as at 1 January 2023, except for financial figures, which relate to Mazars Group 2021/2022 financial year.



## Basis for preparation

### **Our 2022 Sustainability report follows on from our 2021 report and outlines our progress in delivering environmental, social and economic value to our stakeholders.**

Throughout this report, we highlight how we are managing our material impacts, risks and opportunities through our policies and actions while fulfilling our purpose to build the economic foundations of a fair and prosperous world.

The content of this report is based on a thorough non-financial materiality assessment conducted in 2021 and the strategic development we have achieved across our material sustainability topics regarding our commitments, programmes and performance.

To this extent, the report covers everything from our governance structure, our value chain and our stakeholder engagement framework, to our core sustainability strategy, including the metrics and targets related to our material topics. The policies and actions that we implemented throughout 2021–2022 are presented in five different sections, representing each pillar of our sustainability strategy.

The disclosures of this report are aligned with the reporting period of our financial year 2021–2022, corresponding to the period 1 September 2021 to 31 August 2022. In some instances, qualitative and quantitative content has been included outside this

reporting timeframe, accompanied by the pertinent clarifications. The aim of these forward-looking statements is to provide increased visibility over Mazars' sustainability progress and future developments.

This report has been prepared on a consolidated basis. The content is therefore based on Mazars' global value chain and operations across the 93 countries and territories in which we were present on 31 August 2022. This reflects the application of an operational control approach when defining our reporting boundaries. Therefore, unless otherwise stated, references to 'Mazars' throughout this report refer to all member firms that were part of Mazars' integrated partnership (Mazars SC) at the end of our financial year 2021–2022.

In this context, the contribution of the ZhongShen ZhongHuan practice in China has not been included within the scope of consolidation, meaning that all sustainability-related disclosures presented from hereon do not include data for the ZhongShen ZhongHuan practice. The disclosures of this report are therefore based on 25,500 employees and a fee income of €2.2bn.

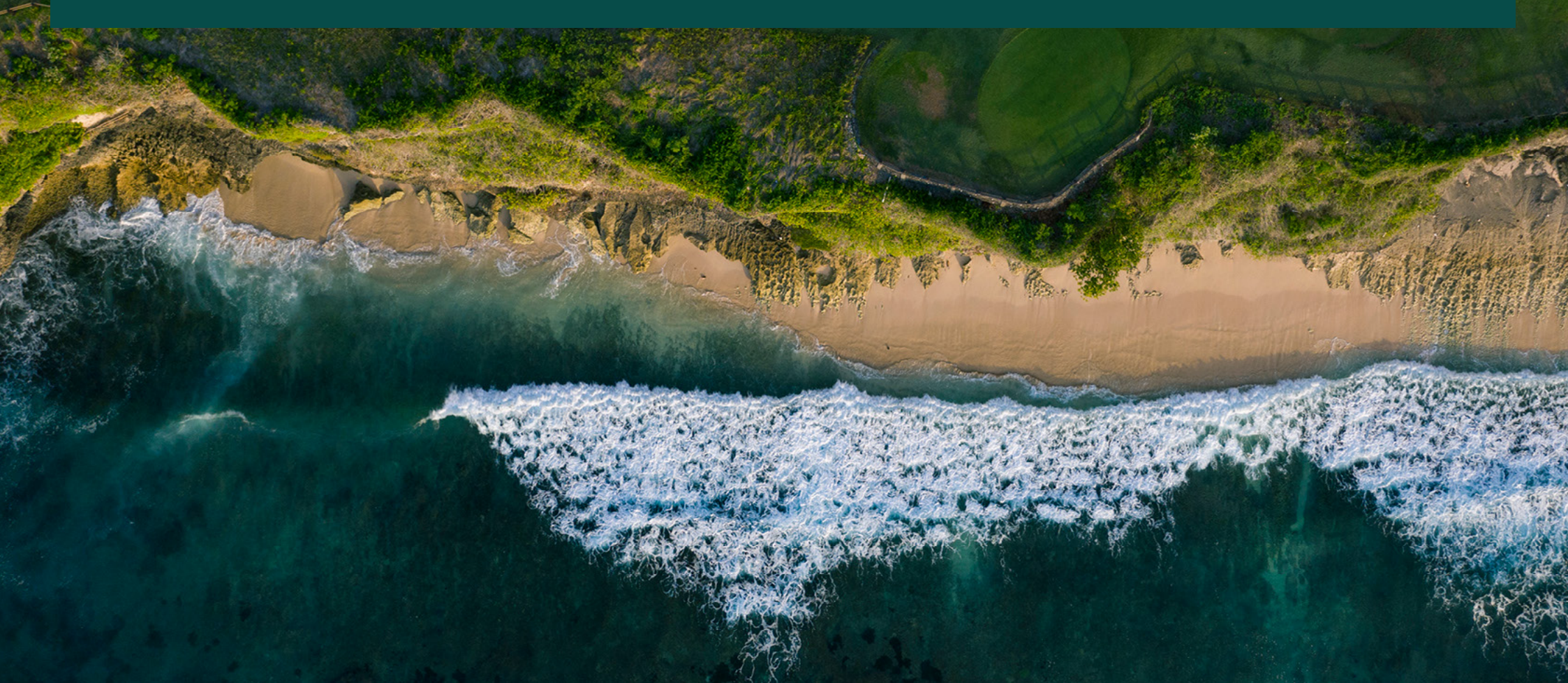
Explanations of the specific methodologies applied to calculate metrics related to Mazars' material topics are either integrated throughout the report or included in the appendix. Where applicable, these disclosures include an overview of the data that has been estimated, the sources of estimation used and the relevant outcome uncertainties.

Looking ahead, we will follow closely the new rules of the EU's CSRD as we strive to improve further our performance, management and reporting of non-financial information. We are convinced that this strong legislative framework will represent a major step forward in driving global efforts towards more consistent and comparable disclosures through the standardisation of reporting formats.

As auditors and advisors, we understand the value of data and how fundamental it is to guide decision-making processes, enhance accountability through measurable progress and accelerate the transition to a sustainable economy. We therefore look forward to further evolving our sustainability reporting system and progressively enhancing the disclosure quality of our material impacts.

## Our vision for a brighter tomorrow

We want to help build the economic foundations of a fair and prosperous world by caring for the success of our people and clients, the health of financial markets and the integrity of our industry.



## Our vision for a brighter tomorrow

### Our purpose

#### **As auditors and business advisors, we have a pivotal role to play in facilitating the development of a new growth and trust contract.**

In 2020, we renewed our purpose statement, which provides guidance for our daily actions: we want to help build the economic foundations of a fair and prosperous world by caring for the success of our people and clients, the health of financial markets and the integrity of our industry.

We are resolved not only to helping our clients achieve long-term growth that is economically, environmentally and socially sustainable but also to ensuring that our own business model is rooted in responsible practices and contributes to enhancing social prosperity and safeguarding our planet for future generations.

Our efforts to deliver exceptional services to our clients are therefore accompanied by a deep-rooted and authentic commitment to caring for our own people, reducing our environmental impact and contributing positively to the local communities where we operate.

Our corporate sustainability strategy is built upon this compelling purpose, which finds its source in our founding principles: to act responsibly, in the public interest.

“In 2023 and beyond, Mazars will remain fully committed to playing its part in driving systemic change and contributing to a fairer, more sustainable world. I am confident that all together – businesses, governments and regulators – we can make the right decisions and transformations to pave the way for a brighter tomorrow.”



**Hervé Hélias**  
CEO and Chairman of the Group  
Executive Board, Mazars

# Our vision for a brighter tomorrow

## Our corporate sustainability strategy

Sustainability is at the heart of our business and value chain. It is a fundamental component of our performance criteria and defines how we create and share value throughout our global partnership to drive long-term prosperity.

In collaboration with our key stakeholders, we have developed a robust strategy to promote inclusive, fair and sustainable economic development while also facilitating social progress and nurturing environmental stewardship.

Our corporate sustainability strategy comprises five key pillars:



### Upholding our values of integrity and responsibility

Guided by our code of conduct and the foundational values of our firm, we embrace the highest ethical standards and act with professional integrity to ensure that our actions serve the public interest. As an authentic, responsible firm, we rely on our values to deliver quality services to our clients while also creating a positive impact on our people, the planet and society at large.



### Putting people at the heart of our development

We support the growth and development of our people by offering them lifelong learning opportunities, reinforcing their potential and designing careers that fit their aspirations. We focus on developing technical and leadership skills while fostering a more inclusive and meritocratic workplace that is fit for the future, where people have a sense of belonging and can make meaningful contributions by being themselves.



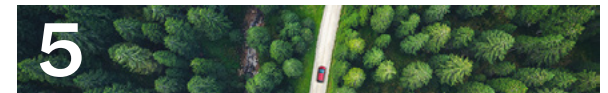
### Contributing to local communities

Community engagement and impact encompass our work to improve social and economic conditions in the communities where we operate. We believe in using our skills and expertise to solve social challenges through a hands-on approach. As a knowledge-intensive firm, we leverage education as a vehicle to make a tangible difference in people's lives, empowering them through the necessary skills and knowledge to access a better future.



### Reducing our environmental impact

As our world faces an existential crisis due to rising global temperatures, every individual and entity has a role to play, including Mazars. With our global partnership, we will continue to work to preserve the environment and contribute to a net zero future by taking robust actions to reduce our carbon footprint in line with climate science.



### Supporting businesses on their sustainability journey

We have grown a full suite of sustainability capabilities, covering environmental, social and governance assurance and advisory services, to support organisations on their journey to sustainability. Our dedicated sustainability team has the expertise to help clients contribute to a stronger and more sustainable economy for tomorrow.

# Our vision for a brighter tomorrow

## Our corporate sustainability strategy

### Our commitment to the UNGC and the UN's SDGs

As a responsible organisation committed to acting with integrity, responsibility and transparency, we are a signatory and active participant in the United Nations Global Compact (UNGC). Through our core values and code of conduct, we strive to integrate the Ten Principles of the UNGC in our value system and organisational culture.

Our profession is expected to serve the public interest; we are instrumental in securing a smooth functioning of companies, the market and the wider economy. Therefore, we continuously work to ensure that our actions reflect the highest standards of integrity, accountability and respect for all our stakeholders.

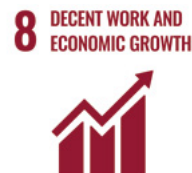
Much beyond complying to local laws and regulation, we wish to enforce the right ethical principles and professional behaviours to make a positive difference in our communities. This includes upholding our fundamental responsibilities in the areas of human rights, labour, environment and anti-corruption, as well as aligning our policies and actions to the UN's Sustainable Development Goals (SDGs).

We are confident that doing business through a principle-based approach is the right path to create value for society and the planet. Therefore, we not only help our people live by our values, but also encourage business leaders to create a positive shift towards trust, sustainability, transparency and ethical behaviour in business.

Firmly believing that the private sector has a key role to play in solving the world's most pressing challenges, we are committed to leveraging the clout of our global partnership to build a brighter future for all. Our sustainability strategy is therefore designed to support global efforts towards accelerating progress in the 'decade of action'.

We focus on contributing to the advancement of nine SDGs where we perceive our actions can make the greatest impact.

### Our contribution to the UN's SDGs



# Our vision for a brighter tomorrow

## Our 2021/2022 key performance indicators

### Integrity and responsibility

# 100%

of our countries have launched learning programmes on our global code of conduct

# 12

countries with ESG ratings or certifications

# 97%

coverage of our turnover through WeCheck, our global independence tool

### People

# 9,000+

hires

# 62

hours of training, on average, per auditor

# 40

hours of training, on average, per employee

All figures as at 31 August 2022.

Sustainability report 2022



# Our vision for a brighter tomorrow

## Our 2021/2022 key performance indicators

### Women represent

**53%**

of our global workforce

**43%**

of our Group leadership and governance bodies (Group Executive Board and Group Governance Council)

**20%**

of partners worldwide

**63%**

of our Group management team

**46%**

of our global talent list of potential candidates for partner roles

All figures as at 31 August 2022.

Sustainability report 2022



# Our vision for a brighter tomorrow

## Our 2021/2022 key performance indicators

### Community

**€4m+**

contributed to community development initiatives through donations

**31,500+**

hours contributed through volunteering and pro bono initiatives

**46**

countries with active volunteering and pro bono programmes

**29**

countries engaged in education-related community initiatives

**3,700+**

employees engaged through volunteering and pro bono programmes, representing 15% of our global headcount

All figures as at 31 August 2022.

Sustainability report 2022







# Our vision for a brighter tomorrow

## Our 2021/2022 key performance indicators

### Climate and environment

**80**

countries reported greenhouse gas (GHG) emissions data, representing 95% of our global headcount

**9,490 tonnes**

total waste generated in operations

**90,900 tCO<sub>2</sub>e**

Gross GHG emissions (market-based)

**180,215 m<sup>3</sup>**

total water consumption

**3,6 tCO<sub>2</sub>e**

Employee GHG intensity (market-based)

**SBTi**

We are committed to a net zero decarbonisation pathway in line with the [Science Based Targets initiative](#)

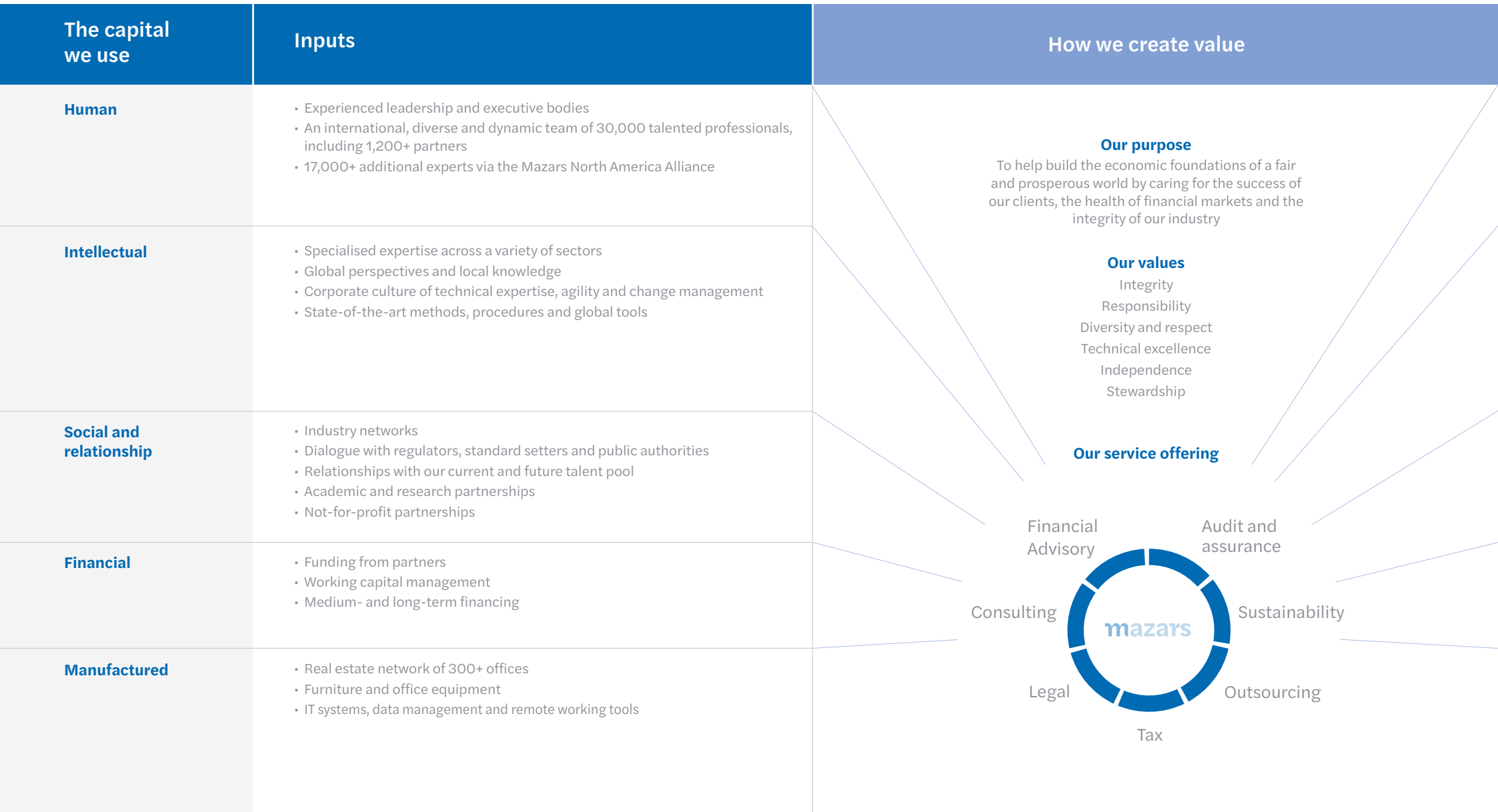
**193,172 MWh**

total energy consumption

All figures as at 31 August 2022.

# Our vision for a brighter tomorrow

## Our value chain



## Our value chain continued

How we share value	Outputs (the actions we undertake to achieve the desired outcomes)	Outcomes (the positive impacts we aim to achieve)
 <b>Business ecosystem</b>	<ul style="list-style-type: none"> <li>• Learning programmes on our global code of conduct launched in 100% of our countries</li> <li>• Design and implementation of the International Standard for Quality Management</li> <li>• Robust group independence and acceptance procedures with 97% coverage of our global turnover through WeCheck</li> <li>• Development of a global enterprise risk management community and framework</li> <li>• Increased coverage of the ISO 27001 certification across our IT platform</li> </ul>	<ul style="list-style-type: none"> <li>• Shared commitment to the highest standards of service delivery and ethics</li> <li>• Truly integrated, international solutions</li> <li>• Development of our clients' potential and contribution to the strengthening of industry sectors</li> <li>• Confidence and consistency in corporate reporting</li> </ul>
 <b>People and network</b>	<ul style="list-style-type: none"> <li>• 20+ world-class leadership and business development programmes through our Mazars University</li> <li>• 40 training hours, on average, per employee and 62 hours per auditor</li> <li>• 25% of our partners trained to become ReCoaches (partners that act as both mentors and coaches to leadership colleagues)</li> <li>• Inclusive leadership training modules and awareness-building programmes provided to our top 150 executives and over 1,200 partners</li> <li>• Specific HR policies to support flexible work schemes and work-life balance</li> </ul>	<ul style="list-style-type: none"> <li>• Employee lifelong learning and development</li> <li>• Increased leadership capabilities and employability</li> <li>• Empowerment of underrepresented groups: women represent 53% of our global workforce and 43% of our Group leadership and governance bodies</li> <li>• Inclusive and diverse working environment with high-performing, dynamic teams</li> </ul>
 <b>Public institutions</b>	<ul style="list-style-type: none"> <li>• Promotion of compliant, ethical behaviours</li> <li>• Monitoring of regulatory works throughout their processes of preparation and adoption</li> <li>• Dissemination of knowledge and expertise, feedback and best practices</li> <li>• Contribution to relevant working groups on the definition of frameworks and standards</li> <li>• Annual studies on the future of audit, based on the views of over 500 business leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Contribution to regulatory evolutions in the areas of accounting and audit for a healthy industry</li> <li>• Stimulation of dialogue and exchanges between issuers, auditors, professional organisations and, if needed, regulatory and oversight bodies</li> </ul>
 <b>Academia, experts and media</b>	<ul style="list-style-type: none"> <li>• Collaboration with think tanks and universities to co-create innovative solutions to pressing issues and share knowledge on key trends and challenges that matter today</li> <li>• Transparent and responsible communication with media outlets</li> </ul>	<ul style="list-style-type: none"> <li>• Thought leadership on a wide range of industry topics</li> <li>• Promotion of transparency and accountability</li> <li>• Offering a different perspective in a concentrated market</li> </ul>
 <b>Society and planet</b>	<ul style="list-style-type: none"> <li>• Commitment to a science-based net zero pathway</li> <li>• GHG inventory covering 95% of our global headcount</li> <li>• 31,500+ hours contributed to community development through volunteering and pro bono initiatives and €4m+ in donations to our global network of NGOs</li> <li>• Sustainability service offerings in consulting, finance and assurance across 30 countries</li> <li>• Contribution to the definition of corporate sustainability reporting standards through dedicated CSRD experts</li> </ul>	<ul style="list-style-type: none"> <li>• Increased employee awareness of climate action and the adoption of sustainable work habits</li> <li>• Strengthening of local communities where we operate</li> <li>• Contribution to sustainable development through client services</li> <li>• Increased trust in corporate sustainability reporting frameworks</li> </ul>

# Our vision for a brighter tomorrow

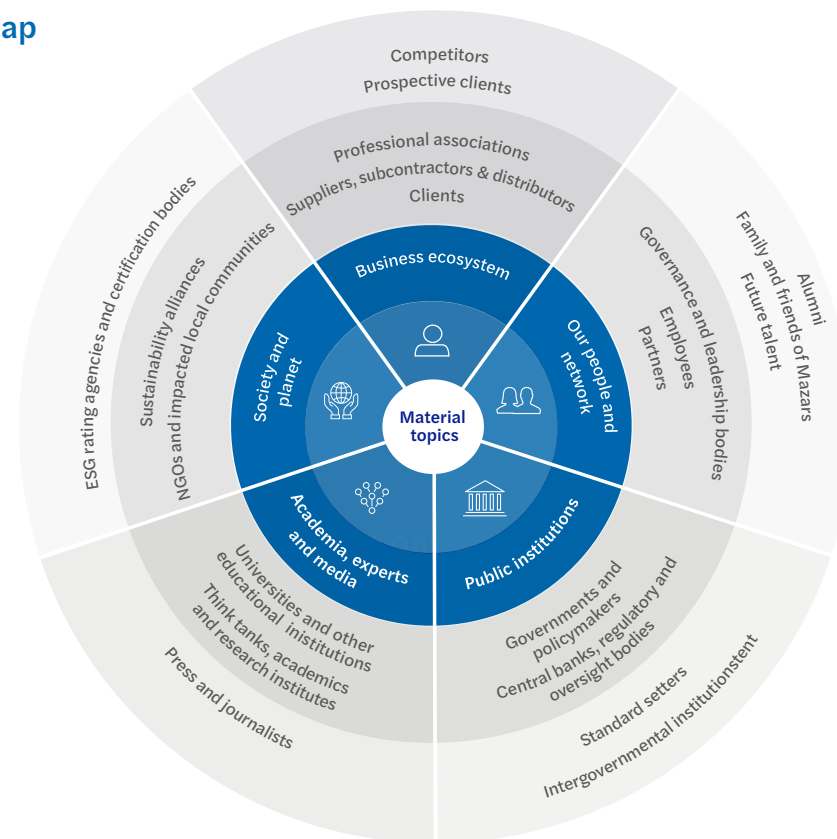
## Our stakeholders

**At Mazars, we are determined to create shared value for all our stakeholders. Guided by our purpose, values and culture, we rely on regular, interactive and transparent consultations with our stakeholders to increase our knowledge of their interests and expectations.**

We believe that true engagement involves not only setting up suitable mechanisms for sharing information and receiving feedback but also implementing the necessary measures in response. Stakeholder engagement is therefore an essential component of the appraisal, management and monitoring of strategic issues at Mazars.

We continuously strive to strengthen our stakeholder engagement framework with the objective of developing constructive, long-term relationships based on dialogue and stewardship, as we understand that in a fast-paced and dynamic environment, stakeholder priorities evolve rapidly.

**Our stakeholder map**



## Our stakeholder engagement framework


The following tables highlight

- Our key stakeholder groups
- The stakeholders within each group
- How we engage with our stakeholders
- Our stakeholders' expectations and how we address them
- Our contribution to the UN's SDGs




# Our vision for a brighter tomorrow

## Our stakeholders

Stakeholder group	List of stakeholders	How we engage	Stakeholder expectations	How we address them	SDGs we contribute to
<p><b>Business ecosystem</b></p> 	<p>Clients</p> <hr/> <p>Suppliers, subcontractors, distributors</p> <hr/> <p>Professional associations</p> <hr/> <p>Prospective clients</p> <hr/> <p>Competitors</p>	<ul style="list-style-type: none"> <li>Request for proposals (RFPs)</li> <li>Directly through our partners and teams</li> <li>Client feedback and satisfaction surveys</li> <li>Communications (external websites, events, emails, newsletters, brochures, social media, annual reports)</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Tender process</li> <li>Supplier code of conduct</li> <li>Due diligence and risk assessment of legal, IT, cyber security, data protection and ESG factors</li> <li>Supplier feedback</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Industry fora and roundtable events</li> <li>Memberships/sponsorships</li> <li>Joint research projects and publications</li> </ul> <hr/> <ul style="list-style-type: none"> <li>RFPs</li> <li>Directly through our partners and teams</li> <li>Communications (external websites, events, emails, newsletters, brochures, social media, annual reports)</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Communications (external websites, events, brochures, social media, annual reports)</li> </ul>	<ul style="list-style-type: none"> <li>Economic, social and environmental value creation</li> <li>Strong and resilient business performance</li> <li>Professional and technical expertise</li> <li>Innovative solutions</li> <li>Strong moral code and consistent set of values</li> <li>Compliance with applicable regulations</li> <li>Transparency and accountability</li> <li>Objectivity and independence</li> <li>Data privacy and confidentiality</li> <li>Long-term relationships based on mutual trust</li> <li>Sharing knowledge and expertise in sustainability</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Our value chain</a></li> <li><a href="#">Our materiality assessment</a></li> <li><a href="#">Our 2021/2022 financial statements</a></li> <li><a href="#">Our enterprise risk management strategy</a></li> <li><a href="#">Our values and code of conduct</a></li> <li><a href="#">Ensuring quality, technical excellence and compliance</a></li> <li><a href="#">Maintaining objectivity and independence</a></li> <li><a href="#">Safeguarding data privacy</a></li> <li><a href="#">Building a sustainable supply chain</a></li> <li><a href="#">Supporting businesses on their sustainability journey</a></li> </ul>	<p><b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION</p> <p><b>13</b> CLIMATE ACTION</p> <p><b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS</p> <p><b>17</b> PARTNERSHIPS FOR THE GOALS</p>



# Our vision for a brighter tomorrow

## Our stakeholders

Stakeholder group	List of stakeholders	How we engage	Stakeholder expectations	How we address them	SDGs we contribute to
<p><b>Our people and network</b></p> 	<p>Partners</p> <hr/> <p>Employees</p> <hr/> <p>Governance and leadership bodies</p> <hr/> <p>Future talent</p> <hr/> <p>Family and friends of Mazars</p> <hr/> <p>Alumni</p>	<ul style="list-style-type: none"> <li>Annual partners conference and general assembly</li> <li>Quarterly update from GEB</li> <li>Sector and service line meetings</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Internal website</li> <li>Regular country CEO webinars</li> <li>Annual satisfaction surveys</li> <li>Global engagement campaigns</li> <li>Learning and development trainings</li> <li>Volunteering and pro bono programmes</li> <li>Code of conduct</li> </ul> <hr/> <ul style="list-style-type: none"> <li>GEB and GGC: regular virtual meetings and quarterly physical meetings</li> <li>Decentralised country fora with all global leaders, GEB, GGC, CMPs</li> <li>Monthly regional and service line board meetings</li> </ul> <hr/> <ul style="list-style-type: none"> <li>School relations</li> <li>Company presentations and recruitment events</li> <li>Sponsorships</li> <li>Mentoring</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Family days and gifts</li> <li>Communications (external websites, events, brochures, social media, annual reports)</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Alumni events, networks and communication</li> <li>Communications (external websites, events, brochures, social media, annual reports)</li> </ul>	<ul style="list-style-type: none"> <li>Economic, social and environmental value creation</li> <li>Strong and resilient business performance</li> <li>Strong moral code and consistent set of values</li> <li>Robust governance principles</li> <li>Learning and development career opportunities</li> <li>Attractive remuneration</li> <li>Health and wellbeing benefits</li> <li>Diverse, inclusive and healthy work environment</li> <li>Modern ways of working, tools and environment</li> <li>Meaningful work and purpose</li> </ul> <hr/> <p><b>Glossary</b></p> <p>GEB: Group Executive Board            GGC: Group Governance Council            CMP: Country Managing Partner</p>	<ul style="list-style-type: none"> <li><a href="#">Our value chain</a></li> <li><a href="#">Our materiality assessment</a></li> <li><a href="#">Our 2021/2022 financial statements</a></li> <li><a href="#">Our enterprise risk management strategy</a></li> <li><a href="#">Our values and code of conduct</a></li> <li><a href="#">Our leadership and governance structure</a></li> <li><a href="#">Our grievance mechanism framework</a></li> <li><a href="#">Empowering our people to grow and lead</a></li> <li><a href="#">Safeguarding employee health and wellbeing</a></li> <li><a href="#">Celebrating diversity and building inclusion</a></li> <li><a href="#">Championing learning and culture</a></li> <li><a href="#">Contributing to local communities</a></li> </ul>	<p><b>3</b> GOOD HEALTH AND WELL-BEING</p> <p><b>4</b> QUALITY EDUCATION</p> <p><b>5</b> GENDER EQUALITY</p> <p><b>8</b> DECENT WORK AND ECONOMIC GROWTH</p>

