

Mazars SET Revisionsbyrå AB
Sustainability Report
2015-09-01 – 2016-08-31

The business

Mazars SET Revisionsbyrå AB (Mazars) is part of an integrated joint venture in Mazars International. Mazars is currently represented in 79 countries with over 18,000 employees and a turnover of EUR 1.365 billion (2015-2016).

Mazars offers auditing and advice to companies and organisations across Sweden. We are Sweden's seventh largest auditing firm with approximately 225 employees (including co-owners, former partners/consultants and the Tax department), as well as a number of consultants working actively for the firm, and we have offices in 14 locations. We are established in Stockholm, Eskilstuna, Gothenburg and in the southern Swedish county of Skåne, where we are represented in a number of locations.

Employees (Mazars Group)



2005
5,700



2010
12,500



2017
18,000

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Global and local focus in Mazars' sustainability work

Working with sustainability is not a fashion, it is a necessity. A necessity where every company must take responsibility, and on several levels.

The most important resource of an auditing and advisory service is the employees - without their knowledge and commitment, the company is nothing. Therefore, our workplaces must have an open and positive climate where knowledge development and service to our customers is high on the agenda. Through sensitivity and development we create a workplace that will work for both those who want to climb the career ladder quickly as well as for those who want to work part-time for various reasons, and of course for those who begin to think about their retirement.

Most companies are an important part of society, they create work and they pay taxes! But social commitment can be so much more, to help those who do not have the same opportunities that we have in Sweden, for many companies this has become important. We at Mazars have chosen to take the step out in the world, to Tanzania where education is so important for modernising the country.

We people love to travel, to see new environments, new cultures, try new food and maybe just relax. But the journey has an environmental impact which adversely affects our climate and our planet. We must all take responsibility regarding this issue, travel a little less, travel a bit smarter. Many journeys at work can now be replaced by modern technology, and when people of Mazars travel, the train is often taken. To prioritise correctly will be necessary if we are to be able to continue with the journeys that we feel enrich in our lives.

Sustainability reports are becoming increasingly common among the smaller companies. We at Mazars think this is an important work and develop the business area where we help our customers with sustainability reports, but also bring up the notion to those clients not involved in this area yet.

Together we can help create change, it is needed for future generations!

Marianne Sandén Ljungberg

This is the second year that Mazars SET Revisionsbyrå AB (Mazars) has prepared a report of our non-financial data and presents this in a sustainability report which, together with the annual report, provides an overall account of our operations.

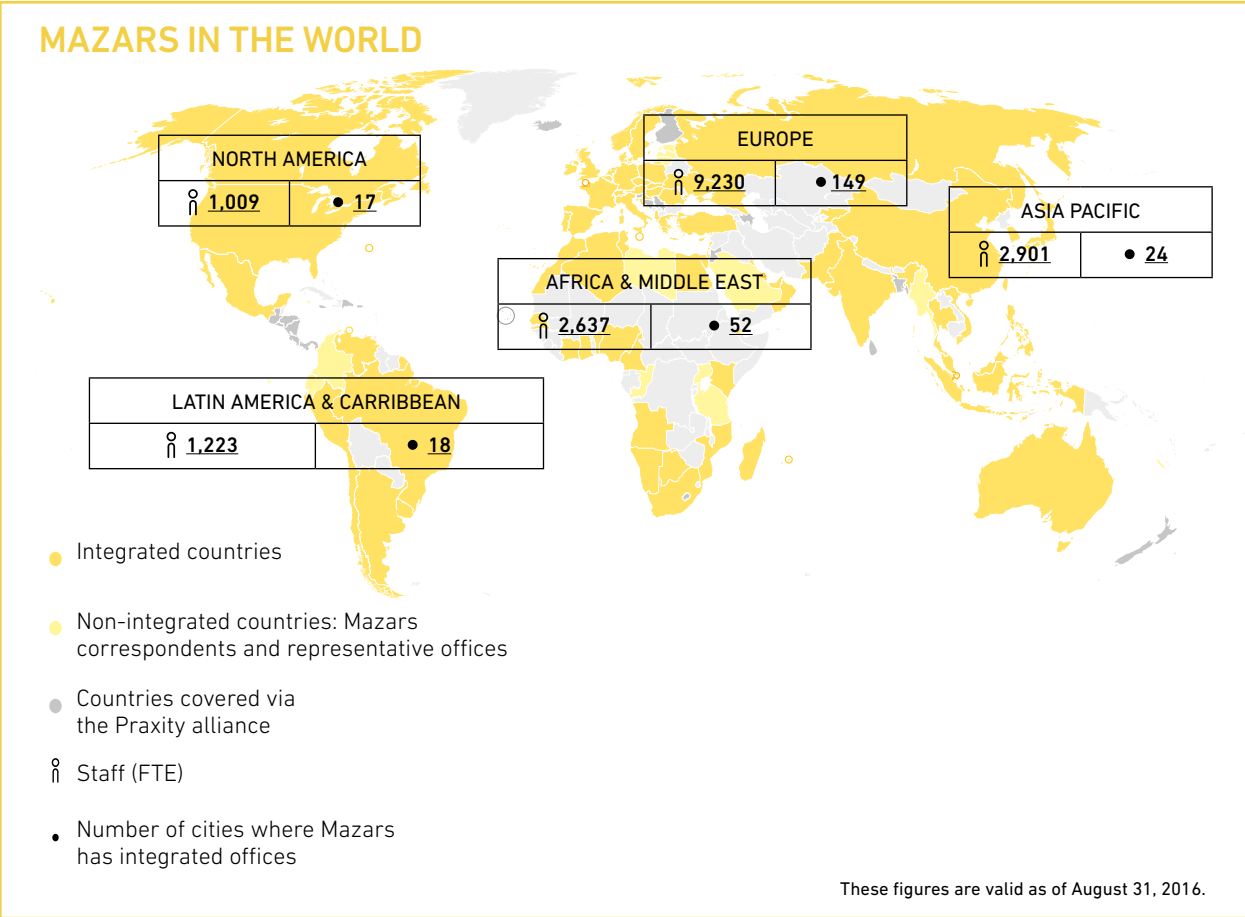
Working with sustainability issues has long been a natural part of our business, but summarising our work and reporting is a relatively new process that began last year. Our ambition is to allow an independent accountant to validate our report within a couple of years as we see a great deal of benefit from the quality assurance that an audit involves.

Our first report was inspired by the International Guidelines for Sustainability Reporting *GRI G4 (Global Reporting Initiative)*, and this year we have taken the step of reporting according to these guidelines, level *core*, and have adapted the report to the new global goals. The next sustainability report 2016/2017 will be reported in accordance with the new guidelines called *GRI standards*. We find that there has been good support in our process of using GRI guidelines and facilitates the reading of our reports, being able to interpret and compare information.

Sustainable business is about conducting one's business in a long-term and responsible manner. To make an analysis of how the company positively and negatively impacts its environment, and then to formulate a strategy to reduce the negative impact and increase the positive with the resources available in the company.

