

TRANSPARENCY REPORT

For the financial year ended 31 August 2015



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01 Introduction



We are pleased to present the 2014/15 transparency report for Mazars in the UK.

Mazars in the UK is part of an international, integrated partnership – unique in the audit and accountancy profession – which provides audit, tax and advisory services to businesses, not for profit organisations, governments and individuals.

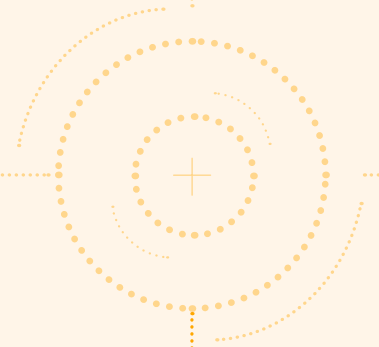
As of 31 August 2015, Mazars is present in 74 countries, with 15,500 professionals. Our consolidated turnover for the year 2014/15 was €1,252.7m, a year-on-year increase of 15.9%. The UK business, which on 31 August 2015 had 128 Partners and over 1,650 professional staff, achieved a 14% growth in fee income to £149.7m.

As a global partnership we proudly work alongside the dominant players, acting as group auditors to some of the largest companies in the world. Fostering transparency and building public trust is thus at the very heart of our business. And we don't just pay lip service to these ideas: we voluntarily demonstrate the same level of transparency required of our publicly listed clients in the audited, consolidated group accounts that we have published since 2004 – the only international firm to do so.

In the UK, audit represents the highest proportion of fee income and the largest number of staff of any of our service lines. We place huge importance on maintaining the highest possible standards of audit quality, and in the last year have continued to make significant investments to support this commitment. In particular, we have dedicated significant resources to our training programmes, and to the launch of a new Code of Conduct, which provides our people with clear guidance on how to achieve the highest standards of quality and integrity in their work and support the ongoing, sustainable success of the firm as a whole.

The audit profession, and the regulatory and competitive landscape in which it operates, is experiencing a once-in-a-generation period of change. The twin forces of audit reform, at both a European and UK level, and the increasing scrutiny rightfully being placed on auditors from wider society means we can't just stand still. As a firm we have a strong history of active participation in the debates underpinning these changes, and remain dedicated to contributing constructively to the development of the modern profession and the society it serves.

01 Introduction continued



Last week, we were delighted to be named National Firm of the Year at the British Accountancy Awards 2015. We were particularly proud to win in this category as it was not open to self-nomination; but was instead decided by the results of an independent client survey sent to the readers of Financial Director.

To win on the strength of client feedback is a great testimony to our commitment to client service, outstanding quality and technical excellence. It also highlights the exceptional skills, experience and hard work of our people, who have helped us build and maintain a great client base that has voluntarily shared positive experience of working with us.