# Our vision for a brighter tomorrow


## Our stakeholders

Stakeholder group	List of stakeholders	How we engage	Stakeholder expectations	How we address them	SDGs we contribute to
<p><b>Public institutions</b></p> 	<p>Governments and policymakers</p> <hr/> <p>Central banks, regulatory and oversight bodies</p> <hr/> <p>Standard setters</p> <hr/> <p>Intergovernmental institutions</p>	<ul style="list-style-type: none"> <li>Public consultations</li> <li>Working groups</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Public consultations</li> <li>Working groups</li> <li>Letters of commitment</li> <li>Annual reports</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Public consultations</li> <li>Working groups</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Public consultations</li> <li>Working groups</li> </ul>	<ul style="list-style-type: none"> <li>Professional and technical expertise</li> <li>Compliance</li> <li>Quality services in the public interest</li> <li>Objectivity and independence</li> <li>Robust governance principles</li> <li>Transparency and accountability</li> <li>Strong moral code and consistent set of values</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Ensuring quality, technical excellence and compliance</a></li> <li><a href="#">Maintaining objectivity and independence</a></li> <li><a href="#">Our leadership and governance structure</a></li> <li><a href="#">Our values and code of conduct</a></li> <li><a href="#">Our insights</a></li> </ul>	<p><b>8</b> DECENT WORK AND ECONOMIC GROWTH</p> <p><b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS</p> <p><b>17</b> PARTNERSHIPS FOR THE GOALS</p>
<p><b>Academia, experts, and media</b></p> 	<p>Universities and other educational institutions</p> <hr/> <p>Think tanks, academics and research institutes</p> <hr/> <p>Press and journalists</p>	<ul style="list-style-type: none"> <li>School relations</li> <li>Company presentations and recruitment events</li> <li>Sponsorships</li> <li>Mentoring</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Memberships</li> <li>Working groups</li> <li>Joint research projects and publications</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Press releases</li> <li>Interviews with Group CEO and C-level executive leaders</li> </ul>	<ul style="list-style-type: none"> <li>Economic, social and environmental value creation</li> <li>Strong moral code and consistent set of values</li> <li>Robust governance principles</li> <li>Transparency and accountability</li> <li>Thought leadership</li> <li>Learning and development career opportunities</li> <li>Promotion of sustainable development through multi-stakeholder partnerships</li> <li>Compliance with applicable labour and human rights laws and standards</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Our value chain</a></li> <li><a href="#">Our materiality assessment</a></li> <li><a href="#">Our values and code of conduct</a></li> <li><a href="#">Our leadership and governance structure</a></li> <li><a href="#">Ensuring quality, technical excellence and compliance</a></li> <li><a href="#">Celebrating diversity and building inclusion</a></li> <li><a href="#">Our insights</a></li> <li><a href="#">Knowledge, tools and communication</a></li> <li><a href="#">Championing learning and culture</a></li> <li><a href="#">Supporting businesses on their sustainability journey</a></li> <li><a href="#">Protecting and upholding human rights</a></li> <li><a href="#">Safeguarding employee health and wellbeing</a></li> </ul>	<p><b>4</b> QUALITY EDUCATION</p> <p><b>5</b> GENDER EQUALITY</p> <p><b>8</b> DECENT WORK AND ECONOMIC GROWTH</p> <p><b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS</p> <p><b>17</b> PARTNERSHIPS FOR THE GOALS</p>



# Our vision for a brighter tomorrow

## Our stakeholders

Stakeholder group	List of stakeholders	How we engage	Stakeholder expectations	How we address them	SDGs we contribute to
<p><b>Society and planet</b></p> 	<p>NGOs and impacted local communities</p> <hr/> <p>Sustainability alliances</p> <hr/> <p>ESG rating agencies and certification bodies</p>	<ul style="list-style-type: none"> <li>• Pro bono and volunteering engagements</li> <li>• Local community fora</li> <li>• Charitable contributions</li> <li>• NGO partnerships</li> <li>• Corporate sustainability reports</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Active engagement in UNGC local and global networks</li> <li>• Working groups, trainings and consultations</li> <li>• Corporate sustainability reports</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Consultations and submissions of sustainability disclosures at country level</li> <li>• Corporate sustainability reports</li> </ul>	<ul style="list-style-type: none"> <li>• Economic, social and environmental value creation</li> <li>• Strong moral code and consistent set of values</li> <li>• Transparent disclosure of metrics, actions, policies and targets related to our material sustainability topics</li> <li>• Promotion of sustainable development through multi-stakeholder partnerships</li> <li>• Compliance with applicable labour and human rights laws and standards</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Our value chain</a></li> <li>• <a href="#">Our materiality assessment</a></li> <li>• <a href="#">Our values and code of conduct</a></li> <li>• <a href="#">Our leadership and governance structure</a></li> <li>• <a href="#">Contributing to local communities</a></li> <li>• <a href="#">Reducing our environmental impact</a></li> <li>• <a href="#">Protecting and upholding human rights</a></li> <li>• <a href="#">Safeguarding employee health and wellbeing</a></li> </ul>	<p><b>4</b> QUALITY EDUCATION</p> <p><b>8</b> DECENT WORK AND ECONOMIC GROWTH</p> <p><b>10</b> REDUCED INEQUALITIES</p> <p><b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION</p> <p><b>13</b> CLIMATE ACTION</p> <p><b>17</b> PARTNERSHIPS FOR THE GOALS</p>



## Our vision for a brighter tomorrow Our materiality assessment

**In 2021, we engaged with our stakeholders to identify, assess and prioritise our material ESG topics and their related risks and opportunities.**

### Methodology

The foundations of our 2021 materiality assessment are based on cross-collaboration between our Group corporate sustainability team, key business functions and relevant stakeholders.

To gain a granular understanding of the economic, environmental and social ecosystem in which we operate, we first conducted an extensive review of our strategy, business activities and stakeholder network. This provided us with critical information to identify potential material impacts related to our industry, the services we offer, our business relationships and our geographical coverage.

We then developed a long list of material topics by leveraging the gathered insights as well as the results of an industry benchmarking analysis and publicly available information from sector-specific standards. Once we identified the potential ESG impacts caused throughout our value chain, we launched a multi-stakeholder dialogue process to determine the materiality of the identified topics.

We engaged with stakeholders beyond our European operations to collect worldwide inputs across Africa, Asia Pacific, the Americas and the Middle East through digital surveys and structured interviews. These consultations allowed us to understand our stakeholders' perceptions regarding the degree of importance of the identified topics and their potential short- and medium-term impact on our business.

Although our engagement involved largely clients and employees, the feedback provided by them was of strategic value to this exercise. It served to refine our understanding of our stakeholders' overarching expectations and concerns related to a broad range of ESG topics.

As a final step, we assessed the relative significance that our stakeholders assigned to each ESG topic and aggregated the results, permitting prioritisation and, ultimately, the development of our materiality matrix.

# Our vision for a brighter tomorrow

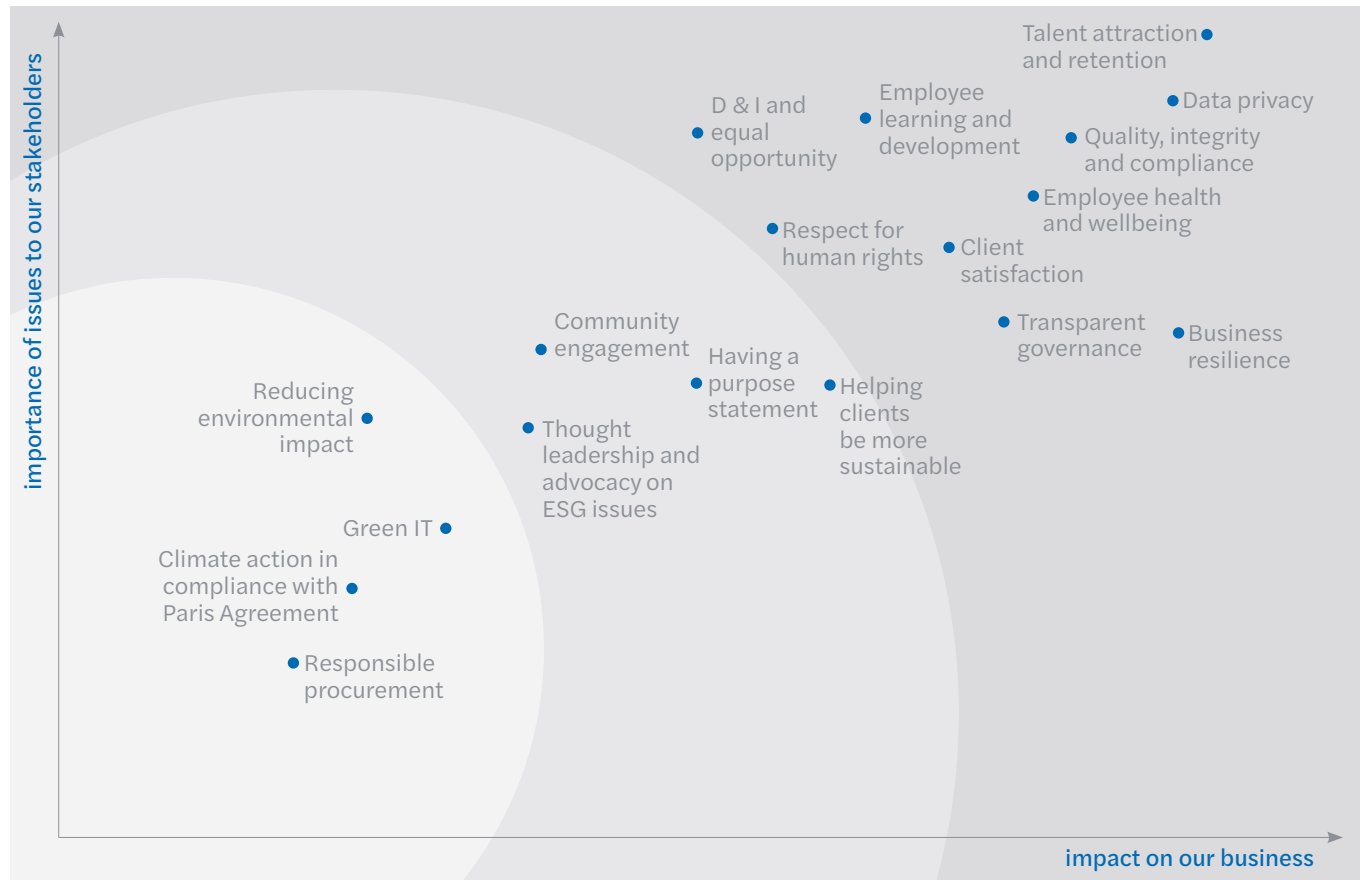
## Our materiality assessment

### Our materiality matrix

The outcomes of our materiality assessment have guided purposeful decision-making processes across our global partnership, constituting the foundations of our sustainability strategy and its corresponding policies and actions.

The identification of our non-financial impacts has helped us to better manage our ESG risks and opportunities and ensure that our strategy reflects our stakeholder expectations, which we believe is essential for long-term business resilience.

The results of this exercise, which have been validated by our Group Executive Board (GEB), are shown in the materiality matrix on the right.



# Our vision for a brighter tomorrow

## Our materiality assessment

At Mazars, acting upon our stakeholders' expectations, needs and concerns is a matter of strategic priority. It is a central element in our business model and anchored in our culture of stewardship and responsibility. We are therefore resolved to ensuring the relevance of our sustainability policies and actions by aligning them with the valuable insights that we gather through ongoing stakeholder dialogue.

In line with this commitment, throughout 2022, we leveraged the results of our materiality assessment to evaluate our sustainability performance from a holistic perspective and identify opportunities for improvement. This informed fundamental decisions at Group level to reinforce existing strategic actions and launch new initiatives to deliver progress across emerging material topics.

In the upcoming years, we will continue to nurture a participative and inclusive approach to transforming towards sustainability. We will keep fostering fruitful interactions and encouraging our stakeholders to actively contribute to the definition of our sustainability roadmap by incentivising knowledge sharing and exploring opportunities to solve ESG challenges together.

Our efforts to further develop trusting and transparent relationships with our stakeholders will be essential to successfully revise our materiality assessment. In 2023, we will conduct a double materiality assessment to improve our understanding of the sustainability topics that are material to Mazars both from a financial and impact perspective.

We will evaluate our actual and potential impacts on our people, society and the environment throughout our value chain, as well as the financial consequences that may be caused by our material sustainability topics over the short, medium and long term.

We are convinced that this exercise will represent a major step forward in our sustainability strategy, as it will enable us to integrate both the internal and external dimensions of materiality into our decision-making processes. We therefore look forward to better prioritising our sustainability efforts, improving our ESG risk and opportunity management practices and strengthening our overall sustainability performance.



## Our vision for a brighter tomorrow

### Our leadership and governance structure

**Since 1995, we have been organised as a global, integrated partnership. Today, this partnership comprises over 1,200 partners and 30,000 professionals in more than 95 countries and territories in Africa, Asia Pacific, Europe, the Americas and the Middle East.**

We work as one team and share the same values, work ethic and goals of providing the highest quality services to our clients while upholding our responsibilities towards our people, the environment and society at large.

Our integrated partnership is comprised of member firms that are part of Mazars SC (Mazars Group), a cooperative entity incorporated in Brussels, Belgium. The role of Mazars Group is to define the strategic objectives of the organisation and to coordinate the implementation of these objectives at the member-firm level.

Each country-level member has one or more separate legal entities that are member firms of Mazars Group. New member firms are admitted to the partnership based on criteria including quality of service, reputation and shared values. All new admissions are approved by the General Assembly of Partners.

All partners of Mazars Group are shareholders in the member firms, and the financial statements of Mazars Group are consolidated on a voluntary basis with the results of the member firms. We are therefore not simply a collection of national firms. We are an

integrated organisation of professionals, sharing commitments at a global level with respect to investment in technical excellence, serving our clients, developing our teams and creating shared value.

Mazars' governance structure is based on a democratic and transparent model, giving each partner the right to vote on strategic decisions about the future of the partnership. As a shareholder of Mazars Group, each partner acknowledges the charter of association and other institutional documents that govern our organisation. This allows them to vote at the General Assembly of Partners, which drives key decision-making processes in Mazars' leadership and governance bodies.

Our leadership and governance framework relies on two main bodies, whose respective roles and missions are clearly defined in our charter of association. Together with our regional, national and functional leaders, our Group Executive Board (GEB) and our Group Governance Council (GGC) work to ensure the sustainable development of our partnership.

### Our General Assembly of Partners

All the partners of Mazars Group meet at least once a year at the General Assembly of Partners, which is held within six months of the end of the financial year.

The General Assembly of Partners is a pivotal point in the governance and decision-making processes of Mazars Group. The Assembly elects the members of the GEB and GGC through a democratic voting process.

The GEB and the GGC are deeply involved in the candidacy of new partners of Mazars Group. Candidates are then confirmed by a vote in the General Assembly of Partners.

# Our vision for a brighter tomorrow

## Our leadership and governance structure

### Our Group Executive Board

The GEB is Mazars' executive body. It is responsible for the operational management of the partnership with regard to collectively defined strategic objectives, under the supervision of the GGC. The GEB focuses on pursuing and accelerating growth while ensuring the quality and sustainability of our activities. It is elected every four years. The mandate of the current GEB started in December 2020, with the next GEB elections due in December 2024.

The chairman and his team, forming the GEB, are elected by the General Assembly of Partners for a four-year term.

On 31 August 2022, Mazars' GEB comprised 11 members, with a women-to-men ratio of 1:4.5. All GEB members are partners of Mazars Group; there are no independent members. The GEB is supported in its role by a group of 57 global leaders, with a women-to-men ratio of 1:1.8. These global leaders come from more than ten partnership countries.

The GEB meets at least monthly. It also meets twice a year with country managing partners or senior partners at 'country forums', and once a year with all regional partners. Each GEB member is entrusted with specific geographical responsibilities, functional roles and/or the oversight of strategic projects, such as innovation, quality and risk management, business development or corporate sustainability.

On 31 August 2022, the GEB comprised:



Based in France  
**Hervé Hélias**  
CEO and Chairman



Based in Switzerland  
**Pascal Jauffret**



Based in Ireland  
**Marc Kennedy**



Based in the United Kingdom  
**Rudi Lang**



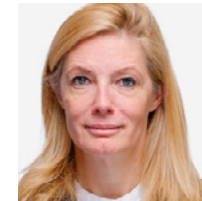
Based in China  
**Julie Laulusa**



Based in Senegal  
**Taïbou M'Baye**



Based in Germany  
**Dr Christoph Regierer**



Based in Belgium  
**Véronique Ryckaert**



Based in the Netherlands  
**Ton Tuinier**



Based in the United Kingdom  
**Phil Verity**



Based in the United States  
**Victor Wahba**

# Our vision for a brighter tomorrow

## Our leadership and governance structure

### Our Group Governance Council

The GGC is the Group’s supervisory body. Since December 2011, it has included independent external members elected by the partners at the General Assembly of Partners. Elected for the same term as the GEB, for a four-year period, the GGC exercises a general supervisory function over the risk and operational management actions of the GEB. As set out in the partnership’s charter of association, the GGC has specific responsibilities that include:

- Monitoring and updating the legal obligations of partners and member firms
- Approving partnership candidates and external growth operations
- Assessing GEB members and determining their compensation
- Approving disciplinary action decided by the GEB

The current GGC was elected in 2020. The next GGC elections are due in December 2024.

On 31 August 2022, the GGC comprised 12 members, including two external independent members, with a women-to-men ratio of 2:1.

The GGC meets once every two months, two or three times physically and otherwise virtually.

To improve the efficiency and focus of the GGC's oversight, it is organised into risk, partnership development and remuneration subcommittees.

One of the external members also chairs the public interest committees of Mazars LLP in the UK and Mazars in Ireland as a non-executive independent member. The public interest committees have specific responsibilities for matters relating to these two entities.

Group management

On 31 August 2022, the GGC comprised:



Based in the United Kingdom  
**Tim Hudson**, Chair



Based in France  
**Juliette Decoux**



Based in Germany  
**Gertrud Bergmann**



Based in China  
**Frank Bournois**  
Independent member



Based in France  
**Fabrice Demarigny**



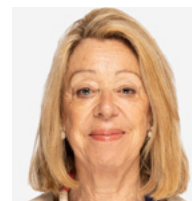
Based in Sweden  
**Åsa Andersson**



Based in the United States  
**Kathryn Byrne**



Based in Spain  
**Maria Cabodevilla**



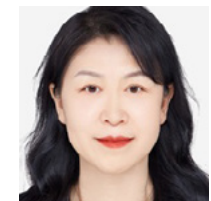
Based in the United States  
**Denise Fletcher**  
Independent member



Based in the United Kingdom  
**Chris Fuggle**



Based in South Africa  
**Michelle Olckers**



Based in China  
**Liwen Zhang**

Our vision for a brighter tomorrow

## Our corporate sustainability governance structure

**A strong governance structure is essential to deliver our strategy, enact our purpose and create value for all our stakeholders. To drive a systemic sustainability transformation across Mazars, we work to embed sustainability at the heart of decision-making processes at all organisational levels. One of the fundamental factors to facilitate this integration is the engagement of leaders at Group and country level.**

Mazars' countries implement our global sustainability strategy by adapting its guiding principles to their local context. Our governance framework supports these efforts by driving awareness on our material sustainability topics and facilitating the adoption of our corporate sustainability strategy. In doing so, we encourage countries to work together in mobilising resources and creating a positive impact for our people, the planet and society.

### Leading from the top

Our commitment to sustainability starts at the top. Mazars has appointed a GEB member as the global sponsor for corporate sustainability to directly oversee strategic developments and our overall sustainability performance. Meanwhile, our CEO sponsors our actions on diversity and inclusion and has demonstrated continued commitment to a science-based decarbonisation pathway.

Other GEB members engage actively around ESG matters and play a crucial role in encouraging

managing partners and leadership teams around the world to integrate them into their business strategies. In addition, GEB members have made personal commitments to be more mindful of their impact on the environment and adopt sustainable behaviours in their personal and professional lives.

The responsibility to design and implement our global corporate sustainability strategy across countries lies with our global head of corporate sustainability. Additionally, we have appointed a global diversity and inclusion leader to drive our diversity and inclusion strategy. Regarding our sustainability service line, Mazars' global head of sustainability leads the mission to support our clients on their sustainability journey.

These global leaders report to the relevant GEB members entrusted with the oversight of strategic sustainability matters. These exchanges happen regularly and keep GEB members informed on the management of Mazars' material sustainability topics, the progress made against related targets and the implementation of specific policies and actions.

Mazars' global leaders also report to the GGC annually to update members on the overall sustainability performance and progress made. These working sessions aim to provide an in-depth analysis of how we are transforming our business operations and addressing our material sustainability topics to meet our stakeholders' expectations.

These procedures and reporting lines have been put in place to establish a clear mandate for Mazars' leadership and governance bodies to define and fulfil our sustainability commitments. They are also designed to encourage senior management to take responsibility for ensuring ESG topics inform Mazars' business strategy and capital allocation decisions.

To further foster ownership of our sustainability agenda, Mazars' global leaders consult and guide the GEB on ESG topics by providing the necessary resources and subject matter expertise.



# Our vision for a brighter tomorrow

## Our corporate sustainability governance structure

### A collaborative, integrated model

All Mazars' global leaders work closely with their country counterparts to facilitate the adaptation and implementation of our global strategy at a local level. Mazars has three global sustainability communities:

- Corporate sustainability ambassadors
- Talent and diversity and inclusion leaders
- Sustainability service line leaders

Our global leaders engage with these communities once every two-to-three months to share updates and best practices. These communities are organised as an open platform to enable interactions between countries while providing guidance and support from Mazars Group through the dissemination of relevant toolkits, guidelines and policies.

Alongside these trimestral engagements, our global leaders also hold regular dialogues and meetings with individual countries to provide customised support in adapting the strategy to local contexts and implementing key actions. Being a diverse and international firm present in over 95 countries and territories, we are conscious that a 'one framework fits all' approach will neither be relevant nor impactful. Therefore, our governance model encourages our

sustainability communities to take ownership of their ESG commitments and implement meaningful actions based on the specifics of the local context.

This collaborative way of working has helped us to drive engagement and alignment across countries, thereby accelerating progress on our material topics and related targets. We believe our achievements are the result of a robust governance structure, which has allowed us to develop strong relationships of trust between Mazars Group and countries.

The solid foundation of this cross-country collaboration model has also enhanced our capacity to respond promptly during times of crisis, like the Covid-19 pandemic and the war in Ukraine.

Our core values and governance structure guide our decision-making processes when faced with complex situations. As a global partnership, we are deeply aware that the actions we take today will have an impact on the future we want to build for tomorrow, and we are committed to always maintaining a long-term vision in everything we do to pass on a legacy of prosperity to future generations.



## Our vision for a brighter tomorrow

### Our enterprise risk management strategy

**Our enterprise risk management (ERM) strategy is essential to ensure the achievement of our strategic objectives and the sustainability of our business plan in the medium to long term. We have implemented structured procedures to integrate risk identification, assessment, monitoring and mitigation into our business practices and to guide key decision-making processes.**

#### Our ERM framework and governance structure

Our ERM framework is based on the principles of the [COSO](#) ERM framework: ‘ERM – integrating with strategy and performance’.

In line with these principles, our ERM framework integrates risk management processes into our corporate governance structure to implement our business strategy, improve performance measurement and create long-term value. Our framework supports the protection of our corporate assets, the efficiency and effectiveness of our business processes, the reliability of financial information and compliance with laws and regulations.

Mazars’ long-term business plan and strategy are developed by the GEB under the direct supervision of

the CEO and articulated through a four-year strategic plan as part of their leadership term. Our risk strategy aims to ensure risk management and associated activities are fully aligned in supporting our business objectives. Risk is therefore undertaken within clearly defined limits that are measured and monitored through a robust control environment and risk-aware culture.

We ensure to align our business objectives to our risk management strategy through our governance and leadership bodies, the GGC and GEB, which include senior management responsible for supporting risk governance.

Through an integrated approach, Mazars’ Group Risk Management Committee and global chief risk manager support the CEO and the GEB, which are ultimately responsible for risk management programmes. Executive management provides guidance and direction, reviewing and approving

our global enterprise risk assessment results and ensuring accountability for effectively managing and mitigating significant risks.

To advance steadily on our risk management strategy, we leverage a governance structure that involves risk owners and country risk champions from service lines and support functions across regions. Our network of country risk champions supports the continuous improvement of our risk management processes through a proactive culture to identify, evaluate and monitor risks.

Our ERM framework is further supported by our internal audit teams, which offer an independent stance and provide assurance to ensure that risks are managed effectively. These internal controls include evaluating the effectiveness of our ERM framework, assessing the adequacy of risk management practices and identifying potential areas of improvement.

# Our vision for a brighter tomorrow

## Our enterprise risk management strategy

### Enterprise risk assessment

We perform an annual enterprise risk assessment to identify and prioritise major risks based on their criticality. We apply a bottom-up approach, conducting interviews with a representative range of regional, support function and service line leaders.

Risk scenarios and evaluation are undertaken using likelihood, impact and control effectiveness criteria.

The results of the assessment are consolidated in a risk mapping exercise and compared with risk thresholds to determine priorities and risk treatment methods. We classify each significant risk identified by categories, as shown on the right.

### Risk categories

#### Strategic



The risk of loss resulting from the inability to achieve our strategic business objectives and deliver the expected outcomes due to fundamental decision-making processes that are inconsistent with internal factors and the external environment.

#### Operational



The risk of loss resulting from inadequate or failed internal processes, systems and methodologies (including cyber events and infrastructure failure) that may lead to a disruption of our business operations.

#### Financial



The risk of loss resulting from the inability to manage our debt and financial obligations due to inadequate decisions that may affect our funding sources and therefore jeopardise our funding liquidity.

#### People



The risk of loss resulting from the failure to attract, develop and retain our talent, as well as to avoid psychosocial and physical hazards in the workplace.

#### Legal, regulatory and compliance



The risk of loss resulting from the failure to anticipate and adapt to regulatory change and therefore comply with applicable laws, regulations, codes of conduct or legal obligations.



# Our vision for a brighter tomorrow

## Our enterprise risk management strategy

### Our priority risks

Throughout 2022, we interviewed key stakeholders, such as the leaders of our Group support functions and service lines, to identify priority risks, as well as emerging risks and opportunities that may affect the achievement of our strategic business objectives.

The results of our enterprise risk assessment, which are displayed in the following tables, were reviewed by the GEB and GGC through dedicated working sessions before final validation by the GEB and CEO. Once identified, each risk was assigned to a risk owner responsible for risk mitigation.

#### Our priority risks and their definitions

Risk category	Risk	Risk description
<b>Strategic</b> 	<b>Strategy execution (operational)</b>	Failure to reach our strategic objectives due to the inability to deliver expected outcomes, set up new services with existing and new customers, build a global offer or onboard new partners and entities.
	<b>Innovation</b>	Failure to innovate or to anticipate new technology development trends and adapt our portfolio accordingly, leading to financial loss and higher margins for competitors that can harness innovation opportunities.
	<b>Group IT transformation</b>	Failure to ensure that our information systems embody state-of-the-art infrastructure and that no IT applications are obsolete. This may lead to operational disruption and delays in digital transformation processes, resulting in missed opportunities and financial loss.
	<b>Geopolitical, economic and regulatory environment</b>	Failure to respond in a timely and appropriate manner to geopolitical events that affect the normal and peaceful course of international relations in countries where we operate. This may lead to financial loss and reputational damage.

# Our vision for a brighter tomorrow

## Our enterprise risk management strategy




### Our priority risks and their definitions

Risk category	Risk	Risk description
<b>Operational</b> 	<b>Cyber security</b>	Failure to safeguard our operations due to loss of confidentiality, integrity, availability of data or information systems, potentially leading to financial loss and reputational damage.
	<b>Quality management</b>	Failure to provide satisfactory services to our clients due to delivery issues including budget, schedule and resource constraints. This may lead to financial loss, reputational damage, loss of market share and substitution of services through competitors.
	<b>Client acceptance and independence</b>	Failure to effectively undertake independence procedures and to properly evaluate prospective clients before accepting new client engagements. This may compromise our auditors' ability to make unbiased audit decisions and therefore lead to financial penalties, reputational damage and loss of opportunities.
	<b>ESG management</b>	Failure to properly assess our material ESG impacts, risks and opportunities and therefore to implement the necessary actions to respond to topics like climate change, human rights, diversity and inclusion and professional conduct. This may lead to business disruptions due to damage of physical assets caused by extreme weather events, financial loss, reduced brand value, reputational damage and loss of client opportunities.
	<b>Brand, reputation and marketing management</b>	Failure to maintain brand value in the market due to affected brand reputation, recognition, awareness or positioning. This may lead to increased difficulty in acquiring new clients, as well as retaining and attracting talent.