Just like in our own company, we see similar situations with our customers who often work sustainably but have not yet compiled their sustainability work into a report. Here we have a great opportunity to help our customers either draw up reports or test reports that they themselves create, and we have valuable experience through our own work and know how the process works.

Our business gives us a unique opportunity, while we work on our own sustainability work, to also inform and help our customers with their sustainability issues. In this way, we contribute to focusing on sustainability issues in many different types of activities, which is perceived as a positive social effort by our employees.



OUR BUSINESS

Mazars is a limited liability company and is a jointly owned organisation consisting of 32 partners from different offices and regions. Our business is divided into five business areas:

AUDITING

Reliable financial information is part of a functioning business environment, where the audit report provides quality assurance to the company's stakeholders. In order to ensure that the financial information is correct, the audit must be well-balanced and based on importance and risk. We offer both statutory and voluntary auditing. Over the past decade, financial companies have been subject to major changes regarding the regulatory frameworks that companies must follow. Mazars has, in recent years, developed the business area and today offers audits of sustainability reports, internal auditing and IT auditing to a large number of companies.

ACCOUNTING

Our accounting consultants offer qualified services including financial statements and annual reports, consolidated accounts, interim financial statements, reconciliations and advisory services, current accounting and salary services. All of our assignments are performed or quality assured by authorised accounting consultants and we comply with the Swedish standard for accounting services, *Reko*, in all our accounting assignments.

FINANCIAL REPORTING/IFRS

The larger a company is, the greater the need for clear financial reporting. The Financial Reporting/*IFRS* business area works, among other things, with Group accounting issues, quarterly reports, annual reports and other financial reporting based on the regulatory framework that each company follows.

TAX

For many companies, tax issues often end up high on the agenda. Our tax consultants work in the vast majority of tax law areas, ranging from income tax issues and VAT issues to restructuring and processes. The goal is to always find a solution that is good for the company based on the regulatory framework that has to be adhered to.

CORPORATE FINANCE

Corporate Finance is a broad business area where we primarily work in the field of *transaction services*, including valuations and due diligence investigations.

We are located both locally and globally and work with a wide range of customers. Our customers are mainly small and medium-sized companies. Among them are both owner-owned companies and listed companies. We also work with associations, foundations and actors in the public sector. Working with companies in widely different areas gives us a broad knowledge base and provides us with opportunities to work with many different types of operations, which is both stimulating and demanding. We provide our customers with a partner where service, commitment, and availability are high on the agenda.

We work in a trust industry, which is why it is important that our stakeholders feel trust in us, our business and our work in all our specialist areas.



OUR VALUES AND VISIONS

Our values have been crucial in the organisation ever since it was founded. Our common value base governs our daily work and is respected and shared by all partners and teams in the company. These values are what characterise Mazars and are signed by each individual partner.

- Ethics and morals guide our work and how we help our customers.
- We treat our customers' challenges as our own and we care about how our work can affect society. We are engaged in business and the development of our profession.
- We believe in diversity and respect for the individual in all relationships between people - beyond borders

and cultural differences. Being responsive, having the ability to listen and being open we see as important prerequisites for achieving innovative and good solutions.

- We think independently and in our role as auditors and consultants, we always act independently.
- When employees come and go or when the older generation leaves the reigns over to a younger one, we ensure that relationships, experiences and knowledge remain. We learn from the past, but we always have a forward-looking approach.
- Mazars applies the precautionary principle, including when selecting both suppliers and customers.



➔ We work in an industry based on trust, which is why it is important for our stakeholders to feel confident in us, in our operations and in our work involving all of our specialist areas.

MAZARS' SUSTAINABILITY WORK

Mazars is working with sustainability, both externally and internally. The external work consists of Mazars offering sustainability services, and internally it involves dealing with sustainability issues in our own operations.

Sustainability has become an increasingly important issue in society. With our employees, partners, customers and suppliers, we have experienced an increased interest in how both our company and other companies can contribute to sustainable development. We see our sustainability work as a long-term process which needs to be able to grow into being a lasting and stable strategy that is rooted in all aspects and business areas of our company.

During the year, the world's leaders have committed themselves to 17 global goals for sustainable development. The main objectives are to eliminate extreme poverty, reduce inequality and injustice in the world and solve the climate crisis. *IFAC (International Federation of Accountants)*, the global organisation for the auditing industry has selected 7 of the goals that they consider the industry should work with in particular (see below). See more under "About the sustainability report".

OUR SUSTAINABILITY GROUP

As awareness of corporate responsibility increases, there is a need to develop and drive the firm's sustainability efforts more actively by coordinating and setting clear goals. The sustainability group represents the different business areas and activities of the firm in different locations, and today consists of five employees.

➔ The global organisation for the auditing industry has selected 7 of goals that they consider the industry should work with in particular.



ABOUT MAZARS' SUSTAINABILITY REPORT

During the 2014/2015 fiscal year, an initial stakeholder analysis was made using a tool used for a CSR assessment (Corporate Social Responsibility). Based on this, a number of key stakeholders for Mazars can be distinguished: future and current employees, management, partners, customers, industry organisations and suppliers. An initial stakeholder dialogue in the form of a co-worker survey was conducted thereafter. Based on the survey, four areas were identified as being priorities: *Sustainable Working Conditions, Development of sustainable services/Market, Community involvement and Reducing climate & environmental impact.*

In addition, the survey gave a number of proposals for focus areas within each of these four to work more with, as described in more detail below under each respective focus area. During 2015/2016, another survey was conducted with one of the most important stakeholders, Mazars' management team. In this significance analysis, different categories were ranked under each focus area based on the degree of importance for the business. Based on stakeholder analyses, we have been able to develop a materiality model (see next page) that symbolises our essential responsibilities.

THIS IS HOW OUR SUSTAINABILITY WORK IS GOVERNED

Our sustainability work is based on ensuring high quality and long-term confidence by continuously evaluating and developing the firm's policies and processes. Engaging and informing our employees about the importance of sustainability issues is important to ensure that all employees, regardless of their roles in the firm, are aware of and feel involved in the work.

We have certain governing documents that belong to our profession such as the quality manual, the trade association's professional ethics rules and code of conduct, but we also take responsibility beyond this via our gender equality policy and environmental policy. These control documents are available to all employees and the new employees partake in them in our introductory programme.



Martin Gustafsson - Authorised Accountant and Partner

Why did you choose to work with sustainability issues?

I think that it involves important and topical issues, and I think companies have a great opportunity to influence the development. By driving these issues, companies can put pressure on decision makers.

Is there any issue which you think is extra interesting?

I am passionate about highlighting the sustainability measures that smaller companies perform, but fail to communicate externally.

How do you think sustainability reports will develop in the future?

I believe that sustainability reports will be established voluntarily by more and more companies, both large and small, as this information will be requested by the stakeholders of companies. I also believe that more and more companies will integrate the sustainability report into the annual report and that the need for auditing and certification will increase the credibility of the reports which are established.