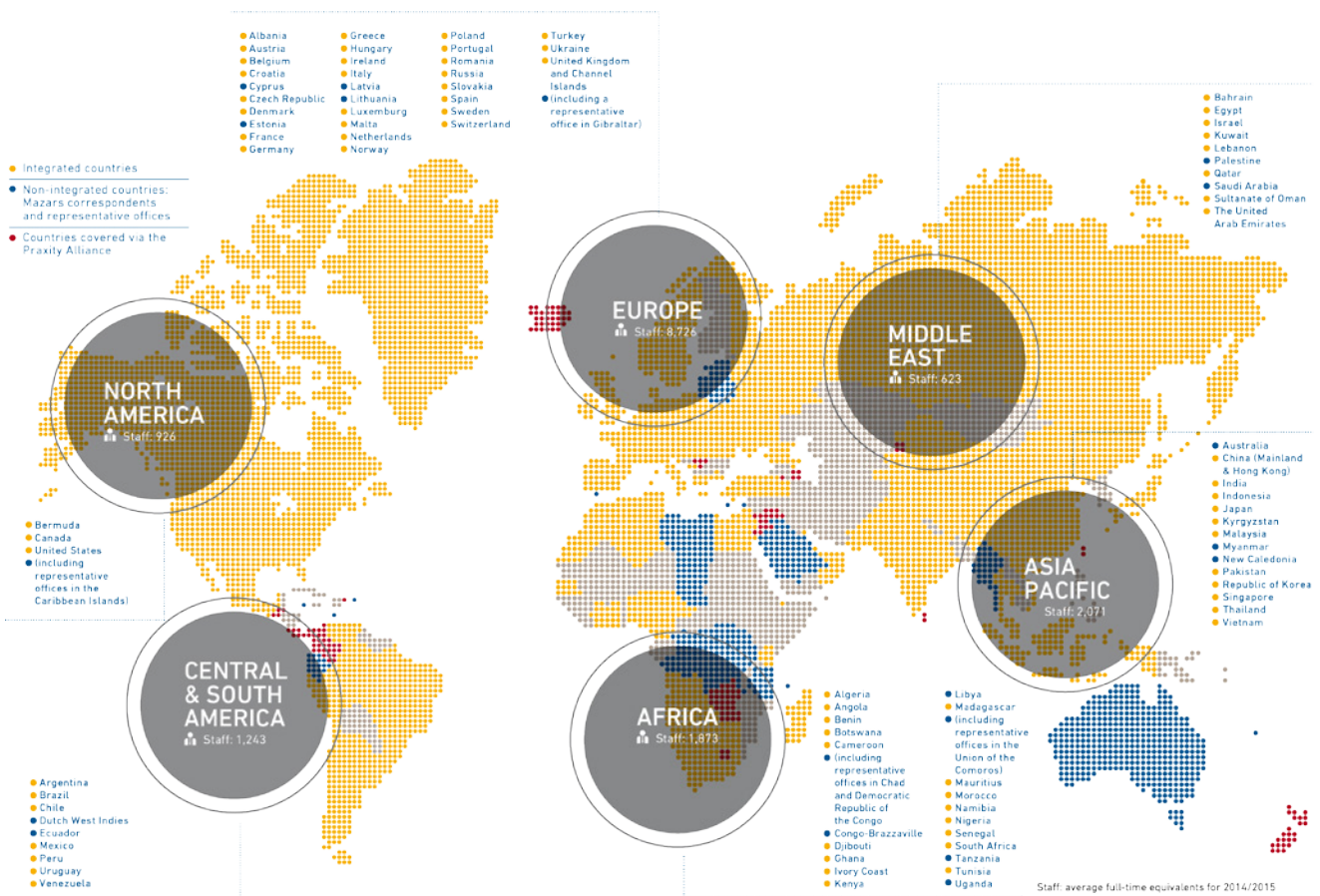
Phil Verity

30 November 2015

02: Our unique business structure

Globally integrated

Mazars is a global organisation specialising in audit, accountancy, tax, legal and advisory services. As at 31 August 2015, we were able to draw on the expertise of 15,500 professionals in the 74 countries which make up our integrated partnership in Europe, Africa, the Middle East, Asia Pacific, North America, Latin America and the Caribbean. With correspondent and representative offices we are present in a further 23 countries.



In each country in which we have a member of our integrated partnership, a separate legal entity exists (the “member entities”). All member entities have a cooperation agreement with “Mazars Scrl”, a Limited Responsibility Cooperative Company in Belgium. The shareholders of Mazars Scrl are all partners or shareholders (collectively, “Partners”) in the member entities. In certain countries there are some Partners who are shareholders or partners in their member entity but they are not shareholders of Mazars Scrl.

The role of Mazars Scrl is to “define the strategic objectives of the organisation and to coordinate the implementation of these objectives at the member firm level”. It also has responsibility for promoting and protecting the Mazars brand throughout the world.

All shareholders of Mazars Scrl are required to sign a contract which has the effect of transferring their interests to parties approved or designated by Mazars Scrl on their resignation from Mazars. Mazars Scrl, member entities and Partners are therefore linked by a series of agreements entered into in order to achieve maximum consistency and standardisation within the group.

The financial statements of Mazars Scrl are consolidated with the member entities (the “Mazars Group”) and are prepared in accordance with International Financial Reporting Standards (“IFRS”). The financial statements of the Mazars Group are jointly audited by two independent firms of auditors.

We are therefore unique; we are not simply a collection of national firms, but an integrated organisation of professionals, sharing commitments with respect to investment in technical excellence, serving our clients and developing our teams.