# Our vision for a brighter tomorrow

## Our enterprise risk management strategy

### Our priority risks and their definitions

Risk category	Risk	Risk description
<b>Financial</b> 	<b>Financial fraud</b>	Failure to avoid fraudulent actions of internal or external actors, which may lead to financial loss and reputational damage.
	<b>Liquidity risk</b>	Failure to meet our short-term financial commitments due to a lack of sufficient liquidity, which may lead to financial loss.
<b>People</b> 	<b>Talent management</b>	Failure to attract, retain and develop our talent, which may lead to insufficient leadership strength, capability gaps, low workforce productivity and ineffective change management.
	<b>Occupation, safety and personal security</b>	Failure to avoid psychosocial and physical hazards in the workplace, business travel security issues or the exploitation of Mazars' assets for unauthorised purposes. This may lead to increased difficulty in retaining and attracting talent, as well as reputational damage and financial loss.
<b>Legal, regulatory and compliance</b> 	<b>Personal data management</b>	Failure to safeguard the data entrusted to us by our stakeholders due to limitations in the acquisition, storage, transformation, displacement and usage of our data assets. This may lead to financial penalties, litigation, reputational damage and business losses.
	<b>Non-compliance with laws and regulations</b>	Failure to comply with the policies, standards, regulations or laws relevant to our operations. This may lead to financial penalties, litigation, reputational damage and business losses.

# Our vision for a brighter tomorrow

## Our enterprise risk management strategy

### Our risk control measures and future improvements

Control measures and comprehensive mitigation actions are monitored throughout the year by senior regional and service line leaders to ensure they are relevant and effective. We will continue to work towards enhancing these measures to ensure our priority risks are appropriately addressed.

Through a proactive risk mitigation culture and strong governance structure, we aim to ensure the soundness of our processes and procedures to monitor, anticipate and manage risks on a timely basis.

Our aim, however, is not only to strengthen our risk management processes to better identify and mitigate potential risks but also to harness the opportunities presented by current and future challenges. We are therefore committed to better understanding how we can transform risks into opportunities that help us drive long-term business performance while unlocking new value creation opportunities for our people, the environment and society.

### Integrating ESG risks into our ERM framework

In our drive to embed sustainability into our business, we have started integrating ESG risks into our broader business strategy and global ERM framework.

We recognise that ESG factors are critical to business operations and decision-making processes. We have therefore begun performing the relevant risk scenarios and evaluations, as well as defining the critical components of our risk mitigation plans. This will be a fundamental element of our sustainability strategy, as it will define how we manage and address the material topics identified through our materiality assessment.

Our approach to ESG risk management is based on ensuring that the identified risks and opportunities guide our decision-making processes to implement new sustainability policies and actions at Group level. We have therefore appointed our global head of corporate sustainability as the risk owner of ESG-related risks. They are responsible for conducting an annual ESG risk and opportunity assessment.

Our global head of corporate sustainability engages periodically with our global chief risk manager to guide the categorisation, quantification and prioritisation of ESG risks and opportunities. The results of our

2021–2022 risk mapping exercise were shared with our global ERM team through an in-depth interview and bespoke working groups. This provided crucial insights into our actual and potential ESG risks throughout our value chain, as well as our existing control measures.

Over the coming year, we expect to make significant improvements on these operating procedures and internal control processes. Our focus will be on consolidating our ESG risk mitigation strategy through the identification of key risk and performance indicators and on integrating relevant risk findings into the management of our material topics and sustainability reporting processes.

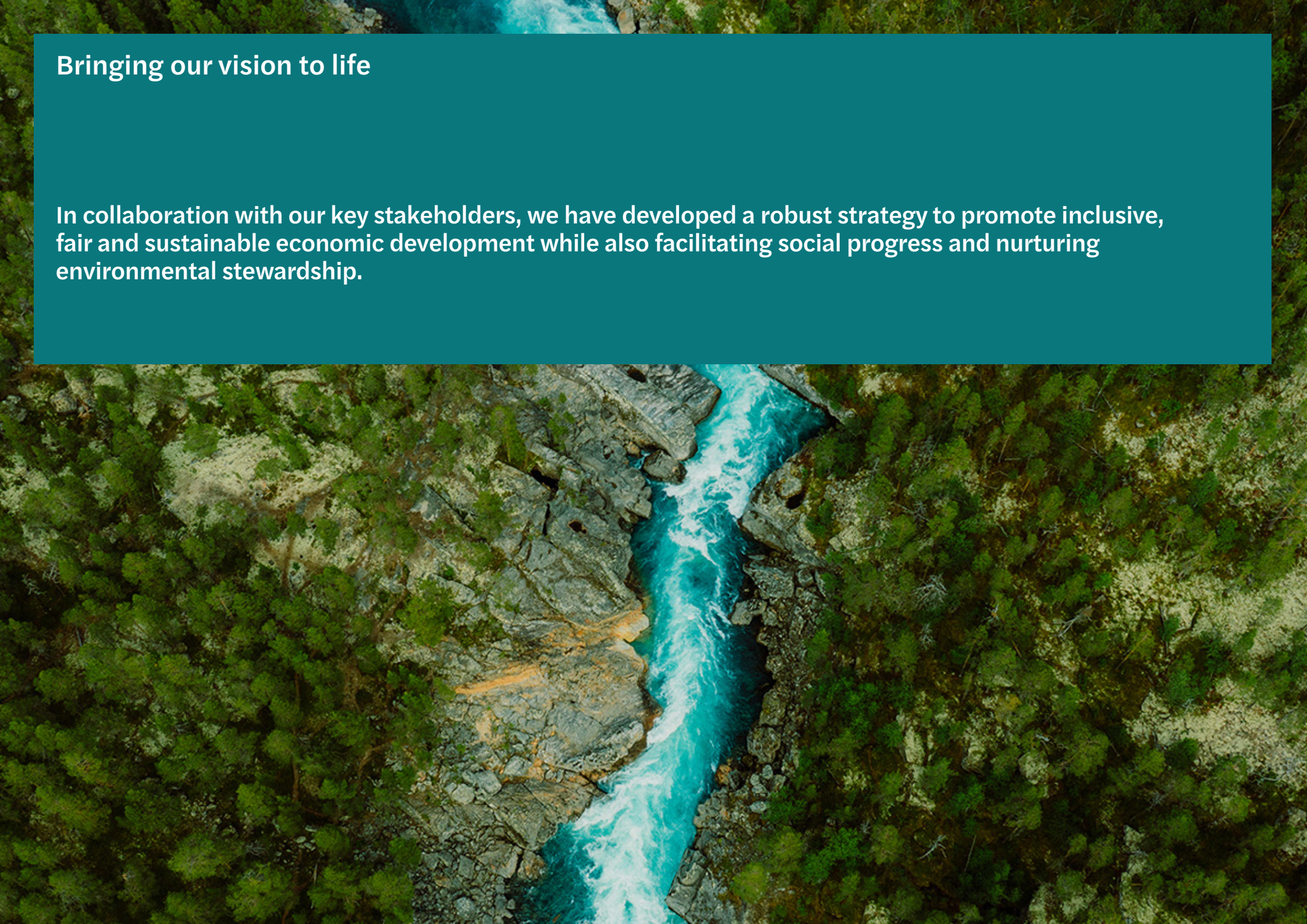
We will also strive to establish a climate-related risk management framework in line with the latest Task Force on Climate-Related Financial Disclosures and CSRD guidelines to evaluate specific climate-related risks more effectively.

We believe this forward-looking approach will help us in guiding strategic capital allocation decisions, in strengthening the resilience of our overall business strategy and in enhancing the transparency of our material impact, risk and opportunity disclosures.



## Bringing our vision to life

In collaboration with our key stakeholders, we have developed a robust strategy to promote inclusive, fair and sustainable economic development while also facilitating social progress and nurturing environmental stewardship.





Bringing our vision to life  
Upholding our values of integrity and responsibility

**Our values are at the core of everything we do.  
They support us in fulfilling our purpose: to build  
the foundations of a fair and prosperous world.**

Serving as the bedrock of our culture, behavioural norms and professional standards, our values are embedded in all strategic decision-making processes. They therefore underpin the success and resilience of our sustainability strategy and business performance.

Integrity and responsibility are two of our core values. They are the first pillar of our sustainability strategy and guide our shared sense of purpose in achieving common goals while acting with integrity and being accountable for our professional conduct.

We are committed to conduct our business operations in an ethical, lawful and transparent manner, adhering to the highest quality, compliance and data privacy standards, while respecting human rights and procuring responsibly.

Our founding principles and beliefs drive accountability across our global partnership in serving the public interest. They foster a culture of responsibility in shaping a sustainable future by delivering outstanding quality, cultivating relationships of trust with our stakeholders, treating everyone with respect and thinking independently.

Our integrity and responsibility pillar addresses material topics that are not just fundamental for our business to grow with purpose, but also to enhance our value creation potential for our employees, clients, suppliers and the local communities in which we operate.

Our materiality assessment identified several topics that were considered critical by our stakeholders and, throughout 2022, we focused our efforts on accelerating progress in these areas.

# Bringing our vision to life

## Upholding our values of integrity and responsibility

### Our values and code of conduct

Our core values serve as a moral compass for our daily activities and are key to our growth and success. They are deeply embedded in our global code of conduct, which clearly states who we are and guides us in the way we work with each other and with our business partners, while ensuring we remain mindful of the impact we have on society and the environment.

We are one integrated partnership bound together by our values and ambitions. We share a common purpose and vision, no matter where we are in the world.

### Our six core values are:



#### Integrity

Our success is based on our relationship of trust with clients and stakeholders. To maintain this trust, we are always honest and straightforward.



#### Responsibility

We take responsibility for our personal and professional conduct. We care about our impact on communities and seek to make a positive difference.



#### Diversity and respect

Our strength lies in the people we work with. We treat everyone with respect, so they feel valued for their diversity, unique perspective and contribution.



#### Technical excellence

We always aim to deliver outstanding work. We innovate and develop our people's capabilities to meet our clients' and stakeholders' evolving needs.



#### Independence

We are trusted advisors. Our advice is objective and unbiased. We value our independence and always act to the highest professional standards.



#### Stewardship

We focus on developing a sustainable business. We build long term relationships, encourage entrepreneurship and plan for succession.

# Bringing our vision to life

## Upholding our values of integrity and responsibility

### Our code of conduct

To help our people integrate the attitudes and behaviours implicit in our values in the way they serve clients and interact with teams, stakeholders and communities, we have deployed training modules on our code of conduct across our international partnership.

Our teams in all our countries are trained on the code of conduct, which is translated into local languages, either through digital learning programmes or physical workshops that explain the values we expect every Mazarian to live by.

These training modules help our people navigate difficult choices and make the right decisions in line with our values and our responsibility to serve the public interest. They are therefore essential to preserve our brand and reputation as well as the trust that our stakeholders place in us.

Our code of conduct training modules have been launched across the 93 countries and territories where we were present in 2021–22. These trainings are a mandatory component for all new joiners at

Mazars, and our code of conduct is also extended and applied thoroughly to new firms joining our international partnership as part of their integration within the Mazars family.

Our Group Executive Board and Group Governance Council support the implementation of our code of conduct. The principles of the code apply to all levels of our organisation, meaning that all our people are held accountable for their professional conduct. In this regard, we take breaches seriously and undertake appropriate action to uphold the code wherever necessary.

### Helping Mazarians to live by our values through a practical approach

In the West Central Africa region, which covers Senegal, Cameroon, Ivory Coast, Benin, Niger, Gabon and the Democratic Republic of Congo, new recruits attend a mandatory session with the regional compliance officer to introduce our core values and discuss their importance to our culture, behavioural norms and professional standards. After this workshop,

employees must complete the code of conduct training on U-Learn, our global learning platform.

These sessions are designed around sharing experiences on local cultures, norms, client behaviours and expectations, to foster exchanges among attendees and enhance learning opportunities. This not only helps countries to ensure a high training completion rate, but also provides a practical perspective for our people to understand how our values should be applied in the way they operate, behave and interact with our stakeholders.

To ensure our values are truly ingrained in the way we do business, we have established accountability mechanisms to closely monitor the code of conduct training completion rate in each country. On top of this, in regions like West Central Africa, each participant receives a completion certificate to foster a culture of ownership and responsibility.

Our code of  
conduct

# Bringing our vision to life

## Upholding our values of integrity and responsibility

### Our stance on anti-bribery and corruption

At Mazars, we are determined to create shared value through an ethical culture and behaviour. Our culture of integrity supports a zero-tolerance policy with regard to all forms of bribery, corruption, extortion and embezzlement.

We have implemented robust procedures for monitoring and enforcing the highest standards and to ensure compliance with anti-bribery and corruption laws. These policies are promoted internally through our code of conduct training and externally through our supplier code of conduct. Our strong stance on anti-bribery and corruption is a crucial element in our determination to build long-term relationships based on trust with our people, clients, suppliers and subcontractors.

Our commitment to prevent and mitigate corruption and anti-bribery means we:

- Do not accept personal benefits from clients, suppliers or subcontractors
- Never make a personal or undue profit from our relationships
- Never engage in bribery or corrupt practices

Mazars' reputation and brand are represented by each employee on a daily basis. If our conduct and behaviour fall short of our values, we risk damaging our reputation and undermining the trust people place in us. This means we take all anti-bribery and corruption breaches seriously and undertake appropriate action to uphold our standards and policies.

### Our grievance mechanism framework

We are committed to dealing responsibly, openly and professionally with concerns raised internally by partners or their team members about possible malpractice within our member entities and concerns raised by persons external to Mazars (clients and other stakeholders) about the services we provide.

Our Group-wide whistleblowing and complaint procedures for addressing any such concerns of our staff, our clients and our other stakeholders are complementary to local whistleblowing procedures at the country level and reflect our policy of zero tolerance towards unethical behaviour. They have been deployed since 2014 and both external and internal complaint forms are available on our Group website. All claims are directly processed through the Group's chief compliance officer unless applicable local law requires otherwise.

All Mazars member firms are required to raise concerns about potential breaches of our ethical principles and professional conduct while enabling stakeholders to report issues safely and without fear of retribution. We aim to cultivate a supportive culture where our people feel encouraged and confident to express their concerns or share their complaints.

To ensure we appropriately address and respond to any grievance experienced by our people, we are currently working on strengthening our governance framework and implementing an effective redressal mechanism.

Whistleblowing  
procedures



# Bringing our vision to life

## Upholding our values of integrity and responsibility

### Ensuring quality, technical excellence and compliance

#### Our governance system for quality management

The quality and effectiveness of our services is critical to all our stakeholders and is an integral part of our commitment to building trust in society. We believe in accountability and our approach to quality is driven by our culture, values and behaviours. We are convinced that setting the tone at the top is of paramount importance.

Our GEB is ultimately responsible for ensuring the delivery of technical excellence across all our service lines within the global business. This responsibility includes oversight of the quality monitoring processes within the Group, including audit quality.

In this respect, at the Group level, we dedicate specific resources to building and maintaining high standards of quality, independence, ethics and professional competency, under the supervision of our Quality Management and Compliance (QM&C) board.

Under the joint oversight of the GEB and GGC risk management committees, the QM&C board is responsible for protecting Mazars' reputation

and brand equity, fulfilling our brand promise and ensuring we deliver top-quality services while meeting regulations. It defines the quality monitoring system and procedures required across all service lines and monitors their implementation.

Within the framework of our global strategic plan, the QM&C board has four committees – the independence and acceptance committee, the quality management committee, the methodology committee and the quality culture committee. These committees focus on four main missions:

- Further embedding a culture of quality through a dedicated culture programme, quality indicators and roadmaps
- Managing and monitoring quality, with a focus on the implementation of a quality management system in line with the new International Standard on Quality Management 1 (ISQM 1)
- Managing compliance-related issues, with a focus on client acceptance procedures, independence, methodology and manuals, the oversight of quality and active management of our risks
- Managing change, in governance and reporting, with a view to strengthening the quality of our teams

### Delivering audit quality

Quality is what makes audit relevant. It is what enables it to play its essential role in shaping more transparent and sustainable economies.

Since we strongly believe audit is one of the pillars of healthier ecosystems, more resilient business environments and fairer societies, we have made quality the backbone of everything we do. Year after year, we are dedicated to improving the audit work we perform and the quality of reporting to those in charge of governance and to shareholders.

We invest time to understand and participate in the evolution of quality within the profession, develop our methodology, review the areas of interest to regulatory inspections, as well as the quality recommendations that arise from inspections, and improve the skills and knowledge of our people. We are constantly raising our expectations of what audit quality is, as it continues to evolve.

In 2021–2022, independent audit oversight took place in 68 of the countries where we operate, of which 13 were subject to regulatory inspections. Meanwhile, our auditors each received an average of 62 hours of training during the year.

# Bringing our vision to life

## Upholding our values of integrity and responsibility

### Maintaining objectivity and independence

We strive to achieve the highest levels of objectivity and independence in our assignments. Our policies and procedures aim to ensure all employees and partners comply with the strictest requirements, wherever they operate.

### Conflicts of independence/interest

Our strict processes aim to ensure we can identify and respond to any conflicts of interest communicated to partners and employees. Where there is a potential threat to our independence, the assignment is declined or appropriate safeguards are implemented.

### How we safeguard our objectivity and independence

The systems implemented by Mazars Group and adopted by member entities include:

#### Our code of conduct for objectivity and independence

Mazars Group has developed a code of conduct for objectivity and independence (CCOI). This complies with the IESBA code of ethics and introduces additional specific requirements for Mazars entities

and their people. All Mazars entities are required to update the CCOI to reflect their country's specific laws and regulations. The CCOI is distributed to all partners and employees and is an integral part of all member firms' professional training programmes.

#### Responsibility for maintaining objectivity and independence

The Group independence and acceptance committee is responsible for oversight of independence and acceptance for Mazars worldwide. The role of the committee is to:

- Provide guidance for acceptance of personnel in each country, approve first-time appointments for the auditing of public interest entities (with limited exceptions) and other specific clients, and manage the annual independence reporting process, reporting the results to the GEB.
- Adjudicate on any independence or acceptance issues brought to its attention, including any proposed departures from the CCOI by a member entity and ensure that all changes in international ethical standards are communicated to all countries in the organisation.

#### Acceptance and continuance of client engagements

Before accepting or continuing a relationship with a client, our procedures require that an evaluation of

the client's related risks is performed, including the entity's ability to perform the engagement and any ethical risks in terms of independence and conflicts of interest.

The provision of additional services to an audit client is subject to prior authorisation from the lead audit partner and, in some cases, the ethics partner or country risk manager. In certain circumstances, it is also needs to be authorised by the client's audit committee.

Our decision-making framework to assess the suitability of prospective clients goes beyond evaluating risks related to independence and conflicts of interest, to also consider external and internal factors that may increase our exposure to ethical, compliance, reputational, and ESG risks.

As part of the external factors assessed by our client engagement teams, we focus on industry-specific risks that may generate negative externalities. Our client acceptance policy includes restrictions on establishing business relationships with organisations that operate in industries that are incompatible with our values and may pose a threat to the public interest.

We therefore closely monitor industries that are under regulatory scrutiny as well as emerging industries that lack well-established regulatory frameworks and may pose higher risks of financial misconduct.

# Bringing our vision to life

## Upholding our values of integrity and responsibility

We also consider risks that may emerge from the specific geographic location or regulatory and legislative context relating to a client's operations. We firmly stand against continuing client engagements in countries where governments are directly involved in the violation of international law and prioritise complying with applicable sanctions.

Within this context, we made the decision to cease our business operations in Russia, including our international client engagements based in the country. This decision was aligned with the sanctions imposed by the EU, the US and the UK as a result of the violation of Ukraine's sovereignty and territorial integrity.

Through these efforts, we aim to make informed decisions and manage our client portfolio in a way that helps us build further confidence with our stakeholder ecosystem, create long-term value, and foster responsible business behaviour.

### Global independence check tool

We have implemented a global independence check tool, WeCheck, to protect the independence of Mazars Group. All countries within our partnership are required to register on WeCheck and regularly upload their client data into the tool's data management system or update existing client data on the system. As of 31 August 2022, 79 countries representing 97% of our turnover were live on the system.

## Safeguarding data privacy

In an increasingly digital world, the data of our people, clients and suppliers is a natural extension of their identity. We are therefore committed to protecting all personal data entrusted to us by our stakeholders and any entity or individual we work with.

Data privacy controls are built into our member firms' activities to ensure protection for the data they process, in compliance with applicable laws and regulations. The activities of our countries to protect personal data are supported by a data privacy steering committee and a global data privacy director, with our group chief information security officer and their team guiding technical security measures. Privacy implications are reviewed as part of all our global initiatives, and we maintain a strategy for enhancing and aligning controls globally.

Each member firm is responsible for its own compliance with data protection laws and regulations, with internal arrangements established where it is necessary for personal data to be shared between different countries.

Our central teams support countries in their efforts to continually develop and enhance controls, ensuring privacy remains embedded by design.





# Bringing our vision to life

## Upholding our values of integrity and responsibility

### Building a sustainable supply chain

We strive to engage with organisations that are equally responsible in the way they do business, valuing ethical, social and environmental factors. In our aim to cultivate a network of sustainable suppliers, we focus on building relationships of trust and mutual benefit, promoting a culture of close engagement to identify and assess potential ESG risks and opportunities in our supply chain.

The Group's legal department works closely with each business function to ensure all Group-level suppliers of goods and services undergo a strict due diligence process. This framework helps us to screen potential suppliers on a variety of different topics such as IT, cybersecurity, data privacy and financial viability, alongside ESG factors. We have also appointed a global procurement manager to lead our due diligence processes and enhance our engagement with suppliers, ensuring we have maximum visibility over our supply chain.

### Our supplier code of conduct

During 2021–2022, we implemented a Group supplier code of conduct that sets out our expectations in terms of compliance with ESG standards like diversity and inclusion, human rights, environmental responsibility, business integrity, labour practices, and employee health and safety. Our suppliers and subcontractors are expected to uphold these standards and adopt the relevant policies to ensure their business operations comply with applicable laws and regulations.

Suppliers are required to sign and adopt the conditions in the supplier code of conduct as part of their contract with Mazars Group. We use these binding requirements as a lever to not only ensure we work with responsible, ethical and sustainable organisations, but also to encourage suppliers of all sizes and sectors to create a positive shift towards trust, transparency and accountable behaviour.

With the aim of contributing to the broader sustainable development agenda, we are working on increasing the scope of this code to existing and potential Group suppliers.

Meanwhile, several of our countries, such as France, Germany, South Africa, Switzerland, Sweden, the Netherlands, the UK and Turkey, have also adopted our Group supplier code of conduct and are using it as a basis to engage with local suppliers and to implement sustainable sourcing strategies. Many other countries are currently working towards achieving the same objective during 2023.

### Supplier screening

To support the enforcement of our supplier code of conduct and ensure that our suppliers meet our ESG requirements and standards, we have implemented a supplier screening process that informs our Group procurement decisions. This directly supports our risk management framework by helping us to prevent potential adverse impacts on people, society and the environment throughout our supply chain.

We have incorporated a set of questions into our supplier request-for-proposal questionnaire that allow us to collect supplier-specific data on a broad range of ESG topics. This questionnaire is a crucial tool for us to gain visibility over our suppliers' commitments, policies and actions related to key issues including human rights, environmental responsibility, and bribery and corruption.

Our request-for-proposal questionnaire is a fundamental tool to facilitate engagement with our suppliers, as it enables us to maintain frequent exchanges for enhanced collaboration. Through this process, we not only identify and mitigate potential breaches of applicable laws and regulations, but also encourage transformational change and incentivise continuous improvement on sustainability performance.

# Bringing our vision to life

## Upholding our values of integrity and responsibility

### Protecting and upholding human rights

Mazars is a diverse international firm present in over 95 countries and territories. Conscious of the different national and international laws that our people working at and for Mazars are subject to, as well as the diverse cultures in which we operate, our legal and HR teams at country level work to ensure compliance with applicable laws and respect for our people's rights. We are also an active member of the Universal Global Compact, and we adhere to all its ten principles, six of which relate to human and labour rights.

In line with the UN Declaration of Human Rights and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, we are working on developing a human rights policy that identifies fundamental human rights, which Mazars guarantees to protect for its people. We already have a whistleblowing channel in place to enable our people and third parties to raise complaints or concerns

without any fear of retribution. This will be further strengthened through a solid governance and redressal mechanism integrated into our human rights policy.

Our human rights policy will strive to go beyond local labour laws to also address ethical issues. If the standards set out in our policy are different to those at a country level, we will aim to apply the highest of the two, according to Mazars' values and ethical commitments. Going forward, we will implement specific training modules on our human rights policy, including workers' rights and our commitment to protecting them.

In addition, we want to ensure we respond promptly and effectively to any grievance experienced by our people. We will work with country HR and legal teams to raise awareness of our human rights policy and to promote a speak-up culture among Mazarians. As an accountable and caring employer, we regard listening to the experiences and concerns of our people, especially negative ones, as a critical part of our responsibility.



## Bringing our vision to life Putting people at the heart of our development

**Our success is powered by our people. We are committed to providing them with a working environment that is safe, fair and inclusive, with abundant opportunities for rewarding work, life-long learning and professional development.**

As a professional services provider and knowledge-intensive organisation, our people define who we are as a firm. This is why our people strategy is much more than a traditional human resources strategy. We put meritocracy, as well as the best interests of our colleagues and their development, at the core of our policies and actions.

In 2021–2022, we welcomed 9,000+ new joiners at Mazars, contributing to our young, diverse and dynamic global workforce:

- 49% of our workforce are under 30 years old
- 41% of our workforce are between 31 and 50 years old
- 10% are 51 years old or over

We have established robust data collection and management procedures as well as formal feedback loops at both Group and country level, to keep in touch with the evolving needs of our people and address them through our people strategy.

‘People development’ and ‘respect and diversity’ are among the top three Mazars attributes our colleagues value most. They therefore inform our strategy, which focuses on training our people to make their journey at Mazars a profitable experience and prepare them to be future leaders, while ensuring all team members can make meaningful contributions and be themselves by enabling and rewarding different backgrounds, experiences and opinions.



# Bringing our vision to life

## Putting people at the heart of our development

To achieve our objectives for our people, we have developed a comprehensive strategy based on three key enablers:

- Empowering our people to grow and lead
- Celebrating diversity and building inclusion
- Championing learning and culture

### Empowering our people to grow and lead

As leaders in a knowledge-based sector, the quality of our people is of utmost importance. We understand that our success relies heavily on the expertise, skills and knowledge of our workforce. We therefore recognise our responsibility to support the growth and development of our colleagues by providing them with access to diverse opportunities and experiences that will truly empower them, not only during their time at Mazars, but also in their future careers.

### Providing a unique experience

Mazars is a distinct organisation, with a culture that encourages people to excel and make an impact. Our employee value proposition (EVP) can be summarised in one overarching message – Mazars, the smart choice – and four supporting promises:

- **Mazars is a school of excellence**, where our people can benefit from life-long development opportunities. We focus on reinforcing their technical competencies, leadership abilities and the skills of tomorrow.
- **At Mazars, our people make friends for life** through our distinctive one-team approach, which makes a career with us a truly human and international adventure.
- **Mazars embraces the future of work** by pioneering new ways of working with and for our people. We foster a true sense of purpose through solidarity, sustainability and a commitment to serve the public interest.
- **Mazars has a strong entrepreneurial spirit**, encouraging our people to innovate, lead and challenge the status quo.

Learn about the experiences of some of our colleagues in our global team: [Mazars Lived Experiences](#).

Our efforts to communicate our EVP are carried out through a variety of global and local initiatives. These include international forums or partnerships with universities, which allow us to showcase our commitment to employee development, empowerment, and diversity and inclusion.

In 2022, we also launched several local campaigns in countries such as Australia, Germany, South Africa, Switzerland, the Netherlands, and the United Kingdom, to reinforce our relationships with prospective talent in local markets.

### Enhancing global people engagement

We recognise people engagement as a key enabler for nurturing and developing an inclusive work culture and for inspiring Mazarians throughout our global partnership.

Our people engagement strategy aims to drive commitment to Mazars globally, communicate our long-term strategy and acknowledge that people can be part of the solution to a changing workforce and market. We believe in building a sense of belonging and developing a culture of trust to strengthen job satisfaction, while also increasing productivity and promoting responsible behaviours in line with our values.

Our people engagement strategy will focus on the following three areas:

- Nurturing a global community by regularly sharing our long-term objectives and fostering exchanges among colleagues via our global internal website and bi-annual live CEO broadcasts
- Introducing a Group-wide people and culture survey to better understand our employees' perceptions regarding talent, quality and ethics, sustainability, purpose and satisfaction
- Designing Group and country-level action plans to help us become a truly caring and modern firm

## Imagining tomorrow's workplace

The Covid-19 pandemic compelled businesses to rethink the way they function and devise new solutions to ensure the productivity, wellbeing and engagement of their employees. Although the pandemic has receded, the changes it has brought are expected to stay and will have long-term or permanent effects in areas like recruitment, training, management and leadership.

Within this context, many of our countries have already implemented long-term flexible working policies, allowing our people to manage their working hours and choose where they work from according to their needs.

We have also launched 'Gen You', a global campaign to attract the next generation of auditors. This campaign was developed with our global audit board and a task force of HR and communications specialists from different countries. Its aim is to overturn preconceptions around the audit profession and explain why it is an excellent first career choice for talented graduates.

Additionally, we encourage the exchange of ideas and practices between the different countries and offices across our global partnership, as we believe that international experience is a crucial component to develop our teams and leaders.

Colleagues who want to further their careers through international experience can choose from a wide variety of mobility opportunities. These range from short-term assignments of two to six months through our MOVE programme, to longer-term assignments of three to five years, or even permanent international transfers.



# Bringing our vision to life

## Putting people at the heart of our development

### Safeguarding employee health and wellbeing

We strive to ensure our people have the necessary resources and support to safeguard their mental and physical health. Through annual satisfaction surveys run across countries, we have identified this topic as a critical factor in attracting and retaining our brightest talent and advancing their professional development.

