



# Mazars in the UK

Pay gap report 2021

mazars



## Introduction

### Foreword by Mags Laidlaw, Partner, UK Executive Team

**As the Executive Sponsor for inclusion, diversity and wellbeing at Mazars, I'm passionate about creating a positive and inclusive culture where every individual is given the opportunity to thrive and succeed.**

We have made progress as a firm over the last few years and we have seen a decrease in our gender and ethnicity pay gaps, which we are encouraged by. However, we recognise that we must continue this momentum if we are to embed long-lasting systemic change across the firm.

We are fully committed to creating an inclusive environment for all, and one of the steps that we have taken is to assess and evaluate how we attract, recruit, develop and progress diverse and talented people. We have implemented a number of actions as a result which you can read more about in this report.

But we know it goes beyond this. Creating real, long-lasting change requires all of us to work together and our most senior people must role model the behaviours we wish to see reflected throughout the firm. To help us embed inclusive leadership behaviours and hold ourselves accountable, we have introduced an inclusion and diversity goal for each and every partner. We have also launched an inclusive leadership programme to help ensure our future partners challenge themselves to understand the diverse perspectives and experiences of our teams and bring their qualities as inclusive leaders to the fore.

At a firmwide level, we have created an action plan

for each of our service lines which underpins the inclusion and diversity goal and helps us drive our strategy forward. Each service line is supported by inclusion and diversity partner sponsors who are responsible for driving action and momentum across all areas of our business.

As part of our commitment to help us attract diverse and talented people to Mazars, we have signed up to a number of initiatives such as Access Accountancy, 10,000 Black Interns and the Valuable 500.

Our regular speed mentoring events enable team members to learn about the career journeys of our leaders, and we have introduced a reverse mentoring programme to help senior leaders better understand the lived experiences of individuals from minority backgrounds. We see this sharing of lived experiences as an integral part of creating an inclusive culture, and we encourage all team members and partners to become active allies and join any of our nine diversity networks which are open to everyone in the firm.



**Mags Laidlaw**  
Inclusion, Diversity and Wellbeing  
Executive Sponsor

We confirm that we have reviewed the Mazars pay gap data provided which has been collated in accordance with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