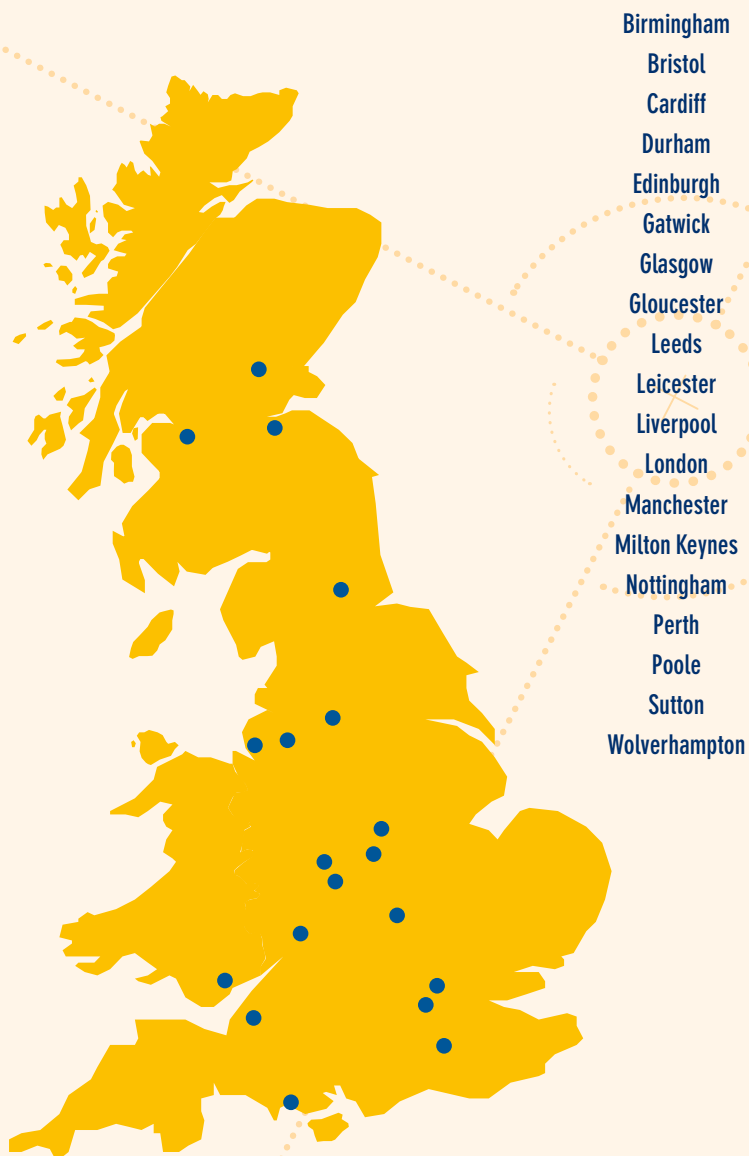
The member entity in the UK

In the UK, the member entity of the Mazars Group is Mazars LLP, a Limited Liability Partnership ("Mazars UK"). As at 31 August 2015, Mazars UK had 128 Partners and over 1,650 professionals working in 19 offices across the UK.

Mazars UK provides audit, advisory, accounting and tax services.

Of the 128 Partners in Mazars UK, as at 31 August 2015, 92 were shareholders in Mazars Scrl. The proportion of Partners of Mazars UK that are shareholders of Mazars Scrl is 72% and is expected to increase to 76% by 1 January 2016.

Mazars UK has a co-operation agreement with Mazars Scrl which sets out the terms of its relationship with Mazars Scrl.

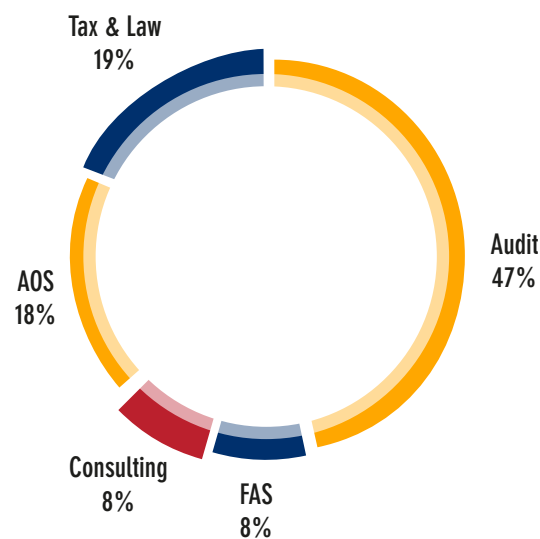


Operationally integrated

We are structured internationally around:

- two main market segments, referred to as Global Business Units (“GBUs”), being Public Interest Entities (“PIE”) and Owner Managed Businesses (“OMB”); and
- Service Lines, being Audit & Assurance, Financial Advisory (“FAS”), Consulting, Accounting & Outsourcing (“AOS”), Tax and Legal Services. The Tax and Legal Service Lines are also GBUs.

The turnover of the Mazars Group in 2014/15 by Service Line was as follows:



The GBUs and Service Lines are supported by Global Support Units (“GSUs”) that support the global business for the benefit of our clients, such as in relation to technical quality, communication and marketing, information systems, talent management and finance.

The Senior Partners of the member entities and the leaders of the GBUs are required to meet on a regular basis (at least twice a year).

This structure ensures alignment within the Mazars Group of member entities, GBUs and GSUs. Our integrated international structure permeates every aspect of our operations:

- Partners and their member entities are linked by a series of agreements intended to achieve maximum consistency and standardisation within the Mazars Group;
- GBUs are represented in member entities, enabling coordination of assignments and cross border relations between countries; and
- each assignment requiring an international team is managed and carried out by an integrated team sharing common standards and procedures.

The operational structure of Mazars UK

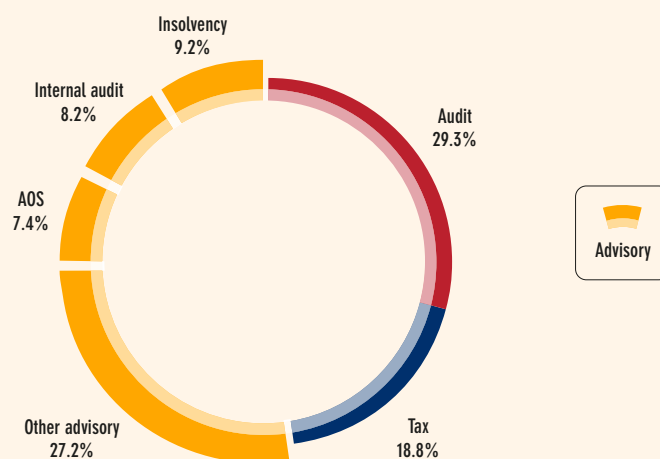
Mazars UK's business is divided into Management Units ("MUs") which are responsible for managing results, developing strategies for growth and supporting our staff. As at 31 August 2015, there were six MUs; four covering the geographical areas (North, Central, South, and London) and two sector focused (Financial Services and Public Services).

We are also divided into three principal Service Lines; Audit & Assurance, Tax and Advisory. Each Service Line is responsible for:

- setting the service line strategy;
- quality, standards and risk management;
- talent management and development;
- technical training;
- business model definition and implementation; and
- innovation.

Turnover in the UK

The turnover of Mazars UK in 2014/15 can be summarised as follows:



A list of the Public Interest Entities in respect of which Mazars UK has expressed an audit opinion in 2014/15 is set out in Appendix 2.