Our focus lies not only on providing access to healthcare, but also on reimagining our workplace and embracing change to shape our future. We continually review and adjust our working conditions and policies to ensure they meet the evolving needs of our people.

Throughout 2022, we engaged with our colleagues to better address their concerns through our strategy. The feedback we received has informed the reinforcement of our policies to:

- **Ensure flexibility and work-life balance:** we allow our people to choose their own working patterns to balance their professional and personal lives.
- **Offer the necessary rest breaks and time off:** we collaborate with managers and leaders to ensure we are mindful of our people's working and break times to prevent work overload.

- **Encourage a safe and suitable workspace for remote work:** hybrid working is now well established in many countries. We are planning ahead to ensure the physical and mental wellbeing of our people is not compromised by the recent changes in working habits and environments.
- **Promote mental health awareness through a supportive and collaborative culture:** our HR teams across countries organise bespoke sessions with colleagues to discuss mental health and stress management, and to share guidance on managing work-life balance.

These policies reflect the work of our HR teams in engaging with our people to maintain an awareness of their feelings, needs and expectations. Our goal is to further improve the holistic wellness of our colleagues and to support a safe and smooth transition to a hybrid work environment.

As part of this commitment, many of our countries have launched successful initiatives to listen to our people, guide them throughout their career at Mazars, and support them to have a more positive work experience. For instance, in the UK, we have signed a partnership with [Peptalk](#) to provide our teams with interactive weekly expert sessions designed to fuel personal development and enhance their professional success.

Our efforts to strengthen the value we offer to our people and make Mazars a great place to work have been rewarded around the world.

### In 2022, Mazars was

- Ranked 15th in the [Top 100 Apprenticeship Employers in the UK](#)
- Named [HR Asia Best Company to Work for in Asia](#) for the sixth consecutive year in Singapore
- A recipient of the '[Happy Trainees](#)' label once again in France for ranking in the top 5 best companies to do an internship at
- Recognised in [Crain's Best Places to Work in New York City](#)
- A winner of the [Kununu Top Company Award](#) in Austria



# Bringing our vision to life

## Putting people at the heart of our development

### Celebrating diversity and building inclusion

Diversity is a strategic element on our business agenda and of our talent management strategy at every organisational level. It is how we have grown as an international partnership deeply rooted in local territories and cultures. It determines how we operate today and how we plan for tomorrow – working as one inclusive team around the world and making decisions to define our future path together. Diversity and inclusion (D&I) are the foundations of the modern firm we strive to be.

### Gender diversity: a global programme supporting our convictions and goals

More diverse, more inclusive workplaces are fundamental for long-term success. We strive to foster a sense of belonging and pride among our employees, ensuring all team members can make meaningful contributions and be themselves. We understand that creating an inclusive culture will help us improve our value proposition for our clients and our people alike. By shaping our long-term strategy around inclusion, we aim to build a diverse global firm that recognises and rewards different backgrounds, experiences and opinions.

### Our D&I governance structure

We have taken significant steps to strengthen our governance structure and accountability mechanisms in order to advance our D&I strategy. We focus on ensuring that our leaders are committed to D&I best practices and uphold their responsibility for meeting our goals by actively participating in the achievement of the same.

In 2021, we appointed a global D&I leader, who is responsible for developing our D&I strategy and ensuring that it is effectively deployed across countries. The implementation of the strategy and progress towards our targets are overseen by our Group CEO, who is the global D&I sponsor.

Our global D&I leader is supported by a dedicated team whose primary focus is to implement targeted improvement plans across the different areas of our strategy. We have also established a community of 220 D&I champions across our partnership. These champions represent every region and country where we operate, ensuring that our strategy resonates with local customs, cultures and policies.

By facilitating regular exchanges among our D&I champions, we are better able to understand local contexts and drive meaningful change to further promote D&I across countries. In 2022, our D&I champions participated in ten dedicated sessions to discuss priorities and actions, and share best practices.

### Our global D&I strategy

Our global D&I strategy focuses on four key areas:

#### 1. Regular dialogues and targeted improvement plans with our G20 countries

D&I champions across our top 20 countries (G20) complete a comprehensive gender diversity self-assessment on an annual basis. As a result of this exercise, each country shared D&I metrics and targets for the financial year 2021–2022, with the goal of improving their respective gender pipelines through targeted action plans.

To act upon these findings, we engaged with top management, HR and D&I leaders across our countries and regions through dedicated working sessions. This facilitated discussions to identify improvement areas and priority actions necessary to support female progression and promotion.

In parallel, we also track gender diversity KPIs and conduct a talent pipeline analysis across a broader range of countries, which allows us to gain a more comprehensive overview of our global D&I performance. In 2021–2022, we gathered data across 56 countries and territories, helping us to further identify, discuss and address any gaps encountered to advance our D&I agenda.



# Bringing our vision to life

## Putting people at the heart of our development

Additionally, we launched a global D&I survey across 60 countries to foster dialogue with our people and better understand their needs, perceptions and feelings. The results of our D&I survey, which gathered insights from 1,400 colleagues, showed that:

- 79% never felt excluded based on specific attributes
- 90% take pride in their job
- 80% see their work as a source of fulfillment
- 84% believe their work serves an important purpose

### 2. Awareness-raising programmes

We implement various initiatives to raise awareness about the importance of D&I not only to our business but to society at large. These initiatives help us to explain our strategy and goals to our people, encouraging them to play an active role in strengthening D&I within Mazars.

As part of this programme, we organise global D&I community calls with all HR leaders and D&I champions from our countries and regions. We also rely on thought leadership as well as specific skills-building and training modules to enhance our employees' knowledge of D&I.

To ensure that our executive management teams also contribute towards fostering an inclusive workplace, we encourage GEB members and managing partners to complete our unconscious bias and awareness training programmes.

In the financial year 2021–2022, we provided inclusive leadership and awareness-raising trainings for our top 150 executives. Additionally, we organised bespoke workshops for over 1,000 partners at our annual partner conference to support them in promoting D&I within their respective teams.

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# Bringing our vision to life

## Putting people at the heart of our development

### 3. Review of HR processes and policies supported by D&I guidelines and toolkit

We regularly review our HR processes, including those related to hiring, evaluation and promotion, to drive positive change, encourage fair talent management, promote equity, and counter biases. We also evaluate the criteria and processes for promoting and co-opting our employees to partner level.

To educate and guide our leaders on fair processes and best practices, we have developed talent promotion checklists that are disseminated by our community of D&I champions. In addition, we plan to conduct a global internal audit in the upcoming year to review the implementation of our HR guidelines in our G20 countries.

In our aim to facilitate the advancement of women to partner level, we promote parental support and work-life balance policies in all our countries and have developed several successful initiatives.

For example, we have transitioned from promoting parental leave for fathers to providing equal parental leave for both fathers and mothers, even when local laws require shorter paternity leave. For instance, in France, where the law requires companies to provide one month of paternity leave, compared to four months of maternity leave, we provide four months of parental leave for both fathers and mothers.

To support our D&I champions in the implementation of our revised HR processes and policies, we have created a set of bespoke guidelines and toolkits. For example, we have developed a detailed guide to conduct exit interviews with female colleagues

who leave Mazars, to help us understand and address common pain points. We have also established consistent guidelines for inclusive HR policies, including flexible working, parental leave and back-to-work programmes.

Furthermore, we provide coaching to managers in Germany, the UK and many other countries on how to be more supportive of team members who are on or returning from parental leave. These initiatives reflect with our commitment to break the barriers and limitations that hinder the promotion of employees coming back from parental leave.

### 4. Knowledge, tools and communication

We invest in state-of-the-art content development tools and leverage meaningful partnerships and technology to facilitate the sharing of knowledge, ideas and best practices across countries. An example of these resources is the Mazars knowledge centre, which serves as a central hub for producing knowledge, tools, newsletters and thought leadership around D&I.

One of our flagship publications, '[Myths and barriers preventing the progression of women](#)', was developed in partnership with the Observatory for Gender Balance. It features insights from experts and CEOs, who share their perspectives on critical barriers and biases, and on driving gender diversity improvements.

Moreover, we have launched a new D&I toolkit across all countries and implemented internal communication campaigns that focus on addressing unconscious biases and managing D&I at a local level.

### Our gender diversity performance

To support the advancement of our D&I strategy across our four key areas and implement targeted action plans across countries, we regularly conduct data collection exercises. This helps us reinforce our processes to monitor and report on our D&I performance.

In 2021–2022, we gathered detailed D&I insights from 56 countries. The results of this exercise showed that:

- 50% have gender diversity initiatives and programmes in place, of which 57% have HR policies that support flexible work schemes and/or work-life balance
- 55% have trained management and partners on gender bias and D&I topics
- 36% have implemented gender neutral processes for recruitment, promotion and co-option (the process for selecting future partners at Mazars)

Through these efforts, we have increased the representation of women in leadership positions and have made significant progress towards gender equality across Mazars. In 2022, women accounted for:

- 53% of our workforce
- 46% of our global talent list (our pool of potential candidates for partner roles), as well as 43% of our 'long list' (potential partners within five years) and 31% of our 'short list' (potential partners within a year)
- 20% of our partners

- 35% of our global leadership team
- 43% of our Group leadership and governance bodies (GEB and GGC)
- 63% of our Group management team, with female C-suite executives leading key functions including finance, marketing and communications, quality and risk, innovation, technology, corporate sustainability and general secretary functions

While this is good progress compared to previous years, we recognise the need to further increase female representation, particularly within our global leadership team, our pool of partners and our GEB. To this end, we have set specific targets to improve gender diversity across all levels of our talent pyramid where we have identified gaps.

Increasing female representation in our pool of partners is a key objective set out in our strategic plan and based on a fair assessment of our current talent pipeline. Thanks to our efforts, we reached 22% female partner representation as of January 2023, and are on course to reach our target of 25% by 2025.

Diversity & inclusion

In 2022, women accounted for:

53%

of our workforce

20%

of our partners

43%

of our Group leadership and governance bodies

63%

of our Group management team

# Bringing our vision to life

## Putting people at the heart of our development

### Leading by engagement

To advance female leadership and representation in top management, we partnered with the Observatory for Gender Balance at Group level. Together with the Observatory's members, we have developed a [checklist for CEOs](#) to assess whether their organisations have implemented the necessary gender diversity actions to deliver results and drive progress.

This checklist was published in the Observatory's [Green Book \(2021 edition\)](#) and is available as an online free-to-access service on our external website to help business leaders build or complement their gender diversity roadmaps. Meanwhile, we are also leveraging this checklist as our own internal tool to conduct self-assessments across all countries.

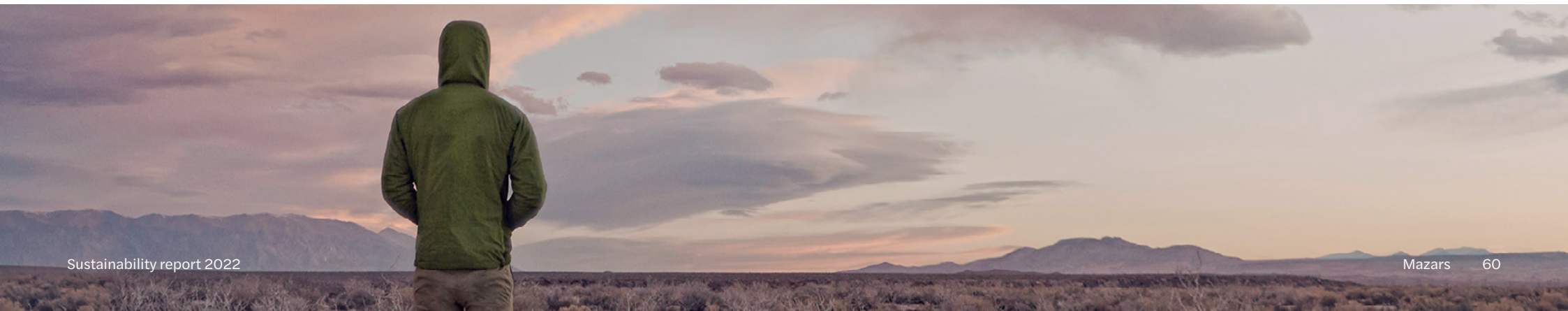
Another key initiative to promote D&I thought leadership is our collaboration with the [Women's Forum for the Economy and Society](#). The objective is to advance our commitment to improve gender equality in our leadership teams across the world.

This commitment is demonstrated at the very top by our Managing Partner of Mazars in France, Olivier Lenel, who attended the global launch event for the inauguration of the partnership. It is also upheld by our GEB chairman and Group CEO, Hervé Hélias, who participated in the Women's Forum 'CEO Champions' meeting.

A Mazars delegation of 30 international female leaders also attended the flagship annual Global Meeting, which was a valuable networking and knowledge-sharing opportunity. This served as inspiration for accelerating the movement towards gender equality, both within and outside of Mazars.

We are also an active member of the Women4Business Daring Circle and regularly participate in regional meetings organised by the Women's Forum. As part of our global D&I initiative and our Centre for Diversity and Inclusion, we allocate significant resources to invest in research and regularly publish perspectives from experts to advance the understanding around gender gaps.

A further expression of how diversity and inclusion is built in at executive level is our commitment to the 'Manifesto of the French Ministry for Gender Equality, Diversity and Equal Opportunities to protect women victims of violence'. This pledge was co-signed by our GEB chairman and Group CEO, Hervé Hélias and managing partner of Mazars in France, Olivier Lenel.



# Bringing our vision to life

## Putting people at the heart of our development

### Championing learning and culture

Over the last two years, we have continued our efforts to shift from a knowledge-intensive to an education-driven firm. Our talent management strategy is therefore centred around supporting our people to excel, developing their potential and designing careers that align with their aspirations. We believe this approach not only benefits Mazarians but also meets the expectations of our clients, who seek to collaborate with critical thinkers and responsible leaders.

By transforming Mazars into a school of excellence for our people, clients and society at large, we strive to stay up to date with social changes, the latest expertise and new ways of working. This commitment to our clients and people helps us to maintain our position as an employer of choice and a trusted advisor in a competitive market.

### Future-proofing the next generation

At Mazars, we understand the importance of education and its impact on the future of our society. As the first employer for thousands of new graduates each year, we have a responsibility to educate and leave a positive mark on these young professionals, whether they pursue their career with us or outside our organisation. By offering life-long learning opportunities to our people, we develop employable and future-proof professionals who can serve clients with the utmost care.

We believe that investing in our people's education is critical to developing their potential and we therefore offer a wide variety of learning resources and training opportunities. In 2021–2022, our employees received an average of 40 hours of training, while our auditors received an average of 62 hours of training.

### Making Mazars a school of excellence

We are committed to develop high performing, responsible professionals. We recognise that our people's expectations are constantly evolving, and we must adapt to offer the best workplace experience and prepare the next generation of leaders. To achieve this, we have implemented a series of programmes that promote a learning and peer-coaching culture throughout our organisation.

Mazars University, our corporate learning improvement process (CLIP)-accredited training centre, was founded in 2008. It provides comprehensive learning and development opportunities to all our people, from young graduates to the most senior team members. We offer a range of 21 international leadership and development programmes, including our flagship 'The Next MBA', our women in leadership seminar, our business development accelerator and LEAD, our very own development and assessment centre.



40

hours of training, on average,  
per employee



62

hours of training, on average,  
per auditor

# Bringing our vision to life

## Putting people at the heart of our development

In addition to these programmes, our people can also benefit from a global partnership with LinkedIn Learning, enabling them to access e-learning on the go, as well as multiple innovation events, hackathons and digital learning challenges.

Looking ahead, we will reinforce our focus on our digital expertise and Web 3.0. With the support of our learning architects, we plan to expand our worldwide learning platform, U-Learn, into a fully-fledged app that can provide state-of-the-art training programmes across our seven service lines.

This will be built around five dimensions:

1. Technical skills
2. Our corporate culture (including our code of conduct)
3. Soft skills
4. Personal development
5. Digital expertise (Web 3.0 culture, metaverse, blockchain, and AI)

### **Mazars school of excellence summit**

In 2022, our Group leadership, education and culture team hosted the Mazars school of excellence summit over a three-day conference in Milan. This summit brought together more than 75 HR professionals and partners to build a united, connected and dynamic

training community based on strengthening their own employability. It was an excellent opportunity to meet guest speakers and learn from inspiring best practices, foster collective intelligence and build our strategic learning and development vision.

### **Our partnership with One Young World**

Our focus on future leaders plays a critical role in our global talent development strategy. In 2022, we partnered again with [One Young World](#), the world's biggest and most impactful youth leadership summit. Two cohorts of Mazars' brightest talents attended this annual event, where they had the opportunity to devise and debate innovative solutions to the world's most pressing issues, while receiving advice and guidance from influential business, political and humanitarian leaders.

### **Executive training and development**

We place great emphasis on developing our future generation of leaders: those who will usher our partnership into the next decade.

Our flagship 'The Next MBA' is an executive programme that equips participants with cutting-edge business knowledge and skills ranging from client-centric marketing to digital disruption, talent management and developing sustainability strategies. The programme is open to both Mazars partners and

participants from other organisations and most of the international leaders who are GEB members today are alumni of The Next MBA.

We have also developed an innovative executive MBA (EMBA) programme through which we assess and train our partners in cooperation with Korn Ferry. This is a comprehensive leadership development programme that targets 70 of our most promising partners at group, regional and country levels.

Building on The Next MBA, the EMBA is tailored to prepare our next generation of leaders. The EMBA is a two-year programme that combines five on-site chapters on different continents, virtual peer-coaching and a metaverse experience.

The curriculum is highly interactive, including exchanges with regional senior management, start-ups and thought leaders. It covers topics such as the culture of partnership, strategy, client centricity and quality of service, quality and risk management, technology and business transformation, and executive engagement.

The first EMBA intake took place in September 2022 in Berlin and Milan with participants from 31 countries.

# Bringing our vision to life

## Putting people at the heart of our development

### Further developing a coaching and learning culture

In May 2022, we launched our Group-wide ReCoach programme to sustain a learning culture throughout our global partnership. This programme also serves as the foundation of our newly revamped partner development review (PDR).

The PDR, which is a mandatory requirement, allows partners to explore their preferences and achievements, as well as the areas they would like to further develop. ReCoach builds on this approach, while leveraging the roles of senior leaders as change agents to instil a coaching culture.

In ReCoach, carefully selected partners act as both reviewers and coaches to leadership colleagues. These partners, also known as 'ReCoaches', are trained to mentor and advise Mazars' leaders in their development over four years.

With the resounding satisfaction of both partners and ReCoaches throughout our partnership, the virtuous coaching cycle has started to trickle down within Mazars:

- 85% of our partners have started their four-year development plan
- 25% have already been trained as ReCoaches
- 65% of those who have not yet been trained would like to start the journey

This programme has now been extended to our short list of future partners, comprising 82 professionals across 31 countries.

ReCoach has become an integral part of our LEAD programme, which is designed to train promising professionals who will most likely be appointed as partners within two years.

LEAD is Mazars University's very own development centre. It aims to nurture future leadership capabilities and help build a personal roadmap within our global partnership. The programme is designed as a peer-coaching experience combined with leadership development training.

In 2022, 82 participants from 31 countries embarked on this seven-month hybrid programme.

“Thank you for putting together an amazing programme. The content was impeccable, the people genuine and the venue was fantastic. Joining this journey with other future leaders has made the experience all the more valuable. I have left the programme excited about my future at Mazars.”



**Max Moujalli**  
Partner, Mazars in Australia

# Bringing our vision to life

## Putting people at the heart of our development

### Supporting our colleagues in Ukraine

Since the beginning of the war in Ukraine, we have relentlessly worked to protect and support our people, both inside and outside the country. We stand united in solidarity with our Ukrainian teams and commend their determination in protecting their communities and maintaining business continuity to sustain their economy.

In February 2022, when Russia invaded Ukraine, we swiftly made a strong Group-level commitment to prioritise our people's physical safety and mental wellbeing, and to ensure financial support for all our Ukrainian colleagues, whether working or not.

We also committed ourselves to facilitate relocation processes for our Russian colleagues and paid special attention to assessing and adjusting our communication approach considering potential security risks.

From the very beginning, our priority was to act responsibly, navigating this complex situation with all stakeholders in mind. To ensure an effective response, we quickly set up a Group crisis task force and implemented a set of initiatives across four key areas:

- **Protecting our people and their families** and coordinating our support to address the evolving situation

- **Ensuring the continuity of our operations** and the best possible service to our clients
- **Maintaining regular communication** with our internal and external stakeholders
- **Addressing cyber risk** to protect our systems and data

To protect the safety and wellbeing of our Ukrainian colleagues, we activated the Mazars Humanitarian Fund. This initiative was fundamental to helping organise transportation from the borders and find accommodation abroad, buy and deliver essential goods to countries hosting Ukrainians, pay for emergency accommodation for refugees and provide psychological and legal support.

We also set up a donations platform to enable our global team to make swift, easy financial donations. Donors were signposted to trusted international support organisations such as [UNICEF](#) and the [International Federation of Red Cross and Red Crescent Societies](#).

We were proud to see the deep and sincere commitment of our people to contribute to our relief efforts and strengthen our initiatives. Colleagues across 18 different countries offered to host Mazarians fleeing from Ukraine, including Germany, Hungary, Poland, Romania and Slovakia.

Additionally, volunteers from all over the world provided support to arrange transportation, help with

administrative processes (including healthcare and admitting children into local schools), provide fundamental necessities (such as food, hygiene products and local SIM cards) and organise fundraising activities.

As well as implementing safeguarding and protection measures, we focused on minimising financial insecurity worries among our Ukrainian colleagues. We guaranteed their salaries while covering their and their family's relocation costs, including accommodation costs, and made salary adjustments where necessary to account for higher costs of living. In addition, we set up a 24/7 hotline and a psychological helpline to address mental health difficulties and offer uninterrupted support for Mazarians and their families affected by the war.

We have also been contributing to the post-war reconstruction of Ukraine by sharing our international expertise, experience and contacts needed to restore the country's core industries and rebuild critical infrastructure.

One key initiative was the launching of the 'Reconstruction of Ukraine project'. Its purpose is to strengthen resource mobilisation and assist organisations that are working towards the reconstruction and recovery of Ukraine. To achieve this, we created a specialised working group to gather knowledge and expertise across countries, service lines and sectors.




Throughout the crisis, we have remained committed to our purpose of building the economic foundations of a fair and prosperous world by providing continuous support to contribute to a sustainable and resilient future in Ukraine.

This has allowed us to not only maintain our activity in the country, but also ensure strong financial performance, which is essential for us in continuing to assist our clients in Ukraine and enhance business continuity management. Today, our team in Ukraine has almost returned to full strength, with 85% of our team members having returned to our offices in Kyiv and Lviv.

As the conflict is still ongoing, we will continue to extend our unwavering support to our colleagues affected by the war. We are determined to do everything we can to protect our people, alongside our clients and other stakeholders in the region.



A photograph showing a group of children and an adult woman in a greenhouse or garden. In the foreground, a young boy with curly hair is looking intently at a plant. Behind him, a girl and another boy are also looking in the same direction. An adult woman with glasses is standing in the background, smiling. The scene is brightly lit with natural light filtering through the plants.

## Bringing our vision to life

### Contributing to local communities

**Using our resources, skills and knowledge to support communities around the world is central to our culture of stewardship and responsibility.**

We strive to create a sustainable, positive impact by helping to address social challenges such as poverty, access to quality education and decent employment.

At the core of our mission lies a deep-rooted desire to make a meaningful difference in people's lives. It is not enough for us to simply touch lives – we want to transform them for the better. With every project we undertake, we strive to make a long-lasting impact by carefully listening to individuals in our local communities, gaining an in-depth understanding of the challenges they face and partnering with the right NGOs to devise enduring solutions together.

We are driven by a genuine commitment to improving socio-economic conditions and reducing inequalities. Our community development work focuses on leveraging education as a vehicle to support minority groups and marginalised individuals to access a better quality of life. By equipping individuals with the necessary skills, knowledge and qualifications, we aim to develop their potential, broaden their possibilities and, ultimately, improve their socio-economic status.

As well as providing financial support to deserving causes, we encourage Mazarians to engage in hands-on community initiatives by providing them with a wide range of volunteering and pro bono opportunities.

Through this personalised, impact-driven approach, we leverage the clout of our global partnership to drive social progress in the communities where we operate. In 2022, we expanded our support to a wide range of social initiatives around the world with a focus on contributing to a brighter, more equitable future for all.

# Bringing our vision to life

## Contributing to local communities

### Impact of our engagement with local communities

Throughout 2022, we gathered community engagement data across 79 countries, compared to 50 in 2021. By collecting and analysing additional information, we have been able to better understand the positive outcomes of our initiatives and how they are impacting the communities we serve. This data-driven approach has also enabled us to identify areas for improvement, which we have leveraged to inform strategic decisions regarding the allocation of resources and the direction of future efforts.

The total amount of donations we raised during the financial year 2021–2022 was approximately €4m – over three times as much as the previous year. This can be explained not only by the increase in the quantity and quality of data collected, but also by the success of specific fundraising efforts to support Ukrainian refugees.

We were immensely proud to see how many Mazarians volunteered to support Ukrainian refugees across countries like Germany, Hungary, Poland, Romania, and Slovakia. They donated time and resources, raised funds, helped with the arrangement of transport, food and accommodation, and offered ongoing support and guidance to facilitate the social integration and inclusion of refugees (see the section '[Supporting our colleagues in Ukraine](#)' for more details).

Throughout the year, we held one-on-one discussions with our corporate sustainability ambassadors to assess the performance of volunteering and pro bono programmes in their respective countries and explore solutions to increase employee engagement. In parallel to helping our corporate sustainability ambassadors to strengthen their monitoring and evaluation frameworks, we encourage them to grant a minimum of eight volunteering hours per employee per year.

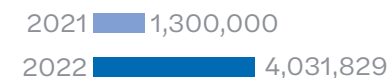
As a result of these efforts, we saw a significant increase in both volunteering and pro bono programmes for the financial year 2021–2022, which were active across 46 countries and territories, compared to 33 the year before. In total, over 3,700 Mazarians participated in volunteering and pro bono activities, representing 15% of our global headcount and a near sixfold increase on the financial year 2020–2021. This increased engagement led to the number of hours contributed more than doubling from the previous year, reaching over 31,800 hours.

The improvements in these figures reflect an increased appetite from our people to interact with local communities and drive social impact. This was further supported by the lifting of restrictions from the Covid-19 pandemic, which made it easier for our corporate sustainability ambassadors to organise community engagement activities.

For the first time in 2021–2022, we also gathered data on the number of people who directly benefitted

from our financial support, volunteering engagements and pro bono services. While we have gained an initial understanding of our impact, we will continue to track and monitor it during the current year and will also undertake a thorough data audit before we share the precise figure with our stakeholders.

#### Donations (€)\*



#### Number of countries and territories with active volunteering and pro bono programmes



#### Number of employees engaged in volunteering and pro bono programmes



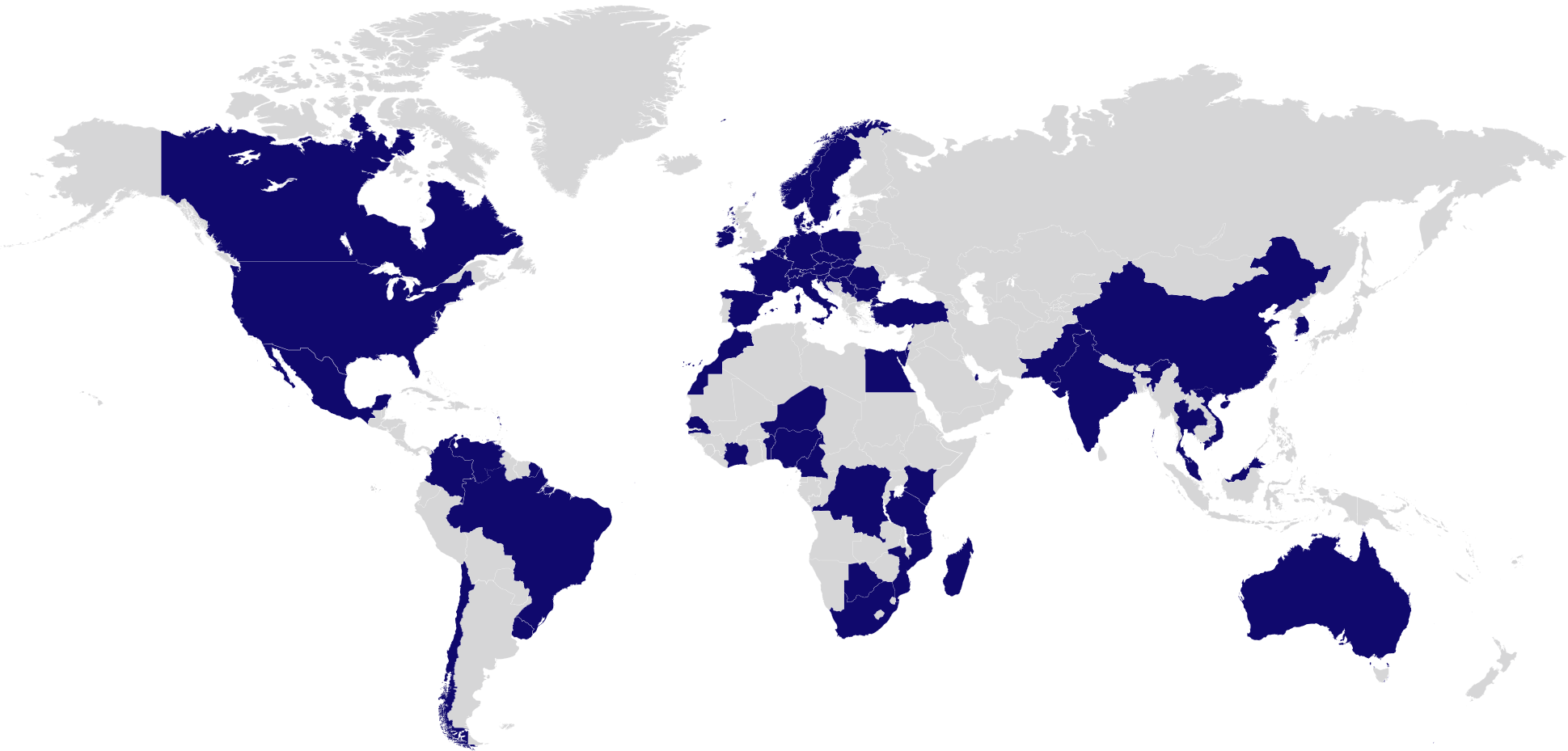
#### Number of volunteering and pro bono hours



\* These figures include monetary donations to charitable organisations, but exclude in-kind donations, such as donations of food, hygiene products and toys.

