



# Mazars in the UK

Pay gap report 2022

mazars



## Introduction

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

**We recognise just how important it is to create an inclusive environment where every individual feels like they belong and is given the opportunity to succeed.**

Our overall pay gap continues to reduce across the firm, and this reflects the targeted action plans we've put in place and our ongoing commitment to embedding long-term sustainable change. But the pace of change is slower than we would like it to be, and we know that we have much more to do to close the gaps even further.

We believe that transparency is essential to creating a level playing field for all, and to support this, we continue to voluntarily publish our ethnicity and partner pay gaps for the fifth and sixth years respectively. In doing so, we can track the progress we're making and hold ourselves accountable over the long-term.

We know that sustainable change requires us to embed inclusion throughout everything we do, from how we attract and recruit people to join our business, through to how we support them as they progress and develop their careers. And this requires us to develop action plans and take measurable steps to ensure that we're providing equality of opportunity for everyone in our firm. We're therefore pleased to share our key action plans in this report.

Creating a culture where inclusive behaviours are role modelled is one of our key priorities. We've introduced dedicated initiatives for senior leaders including an inclusion and diversity goal for all partners and a reverse mentoring programme to help us embed the inclusive behaviours we want to see reflected across the firm. Reverse mentoring empowers our team members to share their lived experiences with partners and this is underpinned by our firmwide #everystoryisdifferent campaign.

We believe in the power of allyship and we encourage all team members to join any one of our ten diversity networks, which provide a safe space to share experiences and celebrate diverse perspectives. Within the last year we've introduced two new networks to support social mobility and people experiencing menopause. Through our Inclusion Alliance we bring together the leads of our diversity networks with the most senior leaders in our business to ensure that the voices of our people are heard. We explore the importance of inclusive behaviours in our 'conscious inclusion' sessions, and our networks host regular events throughout the year that are open to all and provide a space to discuss a broad range of topics through an intersectional lens.

Attracting and recruiting individuals from a variety of diverse backgrounds is really important to us, in particular offering opportunities to people who may not have considered a career in professional services. To encourage candidates to join our industry, we're proud to provide paid placements through the 10,000 Black Interns and Able Interns programmes, and we continue our longstanding support of Access Accountancy to provide talented young people from all backgrounds with access to our profession.