03 Leadership and governance

The executive management body of the Mazars Group is the Group Executive Board (“GEB”). The GEB is comprised of between three and nine members and is responsible for the management of the Mazars Group. It is elected every four years with the next elections due in December 2016.

As at 31 August 2015 there were seven members of the GEB; biographies of the members who served on the GEB are set out in Appendix 3.

The GEB is supported in its role by:

- the GBUs and GSUs;
- global Service Line leaders, including for our audit activities; and
- Executives in each member entity.
 - These Executives, led by a Senior or Managing Partner, have the responsibility for managing that member entity, for leading the business on a day to day basis, and for providing strategic and operational coordination.
 - The Executives are elected by the Partners of the particular member entity, with their candidacy being subject to the agreement of the GEB.

The GEB meets every two to three weeks; it also meets twice a year with the Country Executives at what are known as Country Forums.

Leadership in the UK

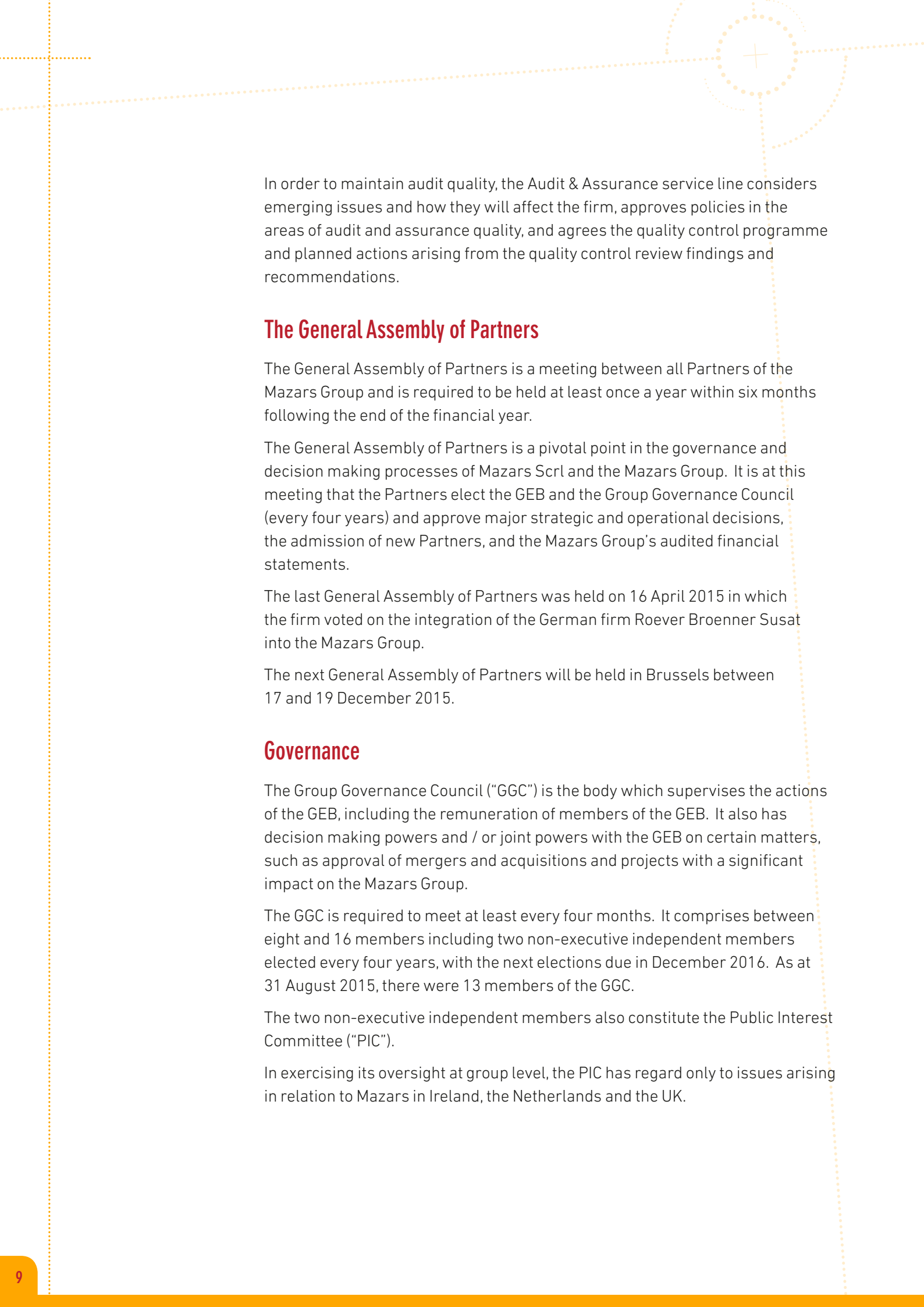
Mazars UK is led by the UK Senior Partner who is elected every four years. Any Partner of Mazars UK is able to be nominated for this position if they have been nominated by at least ten Partners. After the candidates have been submitted for consideration by the GEB, the choice of UK Senior Partner is then decided by a vote among the Partners of Mazars UK.

Once elected, the UK Senior Partner nominates other Partners to become members of the UK Executive Board, which has responsibility for setting and implementing the strategy of Mazars UK within the framework of the global strategy of Mazars Group.