Bringing our vision to life  
**Contributing to local communities**

**Through donations, volunteering and pro bono initiatives, we contribute to community development projects in 61 countries and territories across our global partnership.**



# Bringing our vision to life

## Contributing to local communities

### Reducing inequalities through education

Although we contribute to many social causes, there is one cause that is fundamental to our purpose, where we believe we can have a truly lasting impact: education. Our community development work leverages different dimensions of education to help people access better opportunities and reduce social and economic inequalities.

We recognise that educational needs vary significantly between communities. They can range from building an education centre, providing learning kits and digital equipment, to sharing the necessary knowledge and skills for a decent and meaningful professional trajectory.

Being aware of these differences, we encourage our corporate sustainability ambassadors to collaborate directly with local communities and NGOs to identify the underlying causes of disparities. This engagement

process is a fundamental step in our approach to understanding local socio-economic contexts, defining social challenges and ensuring that our actions respond to the needs of the communities we serve.

Throughout 2022, our corporate sustainability ambassadors continued to nurture close relationships of trust with our communities by carefully listening to their concerns and involving them in key decision-making processes throughout the development of our initiatives. These efforts help us to evaluate how education can be leveraged as a catalyst to empower people and provide a viable, long-term solution to break with the cycle of vulnerability.

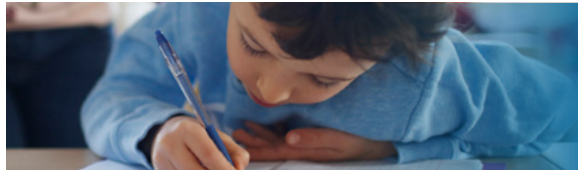
The design and implementation of our initiatives are therefore directly informed by our stakeholder interactions and the inputs we gather from them, which ensures that our actions are tailored to the specific needs of target beneficiaries.



# Bringing our vision to life

## Contributing to local communities

### Our community development work focuses on implementing three main types of education-related initiatives:



#### Access to means

We provide the essential resources, materials and infrastructure required to learn. This includes financial support related to school fees and the construction or enhancement of educational facilities, as well as donations in kind for the provision of necessary learning supplies, like books, school bags or digital learning tools and equipment.

Our support focuses on improving physical learning environments in disadvantaged communities to promote school enrolment and attendance, facilitate high-quality teaching and positively impact learning results.

#### Access to learning and capacity building

We facilitate the development of foundational skills, values and knowledge by providing quality learning opportunities that are specifically tailored to address social and educational gaps in local communities.

These programmes deliver enhanced learning experiences and stimulate capacity building, thereby empowering people to excel by unlocking new opportunities for personal, cultural and intellectual development.

#### Access to employment

We provide tailored support to promote professional and social integration, including career counselling and guidance, specialised training to enhance employability, orientation to obtain formal qualifications, and job placement assistance.

These programmes are designed to help people not only find meaningful, decent employment but also succeed in their chosen careers, which is essential to gain long-term financial independence and develop sustainable livelihoods.

# Bringing our vision to life

## Contributing to local communities

### Our engagement in action

With the reach of our global partnership, we engage with local communities around the world to listen to their needs and understand how education can help improve their future and reduce socio-economic inequalities.

The number of countries that contributed to education-related initiatives in 2021–2022 more than doubled from the previous year, reaching a total of 29. Throughout the upcoming years, we will continue to encourage and support more countries to contribute meaningfully to this social cause.

We have included some examples of our 2021-2022 engagements on the following pages.

### Access to means

#### Streetkid Africa, Nigeria

In Nigeria, we partnered with a local charity partner, Streetkid Africa, to support 40 children from disadvantaged socioeconomic backgrounds through educational scholarships. In line with our mission to make a tangible and lasting difference to people's lives, we are going beyond financial sponsorship and providing ongoing support to these children as they progress throughout their academic journey.

Volunteers from our teams in Nigeria engage in dedicated one-on-one mentoring sessions to facilitate the academic development of both high achievers and students with learning difficulties. We also invite them to visit our offices to promote professional encounters, foster fruitful exchanges with our people and enable them to experience a working environment they might themselves aspire to one day.

### Couleurs de Chine, China

Mazars in China has been cooperating with [Couleurs de Chine](#) for more than ten years by providing it with pro bono accounting assistance. This NGO is transforming the future of young girls from the Miao, Dong and Yao Chinese ethnic minority communities by providing them with the necessary learning equipment, offering them scholarships and developing the infrastructure of educational facilities.

The long and trusting relationship that we have nurtured with Couleurs de Chine has proven to be highly valuable in helping it effectively achieve its mission, as financial management is often a critical area of need for NGOs. By providing support in areas like financial reporting, budgeting and forecasting, and regulatory compliance, Couleurs de Chine has been able to focus its efforts on what matters most: improving educational opportunities for young girls and closing the education gender gap.

With the help of donations and pro bono efforts like ours, Couleurs de Chine has, since its foundation, sponsored more than 12,500 young girls and renovated or built over 300 educational facilities.



# Bringing our vision to life

## Contributing to local communities

### Access to learning and capacity building

#### Workers' Samaritan Federation, Austria

Together with the [Arbeiter-Samariter-Bund](#) ('Workers' Samaritan Federation'), Mazars in Austria is offering a wide range of learning opportunities to children and young adults from low-income families. Our volunteers provide tailored support to children aged 6 to 14 to foster their educational development and help them acquire new values and soft skills, including personal responsibility, communication, creativity and social group behaviour.

By giving children whose parents cannot afford tutoring the opportunity to build new skills and reinforce their comprehension of subjects like mathematics, geography or languages, we not only contribute to improving their academic performance but also help them to develop a greater sense of self-esteem and confidence.

An enhanced learning experience is fundamental to ensuring that children stay motivated and engaged, which is a great opportunity for our volunteers to apply fun and enjoyable teaching methods that make the overall experience both intellectually stimulating and fulfilling.

#### Thai Child Development Foundation, Thailand

In Thailand, we are collaborating with the [Thai Child Development Foundation](#), an NGO that designs customised educational and medical support programmes for underprivileged children living in rural areas.

Since the Covid-19 pandemic, the foundation has been struggling to maintain its operational capacity due to staffing challenges and disruptions in funding streams. The pandemic also led to a surge in demand for its services, so we quickly rose to the challenge and not only provided financial assistance but also

invested our efforts in mobilising the business community in Thailand to secure wider support for the continuity of its activities.

Through this partnership, we are actively contributing towards the NGO's programmes, which are specifically focused on helping children suffering from mental or physical disabilities to achieve greater independence and a better quality of life.





# Bringing our vision to life

## Contributing to local communities

### Access to employment

#### The Mazars Data School, South Africa

In 2020, we conceived a pioneering initiative to promote professional development in South Africa. The [Mazars Data School](#) was designed to solve a social challenge while also addressing a business problem.

Youth unemployment is a major concern in South Africa, where it has been growing in many parts of the country for the past decade, especially outside big cities. At the same time, Mazars in South Africa identified a difficulty in hiring auditors with the necessary skills for their IT audit services. This situation persisted over the years despite there being a broad talent pool with degrees in subjects like sciences and mathematics.

Within this context, the data school was created to train unemployed graduates in the use of data analytics tools, such as Microsoft Excel, Python and Microsoft Sequel. The objective is to equip young adults with the specific skills required to become IT auditors at Mazars or at any other organisation suited to their needs. To ensure the training modules are recognised in the market, we have partnered with Microsoft to provide formal accreditation to all graduates completing the programme.

The positive impact created through this project is substantial. It not only gives back meaningfully to local communities facing high levels of unemployment, but also improves the diversity of our talent pool and brings tremendous value to our business. Mazars Data School is an inspiration for other countries around the world. It shows how we can leverage quality education as a vehicle to empower people and help them excel in their professional careers.

#### Café Violeta, Spain

In Spain, we are collaborating with the NGOs [Fundación ONCE](#) and [Inserta](#) to foster job creation by promoting the reintegration of abused and disabled women into the labour market and society. Mazars in Spain was selected by both NGOs to lead this project, known as “Café Violeta”.

The purpose of this initiative is to empower women with disabilities who have been victims of gender-based violence and harassment through employment and entrepreneurship. Five partners from Mazars in Spain have engaged in monthly one-on-one mentoring sessions as well as employment and business creation and management workshops to help these women throughout their recovery process.

These social and economic integration itineraries were designed to identify the needs and challenges of participants, provide them with a personalised action plan for employability, and facilitate the necessary resources to achieve the defined goals. This individualised support has helped them to acquire new skills and regain confidence in themselves to re-enter the labour market and become financially independent.

“The initiative has been extremely positive. In fact, two of our participants have now found employment, which is really thrilling for us.”



**Elisa Lopera**  
Fundación ONCE



# Bringing our vision to life

## Contributing to local communities

### Inroads, Mexico

In collaboration with [Inroads](#), Mazars in Mexico is supporting young people from difficult socio-economic backgrounds to climb the social ladder. Our partnership focuses on broadening their career opportunities by helping them acquire new competencies, values and skills through a holistic development approach.

In 2022, some of our senior managers and partners in Mexico mentored 16 participants from marginalised communities to help them improve their employment outcomes. We were filled with joy when we discovered that one participant of the mentoring programme had found a meaningful job opportunity in the service industry, being the first person in their family to hold a position of employment in the formal sector.

We have also hired two participants of the Inroads programme at Mazars in Mexico. This demonstrates the hard work and dedication of the young people supported by Inroads and the quality of the skills they acquire with the help of specialised mentors. It is also a clear example of our commitment to empowering these young adults to access a better future and quality of life.

**We are proud to say that these purposeful initiatives are now multiplying across our global partnership. The above examples are just a few of the programmes we organise around the world, but they are a clear representation of how we act with the conviction to make a lasting, positive change in the lives of the people we support.**

“I am very grateful for the opportunity to be part of the mentoring programme. My mentor inspired me to grow professionally while staying true to myself. He helped me improve my perseverance, organisation, confidence and adaptability to suit my transition to the workplace.”

**Berenice Cruz**

Participant in the Inroads mentoring programme, Mazars in Mexico



# Bringing our vision to life

## Contributing to local communities

### Our journey continues

As we look to the future, we intend to build on the firm foundations we have developed in fostering an inclusive and collaborative approach to community engagement. We will also continue to focus on reducing socio-economic inequalities and direct our efforts towards education-related initiatives.

We are committed to keep following our impact-driven model to address social challenges by facilitating sustained dialogue with local communities and ensuring that they undertake an active role in the design and implementation of our initiatives.

We believe this will be just as important as enhancing our collaboration with local NGO partners and we will continue to work with them in mobilising our resources to better respond to the needs of our local communities.

To build on this momentum, we will in the upcoming years:

- Encourage more of our countries to involve their employees in meaningful volunteering and pro bono activities.
- Continue to support those countries that are already adopting our impact-driven approach to delivering positive change in their local communities.
- Strengthen the engagement with our network of NGO partnerships and embark on new partnerships to expand the reach of our social impact efforts.
- Launch the second edition of the Mazars Impact Awards, a global challenge that encourages our people to share best practices from impactful social projects and inspire other colleagues to take action.





## Bringing our vision to life Reducing our environmental impact

**At Mazars, we are committed to contributing to the targets set out in the 2015 UN Paris Agreement by transforming our processes and operations to reduce our environmental impact and protect our planet for future generations.**

In a world where climate change threatens the very existence of life, we believe every person and every organisation has a role to play in limiting the global average temperature rise to 1.5°C. Bold and decisive actions to decarbonise the global economy are necessary to restore the ecological balance that is in danger today, ensure climate stability and secure a livable future on our planet.

Since our foundation, we have always maintained a long-term vision and planned for succession. Climate change mitigation is therefore a global challenge in which we are active participants. We perceive it not only as a moral obligation, but also as a business imperative: it is fundamental to how we work.

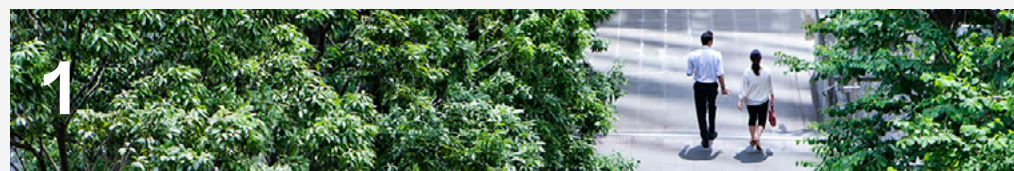
Guided by a strong culture of stewardship, our climate action strategy delivers on our purpose to build a fair and prosperous world compatible with a low-carbon growth trajectory.

We understand that to define emissions reduction targets and make meaningful commitments around the net zero agenda, rigorous data analysis is essential. Building upon previous efforts, we significantly improved our environmental data management and reporting processes in 2021-2022. Notably, we expanded our data collection scope to 80 countries, covering 95% of our global headcount, compared to 45 countries in the previous year.

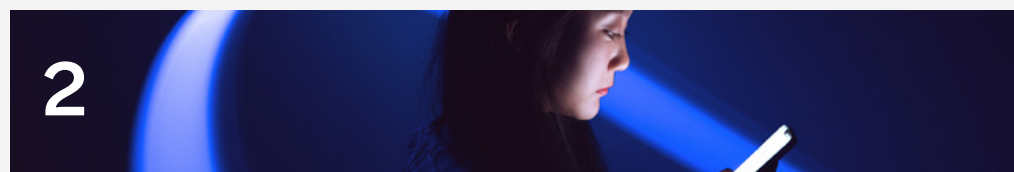
This enhanced data set has enabled us to analyse our environmental performance at a granular level and identify key areas for improvement. Through our global partnership, we will leverage these insights to reinforce our climate action strategy and inform our efforts to further embed sustainability across our business, strengthen the management of our GHG inventory and engage our people around climate change mitigation.

We are eager to seize this momentum and move forward in our net zero journey by setting ambitious, science-based emissions reduction targets and identifying relevant decarbonisation levers. Altogether, this will play a pivotal role in accomplishing the core objective of our climate action strategy, which is to achieve deep and rapid emissions reductions across our value chain in alignment with our net zero commitment.

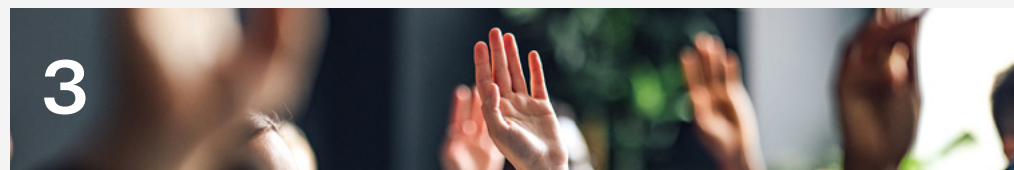
## Our climate action strategy focuses on three themes



### Embedding sustainability across our business



### Adopting a data-centric approach



### Driving employee engagement through capacity building

# Bringing our vision to life

## Reducing our environmental impact

### 1 Embedding sustainability across our business

Environmental sustainability is the responsibility not only of our corporate sustainability teams, but of every function in our value chain. We apply a multi-divisional approach to drive awareness on climate science and integrate environmental factors into decision-making processes throughout our operations and supply chain. These engagement efforts focus on driving effective capital reallocation and ensuring consistency with our net zero commitment.

To develop ongoing capabilities in embedding decarbonisation practices into our business strategy and organisational culture, we organise regular working sessions with our support function teams, including human resources, finance, legal, procurement and IT. We are working to provide business leaders with the necessary tools and resources to help them understand and fulfil their mandate to drive climate action.

The goal of these exchanges is to emphasise the value that climate change mitigation can create for both business resilience and the environment and thereby

facilitate collaboration among our teams. By working together to solve common challenges, we strive to unlock our collective capacity to evolve and shift away from a business-as-usual model.

Embedding sustainability across our teams and member firms has proven to be essential to the success of our carbon accounting processes. We have implemented specific engagement frameworks comprising chief finance officers and their teams, as well as our global network of corporate sustainability ambassadors, to collect GHG emissions data.

This stakeholder engagement process underpins our progress regarding the completeness, consistency and accuracy of our carbon footprint data and we are convinced that it will also play a leading role in driving systemic transformation across our global partnership.

In the upcoming months and years, we will continue to engage with key business functions and executive leaders to integrate climate action into strategic planning processes through training programmes, focus groups and stakeholder surveys. We believe that our new carbon accounting tool will also help to empower our leaders to deliver against our net zero

commitment. This tool will provide access to a shared, trusted source of GHG emissions data and targets, that we will leverage to inform decision-making processes.

We are conscious that we will have to invest significant efforts in addressing emissions sources throughout our extended value chain and so our work goes beyond embedding climate considerations into our immediate operations. We also collaborate closely with our supply chain network to enable broader decarbonisation. Through our Group supplier code of conduct and due diligence questionnaires, we engage with suppliers to ensure they adhere to our climate requirements and standards.

This process is managed by our Group corporate sustainability team, which works directly with our Group legal and procurement teams to ensure an agile and streamlined approach to sustainable sourcing. Throughout 2022, we enhanced our supplier screening processes substantially, setting the pathway to reduce our supply chain emissions and mitigate the negative environmental impact of the goods and services we purchase through the implementation of green procurement practices.



# Bringing our vision to life

## Reducing our environmental impact

### 2 Adopting a data-centric approach

As an international firm present in over 95 countries and territories, we adopt a data-centric approach to accurately measure and report our climate impact and progress over time. We have developed a robust environmental data management system that serves as the backbone of our GHG inventory. In addition to ongoing stakeholder engagement, this will be vital to establish consistency and reliability in our carbon accounting and reporting processes.

We have implemented rigorous quality procedures supported by a strict documentation framework to enhance data traceability and transparency, as we are convinced that quality management must be an integral part of our carbon accounting system. To facilitate the collection of high-quality GHG emissions data in line with carbon accounting best practice,

we provide data owners with bespoke guidelines, toolkits and policies and conduct periodic quality reviews on data, processes and reporting principles.

A key priority of our climate action strategy is to manage our GHG inventory with integrity and responsibility and ensure that it is aligned with the latest scientific developments. The methodology of our Group-wide carbon accounting tool is therefore based on the internationally recognised standards of the [Greenhouse Gas Protocol](#) (GHG Protocol) and supported by up-to-date and geographically and temporally precise emission factors.

Our focus on sustained data enhancement is grounded in our conviction that accurate, valuable insights into our environmental performance can only be achieved by following measurable, rigorous and documented methods. As a result of the improvements in our data collection processes and quality management

system, we have now identified our largest emissions sources and, therefore, our priority areas of emissions reductions that will define our decarbonisation plan.

This data-driven approach is essential to accelerate our internal sustainability transformation. As auditors and advisors, we understand the importance of accurate and complete data to drive effective decision-making and successfully embed climate considerations into policies and actions. For this reason, we pay special attention to continuously improving our environmental data management processes and ensuring that data owners from different business functions understand the responsibility and accountability of their roles.

# Bringing our vision to life

## Reducing our environmental impact

### 3 Driving employee engagement through capacity building

We recognise that we cannot make progress in fulfilling our climate commitments without fully engaging our people and stimulating the development of new mindsets, skills and capabilities to inspire sustainability consciousness. As we strive to foster environmentally responsible behaviours across our offices, knowledge-building and reskilling are a clear priority within our climate agenda.

Our colleagues will play a central role in catalysing emissions reductions across a wide range of areas, including electricity consumption, district heating, company-owned vehicles, employee commuting, homeworking and business travel.

To secure employee engagement, we are raising climate change awareness and encouraging Mazarians to embrace lower carbon lifestyles aligned with our net zero commitment. This includes switching off the lights when leaving the office or when there is natural light, turning down the heating temperature and reducing the usage of air conditioning.

We will combine our ongoing educational and awareness raising campaigns with the introduction of new policies that provide access to different

sustainability-related benefit schemes. Through sustained dialogue, we aim to foster a sense of personal ownership and shared responsibility, empowering our people to not only be part of our solutions to the net zero challenge, but also to scale them.

In line with this objective, we provide our teams with a wide range of tools and resources to develop their capabilities in collaborating towards our decarbonisation efforts. These include a six-module Sustainability Foundation Course designed to inspire our people to become effective agents of change through individual climate action. We launched the first two modules of the course in 2021, the third in 2022 and the fourth in 2023:

- **Module 1** is an introduction to sustainability, explaining what it means and why it is important for us to act now.
- **Module 2** helps our people understand their own environmental footprint and demonstrates the simple things they can do to reduce it.
- **Module 3** explores how governments and public bodies address sustainability-related challenges.
- **Module 4** explains how the private sector is transforming itself to contribute to sustainable development.

The course has created significant momentum. By March 2023 over 11,700 employees had completed modules 1, 2 and 3, representing 39% of our global headcount. In the upcoming months, we will launch the remaining modules of our Sustainability Foundation Course:

- **Module 5** presents Mazars' corporate sustainability strategy, policies, actions and targets in detail.
- **Module 6** explores how Mazars' sustainability service line is supporting our clients on their sustainability journeys.

As well as enhancing our people's own knowledge and understanding, we believe that these modules, along with other sustainability-related trainings, policies and guidelines, will enable capacity building to support our clients on their sustainability journeys.





“I found the sustainability training modules incredibly helpful. They’ve helped me understand the importance of sustainability and how crucial it is for all of us, not just businesses or governments, to adopt responsible habits in our own lives and reduce our environmental impact.”



**Diane Decante**  
Diversity and Inclusion  
Project Manager, Mazars

# Bringing our vision to life

## Reducing our environmental impact

### Our net zero pathway

#### Our net zero commitment

At Mazars, we take responsibility for fulfilling our promises, commitments and targets with utmost determination to do what is right, even in the face of difficulty. With an ever-pressing urgency to combat climate change, we are fully dedicated to contributing to this effort by following a science-based decarbonisation pathway to achieve net zero emissions.

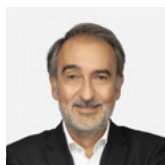
Throughout 2022, we made significant advancements to pave the way for a sound net zero trajectory. We strengthened our data governance systems, calculated our global carbon footprint and established our GHG emissions baseline. This has helped us to accelerate climate action across countries and shape our transition to a low-carbon future.

To build on this momentum, we joined the Science Based Targets initiative (SBTi) in November 2022, publicly committing to a net zero pathway guided by climate science. This commitment extends to all member firms of our global integrated partnership and underpins our pledge to mitigate climate change and preserve the environment for future generations.

Our priority in this long-term, challenging endeavour will be to uphold the highest standards of transparency and accountability, as we believe that these values are the foundation of a successful decarbonisation strategy. To drive rapid and systemic transformation, we will also ensure that we align our emissions reduction efforts with the latest scientific developments and substantiate our performance disclosures through robust evidence.

We are convinced that providing clear, comparable and accessible data is essential to not only foster trust and credibility in our net zero commitment but also to ensure steady progress in line with the 1.5°C goal of the Paris Agreement.

“If COP27 taught us anything, it’s that we need everyone, including the private sector, to commit to climate action if the ambitious targets set are to be reached. Our only chance of halving greenhouse gas emissions by 2030 and reaching net zero by 2050 is if we take collective action.”



**Hervé Hélias**  
CEO and Chairman of the Group  
Executive Board, Mazars

### Our net zero plan

To deliver against our net zero pledge, we are developing a plan that builds on the foundations of our climate action strategy. We are determined to keep applying environmental accounting best practices to calculate our carbon footprint and inform the deployment of targeted emissions reduction measures across our value chain.

While our focus lies on deep and rapid decarbonisation, we understand that this will entail a complex, multi-year effort. We will therefore also allocate the necessary resources to support global climate change mitigation efforts by financing carbon removal, reduction and avoidance projects outside of our value chain.

Throughout the upcoming years, we will regularly review and improve our processes to ensure they are relevant, accurate, up to date and in line with the best available climate science.

As we move forward in defining our net zero plan, we will:

Develop near- and long-term, science-based emissions reduction targets and validate them through the SBTi.

Monitor as accurately as possible our global carbon footprint as per the GHG Protocol standards.

Support climate change mitigation beyond our value chain through the purchase of carbon credits from certified climate action projects.

Communicate our targets to internal and external stakeholders and report our progress against targets on an annual basis.

Implement tailored decarbonisation plans across countries to effectively deliver on our net zero commitment.

Continually improve the quality and quantity of the data we gather to enhance the completeness and accuracy of our GHG inventory.

# Bringing our vision to life

## Reducing our environmental impact

### Our environmental performance

#### Our carbon footprint

We are committed to the highest standards of data integrity and accountability in our sustainability efforts, which is why we are proud to disclose data on our global carbon footprint through a factual and transparent approach.

Our GHG inventory strictly follows the GHG Protocol standards and includes activity data gathered from 80 countries, covering approximately 95% of our global headcount. For the remaining 5%, we have applied rigorous estimation methods to ensure that our carbon footprint is comprehensive and representative of our global operations as per an operational control approach.

In aiming for the highest level of completeness of our GHG inventory, we have included all scope 3 categories that are relevant to our business activities and for which guidance for the professional services industry is available.

The results of this exercise are shown in the following page, providing a clear overview of our GHG emissions across scopes 1, 2 and 3.



Scope	Category	tCO2e
Scope 1	Stationary combustion	723
	Fugitive emissions	509
	Mobile combustion (non-electric)	2,697
<b>Total scope 1 GHG emissions</b>		<b>3,929</b>
Scope 2 (market-based)	Purchased electricity	7,797
	District heating	2,140
	Mobile combustion (electric)	151
<b>Total scope 2 GHG emissions (market-based)</b>		<b>10,089</b>
Scope 2 (location-based)	Purchased electricity	6,570
	District heating	2,140
	Mobile combustion (electric)	151
<b>Total scope 2 GHG emissions (location-based)</b>		<b>8,861</b>
Scope 3	Purchased goods and services	34,353
	Capital goods	11,203
	Fuel- and energy-related activities not included in scope 1 or scope 2	2,921
	Upstream transportation and distribution	543
	Waste generated in operations	3,193
	Business travel	7,704 <sup>1</sup>
	Employee commuting	13,724
	Homeworking	3,242
<b>Total scope 3 GHG emissions</b>		<b>76,882</b>
<b>Total gross GHG emissions (market-based)</b>		<b>90,900</b>
<b>Total gross GHG emissions (location-based)</b>		<b>89,672</b>
<b>Employee GHG intensity (market-based)</b>		<b>3,6<sup>2</sup></b>
<b>Revenue GHG intensity (market-based, kgCO2e/\$000)</b>		<b>38<sup>3</sup></b>

1 In line with the IPCC guidelines, all air travel emissions data includes a multiplier factor of 1.9 to account for radiative forcing.

2 This figure is based on the global headcount of Mazars' integrated partnership on 31 August 2022, which stood at 25,500 employees.

3 This figure is based on the global revenue of Mazars' integrated partnership on 31 August 2022, which stood at €2.2bn.

# Bringing our vision to life

## Reducing our environmental impact

### Other environmental metrics

In addition to our carbon footprint, we gathered data on other key environmental metrics through our 2021–2022 reporting exercise. These metrics are essential to understand our holistic impact on the environment and play a critical role in shaping our sustainability strategy.

The following tables display data on:

- Our energy consumption, broken down by source, including electricity, district heating, natural gas and other fuels
- Our waste generated in operations, broken down by waste treatment method, including landfill, incineration, recycling, composting and anaerobic digestion
- Our total water consumption

For a comprehensive overview of the boundary, scope and calculation methodology used to measure our environmental performance, please refer to the [appendix](#).

### Energy consumption

Scope	Category	Energy consumption (MWh)
Scope 1	Stationary combustion	3,456
	Mobile combustion (non-electric)	10,393
Scope 2	Purchased electricity	19,556
	District heating	8,434
	Mobile combustion (electric)	534
Scope 3	Fuel- and energy-related activities not included in scope 1 or scope 2	89,206
	Business travel	8,498
	Employee commuting	53,095
<b>Total energy consumption</b>		<b>193,172</b>
<b>Energy consumption per employee</b>		<b>7,57<sup>1</sup></b>

<sup>1</sup> This figure is based on the global headcount of Mazars' integrated partnership on 31 August 2022, which stood at 25,500 employees.