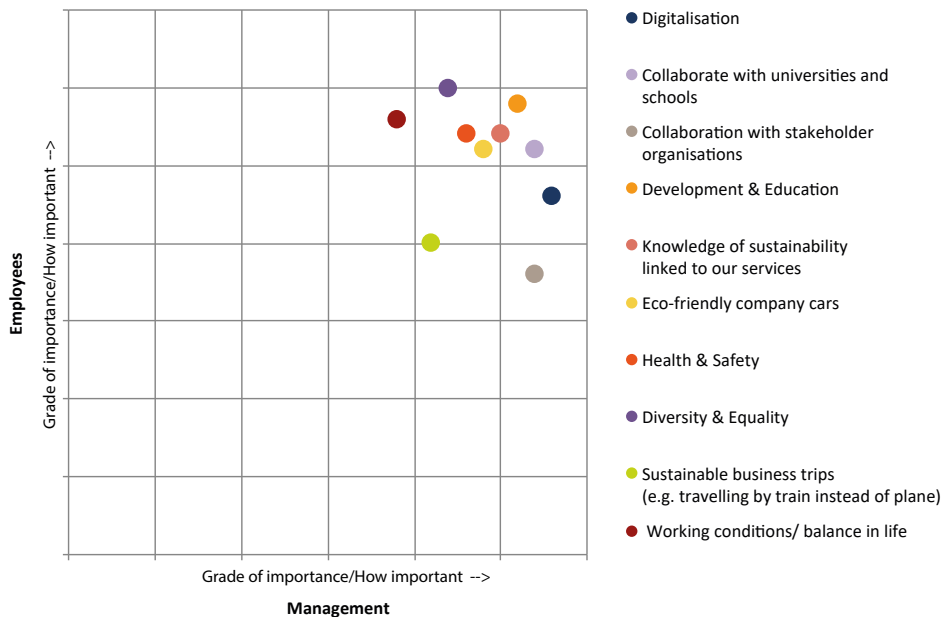
MAZARS' AREAS OF RESPONSIBILITY

Areas of responsibility have been identified in discussions with stakeholders held to date with two of the most important stakeholders; employees and the management group. Dialogue with stakeholders will continue with our main stakeholders in order to establish as fair a materiality model as possible.



MAZARS' MATERIALITY ANALYSIS

The chart below shows how our key stakeholders, employees and management rank some of our key focus areas.





Sustainable
working
conditions

SUSTAINABLE WORKING CONDITIONS

One of our most important prerequisites for running our business is our employees. They are our engine which drives the firm forward. The firm's guidelines for employee development and well-being are essential factors so that we can achieve our visions and goals. We are constantly working to have a gender-equal workforce that reflects the diversity of our customer base.

At Mazars, our employees are encouraged to feel involved in the business and there are many internal projects where the doors are open to participation. There is also the opportunity to make use of Mazars as a global firm by working for a period of time in another international Mazars office.

Our employees take great responsibility in their work, have a will to cooperate, are customer-oriented and are committed. As a member of Mazars, you are involved and influencing and can contribute to a more sustainable business community and society.

Skills development

Skills development is the key that drives the firm forward. Mazars operates in industries where continuous skills development and education is both formal as well as an informal requirement.

The skills development among our employees consists largely of practical experience, but also through a wide range of courses. Course offerings and their scope vary depending on the occupational role of the employee, but also at what stage in their career the employee is at. Our profession requires that we keep up to date in our specialist areas in order to maintain our credibility with industry.

CAREER LADDER AUDITING



We have many competent employees who think it's enjoyable to share their knowledge, which partly occurs via ongoing knowledge sharing in work teams, at the offices and spontaneously, but also organised through internal training sessions. The various business areas of auditing, accounting, and tax follow different guidelines but have clear career paths with pre-selected courses.

Our auditors have a clear career ladder based on experience, development and performance. Through this distribution, staffing on our assignments can also be effective and provide all employees with customer contact. The employee's work performance is monitored annually through evaluations and development talks. We are open to providing the opportunity to set up a career ladder that is appropriate and suitable for the individual employee.

Accounting and salary consultants have a major responsibility to keep up to date with news and changes in all regulatory frameworks that affect customer accounts and payroll. Therefore, all accounting and salary consultants have an individual education plan based on the duties of each consultant.

CAREER LADDER ACCOUNTING

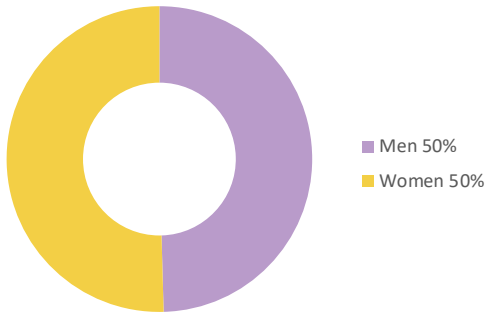


CAREER LADDER PAYROLL

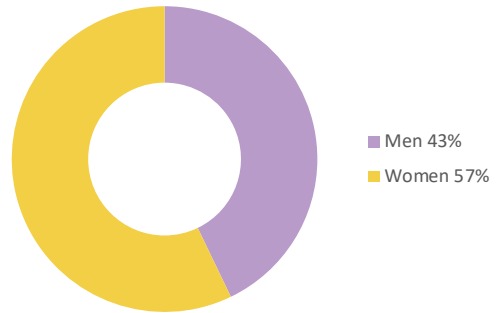


[See career ladder for Tax on page 15]

EMPLOYEES/PARTNERS/FORMER PARTNER ACTIVE FOR THE FIRM/CONSULTS AND TAX CONSULTATIONS/TAX LAWYERS DISTRIBUTED BY GENDER (225)

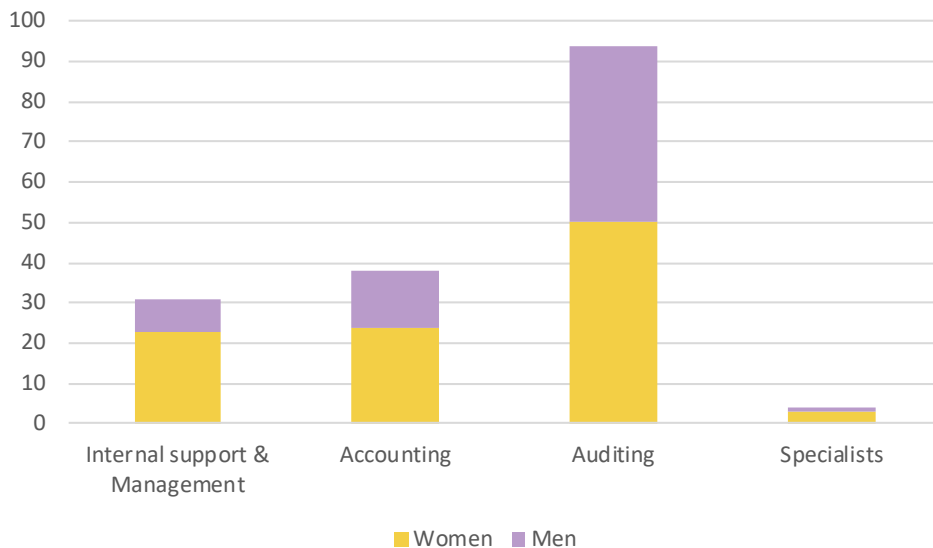


PART-TIME EMPLOYEES DIVIDED BY GENDER (7)