Details of the members of the UK Executive Board during the year ended 31 August 2015 are set out in Appendix 4.

A review of the effectiveness of the UK Executive was undertaken in 2014.

The Audit & Assurance Service Line, which is of particular relevance to this Transparency Report, is led by the Head of Audit for Mazars UK supported by a Partner responsible for Audit in each MU. The Head of Audit for Mazars UK reports to the member of the UK Executive responsible for the service line.



In order to maintain audit quality, the Audit & Assurance service line considers emerging issues and how they will affect the firm, approves policies in the areas of audit and assurance quality, and agrees the quality control programme and planned actions arising from the quality control review findings and recommendations.

The General Assembly of Partners

The General Assembly of Partners is a meeting between all Partners of the Mazars Group and is required to be held at least once a year within six months following the end of the financial year.

The General Assembly of Partners is a pivotal point in the governance and decision making processes of Mazars Scrl and the Mazars Group. It is at this meeting that the Partners elect the GEB and the Group Governance Council (every four years) and approve major strategic and operational decisions, the admission of new Partners, and the Mazars Group's audited financial statements.

The last General Assembly of Partners was held on 16 April 2015 in which the firm voted on the integration of the German firm Roever Broenner Susat into the Mazars Group.

The next General Assembly of Partners will be held in Brussels between 17 and 19 December 2015.

Governance

The Group Governance Council ("GGC") is the body which supervises the actions of the GEB, including the remuneration of members of the GEB. It also has decision making powers and / or joint powers with the GEB on certain matters, such as approval of mergers and acquisitions and projects with a significant impact on the Mazars Group.

The GGC is required to meet at least every four months. It comprises between eight and 16 members including two non-executive independent members elected every four years, with the next elections due in December 2016. As at 31 August 2015, there were 13 members of the GGC.

The two non-executive independent members also constitute the Public Interest Committee ("PIC").

In exercising its oversight at group level, the PIC has regard only to issues arising in relation to Mazars in Ireland, the Netherlands and the UK.

GGC as at 31 August 2014

Patrick de Cambourg (Chair)
Doug Philipps (Vice-Chair)
Ken Morrison (Vice-Chair)
Simone del Bianco
Thierry Blanchetier
Kathryn Byrne
François de Carbonnel (External)

Anita de Casparis
Ali Elouani Cherif
Patrice de Folleville
Denise Fletcher (External)
Tim Hudson
Kathleen Robison
Jean-Louis Simon

Elected during the year

Elected in December 2014:

Charles de Boisriou

Elected in April 2015:

Gregor Kunz

Leavers during the year

In November 2014:

Patrick de Cambourg
(age limit)

In April 2015:

Kathleen Robison
(resigned from the South African
partnership)

In May 2015:

Doug Philipps
(age limit)

In July 2015:

Simone del Bianco
(left Mazars in Italy)

GGC as at 31 August 2015

Tim Hudson (Chair)
Ken Morrison (Vice-Chair)
Jean-Louis Simon (Vice-Chair)
Thierry Blanchetier
Charles de Boisriou
Kathryn Byrne
François de Carbonnel (External)

Anita de Casparis
Ali Elouani Cherif
Denise Fletcher (External)
Patrice de Folleville*
Gregor Kunz

*term ended on 31 August 2015

Governance in Mazars UK

The UK Governance Council (“UKGC”) is independent of the UK Executive. It comprises eight members and is elected by the Partners of Mazars UK. Details of the members of the UKGC during the year ended 31 August 2015 are set out in Appendix 4.

The UKGC is required to meet at least every four months and its responsibilities include:

- reporting on the processes for the appointment of new Partners and the determination of Partner remuneration;
- having the authority to require the UK Executive to report on its strategy and budget and on the implementation of its strategy and the financial status and performance of Mazars UK;
- reviewing the annual budgeting process and reporting to the Partners of Mazars UK in the event that the process is deemed to be deficient;
- ensuring that the UK Executive has appropriate management structures in place and has identified, and is managing, the major risks to Mazars UK;
- appointment of members of the Risk and Audit Committee;
- approval of certain matters such as proposals for the merger, disposal, acquisition or reconstruction of Mazars UK and its associated companies;
- ensuring that their activities are aligned with those of the GGC; and
- with the UK Executive, discharge the responsibilities of the Partners of Mazars UK in relation to the maintenance of proper accounting records and the preparation of accounts.

The UKGC is supported in its role by the Risk and Audit Committee which met three times in 2014/15. The terms of reference of the Risk and Audit Committee are drawn up in accordance with best practice and approved by the UKGC bearing in mind the needs of the firm.

A review of the effectiveness of the UKGC was undertaken in 2015.

Mazars UK has reviewed the effectiveness of its system of internal control, through the oversight of the UK Executive which has also had regular meetings with the UKGC. In so doing it has identified areas where risk may operate outside tolerance levels and identified remedial actions. The Quality Steering Group (see page 16) has played a key role in assessing internal controls across the business. Furthermore, an internal audit function has been established which has formulated a three year plan based on the RMF and discussions with key internal stakeholders. The Executive and the Risk and Audit Committee have received reports on controls from both the internal and external auditors. Actions are being taken to remedy any significant weaknesses identified.