**Mags Laidlaw**  
Head of Privately Owned Business

**Phil Verity**  
UK Senior Partner

**Toby Stanbrook**  
Chief Operating Officer

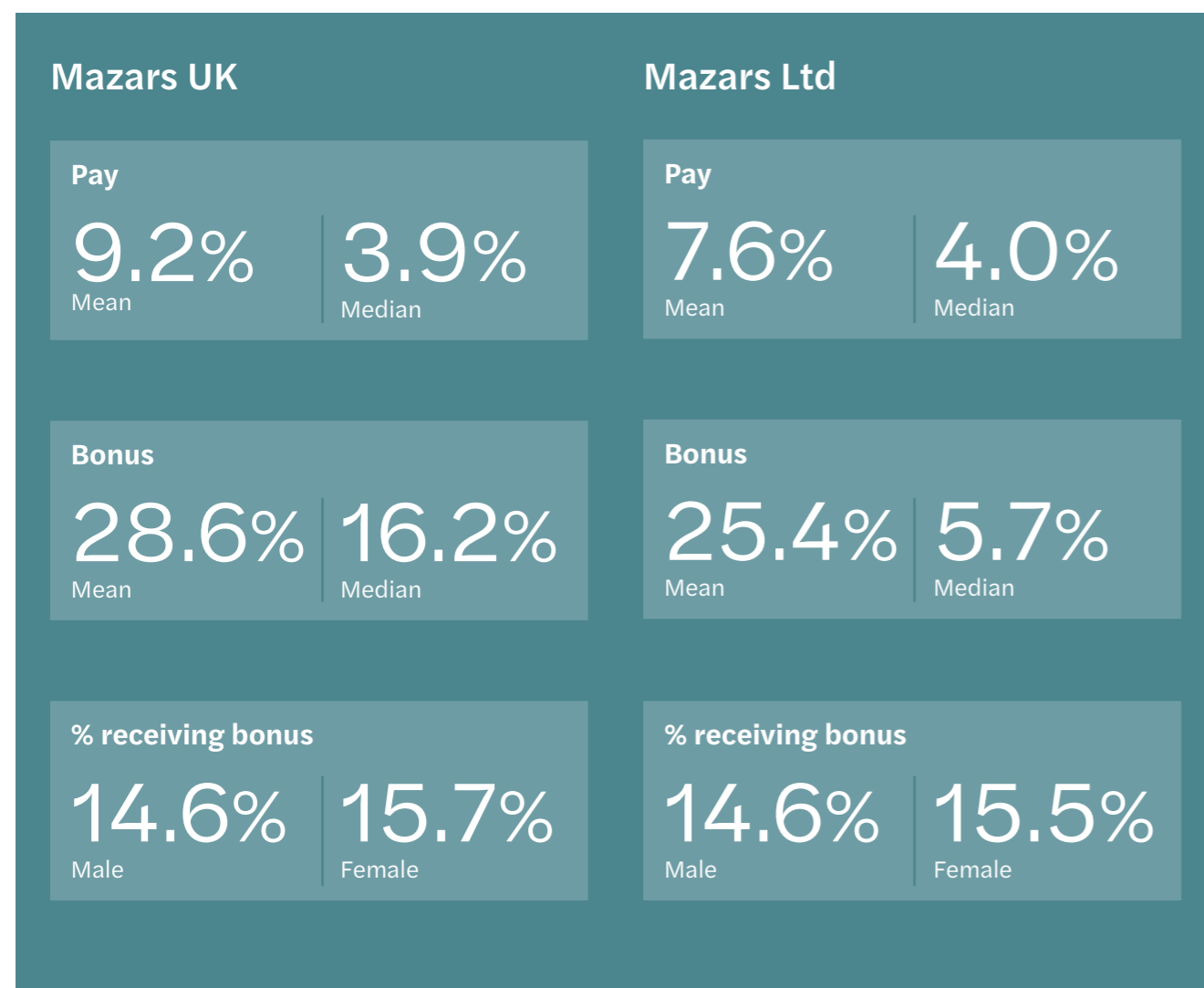
## Mazars gender pay gap at a glance

The gender pay gap shows the difference between the average hourly pay between male and female employees at Mazars. It provides a snapshot of the gender balance at a point in time (the 'snapshot' date) of 5 April 2021.

The gender pay gap is distinct from equal pay, which is about ensuring that men and women are paid the same for carrying out work of equal value. According to the UK gender pay gap regulations, we are required to report on all of our entities that employ 250 or more employees, at the snapshot date of 5 April 2021.

Because we consider the gender pay gap for all of our employees, the gender pay gap shown is for all Mazars in the UK and Mazars Limited employees.

Mazars has one legal entity with more than 250 employees, Mazars Limited. Under the reporting regulations, we are required to report our gender pay gap for this entity separately.