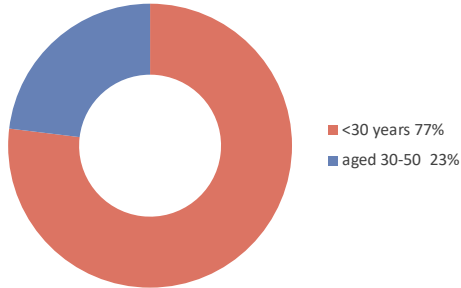


Employees (166) Partners (32), Former partners active in the firm/Consultants (8), Tax Consultants/Tax Lawyers (19) are not counted as employees. If counted, a total of 225 in Mazars SET Revisionsbyrå AB. In addition to the total, there are a number of consultants who work actively for the firm. The distribution of men/women in total for all groups = 50/50.

NUMBER OF PERMANENT EMPLOYEES PER EMPLOYMENT TYPE



NUMBER OF NEW EMPLOYEES PER AGE GROUP
(13 women, 13 men)



NUMBER OF EMPLOYEES PER REGION

Region	Women	Men
North	41	30
South	58	37
Total	99	67

NUMBER OF EDUCATION HOURS PER GENDER AND ROLE

Training Report	Hours	Quantity
Women authorised	1118	30
Men authorised	1575	37
Total	2693	67
Total incl. authorised		
All women	3874	76
All men	3608	64
Total	7482	140

[Note: During the fiscal year, no significant changes in Mazars' structure, size or ownership have taken place.]

Modern and flexible working environment

Our ambition is to create an environment where work

➔ To work from home or on the road is not frowned upon in our operations, and the possibilities are in place to, in a simple manner, balance work with private life.

and private life can be well balanced. To work from home or on the road is not frowned upon in our operations, and the possibilities are in place to, in a simple manner, balance work with private life. Parental leave is encouraged in the entire organisation and may not adversely affect an employee's career and salary development.

The health and well-being of our employees is important. We therefore provide all employees with a healthcare contribution. In order to prevent occupational injuries related to sitting still at desks, we offer ergonomics with a work therapist. Through preventive efforts, we strive to

have healthy and sustainable employees in the long run. All employees are therefore offered regular health check-ups to prevent and identify potential health problems. At our 14 offices, there are staff associations and sports clubs which organise various events for employees. In Stockholm, there is also an art association.

Community

Something we value highly is the feeling of community between our employees in different offices. This is done through various activities during the year. As a start to the autumn, a kick-off is organised. Over two days, we have joint activities and different programmes aimed at strengthening ties and community between all employees. In the last two years, our colleagues in Denmark and Norway have also been invited to participate in the development of cross-border relations.

This year's kick-off was held in Berlin where the theme was teambuilding. With the help of the organisation called Kraftverket, which specialises in teambuilding exercises,



all employees were challenged with everything from choir singing to describing the modern office of the future. They were rewarding challenges that developed the sense of community among employees, which is regarded as one of the most important pillars of a future firm.

Most of our courses are organised internally to strengthen the links between the various offices and their employees. As a new employee, auditing courses are organised during the first three years together with employees in the same graduation year from other offices

Every year, our partners travel to a joint partner conference together with other partners from Mazars international. Over the course of approximately two days, around 700 international partners meet to exchange information and experience. Through an active voting process, they are given the opportunity to participate in and influence Mazars' global strategies and developments forward. Here, many new contacts are made and it's more and more common for us to work across borders and help each other.



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Human rights

We at Mazars are a politically and religiously unbiased company. We assume our social responsibility by responding to all people with respect regardless of sex, race, religion, political opinion, sexual orientation or disability. Both Mazars international and Mazars in Sweden support *UN Global Compacts ten principles*, which aim to make companies assume responsibility in areas such as human rights, labour law, the environment and corruption. Mazars bases its work on these ten principles when new governing documents are established.

Equality

Equality in professional life is now a broader concept than just gender equality. Our discrimination legislation also applies to ethnic affiliation, religion or belief, sexual orientation, disability, part-time and fixed-term employees and age.

Mazars, for the sixth consecutive year, tops the gender equality rating with regards the proportion of female partners among Sweden's seven largest auditing firms. It is rated via the gender equality survey carried about by the industry publication called Balans. At Mazars, the proportion of female partners is 24 percent, which is considered high in a partner-owned business. The proportion of women in management is also high. 57 percent of women

are in the group of other managers and 63 percent of the management team are women. We are proud of the recognition, but are focused on continuing to work for a more gender-equal firm, where there are more women also at the partner level.

According to the gender equality survey, we have been the best in class for many years now, which is why it is even more important that we do not sit back without continuing to develop in this area.

In 2015, Mazars international began to make an annual Yearbook as a supplement to the annual report. In the 2016's edition, we talk about the modern company that is visionary, knowledge-intensive, flexible and sustainable. Mazars Sweden is seen as a model in the diversity issue and therefore participates an in-depth journalist piece about this, where four of our employees are mentioned.



Collective agreement

The Board has long considered the possibility of signing a collective agreement. Together with our HR Manager, we have highlighted the issue from several sources, and the Board has decided in 2016 that the firm will sign collective agreements. The signing takes place in 2017.





Jenny Stenesjö Wöhrman, Tax lawyer, Partner, and a driving force in an international project on gender equality.

What has happened in the "Women in Tax" project during the year?

During the year we have been internationally focused on creating interest and getting more people to become aware and participate in the project. We have been able to market the project internally and to customers during an international tax conference in London in October of 2016. There we were given the opportunity to talk about the project on stage for customers and we had an informative page in the official programme folder.

In order to transcend national borders and continuously inspire each other and assist in the organisation, we have started a LinkedIn group and an internal group within Mazars University where information about tax issues as well as inspiration to grow and dare to take risks will be available to all participants. This shall also serve as an inspiration forum.

The Global Head of Tax, sponsor of the initiative, has also communicated with all Head of Tax people in all countries to encourage them to allow their female employees to participate in the events coordinated within Women in Tax at an international level. An event is being organised at the international praxity conference for all women who participate.

There we have an external lecturer and four female partners in Mazars from the USA, Asia, and Europe. Australia, which will tell about their experiences and "best practice" in building business and growing as a lawyer.