The PIC and Mazars UK

The PIC's Terms of Reference explain that it has oversight of Mazars UK in the following areas:

- decision-making by management (based upon meetings and discussions with the GEB for which the GEB makes itself available as deemed necessary by the PIC);
- the system for quality control (based upon the reports of the GEB and GGC);
- remuneration policy, monitoring both the substance of and compliance with the firm's policy (based upon participation in and reporting of the remuneration sub committee);
- risk management, including consideration of potential or actual reputational risks (based upon the reports of GEB and the GGC risk sub committee);
- the Group's processes for monitoring complaints related to the firm's work, including issues raised under whistle-blowing policies and procedures (based upon GEB policies reporting and monitoring); and
- stakeholder dialogue including the review and approval of the Group's transparency reporting prepared by GEB.

Procedures are in place to ensure that the members of the PIC are independent from the firm and its audit clients.

The PIC has had regular and direct engagement with the UK Executive during the last twelve months. In these three meetings, the UK executive has reported on the implementation of a Code of Conduct across the UK firm, the results of quality control processes, in addition to the standing agenda items of risks and claims as well as whistleblowing.

The Audit Firm Governance Code

Mazars UK has voluntarily committed to applying the Audit Firm Governance Code ("the Code") published by the Financial Reporting Council ("FRC") and the Institute of Chartered Accountants in England & Wales ("ICAEW").

As at 31 August 2015, we were complying with the requirements of the Code in all material respects.

In this Transparency Report, we explain how we have implemented certain of the provisions of the Code and we provide the disclosure required.

Mazars maintains regular contact with those involved in governance at leading institutional investors. A meeting with leading institutional investors took place in December 2014 and early November 2015 and a member of the PIC participated in these meetings. In the meetings, we discussed the business performance of Mazars UK and it provided an opportunity for the investor participants to raise firm-specific issues with regards to matters covered by the Code including risk management, quality and disciplinary matters.

We are willing to engage in further dialogue with institutional investors on an individual basis on matters covered by the Code and we participate in multi-firm meetings with institutional investors. Alongside a number of these investors, we also co-operate in the work of the Centre for Audit Committee and Investor Dialogue.

Risk management at Mazars UK

Mazars UK has developed an Enterprise Risk Management Framework (the "RMF") in accordance with the Turnbull principles.

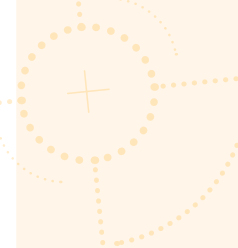
The RMF covers all areas of Mazars UK's business and is split into four categories:

- strategy and corporate;
- clients and markets;
- finance and operations; and
- people.

Within these four categories, specific risks are identified each of which is assessed and evaluated. The design and operational effectiveness of the controls in respect of each of the identified risks is assessed and monitored by a member of the UK Executive.

Any relevant risk considered to be operating outside tolerance levels is identified and referred to the member of the UK Executive for remedial action to be agreed and implemented.

Further, Mazars UK has set up an internal audit function reporting to the firm's Risk and Audit Committee. The internal audit team formulated a three year risk-based audit plan based upon a risk register and a discussion with key stakeholders. As part of the internal audit function, we have reviewed the effectiveness of our system of internal audit controls, the processes applied and the actions identified as being necessary to remedy any weaknesses identified.



04 Audit quality

Responsibility for audit quality

The GEB is ultimately responsible for ensuring the firm delivers technical excellence across all our service lines and this responsibility includes oversight of the quality control processes within the Mazars Group, including in relation to audit quality. It is supported in its role by the Technique and Innovation Global Support Unit ("T&I GSU") which:

- defines the quality control system and the relevant procedures that are required to be implemented. These standards are presented in our "Quality Assurance Manual" and "Risk Management Manual", both of which constitute the benchmark for audit quality control for all member entities of the Mazars Group; and
- together with the GEB, supervises the monitoring of our quality control systems and the assessments undertaken by the International Quality Control Committee ("IQCC"). These assessments monitor member entities' compliance with the International Standards on Auditing ("ISAs") issued by the International Auditing and Assurance Standards Board ("IAASB"), the Code of Ethics issued by the International Federation of Accountants ("IFAC") (the "IFAC Code") and the International Standard on Quality Control ("ISQC1") issued by the IAASB.

The Executive of each member entity is then responsible for the implementation of the quality control systems. Further, each Executive is required to:

Promote the firm's internal culture of quality and reinforce this culture with clear, consistent and frequent messages and initiatives;

Remind individuals at all levels of the existence of the quality control system; and

Underline the importance of respecting legal and regulatory obligations, particularly with regards to the professional code of ethics and professional standards of practice when accepting and carrying out new assignments.

This quality control system also applies to correspondent and representative firms.

Responsibility for audit quality in the UK

The UK Executive is ultimately responsible for quality control within Mazars UK including in relation to audit quality. It is supported in its role by the Risk and Audit Committee and the Quality Steering Group (“QSG”).

The QSG comprises at least three members of the UK Executive, the Head of Audit and the Head of Standards and Risk and is required to review compliance, risk management and quality on an annual basis and ensure that communication on quality and the “tone at the top” is appropriate. It also considers other concerns arising, such as complaints or claims, in particular matters affecting the public interest. The QSG has formal terms of reference that are reviewed annually. The QSG is chaired by the UK Senior Partner.