### Waste generated in operations

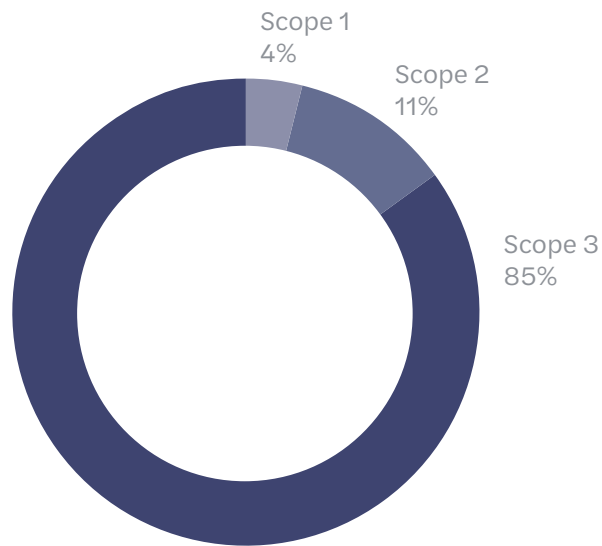
Waste disposal method	Waste generated (tonnes)
Landfilled	6,728
Incinerated	1,555
Recycled	1,129
Composted	64
Anaerobic digested	13
<b>Total waste generated</b>	<b>9,489</b>

### Water consumption

<b>Total water consumption</b>	<b>180,215 m<sup>3</sup></b>
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## Our carbon footprint in detail

### Breakdown of GHG emissions by scope



As shown above, our emissions hotspot lies in scope 3, accounting for 85% of our gross GHG emissions. Scope 2 emissions account for 11% and scope 1 emissions account for 4%.

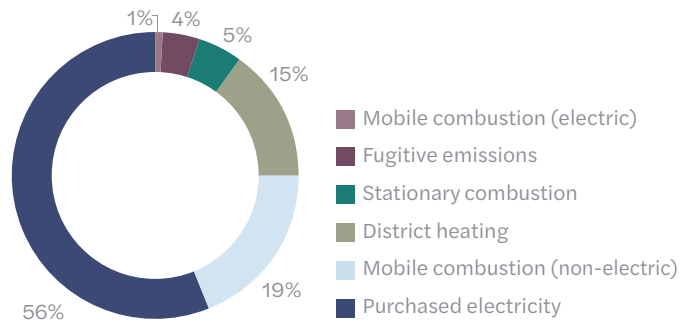
A detailed breakdown of our GHG emissions, categorised by scope, is included throughout this section.



# Bringing our vision to life

## Reducing our environmental impact

### Our scope 1 and 2 emissions



As seen in the diagram above, electricity, district heating and company-owned cars account for 90% of our scope 1 and 2 emissions.

### Purchased electricity and district heating

Electricity is our largest category of scope 1 and 2 emissions, accounting for 56% of the total. This year we have used residual mix emission factors to calculate our market-based scope 2 emissions. For the next reporting cycle of 2022-2023, we aim to improve our capabilities in gathering specific contractual data from our electricity suppliers, renewable energy contracts and energy attribute certificates.

District heating accounts for 15% of our scope 1 and 2 emissions. Despite this being significantly lower than our electricity-related emissions, it is still an important area for us to address in countries with high district heating rates.

Going forward, we will thoroughly assess different emissions reduction measures to determine the optimal approach in terms of technical feasibility, cost-efficiency and carbon abatement potential. We are actively exploring opportunities to accelerate

the transition to renewable energy sources, drive energy efficiency improvements, phase out the use of diesel and petrol generators, embed environmental considerations into new lease agreements, and encourage energy-efficient behaviours in our offices.

### Mobile combustion

Emissions from our vehicle fleet account for 20% of our scope 1 and 2 emissions. Although most Mazars member firms do not have a vehicle fleet, company-owned vehicles are common in some European countries where we operate, like Belgium, France, Hungary, Italy, the Netherlands and Turkey.

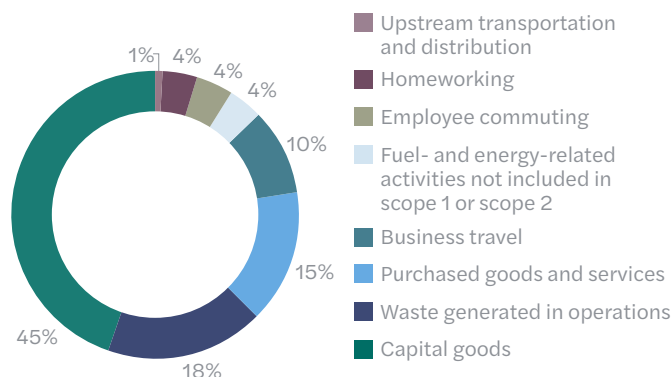
We understand that every country has different local contexts, and we will analyse this emissions category on a case-by-case basis. Alongside this, we will encourage member firms with large vehicle fleets to transition to electric and hybrid vehicles, build the necessary supporting infrastructure, promote sustainable driving practices and facilitate employee carpooling.



# Bringing our vision to life

## Reducing our environmental impact

### Our scope 3 emissions



As seen in the diagram above, purchased goods and services, capital goods, employee commuting, homeworking and business travel account for over 90% of our scope 3 emissions.

### Purchased goods and services and capital goods

Purchased goods and services account for 45% of our scope 3 emissions. Our largest emission areas within this category are real estate, professional services and software.

Capital goods account for 15% of our scope 3 emissions. Our largest emission areas within this category are real estate, office furniture, and IT and office equipment.

These figures, which include emissions from all Mazars' procurement categories, show that our emissions hotspot lies in our supply chain. We recognise that decarbonising this emissions area will entail a complex long-term effort. To ensure alignment of our green procurement policies and supplier screening strategy, we will keep strengthening cross-functional collaboration.

Over the next few years, we will embed further environmental considerations within our supplier due diligence processes to gain visibility over our supply chain emissions, which are often opaque and difficult to track.

A granular overview of our suppliers' carbon footprint metrics will help us to implement targeted procurement policies. We aim to prioritise the purchase of low-carbon goods and services, and energy-efficient equipment, while favouring circular economy practices to contribute to a regenerative and resilient future.

The focus of our supply chain transformation programme will be on establishing an intensive engagement framework with our top-spend suppliers under multi-year contracts.

We recognise that only through collaboration and partnership will we be able to achieve deep scope 3 emissions reductions. In this context, we are determined to dedicate our efforts to ensuring that our top-tier Group suppliers are committed to a robust decarbonisation pathway and will assist countries in implementing similar processes at a local level.

In addition to driving emissions reductions across our supply chain, we aim to support our suppliers throughout their own decarbonisation journeys by devising joint solutions to address common barriers and accelerate the broader global transition to net zero.

### Employee commuting and homeworking

Employee commuting accounts for 18% of our scope 3 emissions. The largest emissions area within this category is employee-owned cars, which account for 63% of the total. Regarding homeworking, although it is not currently a major emissions area, we expect it to increase in the future as remote working practices become more established.

Recognising that our people will play a critical role in our decarbonisation pathway, we are determined to invest significant resources in climate-related education, change management and engagement programmes. We will combine our awareness-raising efforts with targeted incentive schemes to promote the use of low-carbon transportation and encourage energy-efficient homeworking behaviours to support our collective climate ambition.

# Bringing our vision to life

## Reducing our environmental impact

### Business travel

Business travel accounts for 10% of our scope 3 emissions. We understand that this category may fluctuate over the coming years and will therefore monitor it closely and act upon significant factors that determine its trajectory. The effects of the Covid-19 pandemic have still not fully receded, meaning that we expect business travel emissions to increase again as countries and economies continue to recover.

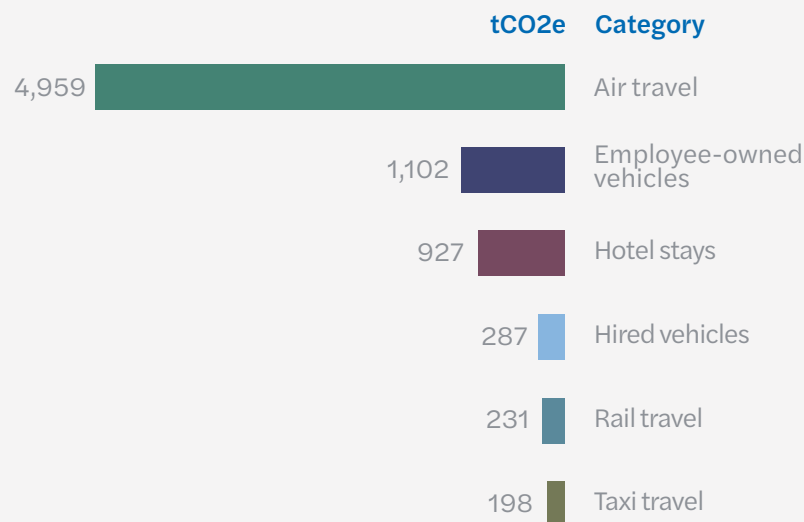
The largest emissions area within this category is air travel, accounting for 64% of the total. This is followed by employee-owned cars and hotel stays.

We are taking significant steps to embed climate considerations into business travel policies across countries. Our priority will be to avoid travelling whenever the same business objectives can be met through virtual conferences.

The Covid-19 pandemic has demonstrated the power of adaptation and flexibility, and we are determined to seize this momentum to accelerate our decarbonisation trajectory. We will also support a shift from air travel to low-carbon transportation modes in the years ahead, favouring rail travel wherever possible.

As we expect this to be a fluctuating emissions category, we will encourage more countries to implement a consolidated travel booking system to better collect and track travel-related data. We believe this will improve our capacity to monitor data over time to identify the trends and factors influencing emissions. It will also enable us to optimise travel routes and further incentivise the choice of low-carbon travel options through nudging techniques.

### Business travel emissions by category



**7,704 Total business travel GHG emissions**

**0,3 Business travel GHG intensity per employee**

This figure is based on the global headcount of Mazars' integrated partnership on 31 August 2022, which stood at 25,500 employees.

# Bringing our vision to life

## Reducing our environmental impact

### Decarbonising our operations and supply chain

Conscious of the challenge that lies ahead of us, we have begun orienting our investment efforts towards decarbonisation and implementing a mix of mechanisms to further embed climate action at the core of our business.

We have launched a wide range of initiatives across countries to act upon our largest emissions sources. Below are some of the examples.

### Retrofitting our offices to create sustainable workplaces

Many of our office buildings leverage industry best practices and climate-smart technologies to reduce energy consumption and enhance energy efficiency.

For instance, we use LED lighting and motion sensors, programmable thermostats, loft insulation and energy-efficient appliances. A large proportion of our member firms are also considering relocating to buildings with green spaces, natural lighting and sustainability certifications related to energy optimisation.

Furthermore, we are encouraged by the efforts of countries like Albania, Colombia, France, Germany, Spain, the Netherlands, Turkey, the UK and Uruguay, which have already begun transitioning towards renewable energy sources. We believe that this trend is a great start and are confident that more countries will follow suit in the coming years.

In Austria, to educate our people on the importance of energy conservation and encourage them to adopt sustainable habits, we launched our 'Turn me off' project. Through this project, we are distributing stickers to be placed on laptops as a reminder to

switch off the lights and turn down the heating or cooling temperature.

In Hungary, we lowered the heating temperature by 2°C, resulting in a significant 30% reduction in our heating consumption from 2020–2021 to 2021–2022. This not only had a positive impact on the environment, but also helped us to reduce costs and raise awareness about energy conservation.

In France, we are implementing a data centre management plan to reduce energy consumption. We have revised operating standards and re-evaluated the optimal data centre temperature, raising it from 20°C to 25°C to reduce power usage from air conditioning systems.



# Bringing our vision to life

## Reducing our environmental impact

### Transitioning towards an electric and hybrid vehicle fleet

Several countries have already started transitioning to electric and hybrid vehicles, including Austria, Belgium, Czech Republic, France, Germany, Mexico and the Netherlands.

In Belgium, our corporate sustainability ambassador has redesigned the traditional mobility plan with the help of local management teams to reduce the environmental impact of our vehicle fleet. The new plan provides Mazarians with a range of alternative options to use their company car budget, for example, an electric or hybrid car, an electric bike, car-sharing, train tickets or even renting an apartment closer to the office.

Similarly, in the Netherlands we offer our people the possibility to install an electric vehicle charging station at their homes and are working on ensuring sufficient charging points at our offices. In France, our efforts to build the necessary infrastructure have been particularly successful, tripling the number of charging stations to a total of 42 in our Paris headquarters.

In Hungary, we are engaging with our colleagues to assess their transportation needs and the actual usage rate of our current fleet to reduce the number of vehicles to the optimal level. Our aim is to only retain the vehicles that are essential for our operations and collaborate with car leasing companies to increase the rate of electric and hybrid vehicles.

### Incentivising low-carbon employee commuting and business travel

Many countries have implemented successful incentive schemes to induce a change in behaviour towards sustainable commuting. For example, in Austria and the Netherlands, all teams are provided with a public transportation card for free, which gives them unlimited access to public transportation networks. Similarly, in France and Switzerland, 50% of the monthly fare for public transportation is covered by Mazars.

Meanwhile, in Germany, Mazarians can lease bicycles directly from their offices, which provides an eco-friendly and healthy way to commute to work. This approach has proven particularly popular in urban areas where traffic congestion can make commuting by car more difficult and time-consuming. In the Czech Republic, we have also offered a free bicycle-sharing scheme during the spring and summer months, leveraging good weather to incentivise our people to try out cycling.

We have also implemented various policies and systems to reduce business travel emissions across our different offices. In countries such as France, Germany and Sweden, we are exploring policies that limit air travel. Specifically, teams are only allowed to travel by plane when the travel distance exceeds a certain number of hours or kilometres and are encouraged to use trains for shorter distances. When renting a car or taking a

taxi is deemed necessary, colleagues must evaluate the environmental impact of the same, opting for electric or hybrid vehicles whenever possible.

In countries such as France, Germany, Hungary, Mexico, Spain and Sweden, we have also implemented a consolidated travel booking system to better track and understand travel patterns, identify emission sources and promote more sustainable travel alternatives.

## Engaging with our suppliers to source durable, low-carbon goods and services

Our Group supplier code of conduct has been leveraged by countries such as France, Germany, South Africa, Switzerland, Sweden, the Netherlands, the UK and Turkey to screen local suppliers based on environmental requirements and standards.

These supplier engagement programmes focus not only on addressing our largest emission sources, like real estate, office furniture and digital infrastructure, but also on smaller emissions sources that we still strive to reduce. For example, we collaborate with catering providers to favour organic products and regenerative agriculture practices, while also introducing plant-based meals wherever possible to reduce our carbon and water footprint.

Furthermore, several countries have also implemented circular economy initiatives aligned with the principles of SDG 12, which aims to promote sustainable consumption and production patterns. By procuring low-carbon, durable goods that can be easily repaired and maintained, we aim to minimise the negative environmental impacts throughout their life cycle. We therefore favour purchasing goods from companies that apply circular economy practices at the design stage.

In Hungary, the Netherlands and the UK, we prioritise reusing, repairing and refurbishing our office furniture and equipment to keep them in circulation in the economy and retain their embedded value. Additionally, we donate them, sell them in second-hand markets or give them to colleagues. Through these efforts, we are reducing waste, conserving resources and contributing to local communities.



# Bringing our vision to life

## Reducing our environmental impact

### Beyond value chain mitigation

At Mazars, we prioritise achieving deep emissions reductions to reach net zero and will, as a last resort, neutralise our residual emissions through permanent carbon removals.

We also recognise that our decarbonisation journey will be a long-term endeavour and are determined to accelerate climate change mitigation while transitioning to net zero. Therefore, as well as allocating our resources towards decarbonising our operations and supply chain, we invest in activities that avoid, reduce, and remove GHG emissions beyond our value chain.

Our Group corporate sustainability team guides and supports countries in the process of purchasing carbon credits. We encourage countries to select certified

climate action projects that adhere to our quality criteria, while contributing to the different local communities where we operate. We have partnered with reputable carbon finance organisations at both Group and country level to purchase high-quality carbon credits verified by independent, third-party organisations.

Throughout 2022, we financed a wide variety of projects that support climate change mitigation and generate additional co-benefits for people and the planet. Through our investments in clean energy and forest restoration and preservation activities, we not only aim to reduce, avoid, and remove GHG emissions from the atmosphere. We also strive to create societal benefits for disadvantaged local communities that face socio-economic inequalities and are heavily impacted by the adverse impacts of climate change.

In the upcoming months and years, we will shape and strengthen our strategy to mitigate climate change beyond our value chain. As the voluntary carbon market is rapidly evolving, we will follow closely new guidelines, like the EU carbon removal certification framework and the SBTI's Beyond Value Chain Mitigation Guidance Paper, to ensure that our carbon credit portfolio adheres to best practices in terms of quality, impact, and verification criteria.



# Bringing our vision to life

## Reducing our environmental impact

### Waste and water management

While the focus of our climate action strategy lies in decarbonising our value chain, we also aim to reduce the amount of waste we generate and the water we consume through our operations.

Our commitment to sustainability extends beyond our significant carbon footprint sources, to also assess other emissions such as those resulting from the disposal of solid waste and wastewater, which account for only 4% of our scope 3 emissions. We recognise that poor waste and water management practices can have broader negative impacts on the environment beyond GHG emissions, including pollution, land degradation, biodiversity loss and water scarcity.

As a global organisation present in over 95 countries and territories, we understand that environmental challenges can vary in severity across different regions. We are

therefore committed to carefully assessing our impact across countries and implementing sustainable waste and water management practices accordingly. We believe this is part of our responsibility to contribute to the development of the local communities where we operate.

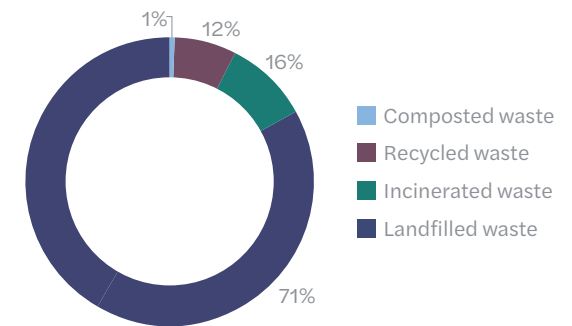
We also acknowledge that waste collection and disposal systems and wastewater infrastructure may be insufficient in some countries. To address this issue, we will collaborate with our corporate sustainability ambassadors to explore how we can work with local partners to overcome inefficiencies.

### Our waste management rates by treatment method

In a new effort to assess the environmental impact of our operations, throughout 2021–2022, we gathered data on the amount and types of waste generated across our offices, as well as the relevant waste

treatment methods. This provided valuable insights into the current state of our waste management practices.

As shown below, 71% of the waste we generated in 2021–2022 was sent to landfills. The next most common waste treatment method was incineration, accounting for 16% of our waste, followed by recycling at 12% and composting at 1%.



# Bringing our vision to life

## Reducing our environmental impact

### Our approach to circular economy

The findings of our 2021–2022 reporting exercise highlight the need to improve our waste management practices and reduce waste sent to landfills and incinerators by applying circular economy principles.

We strive to instil a culture of maintaining, sharing and reusing the non-biodegradable goods that we purchase, while composting biodegradable goods whenever possible. However, we understand that this will require long-term change management efforts and will therefore also focus on increasing the percentage of waste that is recycled.

The waste generated in our operations can largely be attributed to the acquisition of IT and office equipment, as well as office administration materials. This underscores the close link between waste and procurement practices, as well as resource consumption.

As every item that we purchase has the potential to eventually become waste, we aim to apply circular economy principles right from the start by purchasing goods that are not designed to be disposable, but rather to be reused, repurposed or recycled.

Through a circular economy approach, our goal is to shift away from the linear take-make-waste system and transform our consumption patterns towards more sustainable practices. To achieve this, we will encourage countries to review their procurement policies to favour products with not only low embodied carbon rates but also designed with their entire lifecycle in mind.

In 2022, we developed different sets of guidelines that address office waste, including paper, electronic and food waste, as well as waste specifically generated during events, such as international conferences and workshops.

While these guidelines focus on implementing waste prevention strategies, we acknowledge that goods like office furniture, IT equipment and food served in our canteens are essential to our daily operations. With that in mind, we encourage our people to not only reduce waste, but also to consider ways to reuse and repurpose products through repair and refurbishment and, as a last resort, to recycle them.





# Bringing our vision to life

## Reducing our environmental impact

### Our waste and water management initiatives

#### Reducing e-waste

While technology is essential for the climate transition, digital equipment can be energy-intensive, contribute to GHG emissions and damage ecosystems through air and groundwater pollution. We have therefore implemented several actions to address electronic waste.

In Belgium, France, Germany, Sweden and Turkey, we have implemented recycling programmes for old laptops and phones. After being recycled, these products are offered to our colleagues at a discounted rate or donated to local charities. We also work with companies that repair and refurbish IT equipment, contributing to a circular economy model by extending the equipment's life cycle.

In addition, we are collaborating with our global chief information and technology officer to gain a more detailed understanding of our cradle-to-grave emissions and the waste generated from our IT equipment. This will help us to implement targeted e-waste management practices.

#### Reducing paper and plastic waste

We have deployed multiple initiatives across our offices to reduce the use of paper and plastic.

In Singapore and the UK, we have introduced digital business cards that work with a QR code. Each employee is assigned a unique code that can be updated digitally throughout their career at Mazars. When an employee

leaves the firm, the same card can be overwritten digitally and assigned to another employee.

In China, we are developing a paperless system for administrative approval procedures. We also encourage our clients to accept a scanned version of their documentation as well as digital VAT invoices. In line with this initiative, many countries where we operate leverage electronic signature management tools to sign contracts with suppliers and clients digitally.

In Cameroon, France, Germany, Poland, Spain, the Democratic Republic of Congo and the UK, our corporate sustainability ambassadors have implemented responsible printing policies to reduce paper and toner consumption. These policies focus on using default printing settings, like black and white and double-sided printing, and on driving awareness to encourage Mazarians to save natural resources by thinking twice before printing.

Meanwhile, in our office canteens, we use ceramic and glass dishes, as well as metal cutlery, instead of disposable plastic. Most of our offices around the world also provide metal thermos bottles to our people and have installed water fountains to eliminate plastic waste. In addition, we are working on eliminating all plastic bottles in internal and external meetings by promoting the use of glass cups whenever possible.

#### Reducing food waste

We are working on reducing food waste in our office canteens through various measures. One way we do this is by implementing meal and inventory management plans to ensure that we only purchase what will be consumed. For instance, in France, Germany and the UK, our canteen staff create a weekly menu and estimate the number of servings needed to purchase ingredients accordingly.

Additionally, we also serve small, fixed portions that are prepared in advance, as this helps employees to choose adequate serving sizes and minimise the amount of excess food that goes to waste. When there is any surplus food, we try to collaborate with local startups that combat food waste or donate surplus food to NGOs to ensure that it is put to good use rather than being thrown away.

This approach not only helps us to reduce our environmental impact but also supports the strengthening of local communities where we operate.

#### Reducing water consumption

We have implemented different water-saving measures in several countries, such as Czech Republic, France, Germany, Spain, the Netherlands and the UK. By installing low-flow taps and toilets, these countries have been able to reduce the amount of water used for handwashing and flushing. Similarly, the use of water-efficient dishwashers has resulted in a reduction of water use in our office canteens and common kitchen areas.

# Bringing our vision to life

## Reducing our environmental impact

### Looking ahead

The months and years ahead will be crucial for us as we continue to work on pathways for improvement to strengthen the consistency and reliability of our environmental data. We will focus on establishing formal feedback loops with all stakeholders involved in our environmental data management system to foster collaboration and enhance learning processes.

We are determined to keep investing our time, efforts and resources in ensuring that our approach to environmental accounting and reporting is as effective as possible, as data accuracy and integrity will be the backbone of our net zero plan.

With our carbon baseline set and our emissions hotspots confirmed, we are in a much stronger position to set robust science-based emissions reduction targets and design tailored decarbonisation plans to be deployed across countries. Our focus will not only lie in meeting our targets, but also in accelerating the transition to a net zero future by continually reviewing and elevating the soundness of our carbon reduction strategies.

By establishing the foundations of cross-functional collaboration throughout our global partnership, we aim to translate our ambition of climate change mitigation into timely, coordinated and deliberate interventions aligned with a low-carbon growth trajectory.

Recognising that transparency is key to building trust and confidence, we are committed to keep providing a true representation of our environmental performance. As such, we will continue to disclose a granular breakdown of our environmental metrics to clearly demonstrate how we are contributing to limiting the global average temperature rise to 1.5°C.

We are convinced that this factual and honest approach will allow us to further strengthen stakeholder engagement and drive meaningful future progress towards our net zero commitment.





Bringing our vision to life  
**Supporting businesses on their  
sustainability journey**

**Embracing sustainability not only benefits  
the environment and society, it also builds  
business resilience and can create exciting  
business opportunities.**

We work closely with our clients, partners and stakeholders to help build sustainable organisations that create long-term economic value, contribute to healthy, vibrant communities and serve the public interest.

As more businesses embrace sustainability, and as expectations continue to rise, including on the regulatory front, organisations need to implement higher standards of governance and understand the full context of their social and environmental impact to remain competitive.

# Bringing our vision to life

## Supporting businesses on their sustainability journey

### Our strategy and approach

Our sustainability expertise enables clients to understand how sustainability affects their businesses, and provides them with the skills, tools and strategies to address the impacts, reduce the risks and realise the opportunities. We help our clients achieve this by focusing on three core offerings:

#### Building a successful sustainability strategy

A sustainable business strategy creates long-term value for a business, its stakeholders and society. We work with clients to identify the most important sustainability issues for their business and their potential impact on stakeholders, their reputation and their ability to create value. Our team provides the advice and guidance needed to develop and embed a sustainability framework tailored to each client's organisation.

#### Implementing long-lasting change

One of the biggest challenges that many businesses face today is incorporating sustainability into everything they do. We guide businesses on the best way to implement their strategies and introduce the operational processes and procedures that will enable them to achieve their ESG objectives, meet their agreed targets and report on their performance.

#### Assessing and reporting on progress

Once businesses have a clear picture of what sustainability goals and commitments matter most, we support them in defining how best to measure performance and report progress against those objectives. In the context of a rapidly evolving regulatory landscape, we help our clients build meaningful sustainability reporting that reflects their strategy.

“The EU is a leader in standardised sustainability reporting. However, it's becoming a key business topic outside Europe too. Whether the driver is being able to access supply chains, finance or consumers, businesses are increasingly realising that having an ESG strategy should be a key part of their business plan.”



**Chris Fuggle**  
Partner and Global Head of  
Sustainability Services, Mazars

Our services

# Bringing our vision to life

## Supporting businesses on their sustainability journey

### Ready to stand by our clients' side

The CSRD is set to transform sustainability reporting when it comes into force in January 2024. It lays down the necessary framework for the full integration of ESG dimensions into the overall and long-term performance of companies, and it will be mandatory for all listed and large companies.

While the primary focus of the CSRD is the EU, this is a game-changing directive and the ramifications will be felt across the globe. The largest companies in Europe will need to report from 1 January 2024 under the European Sustainability Reporting Standards (ESRS), a set of 12 standards. We are already gearing up to support our clients in both preparing for the CSRD and providing assurance over the reporting standards it will introduce.

Reflecting the increasing prominence of the ESG agenda globally, our sustainability offering achieved significant growth in 2022 across all areas of our work. During the year, we devoted important resources to upskilling our teams, as well as integrating new capabilities into our core business.

We engage our sustainability community of 400+ professionals across our global partnership through our dedicated 'Sustainability Accelerator. This platform facilitates knowledge exchange on ESG matters, provides access to relevant thought leadership and supports business development.

We now offer sustainability services in 30 different countries and the team was further strengthened in 2022 with the addition of 70 specialists from Stakeholder Reporting, a sustainability consultancy in Germany that joined Mazars in December 2022.

We also make sure to meet several times a year for in-person workshops, where our sustainability community connect and share their expertise on new regulations, societal shifts and ESG trends in general. These workshops are designed to enhance our global expertise, tools, processes and resources, focusing on scaling up sustainability solutions and providing quality offerings to support the market.

As auditors and advisors, we are committed to play our full part in helping build trust in sustainability commitments, fight greenwashing and foster systemic change.



# Bringing our vision to life

## Supporting businesses on their sustainability journey

### Providing actionable insights to our stakeholders

As an international, knowledge-intensive player, we see it as one of our responsibilities to share our perspectives and insights with our stakeholders. Throughout the past year, we produced content and launched campaigns that helped to ensure Mazars' expertise in sustainability is adding value to clients and other stakeholders, as well as strengthening knowledge-sharing across the firm.

Our aim is to raise awareness and provide actionable insights to our clients and stakeholders.