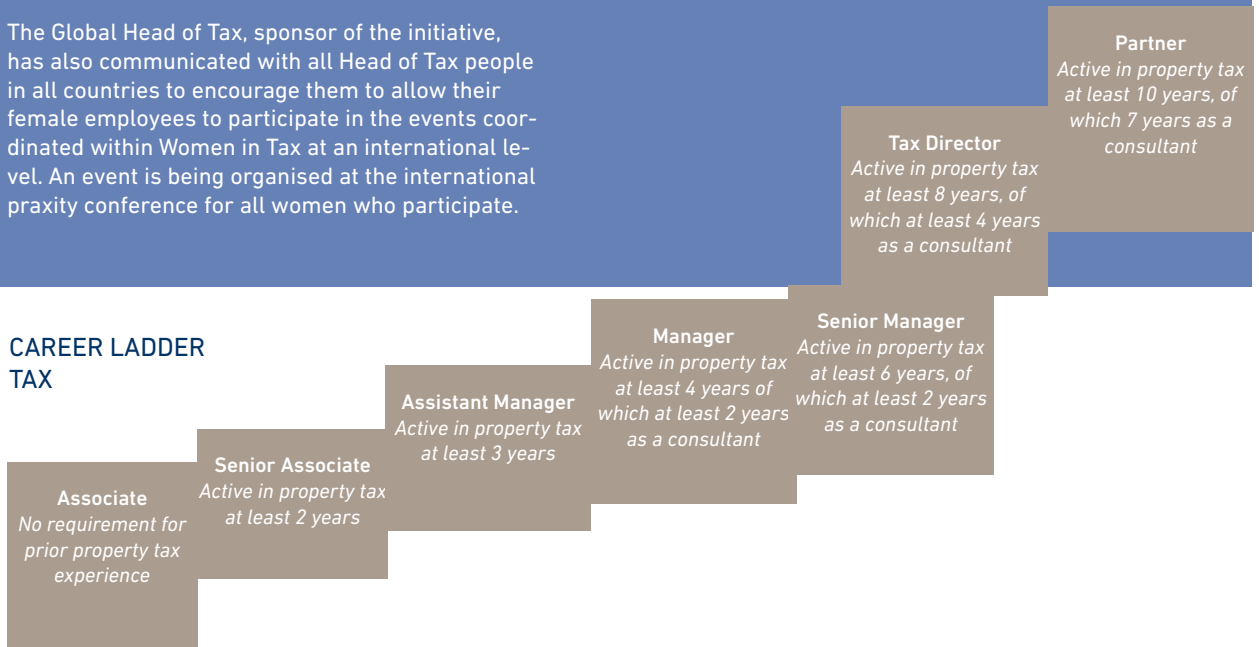
How should Mazars maintain and strengthen its position as the most gender-equal firm in the industry?

Continuous improvement! We are constantly working on finding new ideas that can make it easier for women, e.g. flexible working conditions and digitalisation that makes it possible to work from different locations depending on needs. We will also work proactively to have a working environment that encourages cooperation and inspires women as well as men not to limit themselves by taking into account the past too much. Furthermore, a lot of investments are being made on female leadership and competence. Clear role models result in positive snowball effects.

What do you think are the biggest challenges for Mazars' gender equality work?

Time, to create change takes time and time is in short supply for all consultants. But we need to take the time to invest in finding opportunities. When the issue can be focused on and we have the time, we can locally create an environment that encourages gender equality in the industry.

CAREER LADDER TAX







➔ **Mazars Sweden is at the forefront of sustainability reporting and has initiated an international collaboration in developing a global sustainability strategy for Mazars.**

An international firm

We capitalise on the fact that Mazars is an international firm, and create many different collaborations with other countries. There is the opportunity for our employees to come to an international Mazars office on an exchange for a certain period. Depending on the project, there are different time intervals offered. In the fall of 2016, such an exchange took place where auditing colleague Sean Wilson from Mazars in London spent a few months at our Stockholm office. With the help of Sean, contacts have been made with Mazars England and the understanding of their work with CSR has grown.

Mazars international is one of the initiators in developing a framework for UN Guiding Principles Reporting.

The framework is the first complete tool for reporting of a company's approach to human rights. Among early adopters are a few Swedish and multinational groups. The notion is that companies should use guiding via these principles in their reporting of human rights.

Via an initiative from France, all member states have reported on their work with CSR and described how the status of needs in order to be able to work with the issues. The goal is to create a common strategy and platform for issues about CSR. Mazars Sweden is at the forefront of reporting and sustainability work and has initiated an international collaboration in developing a global sustainability strategy for Mazars.



Development of sustainable services/Market

DEVELOPMENT OF SUSTAINABLE SERVICES/MARKET

We work in an industry based on trust, and it is therefore necessary that everyone who works on behalf of Mazars complies with both legislation and internal values and rules. We have zero tolerance to unethical business practices and corruption. Through our professional endeavours, we contribute to sustainable development and growth in business and society as a whole. In addition, we offer sustainability services such as establishing and certifying sustainability reports.

Ethics

Common to all occupational roles in our industry is trust from customers, the market and the business community. Trust is based on our high level of competence, being up to date and interested in industry news, maintaining high quality, having professional conduct and have a high ethical level in all our assignments. We are members of FAR, which is an association for auditors, accounting consultants and consultants, and we follow the professional ethical rules applicable to the industry. Occupational ethics include, among other things, confidentiality, independence, skills development and quality assurance.

Quality assurance and quality control

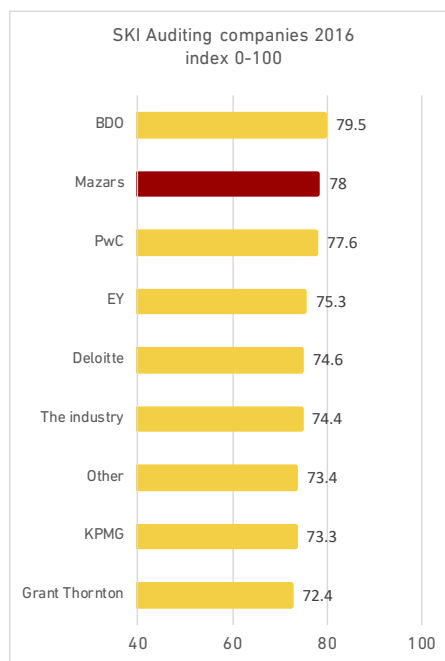
To ensure that everyone at the firm works with the same high level of quality, we actively work with quality assurance in our ongoing assignments and have a system of regular quality controls where we systematically check all authorised auditors and accounting consultants and report the results to FAR. This is a guarantee for us and a guarantee for the outside world that we still have a high level of quality in our work and thus work according to ethical rules set forth.

Services focused on sustainability

We provide sustainability services such as establishing and certifying sustainability reports. We strive to work in accordance with a holistic approach where the sustainability aspect is naturally integrated into all of our business areas.

Sustainable supply chain

Mazars strives to ensure that our purchases of both goods and services are made from responsible suppliers who share and understand our values. During 2015/2016, work was started on adopting a stance where sustainability issues should always be taken into account in the procurement of new suppliers. Special attention should be paid to business critical purchases such as IT, premises and certain services (e.g. IT and HR consultants). During 2016/2017, this will be formalised further.



Swedish Quality Index, SKI's measurement of customer satisfaction is measured on a scale between 0 and 100 and the survey is based on telephone interviews with our customers. A score of over 75 means a strong relationship between company and customer.