The responsibility for audit quality is not only that of these bodies. It is cascaded through the Head of Audit to those partners responsible for audit within each MU, and to each Responsible Individual. Each of these is set clear objectives for audit quality, appropriate to their role and responsibility, which are monitored and assessed through their performance reviews.

Our quality assurance framework

IFAC is the global organisation for the accountancy profession dedicated to serving the public interest by strengthening the profession and contributing to the development of strong international economies. The Mazars Group is actively involved in IFAC with a presence on a number of its boards and committees.

Of particular relevance to quality assurance, Mazars is a member of IFAC's Forum of Firms ("FoF"), an association of international networks of accounting firms that undertake transnational audits. Members of the FoF are required to commit to the following:

Maintain quality control standards in accordance with ISQC 1 in addition to relevant national quality control standards

Conduct, to the extent not prohibited by national regulation, regular globally coordinated internal quality assurance reviews

Have policies and methodologies for the conduct of transnational audits that are based, to the extent practical, on ISAs

Have policies and methodologies that conform to the Code of Ethics for Professional Accountants published by the International Ethics Standards Board for Accountants ("IESBA") (the "IESBA Code") and any relevant national codes of ethics

Agree to submit to the Secretary of the Forum an annual report, in an approved format, indicating that it meets the membership obligations set out above

We have declared each year from 2007 that we meet these criteria.

Cognisant with our annual declarations to the FoF, the policies and procedures adopted by Mazars are in compliance with the ISQC1 as well as Revised ISA 220 "Quality control for an audit of financial statements". These procedures are documented in our Quality Assurance Manual which is published on our intranet.

The policies and procedures section in our Quality Assurance Manual is complemented by audit methodology and support techniques which are shared among members of the Mazars Group and joint training initiatives. We have specific audit software which has been developed to allow a structured audit approach in accordance with the most recent auditing standards.

Our compliance with the Quality Assurance Manual is monitored through internal and external quality control reviews (see below).

The quality assurance framework in the UK

Only Responsible Individuals can be responsible for an audit and sign an audit report. A Responsible Individual has to hold an 'appropriate qualification' commonly known as the audit qualification and be competent to conduct audit work. An appropriate qualification can be gained by holding a recognised audit qualification awarded by, inter alia, one of the Institutes (England & Wales, Ireland or Scotland) or the ACCA.

Approval from the ICAEW is required before we are able to appoint a new Responsible Individual. Before asking the ICAEW, we satisfy ourselves that the individual is competent to carry out audit work. Newly approved Responsible Individuals are given a mentor who hot reviews their first assignments to both ensure quality and to assist with the transition to the Responsible Individual role. Once the mentor is satisfied with the Responsible Individual's quality they are released from this arrangement and the new Responsible Individual becomes subject to the firm's normal Quality Control review process.

Responsible Individual status does not confer the right to act in relation to all audit work; an additional license is required by Responsible Individuals and audit Managers in relation to certain audits where specialist sector knowledge and experience is required.

A poor Quality Control result or failure to keep up to date would lead to a reconsideration of a Partner's licensing

Our approach to quality control

Our systems for quality control, which are set out in our Quality Assurance Manual, comprise policies and procedures in the following areas:

- responsibility and leadership;
- independence and objectivity;
- audit policies and methodology;
- acceptance and continuance of engagements;
- human resources;
- engagement performance;
 - planning and supervision of engagements;
 - technical consultation;
 - audit documentation; and
 - engagement quality control reviews;
- confidentiality;
- quality control system supervision;
- managing group audits; and
- complaints and allegations.

These systems are reviewed and updated regularly to encompass updates to auditing and accounting standards and as a result of operational suggestions of users. In Appendix 5 we provide our statement of the effectiveness as to the functioning of the Quality Control System.

Our Quality Assurance Manual was completely revised during 2014/15 and launched at regional meetings of those in charge of Quality Control in member firms.

Each member entity is rolling out this new manual in its own country once they have edited it to include the country specifics.

Engagement Quality Control Reviews

An engagement quality control review ("EQCR") is required to be performed on all audits of listed entities.

Each member entity identifies other engagements subject to EQCR. The criteria for determining whether such other assignments require an EQCR are mainly based around either the public interest profile of the client or the existence of specific risk situations. The purpose of an EQCR is to provide an objective evaluation of the significant judgments made by the engagement team and the conclusions reached in formulating the opinion. This review must be performed by an individual with sufficient authority to be capable of imposing his professional judgment upon the engagement team, and who has not recently had any material responsibility for the engagement. The EQCR is also subject to rotation.

Audit quality control reviews

There are several components to the audit quality control reviews of member entities:

Undertake a self assessment relating to its audit methodology, ethics and the Quality Assurance System

Internal monitoring of the effectiveness of the internal procedures and of the quality of the audit files is performed by member firms on an annual basis and constitutes the basis for the completion of the self-assessment

Mazars international inspections: these are undertaken by experienced reviewers from other member entities within the Mazars Group, generally every three years, and they aim to take an independent view on the results of the self-assessments and internal monitoring while helping to spread best practice through the member entities of the Mazars Group

External reviews: Member entities are periodically subject to review by the regulator or other relevant bodies in their jurisdictions. Results of such reviews are communicated to the central Quality Control team

The self-assessment includes the entity's compliance with the IFAC Code, reference to the results of all internal and external audit quality control reviews, and an action plan relating to all areas identified as requiring improvement including those identified through Mazars international inspections.