**Mags Laidlaw**  
Head of People

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

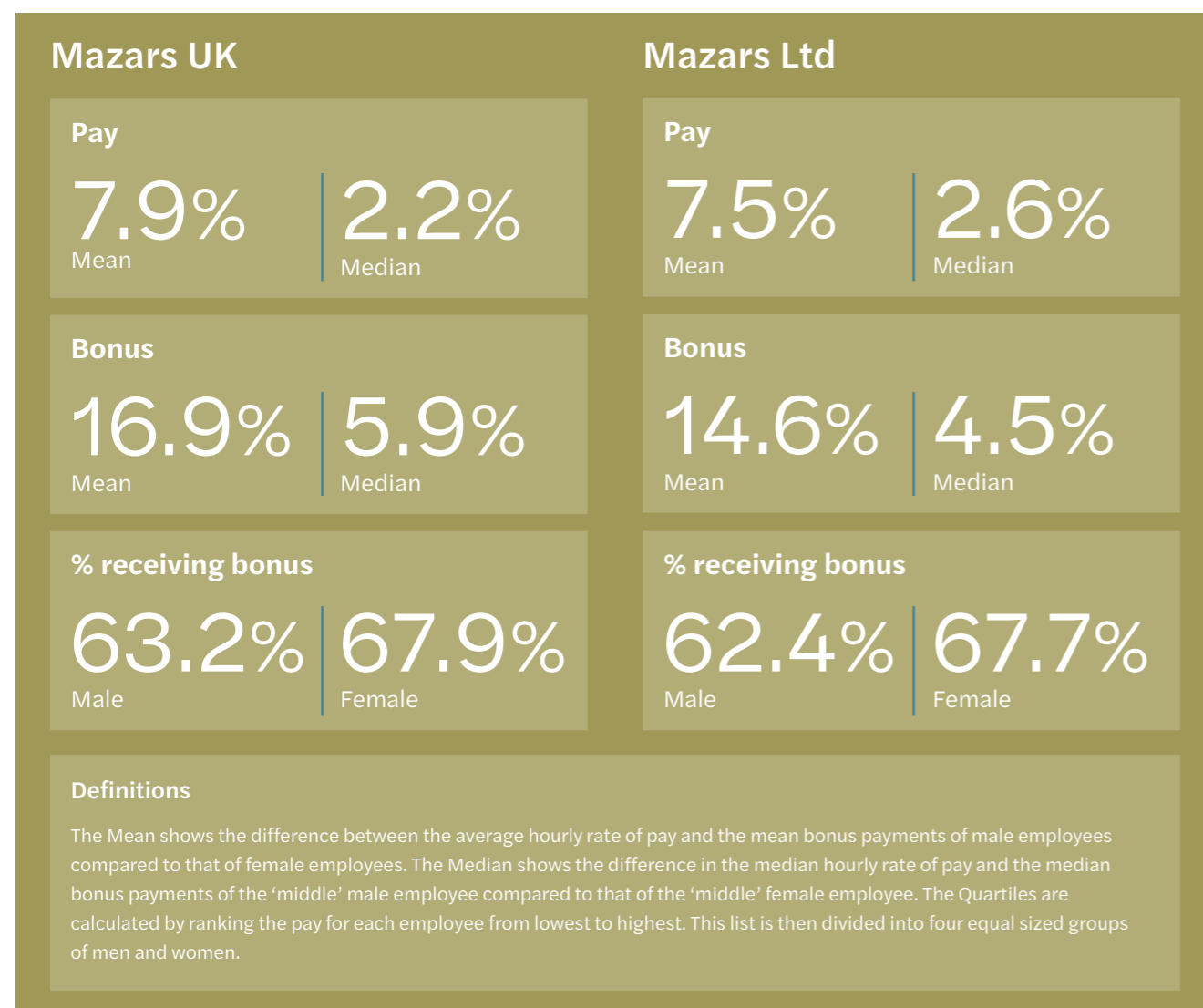
## Mazars gender pay gap at a glance

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

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 2022.

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.