➡ Trust is based on our high level of skills, staying up to date and interested in news in the industry, acting professionally and having a high ethical level in all of our assignments.

Community Involvement

COMMUNITY INVOLVEMENT

We want to support organisations that contribute to social development, both at local and national levels. Like Mazars international, we have chosen to target our efforts towards schools and education. A strategy is under way for how we can best support society in the best possible way.

Colleges and Universities

We actively cooperate with colleges and universities and attend various fairs and job market days organised around the country. Through our participation, we have the opportunity to meet students and also have the opportunity to inform about the profession, the industry and what opportunities we have to influence through our participation in maintaining ethics and quality in the companies we work with.

As part of our cooperation with universities and universities, our offices have offered internships in our various departments throughout the year. We actively strive to work with interns so we can start a collaboration together, which also lasts during their studies. At the Malmö office in Sweden, we have been in contact with Maria Mårtensson and Robin Wallberg Dahlqvist, who have both had internships in the spring of 2016, which then developed into permanent positions. Common for both of them is that the first contact with Mazars took place at their respective schools during informational lectures. As an intern, you



↑ Johanna Edman, Auditor, Mazars Lund, participates in the EEE days, LundaEkonomerna's annual career event. We participate actively in various fairs and events at colleges and universities, sometimes we organise competitions and the prize is often a Mazars-branded bicycle from Stålhästen.



← Maria Mårtensson and Robin Wallberg Dahlqvist were former interns at the Malmö office, but are now permanent employees. Common for both of them is that they had their first contact with Mazars at their college/university.

get the chance to gain an insight into the profession that can give you a better understanding of everything practical, how it works in everyday life. According to Robin and Maria, you gain a completely different introduction as an intern than a new employee, laying the foundation over a longer period of time to understand how the professional role works and the tools we use.

Active in the FAR trade association

Mazars is a member of *FAR*, the trade association for auditors, accounting consultants and consultants. *FAR* works both nationally and internationally in developing the auditing and advisory industry, among other things via recommendations, training and referral activities. Mazars has representatives both in the *FAR* Board and in several working groups that actively work with development work carried out in the industry.

One of the development issues that *FAR* actively works on is sustainable development in both small and large companies, for example, annual prizes are awarded for best sustainability reporting, where a specialist group has prepared a recommendation for how to review sustainability reports. A study conducted at Uppsala University in Sweden shows that auditors help to clarify what works and does not work with regard to measurement and reporting of sustainability issues, and that auditors' work is central to increasing the understanding of how sustainability and sustainability reports can be improved. Here, as an industry, we have an important social function to fill.

Member in TEM

We are a member of *TEM* (Technology, Economy, Environment) Foundation, which conducts consultancy activities, conducts research and development projects, operates networks and maintains business-oriented education programmes focusing on sustainability. As a member of *TEM*, we are part of a network where we get the opportunity to meet other companies that work with environmental and CSR issues, which gives us knowledge, contacts and inspiration on how to further develop our sustainability further. During the year, *TEM* organised, together with the corresponding Danish organisation (*Fair CSR*), the conference called *CSR Öresund* which focused on the latest in sustainability. Many interesting speakers were invited. From Mazars, Maria Hansen and Martin Gustafsson attended and exhibited with information about the area of sustainability.

Member of MINE

In autumn 2016, we became a member of *MINE*, which is southern Sweden's largest network of multifaceted companies and public organisations. *MINE* stands for Mentorship, Inspiration, Networking and Education, which are the four pillars on which the organisation is founded. Through mentoring, education and lectures, the organisation works to develop a multicultural society further. As a member of *MINE*, we can network and exchange knowledge at member meetings while contributing to a better and more inclusive society.



➔ RUN FOR DIVERSITY

In April 2016, some of our colleagues ran in an event called "Run for Diversity" in Malmö, Sweden. The race was organised by eight students from Malmö University and the aim was to raise money for refugees. All revenues from the registration fees went to the Red Cross.



Growth Malmö

From our Malmö office, Åsa Andersson Eneberg and My Janghed Askler represent Mazars in the network called *Tillväxt Malmö* (Growth Malmö). In 2011, the organisation was started by the Uppstart Malmö Foundation, whose model is based on seeing more people entering the labour market. Their goal is to help companies employ more people whose outlook on the labour market is limited. They also provide support to smaller companies so that they can grow sustainably and profitably.

Today, the foundation operates three activities that support each other in various ways; *Tillväxt Malmö*, *Uppsök Malmö* and *Good Malmö*, all located under the guidance of Uppstart Malmö. *Tillväxt Malmö* is the result of a joint venture between the business community and Malmö City called *Malmömodellen*. This is aimed at supporting individual entrepreneurs so that their businesses grow, which in turn creates new jobs.

Companies turn to *Tillväxt Malmö* when they need new networks, financing and advice regarding their growth. We have an important role as members of the network to spread our expertise through advice and training for growth companies. This allows for continued growth, which eventually creates more jobs that contribute to a more inclusive society.



Reducing climate & environmental impacts

REDUCING CLIMATE AND ENVIRONMENTAL IMPACTS

As a service company, we do not produce any own goods and therefore have a limited environmental impact. Our recycling activities are primarily related to travel and consumption related to office work, such as paper and energy consumption. Our aim is to act as environmentally smart and climate-smart as possible within these areas.

Sustainable transport solutions

Our service offerings involves many business trips and we have initiated a review of our travel options to find good environmental options. We estimate that we make around 6,500 customer visits per year, both locally, nationally and internationally. Most of our offices are central and close to a train station, which means that we often prioritise travel by train and bus. In the metropolitan areas, it has also proved to be time efficient. We prioritise to as great an extent possible to use taxis which are eco-friendly cars.

Mazars' company prize

An event we are very proud of is "Mazars' company prize". The prize draws attention to the persistent companies that have been on the market for a long time and managed to create growth despite fluctuations in the economy and changes in the surrounding world.

When we awarded the prize for the fourth consecutive year, it went to the Malmö-based company *Byggmästaren AB*. The company offers, on its geographic market, a complement and alternative to the large, nationwide construction companies. The company has 200 employees and operations in Helsingborg, Landskrona and Malmö.

Carin Stoeckmann is the CEO of the company since 2005. She is passionate about development that leads to change. During the 11 years she has been CEO, the company has more than doubled in the number of employees and has experienced a fivefold increase in sales. A value-based leadership, the focus on quality and environment, digitisation and automation is part of the reason behind the success, but also Carin's commitment to participate and change a tradition-based industry.



We have offices in 14 locations and our employees travel a lot between the different offices. In order to reduce the number of trips, the larger offices have invested in video conferencing equipment. By using these, our annual travel has decreased by an estimated 160 trips a year. During the year, we have also begun conferencing through "Skype for Business", which has served as a measure to facilitate digital meetings and training.