The content we produced in 2021–2022 included:

- Numerous [brochures and factsheets](#) dedicated to the CSRD, the EU taxonomy for sustainable activities, sustainable finance and the ESRS.
- [Business – It's personal: Sustainability for privately owned businesses](#). This online campaign included eight articles discussing how private companies could implement ESG principles in their business.
- [A practical guide for boards and leadership teams on sustainability](#), which provided practical actions for companies to enhance their sustainability journey.
- A white paper, ['Sustainability reporting in Asia'](#), published in partnership with Tokyo Tech, that analyses the development of sustainability reporting in Asia.

- [COP27 insights](#), released during the 2022 UN Climate Change Conference in Egypt, exploring some of the key themes to emerge from the conference.
- [ESG: where are you on the journey?](#), which focuses on the choices and pathways for companies embarking on the transition to a more sustainable business model.
- Our global ['Let's talk sustainability'](#) podcast series, in which internal and external sustainability experts explore a range of topics to help companies successfully navigate this area.

Looking forward, we will continue to expand our sustainability offering globally, providing relevant and in-depth sustainability insights, as we consolidate Mazars' positioning as a purpose-driven firm with sustainability at the heart of our value chain.

An aerial photograph showing a winding asphalt road with a red and white line down the center. The road is flanked by dense forests with trees in vibrant autumn colors of orange, yellow, and red. To the left of the road, there is a body of water with several large, rounded islands of trees. A dark blue rectangular box is overlaid on the top left portion of the image, containing white text.

Shaping the future

**Acting now to prepare for what's next**

Insights from Véronique Ryckaert, GEB member and Group Corporate Sustainability sponsor, and Soumyanetra Mondal, Global Head of Corporate Sustainability.

# Shaping the future

## Acting now to prepare for what's next

### **At Mazars, we recognise the decisions we make today will determine our success in accelerating the transition to a resilient, green and inclusive future.**

The past year has been marked by pressing global challenges, including the war in Ukraine, rising poverty and social inequality, food insecurity, inflation, turbulent energy markets and the urgent need to accelerate climate action. At the same time, global progress in technological developments, a shift towards cleaner energy systems and ambitious Covid-19 recovery plans are strengthening hope and optimism, sparking a sense of momentum in seizing emerging opportunities.

At Mazars, we recognise the decisions we make today will determine our success in accelerating the transition to a resilient, green and inclusive future. This is embedded in our values of integrity and responsibility, and it is even more relevant at a time when the number and complexity of the challenges we face are both increasing.

As stated by the United Nations, this is the 'decade of action' and we are committed to delivering our promises and contributing towards the development of a sustainable world for future generations. While we are certain of our ambition and our motivation, we are also conscious of the challenges that lie ahead; challenges that will influence our sustainability strategy in the years to come.

### **Regulatory developments**

The CSRD adopted by the European Parliament and Council will present significant challenges for all organisations that fall within its scope. The directive will raise the bar on sustainability reporting and create a culture of transparency around the impact that companies have on people, society and the environment.

This will be a challenging task for all organisations, including Mazars. We will have to strengthen our data management and reporting processes, as well as our overall sustainability strategy, policies and actions, from a holistic perspective. Conscious of the efforts this will require, we will follow this directive closely to ascertain areas of improvement, help ensure consistent progress across our sustainability pillars and enhance our disclosures of non-financial information.

We understand the value of data and how fundamental it is to strengthening the foundations of a solid trust contract in society. We therefore see this as an opportunity to contribute to the EU's ambition of increasing the consistency, coherence and comparability of non-financial disclosures, which is indispensable for a successful green and social transition.

While we are contributing to this mission by strengthening our internal sustainability strategy, we are also aware of the compliance challenges other organisations will face. The extended scope of the CSRD compels us to be ready to support our clients in fully embedding ESG dimensions into their overall and long-term performance.

We have therefore set up a CSRD task force and a series of bespoke workshops to build the technical capabilities of our consultants and auditors, as we strive to deliver the high-quality CSRD reporting and assurance services our clients and regulators expect.

### **Engaging our stakeholders in our net zero transition**

Engaged stakeholders are much more likely to embrace decisions aimed at advancing our sustainability strategy and to collaborate towards achieving shared goals. Our ambitious net zero commitment will require sustained employee ownership of our climate agenda, effective internal coordination between Mazars Group and its member firms, and deep engagement efforts with our business partners.



# Shaping the future

## Acting now to prepare for what's next

To foster employee awareness and ensure their commitment to our collective science-based targets, we will need to develop new mindsets, skills and capabilities that drive the adoption of sustainable work behaviours and attitudes.

Decarbonising our supply chain – the emissions hotspot of our carbon footprint – will entail a significant, long-term challenge. This arises from the opacity of supply chain emissions, the vast investment and internal change management efforts required to implement effective procurement policies, and the multi-year supplier engagement programmes needed to drive emissions reductions. Despite the above, we strive to work collaboratively with our supply network, encouraging our value chain partners to disclose their emissions data and act upon it by exploring relevant carbon reduction levers together.

We are conscious that deep, transformative change can only be achieved if all business actors mobilise to deploy meaningful environmental actions towards a common net zero future. Therefore, we are leveraging our expertise through our sustainability service line to support a wide range of organisations throughout their decarbonisation pathways, emboldening them to commit to a science-based approach in their race to net zero.

### Upholding our commitments through real, concrete action

This decade calls for effective responses to anticipated challenges that drive structural change in our social and economic models. It is indisputable that there is an urgent need to accelerate our sustainability efforts and increase accountability for our impacts on people, the planet and society.

It is not sufficient to simply announce an intention to reach net zero or to set science-based targets. Neither is it sufficient to approach the CSRD or other sustainability-related legislation from a perspective of pure compliance. We are conscious of the weight these commitments and promises have, and we do not take them lightly.

Failing to act on the climate emergency will cause irreversible damage to our planet and society. In this context, we are committed to advancing the implementation of catalytic actions that drive real, concrete progress and we pledge to be accountable for both the commitments we have made so far and those that are yet to come.

We are confident that in the forthcoming years, we will be better able to demonstrate our sustainability progress through the disclosure of transparent, comprehensive and consistent non-financial information. The application of a more data-intensive reporting framework will be a crucial enabler to achieve this goal and we look forward to contributing to a shift towards enhanced accountability and responsible business behaviour.

“As stated by the United Nations, this is the ‘decade of action’ and we are committed to delivering our promises and contributing towards the development of a sustainable world for future generations.”



**Véronique Ryckaert**  
Member of the Group Executive Board and Group Corporate Sustainability sponsor, Mazars

Appendix  
Sustainability report 2022



# Appendix

## Sustainability report 2022

### Mazars' GHG inventory methodology

#### Purpose

This section provides a comprehensive overview of the reporting standards, inventory boundary and calculation methodology used in the accounting and reporting of our greenhouse gas (GHG) emissions for our financial year 2021–2022, corresponding to the period 1 September 2021 to 31 August 2022.

The purpose of this section is to provide additional information regarding the environmental metrics presented throughout this report, and thereby to strengthen the transparency of and accountability for our environmental impact. It is therefore based on the best data available at the time of publication, while being transparent about the processes, procedures, assumptions and limitations of our GHG inventory.

We are convinced that, through these disclosures, we will be able to better demonstrate our environmental responsibility, build trust and engagement with our stakeholders, improve our capabilities in managing climate-related risks and opportunities, and drive targeted performance improvements.

#### Mazars' organisational structure and business context

Mazars is an international audit, tax and advisory firm committed to helping its clients grow their businesses confidently and responsibly. Present in over 95 countries and territories in Europe, Africa, the Middle East, Asia Pacific and the Americas, we work together as one team across borders and functions to deliver exceptional and tailored services.

We combine our skills and expertise with both a global perspective and local knowledge to provide clients with a broad array of professional services in audit and accounting, as well as tax, financial advisory, consulting and legal services.

Since 1995, Mazars has been organised as a global, integrated partnership. All members of Mazars' integrated partnership are member entities of Mazars SC (hereafter, Mazars), a cooperative company incorporated in Brussels, Belgium, through a cooperation agreement setting out the terms of the relationship.

The role of Mazars is to 'define the strategic objectives of the organisation and to coordinate the implementation of these objectives at the member firm level', combined with the responsibility for promoting and protecting the Mazars brand globally.

Each country-level member of Mazars' integrated partnership has one or more separate legal entities and is a member entity of Mazars, therefore operating and providing professional services under the Mazars brand. Additional information about the structure and Group management of Mazars is available under the section '[Our leadership and governance structure](#)' of this report.

#### Reporting standards

The quantification and reporting of our GHG emissions have been undertaken according to the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard and the Corporate Value Chain (Scope 3) Accounting and Reporting Standard, developed through a partnership between the World Resources

Institute and the World Business Council for Sustainable Development.

All our member firms adhere to the internationally recognised GHG Protocol standards, ensuring that our GHG inventory is in line with environmental accounting best practice. Accordingly, our GHG accounting approach and environmental data management and reporting processes use consistent methodologies that are strictly guided by the GHG Protocol principles of relevance, completeness, consistency, transparency and accuracy.

In adhering to these principles, we commit to ensure that our GHG inventory constitutes a true representation of our GHG emissions by including all applicable emission sources and activities within our inventory boundary, whilst disclosing relevant exclusions and sources of uncertainty, including assumptions and estimations, through a factual and transparent approach.

These principles have guided us in the implementation of the GHG Protocol standards, particularly when the application of the standards to specific issues or situations was ambiguous.

#### Mazars' inventory boundary

The combination of our organisational and operational boundaries constitutes our inventory boundary.

#### Mazars' organisational boundaries

Our GHG inventory covers the upstream and downstream value chain of all member firms that were part of Mazars' integrated partnership during the reporting period of our financial year 2021–2022.

# Appendix

## Sustainability report 2022

We have adopted an operational control approach to determine the organisational boundaries of our GHG inventory, meaning that we account for and report on all GHG emissions from operations over which Mazars has the authority to introduce and implement operating policies. Any entity that adheres to the terms laid out in the cooperation agreement of Mazars' integrated partnership and therefore trades under the Mazars brand is included within our organisational boundaries.

This approach supports a consolidation of the financial and non-financial data of our member firms by global integration, thus corresponding to the results presented in our [2021/2022 Financial Statements](#).

Within this context, our GHG inventory represents the GHG emissions from all our member firms across the 93 countries and territories where we were present on 31 August 2022. As in our financial statements, the contribution of the ZhongShen ZhongHuan practice has not been included within our consolidated GHG inventory because the requirements of IFRS 10 have not yet been fully met, given:

- The effective implementation of the governance structure for the new Chinese entity, which was still in progress on 31 August 2022; and
- The progressive implementation of the terms and conditions of the merger agreement

Regarding data collection, we obtained GHG emissions data from all member firms across 80 countries and territories, representing approximately 95% of our global headcount. The remaining 5%

comprises our member firms in Benin, Bulgaria, Cyprus, India (New Delhi), Ivory Coast, Jordan, Lebanon, Malaysia, Niger, Oman, Saudi Arabia, Uganda and Ukraine, from which we could not obtain any data either because of unresponsiveness, or because of conflict, or economic or health crises that restricted the ability of member firms to collect the relevant data.

For the above-mentioned countries and territories, as well as for those where data for specific categories was unavailable, estimations were made to close data gaps. Through the use of proxy units (office floor space and number of employees) and relevant assumptions, emissions arising from electricity consumption, waste disposal, and water supply and treatment were estimated.

Furthermore, the expenditure data from purchased goods and services and capital goods was included in our GHG inventory through the extraction of the relevant data from our Group financial consolidation and reporting system.

### Mazars' operational boundaries

Our GHG inventory is based on scopes 1, 2 and 3 of the GHG Protocol and reflects the accounting of the seven greenhouse gases covered by the Kyoto Protocol — carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF<sub>6</sub>) and nitrogen trifluoride (NF<sub>3</sub>). The data is presented in carbon dioxide equivalent, other greenhouse gases being converted based on their global warming potential.

The sources of direct and indirect emissions that have been included within our operational boundary are presented below.

### Scope 1 direct emissions

This includes direct GHG emissions from sources that are owned or controlled by Mazars.

- Stationary combustion: combustion of fuels in stationary sources, including natural gas, diesel, petrol, liquified petroleum gas and lubricants used for heating, cooking and electricity generation in Mazars' premises
- Mobile combustion: combustion of fuels in Mazars' owned or controlled mobile combustion sources, including all fuels consumed by our vehicle fleet of cars, vans and motorcycles
- Fugitive emissions: hydrofluorocarbon emissions resulting from the use of refrigeration and air conditioning equipment used for cooling in Mazars' premises

### Scope 2 indirect emissions

This includes indirect emissions from the purchase of energy for electricity, heating and cooling that is consumed in Mazars' premises or by its vehicle fleet.

- Electricity consumption in stationary and mobile sources (electric vehicles)
- Consumption of heating and cooling systems

# Appendix

## Sustainability report 2022

### Scope 3 indirect emissions

This includes indirect emissions from sources not owned or controlled by Mazars.

- Purchased goods and services
- Capital goods
- Fuel- and energy-related activities not included in scope 1 or scope 2 (upstream emissions from extraction, refining, enrichment and transportation of energy fuels used in the generation of electricity and heating used in Mazars' premises and of fuel used for Mazars' owned vehicles, for business travel and for employee commuting, as well as transmission and distribution losses from electricity)
- Upstream transportation and distribution
- Waste generated in operations
- Business travel
- Employee commuting
- Homeworking

The sources of emissions that have been excluded from our operational boundary and the pertinent reasons for exclusion are presented below.

- Upstream leased assets: fuel and energy consumption emissions as well as fugitive emissions from the operation of assets leased by Mazars (buildings and vehicles) are included under scopes 1 and 2 of our GHG inventory.

- Downstream transportation and distribution: Mazars is a professional services firm. We do not sell products but rather services, which do not require transportation and distribution.
- Processing of sold products: Mazars is a professional services firm. We do not sell products but rather services, so we do not generate emissions from the processing of sold intermediate products.
- Use of sold products: Mazars is a professional services firm; we do not sell products but rather services. We are not currently in a position to measure our emissions associated with the use of sold services, but will consider doing this in future as guidance is developed for professional services firms.
- End-of-life treatment of sold products: Mazars is a professional services firm; we do not sell products but rather services. We are not currently in a position to measure our emissions associated with the end-of-life treatment of sold services, but will consider doing this in future as guidance is developed for professional services firms.
- Downstream leased assets: Mazars does not lease any assets to other entities.
- Franchises: Mazars does not operate any franchises.
- Investments: Mazars does not hold equity investments and we are not currently in a position to measure the emissions associated with our financial advisory services, but will consider doing this in future as guidance is developed for professional services firms.

The relevance of scope 3 categories has been determined through a comprehensive examination of our upstream and downstream value chain and supported by the guidelines of the GHG Protocol related to scope 3 accounting and reporting. The scope 3 categories included in our GHG inventory therefore represent emission sources that were believed to be large relative to our scope 1 and 2 emissions and that were considered critical by our stakeholders.

They have also been selected on the basis that potential emissions reductions can be undertaken or influenced by Mazars and that both high-quality data and GHG accounting guidance was available. In this regard, we have not applied a minimum emissions accounting threshold to omit certain scope 3 categories from our GHG inventory, but rather opted to provide a complete overview of our GHG emissions with a view to better managing the GHG risks and opportunities present along our value chain.

With respect to future improvements and as further guidance for professional services firms is developed, we will thoroughly assess how to enhance the data availability of scope 3 categories that represent a source of emissions for Mazars but have been excluded from our 2021–2022 GHG inventory.

Acknowledging that our GHG inventory will only be comprehensive, complete and consistent if all levels of the organisation uniformly adhere to the same scope of consolidation, the selection of our operational boundaries is strictly applied to all member firms.

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## Sustainability report 2022

### Base year

We have selected the financial year 2021–2022 as our inventory base year, as it is the earliest point in time for which verifiable emissions data is available. We will therefore use this inventory base as a reference to set emissions reduction targets and track the progress of our environmental performance.

In line with the guidelines from the GHG Protocol standards, we will develop a base year emissions recalculation policy. The basis and context for any recalculations will rest on the consideration of structural changes that may result in a significant impact on our base year emissions data, including mergers and acquisitions, divestments, outsourcing and insourcing of emitting activities, changes in the calculation methodology and the identification of significant errors.

### Methodology of GHG accounting

Our GHG inventory was calculated through the application of GHG calculation methods consistent with the GHG Protocol standards and supported by the implementation of robust data management processes and procedures.

Acknowledging that carbon accounting and reporting are complex processes that require a high level of expertise, specialised knowledge and attention to detail, we set up a bespoke team of experts from our sustainability service line and corporate sustainability team to ensure the highest level of accuracy and reliability in our inventory processes and systems.

The selected professionals provide a wide range of fundamental skills and competences through backgrounds in environmental science, engineering, accounting and sustainability. Special attention was also paid to ensuring that the team was familiar with the latest technologies in relation to carbon accounting software and data visualisation tools.

Taking these factors into account and considering that the team should be well acquainted with our governance structures and processes, including reporting requirements and relevant policies and procedures, it was deemed that an internal team of experts would be the most suitable option to produce a high-quality inventory.

As an audit, tax and advisory firm, we are convinced that quality management must be an integral part of our carbon accounting processes. Therefore, we decided to leverage [Ecometrica](#)'s carbon accounting tool to ensure the quality of the methodology applied in undertaking our GHG inventory and so the accuracy of our inventory base year emissions data.

Ecometrica is a carbon accounting software company established by Dr Richard Tipper MBE (a Nobel Peace Prize winner for his contribution to the 2007 Intergovernmental Panel on Climate Change (IPCC) report), Gary Davis and Bertrand Revenaz that has been enabling businesses and governments to accurately calculate their GHG emissions since 2008. Their software solution is based on the GHG Protocol standards and offers a factual GHG calculation approach through the application of documented assumptions, conversion factors and emission factors from its geo-referenced database.

As a first step in calculating our GHG emissions, the inventory team categorised the sources defined in the GHG Protocol that fall within Mazars' boundaries, in order to define our direct and indirect emission sources. Together with Ecometrica, we then identified the activity data that would be collected and the relevant emission factors to calculate the associated GHG emissions.

Once this basis was set, the inventory team created tailor-made questionnaire templates to streamline the setting up of the data collection interface. They then established the quality procedures to be followed by all stakeholders involved in the inventory development processes, from the initial data collection phase to final aggregation, verification and reporting.

Setting a foundation of robust and clearly defined

# Appendix

## Sustainability report 2022

documentation and archiving procedures proved to be essential to ensure the traceability and transparency of our GHG inventory by providing an audit trail of how the inventory was compiled.

Regarding the data collection process, we opted for a centralised approach. The basis for this decision lies in the fact that Mazars is a professional services organisation, so it was expected that our member firms would have uniform emissions from standard sources.

In this context, our carbon accounting tool was managed by Mazars' Group corporate sustainability inventory team, which is ultimately responsible for the calculation and internal assurance of GHG emissions. The inventory team provided bespoke trainings on data collection and management processes to data owners across 80 countries and territories.

The team also created specific guidelines, toolkits and policies that facilitated the collection of high-quality inventory data and supporting evidence, whilst providing the necessary support to ensure a streamlined and agile approach. These policies included strict guidelines regarding transparent documentation of the methods and processes of data collection, assumptions and estimates used when reporting activity data.

Following these guidelines, data owners reported activity data on energy consumption, fuel usage, waste, water, business travel, employee commuting and upstream transportation and distribution within the carbon accounting tool. The tool then calculated

the total carbon dioxide equivalent for each of these standard activities through the application of up-to-date and geographically and temporally precise factors.

The data collection process was enabled through Mazars' global network of corporate sustainability ambassadors and finance teams at the country level, as a large proportion of the data was obtained from accounting records. Meanwhile, data on purchased goods and services and capital goods was collected by Mazars Group's finance team, which extracted the relevant spend data from our financial consolidation and reporting system.

The standardised reporting format of our carbon accounting tool in collecting GHG emissions data on an approved and consistent basis was a key enabler in reducing the risk of errors when compiling data across countries.

Throughout the data collection process, the inventory team conducted periodic quality reviews on data, procedures and reporting principles to ensure that GHG data standards were being met and improved on an ongoing basis by providing regular feedback to data owners.

Within this context, we paid special attention to ensuring that estimation uncertainty was reduced as far as possible by applying rigorous and consistent estimation methods and assumptions that were followed across all standard emission sources.

To further guarantee that the quantification of GHG emissions did not systematically overestimate or underestimate actual emissions, the inventory team leveraged actual data reported by member firms to conduct internal benchmarks across emission sources and regions. This provided reliable data points to compare emissions resulting from actual data versus emissions resulting from estimated data, thereby providing guidance in the decision-making processes involved in approving estimation methodologies.

In line with this centralised approach, the inventory team undertook a final quality assurance process to verify that the data reported by member firms was accurate and adhered to Mazars' reporting principles and inventory boundary.

Looking forward, we will conduct a set of bespoke stakeholder workshops to establish formal feedback loops that will help us in implementing future process improvements.

A thorough documentation of the greenhouse gases, calculation methodologies, data sources, data collection units, emission factor sources and estimation uncertainties related to our GHG inventory is presented in the below tables, broken down by scope and emission source.

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## Sustainability report 2022

### Scope 1

Emission source	Greenhouse gases	Calculation methodology	Data sources	Data collection units	Emission factor sources	Estimation uncertainties
<b>Stationary combustion</b>	CO2, CH4, N2O	<p>When available, data on the quantity and type of fuel consumed in stationary combustion units (natural gas and other fuels) was collected through purchase records displaying volume, mass or energy units of fuel.</p> <p>When this data was unavailable for fuels other than natural gas (diesel, petrol, LPG and lubricants), expenditure data was collected and converted to volume, mass, or energy units. This conversion was done through the application of supplier fuel prices when available and of fuel prices from publicly available sources otherwise.</p> <p>When this data was unavailable for natural gas, data on office floor space was collected to estimate fuel usage through the application of default assumptions for installed heating equipment. These assumptions were derived from the 2020 Real Estate Environmental Benchmarks report from the Better Buildings Partnership.</p> <p>Fuel-specific emission factors were applied for each type of fuel consumed.</p>	<ul style="list-style-type: none"> <li>• Utility bills</li> <li>• Accounting records</li> <li>• Floor plan</li> </ul>	<ul style="list-style-type: none"> <li>• Units of energy, mass or volume (e.g. kWh, tonnes)</li> <li>• Floor space (e.g. m2)</li> <li>• Spend</li> </ul>	<ul style="list-style-type: none"> <li>• BEIS GHG Conversion Factors for Company Reporting (2021)</li> <li>• BEIS GHG Conversion Factors for Company Reporting (2022)</li> <li>• CO2 emissiefactoren (2021)</li> <li>• CO2 emissiefactoren (2022)</li> <li>• Revised IPCC Guidelines for National GHG Inventories (2006)</li> <li>• Swiss Confederation National Inventory Report (2022)</li> </ul>	<p>Some of Mazars' member firms rely on petrol and diesel generators as a back-up source of electricity generation. In these cases, it was assumed that the fuel purchased throughout the reporting period was consumed during that timeframe. This may lead to slight overestimations in some cases and slight underestimations in others.</p> <p>The application of default assumptions for installed heating equipment whenever activity data for natural gas was unavailable may lead to slight overestimations in some cases and slight underestimations in others.</p> <p>This estimation uncertainty arises from the fact that the typical energy used to maintain a comfortable living temperature through gas boilers is climate dependent.</p>



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## Sustainability report 2022

### Scope 1

Emission source	Greenhouse gases	Calculation methodology	Data sources	Data collection units	Emission factor sources	Estimation uncertainties
<p><b>Mobile combustion</b></p>	<p>CO2, CH4, N2O</p>	<p>When available, data on the quantity and type of fuel consumed was collected through purchase records, fuel usage monitoring exercises or employee surveys, to obtain fuel volume or energy units.</p> <p>When this data was unavailable, data on the type of vehicle (petrol, diesel, hybrid) was collected through vehicle fleet records and mileage data was collected through mileage tracking system records or employee surveys.</p> <p>When neither fuel nor mileage data was available, expenditure data from accounting records was collected and converted to volume or energy units through the application of average fuel prices from publicly available sources.</p> <p>When available, country-specific data on fuel efficiency rates was collected from publicly available sources. Otherwise, a default fuel efficiency rate for average light-duty vehicles was derived from the 2020 Highway Statistics report from the US Federal Highway Administration.</p> <p>When data on the type of fuel consumed was available, fuel-specific emission factors were applied for each type of fuel. Otherwise, default emission factors from average light-duty vehicles were applied.</p>	<ul style="list-style-type: none"> <li>• Fuel bills</li> <li>• Accounting records</li> <li>• Fuel usage monitoring results</li> <li>• Survey results</li> </ul>	<ul style="list-style-type: none"> <li>• Units of volume (e.g. litres, gallons)</li> <li>• Units of energy (e.g. kWh, MWh)</li> <li>• Spend</li> </ul>	<ul style="list-style-type: none"> <li>• BEIS GHG Conversion Factors for Company Reporting (2021)</li> <li>• BEIS GHG Conversion Factors for Company Reporting (2022)</li> <li>• DISER National Greenhouse Account Factors (2021)</li> <li>• EPA Emission Factors for Greenhouse Gas Inventories (2021)</li> <li>• EPA Emission Factors for Greenhouse Gas Inventories (2022)</li> <li>• EPA Inventory of U.S. Greenhouse Gas Emissions and Sinks (2022)</li> <li>• UNFCCC Canada National Inventory Report (2022)</li> </ul>	<p>The application of average fuel prices for the conversion of monetary units to volume units may lead to slight overestimations in some cases and to slight underestimations in others. This estimation uncertainty arises from the fluctuation of fuel prices throughout the reporting period.</p> <p>The application of default fuel efficiency rates for average light-duty vehicles may lead to slight overestimations, as it does not reflect vehicles with high fuel efficiency rates.</p>

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## Sustainability report 2022

### Scope 1

Emission source	Greenhouse gases	Calculation methodology	Data sources	Data collection units	Emission factor sources	Estimation uncertainties
<p><b>Fugitive emissions</b></p>	<p>HFC -134a, HFC-32, HFC-410a</p>	<p>When available, data on the type of refrigerant used and the total refrigerant charge (in mass units) was collected through maintenance company top-up records to account for leakages in refrigeration and air-conditioning equipment.</p> <p>When this data was unavailable, data on the office floor space was collected. Default assumptions for installed refrigerant-containing equipment, corresponding HFC-gas type (R410a) and emission factors for all equipment were then applied to estimate fugitive emissions.</p> <p>These assumptions and emission factors were derived from the 2016 EPA Accounting Tool to Support Federal Reporting of Hydrofluorocarbon Emissions.</p>	<ul style="list-style-type: none"> <li>• Maintenance company top-up records</li> <li>• Floor plan</li> </ul>	<ul style="list-style-type: none"> <li>• Units of mass (e.g. kilograms, tonnes)</li> <li>• Floor space (e.g. m2)</li> </ul>	<ul style="list-style-type: none"> <li>• EPA Accounting Tool to Support Federal Reporting of Hydrofluorocarbon Emissions (2016)</li> <li>• IPCC Fourth Assessment Report (2007)</li> </ul>	<p>The assumption of R410a gas usage and the application of default assumptions for installed refrigerant-containing equipment whenever data on the type of refrigerant gas used and the total refrigerant charge was unavailable may lead to slight overestimations in some cases and slight underestimations in others.</p> <p>This estimation uncertainty arises from the fact that each HFC has a different global warming potential and that the typical energy used to maintain a comfortable living temperature through air conditioning equipment is climate dependent.</p>

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## Sustainability report 2022

### Scope 2

Emission source	Greenhouse gases	Calculation methodology	Data sources	Data collection units	Emission factor sources	Estimation uncertainties
<p><b>Purchased electricity (location-based)</b></p>	<p>CO2, CH4, N2O</p>	<p>When available, data on office-based electricity consumption was collected through meter readings and utility bills displaying energy units.</p> <p>Data on electricity consumption for electric vehicles was collected through EV charging transaction records, vehicle telematics and electricity usage monitoring exercises.</p> <p>When data on office-based electricity consumption was unavailable, actual activity data from different regions was collected to develop a default assumption for electricity intensity per employee. This factor was then multiplied by the total number of employees to estimate electricity consumption.</p> <p>When it was not possible to use this method due to a lack of data availability and/or quality, data on the office floor space was collected and used to estimate electricity consumption through the application of default assumptions for electricity intensity per floor space.</p> <p>These assumptions were derived from the 2020 Real Estate Environmental Benchmarks report from the Better Buildings Partnership and the 2021 EU Buildings Factsheets report from the European Commission.</p> <p>In some cases, expenditure data from accounting records was collected and converted to energy units through the application of supplier-specific electricity prices.</p> <p>When available, regional or sub-national emission factors were applied to account for the different grid distribution areas where Mazars' offices are located. Otherwise, national average emissions factors were applied.</p>	<ul style="list-style-type: none"> <li>• Meter readings</li> <li>• Utility bills</li> <li>• Floor plan</li> <li>• Evidence of headcount</li> <li>• Accounting records</li> </ul>	<ul style="list-style-type: none"> <li>• Units of energy (e.g. kWh, MWh)</li> <li>• Floor space (e.g. m2)</li> <li>• Number of employees</li> </ul>	<ul style="list-style-type: none"> <li>• BEIS GHG Conversion Factors for Company Reporting (2021)</li> <li>• BEIS GHG Conversion Factors for Company Reporting (2022)</li> <li>• DISER National Greenhouse Account Factors (2021)</li> <li>• EPA eGrid with 2020 Data (2022)</li> <li>• MCTIC Arquivos dos fatores médios de emissão de CO2 grid mês/ano</li> <li>• UN 2019 Energy Balance Visualizations (2022)</li> <li>• UN 2020 Energy Balance Visualizations (2023)</li> <li>• UNFCC Canada National Inventory Report (2022)</li> </ul>	<p>Most of Mazars' member firms lease office spaces in shared buildings and some tenants do not provide sub-metered energy use data separately. For this reason, some member firms could not obtain actual electricity consumption data.</p> <p>In these cases, a default assumption for electricity intensity per employee or per floor space was applied, which may lead to slight overestimations in some cases and slight underestimations in others.</p> <p>The application of national average emission factors whenever regional or sub-national emission factors were unavailable may lead to slight overestimations in some cases and slight underestimations in others.</p>