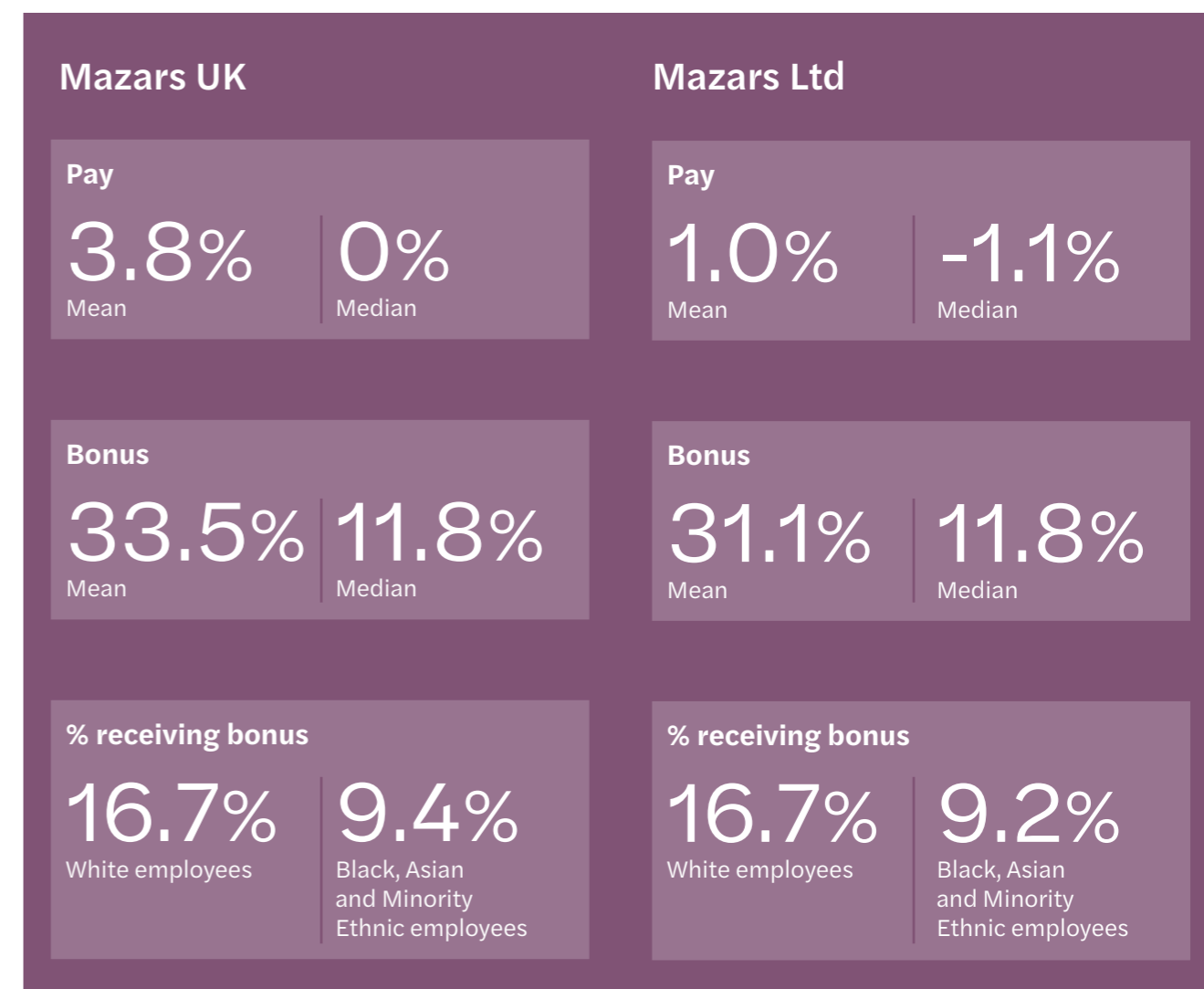


## Mazars ethnicity pay gap at a glance

The ethnicity pay gap shows the difference between the average hourly pay between White and Black, Asian and Minority Ethnic employees in Mazars in the UK at the snapshot date of 5 April 2021.

In addition to publishing our gender pay gap figures, we are voluntarily publishing our pay gap and bonus gap figures for our Black, Asian and Minority Ethnic staff.

We have followed the gender pay gap reporting methodology to calculate our ethnicity pay at the snapshot date of 5 April 2021.



## Mazars UK

### Staff pay gap

9.2%	3.9%
Mean	Median

### Partner gap

19.2%	24.6%
Mean	Median

### Staff and partners (inc bonus)

35.4%	11.7%
Male	Female

### Our calculations are based on the:



- Staff pay gaps before bonus for the combined UK firm as set out above;
- Profit share (i.e. earnings) that our partners at 5 April 2021 received for our last financial year which ended on 31 August 2021; and
- Combined post bonus difference between partner total earnings and staff total earnings for both men and women.

The calculations used are a combination of base pay and bonuses as we believe that this is the best means for comparing partner and staff earnings side by side.

## Mazars in the UK partners and staff gender pay gap

**Our data shows that our gender pay gaps continue to be driven by having more white men at senior levels where salaries are typically higher. We are confident that, as a result of our regular analysis and monitoring, we meet our equal pay obligations.**

These calculations reveal a partner gender pay gap where male partners received, on average, higher earnings than female partners. This gap arises because we have fewer women in senior roles within the partnership.