Energy consumption

A large part of our environmental and climate impact involves energy use. One part of our effort to reduce energy use has been to choose green leases whenever possible. The Stockholm office, which is our largest office with about 100 employees, signed a green lease with the landlord Vasakronan in 2012. The agreement includes waste management, energy use electricity labelled "Good environmental choice" according to the criteria and

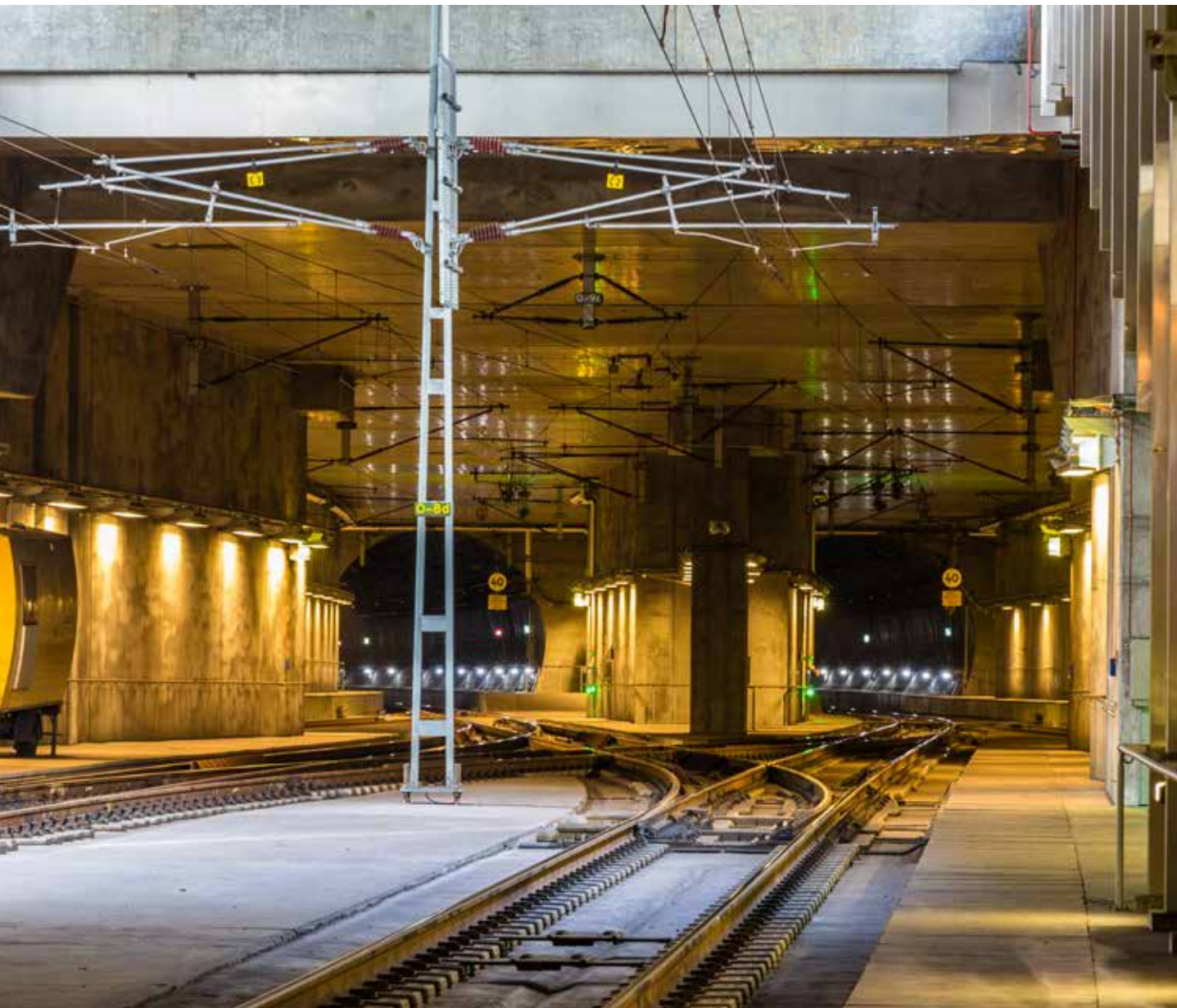
standards established by the Swedish Nature Conservation Association for properties. Our office in Helsingborg, in connection with moving to new premises in 2016, has signed a green lease with the landlord Wihlborgs.

We have historically had a large consumption of paper. A few years ago, the process began to reduce paper consumption, including by having a general attitude to print double-sided on all printers. This has resulted in a noticeable reduction of paper. We estimate that we save about 3.3 tonnes of paper each year through this simple effort. As part of our work towards reducing paper consumption, statistics on all printouts are kept. Our hope is to see a noticeable difference in the coming years when we move towards an increasingly digital work.

From 2016, we offer digital financial statements to our customers, which has streamlined our way of working. An auditing tool is also under development. Among other things, Mazars is working nationally and internationally to develop digital solutions for documentation and archiving.

Office environment

By minimising the use of plastics, we try, with small measures, to change the climate and environmental impact of the offices. We have also begun work on identifying and placing demands on our key suppliers regarding their sustainability work based on their products and transport. This takes place, for example, by not having bottled water, but offering containers with plain or carbonated water, as well as waste sorting.





SUSTAINABLE IT



Milan Vujic, IT-Manager

What has been your biggest challenge since you started?

The biggest challenge has been to get to know all colleagues and understand how to work within the various areas of Mazars. Here I try to book meetings with people who tell me how they work and what they want to improve or change.

How do you look at the future of IT?

IT will be even more involved in business in the future. I believe that in our kind of business we must be able to offer digital services within our business areas. I also strongly believe in automation that removes manual processes/routines that would otherwise require a lot of resources.

Are you working sustainably?

Absolutely. I am taking the train every day to work, and I try to book a train as much as possible for business trips. At the offices, we will work to reduce paper consumption further.

Sustainable IT

Our IT department was awarded a diploma from the company *Inrego* for "Sustainable IT" during the year. We send all of our electronics to Inrego for recycling. Overall, Inrego estimates that we have saved 1,841 kilograms of carbon dioxide emissions, which corresponds to the power to operate 177 refrigerators for one year or to heat up seven apartments over one year.

Digitisation

A current development area in our industry is the digitisation of our services. A digital way of working makes it easier for both customers and employees, and creates new possibilities to e.g. work from a distance. An advantage of the digital work processes is that we greatly reduce paper consumption, not just our own, but also our customers' and partner companies', which is a positive environmental effect.

Our goal is to offer customers a completely digital process with accounting, financial statements and auditing. Digitisation has resulted in a review of software products, tools and even actual work processes, which has led to additional training efforts for employees in order to ensure that quality is retained in assignments.

During the year, together with our software supplier Hogia, we have developed an opportunity to present the financial statements digitally and made digital audits possible (also see interview with Jonas Helleklint below).

Since one year ago, we have also been working to change our work in auditing, a work project that takes place in collaboration with our international colleagues. Our ambition is that we will digitise our working method further from 2017. By doing so, the consumption of paper, binders and registers will decrease sharply.