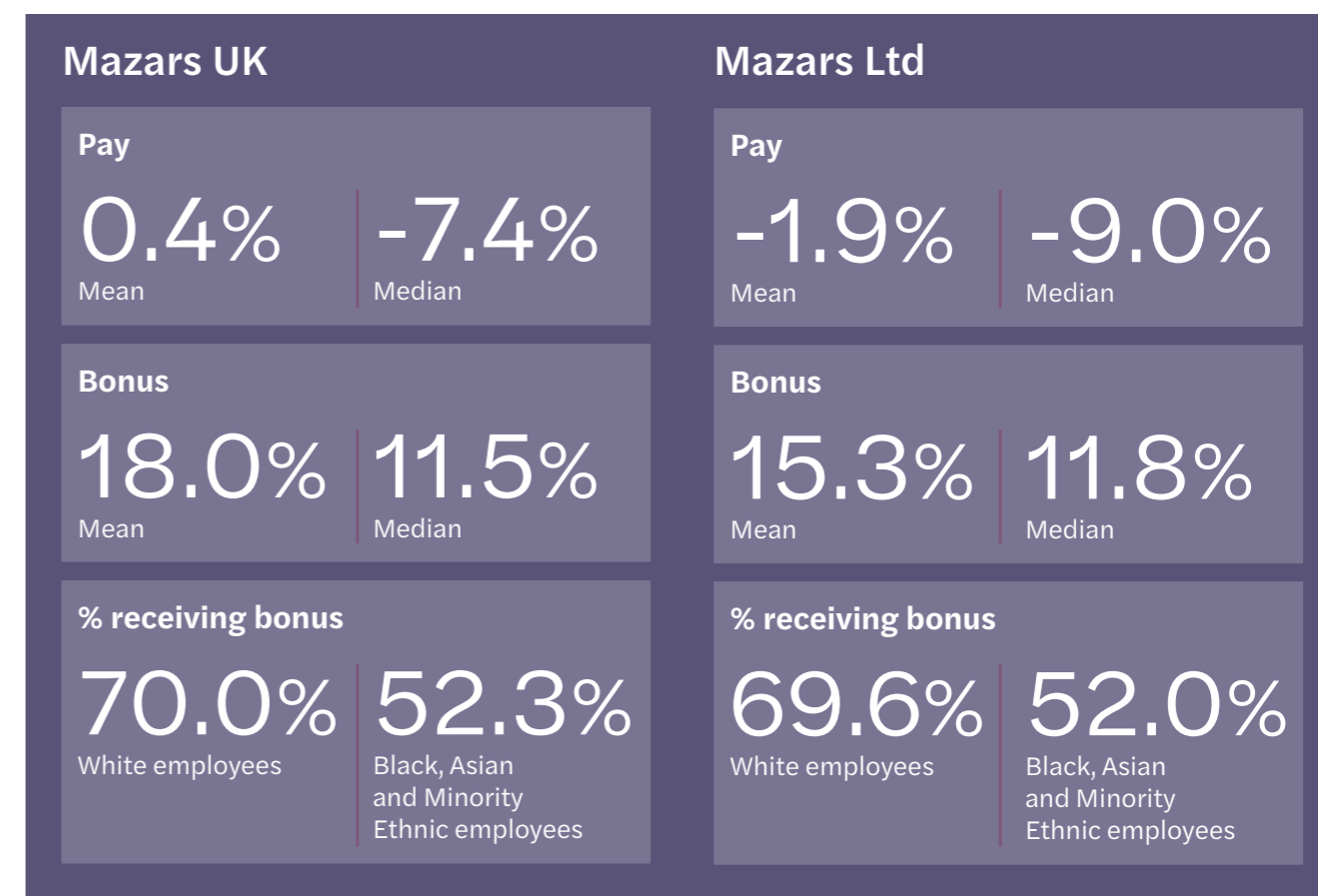


## Mazars ethnicity pay gap at a glance

We have followed the gender pay gap reporting methodology to calculate our ethnicity pay. The ethnicity pay gap shows the difference between the average hourly pay between White and all Black, Asian and Minority Ethnic employees in Mazars in the UK at the snapshot date of 5 April 2022.

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 2022.



## Mazars in the UK partners and staff gender and ethnicity pay gaps

**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 keen to be transparent and this year we have also published our ethnicity pay gaps. We are confident that, as a result of our regular analysis and monitoring, we meet our equal pay obligations.

### 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 2022 received for our last financial year which ended on 31 August 2022; 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

### Gender

#### Staff pay gender gap

<b>7.9%</b>	<b>2.2%</b>
Mean	Median

#### Partner pay gender gap

<b>19.5%</b>	<b>27.8%</b>
Mean	Median

#### Staff and partners (inc bonus)

<b>28.8%</b>	<b>7.0%</b>
Male	Female

### Ethnicity

#### Staff pay ethnicity gap

<b>0.4%</b>	<b>-7.4%</b>
Mean	Median

#### Partner ethnicity gap

<b>10.7%</b>	<b>29.2%</b>
Mean	Median

#### Staff and partners (inc bonus)

<b>34.3%</b>	<b>9.4%</b>
Mean	Median



## Our strategy in action

### We're dedicated to ensuring that Mazars is a place where every team member and partner has a sense of belonging and pride in our firm.

Our focus is on creating an inclusive culture where we put our people first and ensure that there is a level playing field for all to enable every individual to reach their full potential. Our purpose as a firm is 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 therefore believe it's imperative that our culture reflects our clients and the communities we serve.

Creating a culture of inclusion takes time and an ongoing commitment. That's why we consider an individual's whole journey at Mazars, from the time they're attracted to our firm and join us as a colleague, through to developing and progressing their career at every level. We educate and empower our senior leaders to role model inclusive behaviours, with programmes dedicated to supporting partners with their own learning journey to help us embed inclusion throughout every aspect of life at Mazars.



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

#### Attraction and recruitment

- We use gender neutral language in our recruitment processes to ensure that we attract a wide pool of candidates from a diverse range of backgrounds
- We actively support a number of pipeline programmes including 10,000 Black Interns, Able Interns and Access Accountancy to attract candidates at the start of their careers

#### Progression

- We empower leaders of the future through our inclusive leadership programme
- We embed inclusive behaviours through our 'conscious inclusion' sessions
- We promote understanding through our lived experience programmes

#### Retention and engagement

- We provide safe spaces through our network groups and we have introduced new networks this year focusing on social mobility and menopause support
- We promote a culture of allyship by encouraging everyone at Mazars to become an ally
- We host regular events through our network groups which explore inclusion through an intersectional lens
- We connect our network groups with senior leaders through our Inclusion Alliance to hold ourselves accountable and ensure we're making positive progress
- We create a culture of understanding and empathy through campaigns such as #everystoryisdifferent to empower every individual to bring their unique self to work

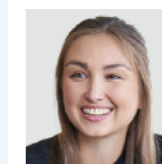
#### Partner inclusion and diversity goal



**Suresh**  
Partner

"We're striving to make inclusion, diversity and wellbeing (ID&W) an intrinsic part of who we are and what we do. Mazars partners play a vital role in leading our teams and turning our ID&W strategy into reality for everyone across the firm. That's why every partner has an ID&W goal in their annual performance objectives."