**Creating an inclusive and diverse workplace is at the heart of our firmwide strategy. We're committed to ensuring that Mazars is a place where our people have a sense of belonging and can be their true selves at work. It's important that the firm's culture reflects our teams, our clients and the communities that we serve.**



Through our inclusion and diversity strategy, we're focusing on all aspects of the employee lifecycle to ensure that our people feel engaged as they progress their careers, from inclusive attraction and recruitment, to progression and retention. We're working to ensure that inclusion and equity are central to decision making processes such as pay and promotions.

Over the next few pages, we've outlined some of our key strategic areas of focus and the actions we're taking to reduce our pay gaps.

### **Inclusive attraction and recruitment**

- We use analytics in our recruitment process to score our job descriptions and ensure that we are using gender neutral language
- We have signed up to a number of programmes to help us attract diverse talent, including Access Accountancy, the Valuable500 and 10,000 Black Interns
- We have created the Mazars returners programme to support people returning to work after an extended career break
- We ensure that our interview panels are diverse during the recruitment process
- We use the Rare Contextual Recruitment System in our early careers recruitment to help us identify candidates with the greatest potential

### **Progression**

We have launched:

- An inclusive leadership programme
- A reverse mentoring programme to enable our people from ethnic minority backgrounds to share their lived experiences with senior leaders
- A speed mentoring programme to inspire and share the diverse career journeys of our partners with team members

### **Retention and engagement**

- We have launched a new 'families' network to provide support for working parents and carers across the firm
- We have created an inclusion alliance to bring together senior leaders and the leads of our diversity networks

- We regularly share the lived experience of our people internally as well as externally
- We have extended our transitional coaching to all parents taking leave, including workshops, one to one coaching and line manager coaching

### **Role modelling behaviours to create an inclusive culture**

We recognise just how important it is for our most senior people to role model the inclusive behaviours that we want to see reflected across the firm.

To help us create a culture where every individual at Mazars feels like they belong, in 2021 we introduced an inclusion and diversity goal for all partners. The purpose of the goal is to ensure that partners are equipped to build and lead diverse teams, and that they understand the impact of unconscious bias, as well as the steps they can take to mitigate this at a personal and systemic level.

**Prasam Patel, a partner in our Tax Advisory team and one of our inclusion and diversity partner sponsors, explains how we're driving action to help us create an inclusive culture.**



**Prasam**  
Partner

"By committing each of our partners to having an inclusion and diversity goal against which they are measured each year, we have brought the issue to the forefront of the minds of our leaders. It encourages them to think and act differently; the only real way that change can be achieved."

### Mazars inclusive leadership programme

Creating a culture of inclusion and belonging requires leaders who understand the value of diverse perspectives and lived experiences.

Our inclusive leadership programme supports our people to develop the qualities that are needed to be inclusive leaders.

**Pauline participated in the inclusive leadership programme and shares how she has benefited from the experience**



**Pauline**  
Director

“The programme provided a fantastic series of workshops, peer coaching and one to one sessions which I thoroughly enjoyed, and my confidence has grown as a result. One of my key takeaways is to be intentional in what I do; to continue to challenge the status quo and to ensure inclusive leadership.”



**Pujah**  
Director

“Mazars allows me the freedom to work flexibly and choose when and where I work. This balance has given me the opportunity to work on exciting projects, attend events and take on strategic leadership roles, alongside settling my son into school, spending one on one time with my daughter and being present in their early years.”

### Mazars families network

Our nine diversity networks enable people across the firm to connect and share their lived experiences.

With many parents and carers at Mazars impacted by Covid-19, our families network has provided a space to come together and support one another during challenging times.

**Pujah shares how Mazars’ approach to flexible working has allowed her to find balance in her professional and personal life.**



**Elaine**  
Manager

“The executive coaching sessions I received helped me settle back into the working world by allowing me to focus on the positive skills that I have to offer and setting achievable goals”

### Mazars returners programme

Returning to work following a career break can be a daunting experience and our returner programme provides coaching and support for those coming back to the workplace.