➔ **Our goal is to offer customers a completely digital process for accounting, financial statements and auditing.**

DEVELOPMENT OF DIGITAL AUDITING TOOLS



Jonas Helleklint, Authorised Accountant and Partner

How has it affected your way of working?

I feel that the change has meant more efficiency in my work than I thought. The steps of printing and sorting paper into a binder have disappeared, making it easier to carry out and finish the audit without losing time to these steps.

What drives you regarding these issues?

To striving to become more modern in our way of working is a major driving force. With full digitalisation of our auditing reports and continued development towards more automated auditing methods, we have greater opportunities for more efficient working practices, improved working environments and it makes us a more attractive employer whilst delivering a better service to our customers.

What do you think will be the biggest advantage of digitalising audit reports?

When the binders disappear, the flexibility of work increases, the ability to work wherever you want and create the conditions for improving the physical environment in the office.

STRATEGY FOR CONTINUED SUSTAINABILITY

In the 2016/2017 fiscal year, we continue to develop both internal and external sustainability efforts. Internally, we continue our work to ensure that our purchases, in the form of both products and services, are made from responsible suppliers who share and understand our values. We will work with following up regarding the new governing documents to ensure compliance within the entire organisation. Furthermore, Mazars continues to further-develop and implement gender equality and diversity strategies. We hope to defend our title as the industry's most gender-equal firm!

During the 2016/2017 fiscal year, our work will continue to evaluate the environmental and climate impacts of our offices. We have previously received help from students through the organisation *Miljöbron* by mapping and reviewing our office's waste management, energy consumption and modes of transport. During autumn 2016, students from Lund University will map the Malmö office and we hope that the investigation will give us valuable insights on how we can reduce our climate impact at the Malmö office and at other offices.

From the spring of 2017 onwards, we will start using digital auditing tools to an increasing extent. We will also continue to increase the share of digitalised financial statements. Our hope is that, as a result, we will be able to reduce our paper consumption significantly compared to the 2015/2016 fiscal year.

We are very pleased to initiate a long-term cooperation with the *Help to Help* organisation. The founder, Malin Cronqvist, spent a few years in Tanzania and reacted to the need to assist young adults further after high school. Since Tanzania is one of the countries that receives the most assistance throughout the world, Malin questioned whether the help reached its destinations and what the benefits of the help were. This became the start of Help to Help's acclaimed crowd-funding concept, making it easier and more personal to contribute to scholarships for higher education. In 2017, we will come up with a plan for our future cooperation as a committed company.



Photo: Kristofer Persson/Help to Help

Malin Cronqvist is the founder of *Help to Help*, which, through crowd-funding, helps students in Tanzania to finance their studies.

GRI INDEX

Mazars bases its sustainability report on GRI's (Global Reporting Initiative) guidelines called G4 and reports according to the Core delimitation.

General Standard Listings:

LISTING	DESCRIPTION	PAGE
Strategy and analysis		
G4-1	Statement from the organisation's highest decision maker	2
Organisational profile		
G4-3	Organisation's name	2
G4-4	The most important brands, products and services	4
G4-5	Location of the organisation's headquarters	2
G4-6	Important countries in which the organisation operates	3
G4-7	Ownership structure and organisation	4
G4-8	Markets in which the organisation operates	3-4
G4-9	Organisation's size	2-3
G4-10	Number of employees per gender, region and employment type	9-10
G4-11	Percentage of personnel covered by collective bargaining agreements	14
G4-12	Description of the supplier chain	18
G4-13	Significant changes during the year regarding the size, structure, ownership of the organisation	11
G4-14	Application of the precautionary principle	5
G4-15	External principles or other initiatives supported by the organisation	6,14,20-21
G4-16	Membership in trade organisations	6,20
Identified essential aspects and delimitations		
G4-17	Group companies included in the accounting	N/A
G4-18	Process for the definition of contents in the accounting	7
G4-19	Essential aspects identified	8
G4-20	Essential aspects within the organisation	6,8
G4-21	Essential aspects outside of the organisation	6,8
G4-22	Changes to previously reported information	3
G4-23	Significant changes to the accounting's delimitations and scope	3,7-8
Communication with stakeholders		
G4-24	Groups of interest which the organisation is in contact with	7
G4-25	Principle for the identification and selection of stakeholders	7
G4-26	Procedures for communication with stakeholders	7
G4-27	Important issues raised during communication with stakeholders	7-8

GRI INDEX CONTINUATION

General Standard Listings:

LISTING	DESCRIPTION	PAGE
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G4-28	Reporting period	Cover
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G4-30	Accounting cycle	Cover
G4-31	Contact person	32
G4-32	Accounting in accordance with GRI's guidelines and GRI index	27
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G4-34	Statement of the organisation's corporate governance	6-7, 26, AR
Ethics and integrity		
G4-56	Organisation's values, principles, codes of conduct	5

Specific Standard Listings:

LISTING	DESCRIPTION	PAGE
Financial impact		
Essential aspect: Indirect financial impact		
G4-DMA	Control	6-7, 18
G4-EC1	Financial outcome for the period	2, AR
G4-EC8	Significant indirect financial effects	18, 20-21, 26
Environmental impact		
Essential aspect: Energy		
G4-DMA	Control	6-7
G4-EN3	Energy consumption within the organisation	22-23
Essential aspect: Emissions		
G4-DMA	Control	6-7
G4-EN16	Indirect greenhouse gas emissions	22
Social impact		
Essential aspect: Employment		
G4-DMA	Control	6-7
G4-LA2	Benefits to employees	12
Essential aspect: Education		
G4-DMA	Control	6-7,12
G4-LA9	Number of training hours	11
G4-LA11	Regular evaluation and career development	9

Specific Standard Listings - continued:

LISTING	DESCRIPTION	PAGE
Essential aspect: Diversity and gender equality		
G4-DMA	Control	6-7,12
G4-LA12	Composition of Board and management, as well as employees	10
Human rights		
Essential aspect: Anti-discrimination		
G4-DMA	Control	14
G4-HR3	Number of cases of discrimination and measures taken	No cases reported
Society		
Essential aspect: Anti-corruption		
G4-DMA	Control	14
G4-S03	What and how many anti-corruption based activities have been carried out	18
Product liability		
Essential aspect: Labelling of products and services		
G4-DMA	Control	6-7, 18
G4-PR5	Result of customer satisfaction survey	18

Distribution of responsibilities in the sustainability group

Angelica Ericsson, Viktoria Wessman & Maria Hansen:

Responsible for the firm's internal work and development of the sustainability report. Also works with sustainability services, including advice on corporate sustainability work and the review of sustainability reports.

Yvonne Jansson: Authorised accounting consultant in Stockholm, works with development issues for the sustainability report business area, and works with the establishment and review of sustainability reports.

Martin Gustafsson: Authorised auditor in Lund, works with the review of sustainability reports, monitors laws and regulations for sustainability reporting in large companies and development of the business area.



Photo: Særun Hrafnkelsdóttir Nórén

Welcome to contact us!

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