#### Balance network



**Laura**  
Senior Consultant

"I've been actively supported by senior leaders to make my ideas come to life and I've felt empowered to communicate with people at all levels. The Balance network has members from all grades and this ensures that viewpoints from different perspectives are represented."

## Balance network



**Elisa**  
Partner

“It’s important to me to work at a firm that allows me to be my true self; a mother to two children, one of whom is disabled, and a partner in the business. Mazars provides me with the flexibility to work in a sustainable way around my non-work life and is incredibly supportive of individuals. For me, being part of the Balance network is about supporting each other by sharing our unique stories to show that there is no one profile to be fitted.”

## 10,000 Black Interns



**Tolu**  
Executive

“I joined Mazars as part of the 10,000 Black Interns programme and I’m now a team member. Mazars has not only empowered me to take ownership of my growth and development, but has served as a safe space where I can be myself and play an active role in shaping the team and a rapidly growing business.”

## Reverse mentoring



**Polly**  
Associate Client Advisor

“I joined the reverse mentoring programme because I saw it as something quite special and I’m interested in how my experience as a junior in a minority group can impact Mazars. I’m looking forward to sharing my perspectives with partners at future meetings.”

## REACH network



**Hina**  
Partner

“As the lead for the REACH network, I support the firm in our ethnicity agenda by collaborating with teams to share experiences, understand the challenges, encourage allyship and help our teams to develop. We respect, share and celebrate our differences.”



# Mazars pay gap in detail

## Gender

Mazars in the UK	FY22	FY21
Gender pay gap (median)	2.2%	3.9%
Gender pay gap (mean)	7.9%	9.2%
Gender bonus gap (median)	5.9%	16.2%
Gender bonus gap (mean)	16.9%	28.6%
Males receiving bonus	63.2%	14.6%
Females receiving bonus	67.9%	15.7%

Quartiles	Male	Female
Lower	49.6%	50.4%
Lower middle	50.8%	49.2%
Upper middle	47.1%	52.9%
Upper	58.8%	41.2%

Mazars Ltd	FY22	FY21
Gender pay gap (median)	2.6%	4.0%
Gender pay gap (mean)	7.5%	7.6%
Gender bonus gap (median)	4.5%	5.7%
Gender bonus gap (mean)	14.6%	25.4%
Males receiving bonus	62.4%	14.6%
Females receiving bonus	67.7%	15.5%

Quartiles	Male	Female
Lower	49.0%	51.0%
Lower middle	51.1%	48.9%
Upper middle	47.6%	52.4%
Upper	58.0%	42.0%

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

Mazars in the UK	2022		2021	
	Mean	Median	Mean	Median
Staff pay gap	7.9%	2.2%	9.2%	3.9%
Partner gap	19.5%	27.8%	19.2%	24.6%
Staff and partners (inc bonus)	28.8%	7.0%	35.4%	11.7%

## Ethnicity

Mazars in the UK	FY22	FY21
Ethnicity pay gap (median)	-7.4%	0.0%
Ethnicity pay gap (mean)	0.4%	3.8%
Ethnicity bonus gap (median)	11.5%	11.8%
Ethnicity bonus gap (mean)	18.0%	33.5%
White employees receiving bonus	70.0%	16.7%
Ethnic minority employees receiving bonus	52.3%	9.4%

Quartiles	Ethnic minority*	White
Lower	20.20%	79.8%
Lower middle	29.20%	70.8%
Upper middle	37.10%	62.9%
Upper	25.50%	74.5%

Mazars Ltd	FY22	FY21
Ethnicity pay gap (median)	-9.0%	-1.1%
Ethnicity pay gap (mean)	-1.9%	1.0%
Ethnicity bonus gap (median)	11.8%	11.8%
Ethnicity bonus gap (mean)	15.3%	31.1%
Ethnic minority employees receiving bonus	52.0%	9.2%
White employees receiving bonus	69.6%	16.7%

Quartiles	Ethnic minority*	White
Lower	20.6%	79.4%
Lower middle	29.2%	70.8%
Upper middle	38.6%	61.4%
Upper	27.3%	72.7%

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

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

Mazars in the UK	2022		2021	
	Mean	Median	Mean	Median
Staff pay gap	0.4%	-7.4%	Data for 2021 not available	
Partner gap	10.7%	29.2%		
Staff and partners (inc bonus)	34.3%	9.4%		

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