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## Sustainability report 2022

### Scope 2

Emission source	Greenhouse gases	Calculation methodology	Data sources	Data collection units	Emission factor sources	Estimation uncertainties
<p><b>Purchased electricity (market-based)</b></p>	<p>CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O</p>	<p>When available, data on office-based electricity consumption was collected through meter readings and utility bills displaying energy units.</p> <p>Data on electricity consumption for electric vehicles was collected through EV charging transaction records, vehicle telematics and electricity usage monitoring exercises.</p> <p>When data on office-based electricity consumption was unavailable, actual activity data from different regions was collected to develop a default assumption for electricity intensity per employee. This factor was then multiplied by the total number of employees to estimate electricity consumption.</p> <p>When it was not possible to use this method due to a lack of data availability and/or quality, data on the office floor space was collected and used to estimate electricity consumption through the application of default assumptions for electricity intensity per floor space.</p> <p>These assumptions were derived from the 2020 Real Estate Environmental Benchmarks report from the Better Buildings Partnership and the 2021 EU Buildings Factsheets report from the European Commission.</p> <p>In some cases, expenditure data from accounting records was collected and converted to energy units through the application of supplier-specific electricity prices.</p> <p>Due to a lack of visibility over energy attribute certificates, renewable energy contracts or supplier-specific emission factors, residual mix emission factors were applied when available.</p> <p>Otherwise, regional, sub-national and national average emission factors were applied.</p>	<ul style="list-style-type: none"> <li>• Meter readings</li> <li>• Utility bills</li> <li>• Floor plan</li> <li>• Evidence of headcount</li> <li>• Accounting records</li> </ul>	<ul style="list-style-type: none"> <li>• Units of energy (e.g. kWh, MWh)</li> <li>• Floor space (e.g. m<sup>2</sup>)</li> <li>• Number of employees</li> </ul>	<ul style="list-style-type: none"> <li>• AIB European Residual Mixes 2021 (2022)</li> <li>• BEIS GHG Conversion Factors for Company Reporting (2021)</li> <li>• BEIS GHG Conversion Factors for Company Reporting (2022)</li> <li>• DISER National Greenhouse Account Factors (2021)</li> <li>• EPA eGrid with 2020 Data (2022)</li> <li>• MCTIC Arquivos dos fatores médios de emissão de CO<sub>2</sub> grid mês/ano</li> <li>• UN 2019 Energy Balance Visualizations (2022)</li> <li>• UN 2020 Energy Balance Visualizations (2023)</li> <li>• UNFCCC Canada National Inventory Report (2022)</li> </ul>	<p>Most of Mazars' member firms lease office spaces in shared buildings and some tenants do not provide sub-metered energy use data separately. For this reason, some member firms could not obtain actual electricity consumption data.</p> <p>In these cases, a default assumption for electricity intensity per employee or per floor space was applied, which may lead to slight overestimations in some cases and slight underestimations in others.</p> <p>The application of residual mix emission factors may lead to slight overestimations in some cases, as they do not reflect the share of electricity consumption from renewable energy sources.</p> <p>The application of regional, sub-national and national average emission factors whenever residual mix emission factors were unavailable may lead to slight underestimations in some cases, as grid average emission factors comprise renewable electricity attributes that have been claimed by grid users.</p>

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## Sustainability report 2022

### Scope 2

Emission source	Greenhouse gases	Calculation methodology	Data sources	Data collection units	Emission factor sources	Estimation uncertainties
District heating	CO2, CH4, N2O	<p>When available, data on district heating consumption was collected through meter readings and utility bills displaying energy units.</p> <p>When this data was unavailable, data on the office floor space was collected and used to estimate heating consumption through the application of default assumptions for installed heating equipment per floor space. These assumptions were derived from the 2020 Real Estate Environmental Benchmarks report from the Better Buildings Partnership and the 2012 Commercial Buildings Energy Consumption Survey report from the US EIA.</p> <p>Due to a lack of visibility over supplier-specific emission factors, regional, sub-national and national average emission factors were applied.</p>	<ul style="list-style-type: none"> <li>• Meter readings</li> <li>• Utility bills</li> <li>• Floor plan</li> </ul>	<ul style="list-style-type: none"> <li>• Units of energy (e.g. kWh, MWh)</li> <li>• Floor space (e.g. m2)</li> </ul>	<ul style="list-style-type: none"> <li>• BEIS GHG Conversion Factors for Company Reporting (2021)</li> <li>• BEIS GHG Conversion Factors for Company Reporting (2022)</li> <li>• EEA Euroheat and Power (2015)</li> <li>• Umwelt Bundesamt CO2-Emissionsfaktoren für fossile Brennstoffe (2022)</li> </ul>	<p>Most of Mazars' member firms lease office spaces in shared buildings and some tenants do not provide sub-metered energy use data separately. For this reason, some Mazars' offices could not obtain actual heating consumption data.</p> <p>In these cases, a default assumption for installed heating equipment per floor space was applied, which may lead to slight overestimations in some cases and slight underestimations in others.</p> <p>This estimation uncertainty arises from the fact that the typical energy used to maintain a comfortable living temperature through heating systems is climate dependent.</p>

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## Sustainability report 2022

### Scope 3

Emission source	Greenhouse gases	Calculation methodology	Data sources	Data collection units	Emission factor sources	Estimation uncertainties
<p><b>Purchased goods and services and capital goods</b></p>	<p>CO2e</p>	<p>A spend-based methodology was applied to estimate emissions from purchased goods and services and capital goods.</p> <p>This methodology was chosen due to the difficulty of collecting data on the physical quantity of purchased or acquired goods and services, as well as high-quality cradle-to-gate GHG emissions data, from Mazars' suppliers.</p> <p>Spend data from each procurement category was therefore collected through Mazars' financial consolidation and reporting system. The economic value of each procurement category was then multiplied by industry average emission factors.</p>	<ul style="list-style-type: none"> <li>Financial consolidation and reporting system</li> </ul>	<ul style="list-style-type: none"> <li>Spend</li> </ul>	<ul style="list-style-type: none"> <li>EPA Supply Chain GHG Emission Factors for US Commodities and Industries (2022)</li> </ul>	<p>The spend-based methodology that was applied to calculate emissions across standard categories of goods, services and capital goods does not reflect the exact emissions from Mazars' suppliers, as average industry emission factors were applied.</p> <p>This may lead to slight overestimations in some cases and to slight underestimations in others.</p>

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## Sustainability report 2022

### Scope 3

Emission source	Greenhouse gases	Calculation methodology	Data sources	Data collection units	Emission factor sources	Estimation uncertainties
<p><b>Fuel- and energy-related activities (not included in scope 1 or scope 2)</b></p>	<p>CO2, CH4, N2O</p>	<p>This category accounts for upstream emissions of purchased fuel, upstream emissions of purchased electricity, and transmission and distribution losses of purchased electricity, steam, heating and cooling.</p> <p>Activity data was taken from the relevant scope 1, 2 and 3 categories (stationary and mobile combustion, electricity consumption, district heating, employee commuting and business travel).</p> <p>Upstream emissions from purchased fuel and electricity were estimated through the application of industry average emission factors for extraction, production and transportation of fuels per unit of consumption.</p> <p>Upstream emissions from transmission and distribution losses were estimated through the application of regional and national average transmission and distribution loss rates derived from the UN 2019 Energy Balance Visualizations report.</p> <p>Emissions were calculated using well-to-tank conversion factors.</p>	<ul style="list-style-type: none"> <li>• Utility bills</li> <li>• Floor plan</li> <li>• Evidence of headcount</li> <li>• Accounting records</li> <li>• Fuel usage monitoring results</li> <li>• Survey results</li> </ul>	<ul style="list-style-type: none"> <li>• Units of energy (e.g. kWh, MWh)</li> <li>• Units of mass and volume (e.g. kilograms, litres)</li> <li>• Floor space (e.g. m2)</li> <li>• Number of employees</li> <li>• Spend</li> </ul>	<ul style="list-style-type: none"> <li>• BEIS GHG Conversion Factors for Company Reporting (2021)</li> <li>• BEIS GHG Conversion Factors for Company Reporting (2022)</li> <li>• CO2 emissiefactoren (2021)</li> <li>• CO2 emissiefactoren (2022)</li> <li>• EPA eGrid with 2020 Data (2022)</li> <li>• UN 2019 Energy Balance Visualizations (2022)</li> </ul>	<p>The estimation uncertainties applicable to stationary and mobile combustion, electricity consumption, district heating, employee commuting and business travel are also applicable to fuel- and energy-related activities.</p>

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## Sustainability report 2022

### Scope 3

Emission source	Greenhouse gases	Calculation methodology	Data sources	Data collection units	Emission factor sources	Estimation uncertainties
Upstream transportation and distribution	CO2e	<p>A spend-based methodology was applied to calculate upstream transportation and distribution emissions.</p> <p>This methodology was chosen due to the lack of data availability on the mass, distance and mode of each shipment delivered by transportation providers.</p> <p>Spend data from transportation services was therefore collected through delivery invoices as well as delivery company and accounting records.</p> <p>Due to the difficulty of collecting country-specific emission factors by transportation type, cradle-to-gate emission factors of a default courier and messenger services activity per unit of economic value were applied.</p>	<ul style="list-style-type: none"> <li>• Delivery invoices</li> <li>• Delivery company records</li> <li>• Accounting records</li> </ul>	<ul style="list-style-type: none"> <li>• Spend</li> </ul>	<ul style="list-style-type: none"> <li>• EPA Supply Chain GHG Emission Factors for US Commodities and Industries (2022)</li> </ul>	<p>The application of default emission factors for courier and messenger services may lead to slight overestimations in some cases and slight underestimations in others, as it does not reflect the exact fuel type or vehicle used.</p>



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## Sustainability report 2022

### Scope 3

Emission source	Greenhouse gases	Calculation methodology	Data sources	Data collection units	Emission factor sources	Estimation uncertainties
Waste	CO2e	<p>When available, data on the quantity of waste generated, the type of waste and the waste treatment method (recycled, landfilled, incinerated, anaerobic digested and composted) was collected through private waste collection records and building maintenance waste collection records.</p> <p>When data on the quantity of waste generated was unavailable, data on the number of waste bags used throughout a one-week period was collected to estimate the weight/volume of waste generated. The data was then multiplied by the average number of working weeks per year to extrapolate it to an annual value.</p> <p>In some cases, data on the number of employees was collected to estimate the weight/volume of waste generated. This estimation was done through the application of default assumptions for waste generation intensity per employee. These assumptions were derived from the 2014 Generator-Based Characterization of Commercial Sector Disposal and Diversion in California report from CalRecycle, as well as the 2022 reports from the Office for National Statistics and Defra.</p> <p>When data on the type of waste was unavailable, a default category of mixed commercial and industrial waste was applied.</p> <p>When data on the waste management rates was unavailable, data from publicly available government sources was collected to account for the regional/national breakdown of waste treatment rates. When reliable waste treatment data was unavailable, it was assumed that the waste was landfilled.</p> <p>Due to a lack of visibility over supplier-specific waste emission factors, default waste treatment emission factors were applied for each type of treatment method.</p>	<ul style="list-style-type: none"> <li>• Private waste collection records</li> <li>• Building maintenance waste collection records</li> <li>• Evidence of number of waste bags used</li> <li>• Evidence of headcount</li> </ul>	<ul style="list-style-type: none"> <li>• Units of mass and volume (e.g. kilograms, litres)</li> <li>• Number of waste bags</li> <li>• Number of employees</li> </ul>	<ul style="list-style-type: none"> <li>• BEIS GHG Conversion Factors for Company Reporting (2021)</li> <li>• BEIS GHG Conversion Factors for Company Reporting (2022)</li> <li>• EC Waste Management Options and Climate Change (2001)</li> <li>• EPA Supply Chain GHG Emission Factors for US Commodities and Industries (2022)</li> </ul>	<p>Most of Mazars' member firms dispose of their waste to municipal waste carriers, which do not provide waste records. For this reason, most of the data on the type and quantity of waste generated was collected through monitoring exercises, whereby building maintenance staff recorded data on waste generation over a one-week period.</p> <p>When extrapolating the data to an annual value, the limitation of the monitoring exercise timeframe may lead to slight underestimations in some cases and slight overestimations in others.</p> <p>The assumption that the waste was landfilled whenever reliable data on regional/national waste management rates was unavailable may lead to slight overestimations in some cases.</p>

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## Sustainability report 2022

### Scope 3

Emission source	Greenhouse gases	Calculation methodology	Data sources	Data collection units	Emission factor sources	Estimation uncertainties
Water	CO2e	<p>When available, data on the volume of water supply and treatment was collected through water utility bills.</p> <p>When this data was unavailable, data on the office floor space or number of employees was collected and used to estimate water supply and treatment. This estimation was done through the application of default assumptions of water intensity per employee or floor space. These assumptions were derived from the 2020 Real Estate Environmental Benchmarks from the Better Buildings Partnership.</p> <p>A default water emission factor was applied to account for all water supply and treatment emissions.</p>	<ul style="list-style-type: none"> <li>• Water utility bills</li> <li>• Floor plan</li> <li>• Evidence of headcount</li> </ul>	<ul style="list-style-type: none"> <li>• Units of volume (e.g. litres, gallons)</li> <li>• Floor space (e.g. m2)</li> <li>• Number of employees</li> </ul>	<ul style="list-style-type: none"> <li>• BEIS GHG Conversion Factors for Company Reporting (2021)</li> <li>• BEIS GHG Conversion Factors for Company Reporting (2022)</li> </ul>	<p>Most of Mazars' member firms lease office spaces in shared buildings and some tenants do not provide sub-metered water consumption data separately. For this reason, some Mazars' member firms could not obtain actual water supply and treatment data.</p> <p>In these cases, a default assumption of water intensity per employee or per floor space was applied, which may lead to slight overestimations in some cases and slight underestimations in others.</p> <p>As the volume of water diverted for treatment is not currently metered across all member firms, it was assumed that it is the same as the volume of water supplied.</p>

# Appendix

## Sustainability report 2022

### Scope 3

Emission source	Greenhouse gases	Calculation methodology	Data sources	Data collection units	Emission factor sources	Estimation uncertainties
<p><b>Business travel: air travel</b></p>	<p>CO2, CH4, N2O</p>	<p>When available, data on the distance travelled and class type was collected through travel agency or accounting records.</p> <p>When exact mileage data was unavailable, data on the number of one-way/return flights was collected and categorised into short-haul, medium-haul and long-haul distances through the application of the 2012 Guidelines to Defra/DECC's GHG Conversion Factors for Company Reporting.</p> <p>When this data was unavailable, data on the number of one-way/return flights was collected and an average flight distance and class type was applied according to the Bureau of Transportation Statistics 2020 Report on Average Length of Haul, Domestic Freight and Passenger Modes.</p> <p>When available, regional, sub-national and national aircraft specific emission factors were applied. Otherwise, default aircraft-specific emission factors were applied.</p> <p>In line with the IPCC guidelines, all air travel emissions data includes a multiplier factor of 1.9 to account for radiative forcing.</p>	<ul style="list-style-type: none"> <li>• Travel agency records</li> <li>• Accounting records</li> </ul>	<ul style="list-style-type: none"> <li>• Units of distance (e.g. miles, kilometres)</li> <li>• Number of one-way/return journeys</li> </ul>	<ul style="list-style-type: none"> <li>• BEIS GHG Conversion Factors for Company Reporting (2021)</li> <li>• BEIS GHG Conversion Factors for Company Reporting (2022)</li> </ul>	<p>A significant proportion of Mazars' member firms do not have a consolidated travel booking system, meaning that travel expenses are usually paid by employees, who then submit expense claims to the relevant accounting departments for reimbursement.</p> <p>However, not all accounting departments have a digitalised business travel expense management system, leading to difficulties in calculating, tracking and categorising business travel expenses.</p> <p>This may lead to certain data gaps due to situations where it was not possible to collect business travel-related data.</p>

# Appendix

## Sustainability report 2022

### Scope 3

Emission source	Greenhouse gases	Calculation methodology	Data sources	Data collection units	Emission factor sources	Estimation uncertainties
<p><b>Business travel: hired cars</b></p>	<p>CO2, CH4, N2O</p>	<p>When available, data on the distance travelled was collected through rental car company or travel agency records.</p> <p>When mileage data was unavailable, expenditure data from accounting records was collected and converted to units of distance through the application of price averages from the 2021 and 2022 AA Fuel Price reports and the 2021 and 2022 EIA Petroleum Navigator reports.</p> <p>When data on the type of fuel consumed was available, regional, sub-national and national fuel-specific emission factors were applied. Otherwise, default emission factors from average light-duty vehicles were applied.</p>	<ul style="list-style-type: none"> <li>Rental car company records</li> <li>Travel agency records</li> <li>Accounting records</li> </ul>	<ul style="list-style-type: none"> <li>Units of volume (e.g. litres, gallons)</li> <li>Units of distance (e.g. miles, kilometres)</li> <li>Spend</li> </ul>	<ul style="list-style-type: none"> <li>BEIS GHG Conversion Factors for Company Reporting (2021)</li> <li>BEIS GHG Conversion Factors for Company Reporting (2022)</li> <li>CO2 emissiefactoren (2021)</li> <li>CO2 emissiefactoren (2022)</li> <li>DISER National Greenhouse Account Factors (2021)</li> <li>EPA Emission Factors for Greenhouse Gas Inventories (2021)</li> <li>EPA Emission Factors for Greenhouse Gas Inventories (2022)</li> <li>EPA Inventory of U.S. Greenhouse Gas Emissions and Sinks (2022)</li> <li>UNFCC Canada National Inventory Report (2022)</li> </ul>	<p>A significant proportion of Mazars' member firms do not have a consolidated travel booking system, meaning that travel expenses are usually paid by employees, who then submit expense claims to the relevant accounting departments for reimbursement.</p> <p>However, not all accounting departments have a digitalised business travel expense management system, leading to difficulties in calculating, tracking and categorising business travel expenses.</p> <p>This may lead to certain data gaps due to situations where it was not possible to collect business travel-related data.</p>

# Appendix

## Sustainability report 2022

### Scope 3

Emission source	Greenhouse gases	Calculation methodology	Data sources	Data collection units	Emission factor sources	Estimation uncertainties
<p><b>Business travel: employee-owned cars</b></p>	<p>CO2, CH4, N2O</p>	<p>When available, data on the quantity and type of fuel consumed was collected through fuel card management system records.</p> <p>When this data was unavailable, data on the distance travelled was collected through mileage tracking system records.</p> <p>When mileage data was unavailable, fuel expenditure data from accounting records was collected and converted to units of distance through the application of fuel price averages from publicly available sources.</p> <p>As data on the type of fuel consumed was unavailable, regional, sub-national and national default emission factors from average light-duty vehicles were applied.</p>	<ul style="list-style-type: none"> <li>Fuel card management system records</li> <li>Mileage tracking system records</li> <li>Accounting records</li> </ul>	<ul style="list-style-type: none"> <li>Units of volume (e.g. litres, gallons)</li> <li>Units of distance (e.g. miles, kilometres)</li> <li>Spend</li> </ul>	<ul style="list-style-type: none"> <li>BEIS GHG Conversion Factors for Company Reporting (2021)</li> <li>BEIS GHG Conversion Factors for Company Reporting (2022)</li> <li>CO2 emissiefactoren (2021)</li> <li>CO2 emissiefactoren (2022)</li> <li>DISER National Greenhouse Account Factors (2021)</li> <li>EPA Emission Factors for Greenhouse Gas Inventories (2021)</li> <li>EPA Emission Factors for Greenhouse Gas Inventories (2022)</li> <li>EPA Inventory of U.S. Greenhouse Gas Emissions and Sinks (2022)</li> <li>UNFCC Canada National Inventory Report (2022)</li> </ul>	<p>Not all Mazars' member firms have a fuel card management system or mileage tracking system, meaning that fuel expenses from business travel in employee-owned cars are usually paid by employees, who then submit expense claims to the relevant accounting departments for reimbursement.</p> <p>However, not all accounting departments have a digitalised business travel expense management system, leading to difficulties in calculating, tracking and categorising business travel expenses.</p> <p>This may lead to certain data gaps due to situations where it was not possible to collect business travel-related data.</p>

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## Sustainability report 2022

### Scope 3

Emission source	Greenhouse gases	Calculation methodology	Data sources	Data collection units	Emission factor sources	Estimation uncertainties
<p><b>Business travel: hotels</b></p>	<p>CO2, CH4, N2O</p>	<p>When available, data on the number of hotel night stays was collected through travel agency or accounting records.</p> <p>When this data was unavailable, expenditure data was used to estimate the number of hotel night stays through the application of default hotel rates from BTN's 2021 and 2022 Corporate Travel Index reports.</p> <p>Regional, sub-national, national and international hotel-specific emission factors were applied.</p>	<ul style="list-style-type: none"> <li>• Travel agency records</li> <li>• Accounting records</li> </ul>	<ul style="list-style-type: none"> <li>• Number of hotel nights</li> <li>• Spend</li> </ul>	<ul style="list-style-type: none"> <li>• CIBSE Guide F Energy Efficiency in Buildings (2012)</li> <li>• UN 2019 Energy Balance Visualizations (2022)</li> </ul>	<p>A significant proportion of Mazars' member firms do not have a consolidated travel booking system, meaning that travel expenses are usually paid by employees, who then submit expense claims to the relevant accounting departments for reimbursement.</p> <p>However, not all accounting departments have a digitalised business travel expense management system, leading to difficulties in calculating, tracking and categorising business travel expenses.</p> <p>This may lead to certain data gaps due to situations where it was not possible to collect business travel-related data.</p>

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## Sustainability report 2022

### Scope 3

Emission source	Greenhouse gases	Calculation methodology	Data sources	Data collection units	Emission factor sources	Estimation uncertainties
Employee commuting	CO2, CH4, N2O	<p>Data on employee commuting patterns was collected through a global survey that was distributed across countries. The survey collected data on the types of transportation used, the distance travelled to and from the office per day, the number of commuting days per week and the average number of working weeks per year.</p> <p>The aggregated weekly data per transportation type was then extrapolated to an annual value. In cases where the survey response rate was not 100%, the data was also extrapolated to account for the total headcount of employees, thereby obtaining the total annual kilometres travelled by each mode of transportation.</p> <p>As data on the type of fuel consumed was unavailable, regional, sub-national, national and international default emission factors were applied for every type of transportation mode.</p>	<ul style="list-style-type: none"> <li>Employee survey</li> </ul>	<ul style="list-style-type: none"> <li>Units of distance (e.g. miles, kilometres)</li> </ul>	<ul style="list-style-type: none"> <li>BEIS GHG Conversion Factors for Company Reporting (2021)</li> <li>BEIS GHG Conversion Factors for Company Reporting (2022)</li> <li>CO2 emissiefactoren (2021)</li> <li>CO2 emissiefactoren (2022)</li> <li>EPA Emission Factors for Greenhouse Gas Inventories (2021)</li> <li>EPA Emission Factors for Greenhouse Gas Inventories (2022)</li> <li>EPA Inventory of U.S. Greenhouse Gas Emissions and Sinks (2022)</li> </ul>	<p>When extrapolating the data to an annual value, the limitation of the survey's timeframe may lead to slight underestimations in some cases and slight overestimations in others.</p>

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## Sustainability report 2022

### Scope 3

Emission source	Greenhouse gases	Calculation methodology	Data sources	Data collection units	Emission factor sources	Estimation uncertainties
Homeworking	CO2, CH4, N2O	<p>Data on employee homeworking patterns was collected through a global survey that was distributed across countries. The survey collected data on the number of homeworking days per week and the average number of working weeks per year.</p> <p>The aggregated weekly data was then extrapolated to an annual value. In cases where the survey response rate was not 100%, the data was also extrapolated to account for the total headcount of employees, thereby obtaining the total number of homeworking days per year.</p> <p>Homeworking emissions account for energy consumption of a typical home office set-up (a laptop, a flat screen monitor and a laser printer) and the typical energy (heating and cooling) used by a residential dwelling. This model follows an assumption that a typical workday lasts 8.5 hours.</p> <p>National and international homeworking-specific emission factors were applied.</p>	<ul style="list-style-type: none"> <li>Employee survey</li> </ul>	<ul style="list-style-type: none"> <li>Homeworking days</li> </ul>	<ul style="list-style-type: none"> <li>Ecometrica homemaker model (2022)</li> <li>Natural Resources Canada Residential End-Use Model (2020)</li> </ul>	<p>When extrapolating the data to an annual value, the limitation of the survey's timeframe may lead to slight underestimations in some cases and slight overestimations in others.</p> <p>The assumption that a typical workday lasts 8.5 hours may lead to slight overestimations in some cases and slight underestimations in others, as some employees may have different working patterns.</p>



# Appendix

## Sustainability report 2022

### Assurance

Throughout our GHG accounting and reporting exercise, we ensured that the appropriate documentation processes were in place to support the verification of our GHG emissions data through a clear audit trail. This allowed us to conduct an internal technical review led by our inventory team, as it had the appropriate skills and understanding of GHG accounting and reporting principles.

The scope of verification included data from all our member firms and the desk top review was conducted not only at the end of the data collection process, but also throughout. This allowed us to proactively address any identified errors and discrepancies before finalising the data collection process.

Once our inventory was completed, a final internal review was conducted by the inventory team to

verify the accuracy of the aggregated data and identify material discrepancies. Within this context, a materiality threshold of 1% was predefined, meaning that any errors exceeding 1% of our GHG inventory were considered to be materially misleading and were therefore signalled for review. All identified material errors were amended prior to final approval by Mazars' global head of corporate sustainability.

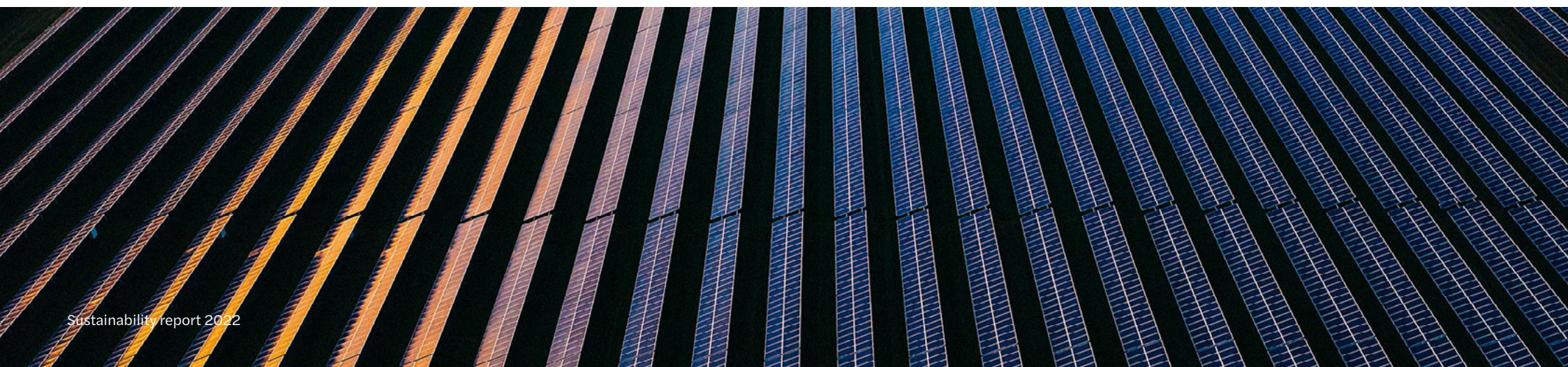
This verification process has been a meaningful learning experience for our inventory team, enabling its members to provide valuable recommendations for future improvements to our GHG accounting and reporting processes.

Looking ahead, we aim to commission an external verification by a third-party organisation, in line with the GHG Protocol standards and the CSRD.

### Recalculation and voluntary statement

Our main objective throughout the GHG accounting and reporting exercise was to ensure that emissions data from our entire GHG inventory was compiled in a structured, systematic and transparent manner that ensured consistency and comparability of data over time.

Within this context, we acknowledge our future responsibility to disclose and justify any material changes to our inventory boundary, our methodology or any other factors that may significantly affect the calculation of our GHG emissions.



# Contacts

**Véronique Ryckaert**

Member of the Group Executive Board and  
Group Corporate Sustainability sponsor  
veronique.ryckaert@mazars.com

**Soumyanetra Mondal**

Global Head of Corporate Sustainability  
soumyanetra.mondal@mazars.fr

**Lorraine Hackett**

Group Brand and Communications Director  
lorraine.hackett@mazars.co.uk

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