**After a five year career break, Elaine joined Mazars and received coaching through our returner programme.**

### Mazars inclusion alliance

A fundamental part of our inclusion strategy is ensuring that senior leaders in our business have the opportunity to listen to and learn about the experiences and perspectives of our team members.

Through our inclusion alliance, the leads of our diversity networks meet with our Inclusion, Diversity & Wellbeing (ID&W) Executive Sponsor, HR Director and the Head of ID&W on a monthly basis and regularly provide feedback to our UK Executive team.

**As the lead of our Muslim network, Ruzwan explains how the committee is creating momentum behind the firm’s inclusion and diversity strategy.**



**Ruzwan**  
Manager

“By meeting as an inclusion alliance, we’ve been able to identify where we can make improvements to help drive the firm forward. We’re work towards the common goal of making Mazars more inclusive for all, creating change at both an individual and an institutional level, and ensuring that diversity and inclusion is embedded across all areas of the firm.”

## Mazars pay gap in detail

### Gender

Mazars in the UK	FY21	FY20
Gender pay gap (median)	3.9%	4.8%
Gender pay gap (mean)	9.2%	9.3%
Gender bonus gap (median)	16.2%	-1.7%
Gender bonus gap (mean)	28.6%	15.0%
Males receiving bonus	14.6%	33.7%
Females receiving bonus	15.7%	33.6%

Quartiles	Male	Female
Lower	47.0%	53.0%
Lower middle	52.6%	47.4%
Upper middle	48.1%	51.9%
Upper	58.6%	41.4%

Mazars Ltd	FY21	FY20
Gender pay gap (median)	4.0%	3.6%
Gender pay gap (mean)	7.6%	8.4%
Gender bonus gap (median)	5.7%	-2.5%
Gender bonus gap (mean)	25.4%	10.0%
Males receiving bonus	14.6%	31.8%
Females receiving bonus	15.5%	31.1%

Quartiles	Male	Female
Lower	46.6%	53.4%
Lower middle	52.5%	47.5%
Upper middle	49.5%	50.5%
Upper	56.5%	43.5%

### Mazars UK partners and staff gender pay gap

Mazars in the UK	2021		2020	
	Mean	Median	Mean	FY20
Staff pay gap	9.2%	3.9%	9.3%	4.8%
Partner gap	19.2%	24.6%	12.0%	5.6%
Staff and partners (inc bonus)	35.4%	11.7%	29.9%	12.7%

### Ethnicity

Mazars in the UK	FY21	FY20
Ethnicity pay gap (median)	0.0%	3.9%
Ethnicity pay gap (mean)	3.8%	6.9%
Ethnicity bonus gap (median)	11.8%	47.0%
Ethnicity bonus gap (mean)	33.5%	30.8%
White employees receiving bonus	16.7%	37.7%
Ethnic minority employees receiving bonus	9.4%	22.2%

Quartiles	Ethnic minority*	White
Lower	19.6%	80.4%
Lower middle	28.4%	71.6%
Upper middle	29.0%	71.0%
Upper	20.5%	79.5%

Mazars Ltd	FY21	FY20
Ethnicity pay gap (median)	-1.1%	1.8%
Ethnicity pay gap (mean)	1.0%	5.4%
Ethnicity bonus gap (median)	11.8%	47.7%
Ethnicity bonus gap (mean)	31.1%	30.0%
Ethnic minority employees receiving bonus	9.2%	20.8%
White employees receiving bonus	16.7%	35.5%

Quartiles	Ethnic minority*	White
Lower	20.4%	79.6%
Lower middle	27.9%	72.1%
Upper middle	29.5%	70.5%
Upper	23.4%	76.6%

\* Ethnic Minority includes Black, Asian and Minority Ethnic employees

### Definitions

The Mean shows the difference between the average hourly rate of pay and the mean bonus payments of male employees compared to that of female employees.

The Median shows the difference in the median hourly rate of pay and the median bonus payments of the 'middle' male employee compared to that of the 'middle' female employee.

The Quartiles are calculated by ranking the pay for each employee from lowest to highest. This list is then divided into four equal sized groups of men and women.

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