Member entities are required to feedback the results of the audit quality control reviews to audit Partners and audit managers as well as the member entity's Executive. This communication is provided in sufficient detail to enable the necessary corrective measures to take place, both for the particular Partners in question, and the member entity.

As a minimum, the feedback includes:

- a description of the procedures applied and of the scope of the quality control review;
- the results and conclusions of the reviews of the member entity's procedures and audit engagements; and
- detailed action plans, where required.

Entities that are applying to join the Mazars Group are subject to an inspection organised by the IQCC. The report setting out the results of the review is included in the admission file submitted to the GEB and the GGC for consideration before the vote at the General Assembly of Partners. The report may be accompanied by an action plan, progress against which would be monitored by the IQCC.

The approach to quality control and the quality control reviews in the UK

Within Mazars UK, the audit quality control reviews operate as required by the Mazars Group.

On a cyclical basis, Mazars in the UK is subject to a review by the Mazars Group. The review carried out in August 2015 showed that the UK is considered to have systems in place to comply with ISAs, the IFAC Code of Ethics and the provisions of ISQC1.

It is Mazars UK's policy that the work of every Responsible Individual is subject to review at least once every three years. These reviews are conducted by independent audit Partners and Senior Managers, all of whom are appropriately trained. The Responsible Individuals to be reviewed in each year, together with any special reviews in targeted areas required, are agreed upon each year by the UK Head of Audit who is responsible for ensuring and promoting audit quality.

Files are selected on the basis of risk, including public interest, and reviewed using a standardised checklist. Individual files are graded in terms of overall quality and a summary report and action plan is agreed with each Responsible Individual. This report is taken into account in the partner performance review process and in decisions on partner remuneration and licensing.

A summary report is prepared at the end of the season of reviews and this is sent to the UK Head of Audit and the Audit Service Line leaders within each Management Unit who will review and approve the proposed actions to be taken in response to the findings therein. Action may include immediate remedial action, changes in the firm's guidance or additional training and support. The results are communicated to the UK Executive.

Lessons learned are also communicated to the Responsible Individuals and audit managers on a timely basis.

Mazars UK also has audits which fall within the remit of the FRC and the firm is therefore subject to reviews of our audit work by the FRC's Audit Quality Review team. The last review was carried out during 2014 and the FRC report was published in March 2015. Further information can be found on the FRC website: <https://www.frc.org.uk/Our-Work/Conduct/Audit-Quality-Review/Audit-firm-specific-reports/Audit-firm-specific-reports-2015.aspx>

We welcome this independent challenge as it contributes to our focus on continual improvement of our audit work. In our response to the FRC we noted their recognition of our prompt and positive response to findings made previously and the progress we had made. We have taken very seriously the recommendations made in this report. Prior to its publication we developed a detailed action plan in response to these and also to our own internal monitoring findings. Most of these actions are now completed.

In particular we took urgent action to address the matters raised in relation to the one audit which required significant improvements. The FRC has since reviewed the following year's audit and we await their findings.

Mazars UK's audit work is also reviewed by the Quality Assurance Department of the ICAEW (the "QAD") each year. Their last visit was a follow up review and was carried out in December 2014. No report is issued for such reviews. The next full QAD review commenced at the end of November 2015.

05 Our contribution to the profession

We believe that the voice of the audit profession brings value to the standard setting process. As a consequence, we are committed to the improvement of financial reporting, corporate governance and overall confidence in the capital markets on a global level. For example:

The Mazars Group responds to consultations on a variety of topics including auditing, corporate governance, financial reporting and relevant regulation changes issued by professional bodies such as the European Commission, IFAC and its committees and boards, FEE, EAIG, PCAOB, IASB; and

The Mazars Group actively participates in international bodies such as the IFAC, FEE, ESMA, EFRAG, IASB and Member entities are active in the professional accounting and auditing organisations in their countries.

Our voice in the UK

In 2012, we were one of the founding members, alongside leading institutional investors, of the Centre for Audit Committee and Investor Dialogue, a forum that facilitates dialogue between audit committees and investor groups. We organise meetings in association with five institutional investor groups – Hermes Fund Managers, RPMI Railpen Investments, Royal London Asset Management, Columbia Threadneedle Investments and USSIM – to which we invite audit committee chairmen and institutional investor representatives. Centre meetings are held over dinner under the Chatham House Rule, allowing for open, lively and frank discussion about a topic they choose. An anonymised debrief document is circulated to all audit committee chairs of FTSE 350 companies.

Further, we are actively participating in consultations on how to implement the EU audit reform package approved last year which comprises the Regulation covering the audits of Public Interest Entities (PIEs) and revisions to the Audit Directive covering audits generally.

In our response to the Department for Business, Innovation and Skills' Discussion Paper on the implications of the EU and wider reforms we set out a number of principles that should be followed when implementing the reforms: promoting the public interest and ensuring the regulatory system for listed companies and financial institutions forms a coherent whole; seeking to follow the objectives of the European audit reform package; fostering the creation of an innovative and competitive audit profession; having regard to the Government's growth agenda; and proportionate regulation which avoids "gold-plating".

We also consider that:

- Greater emphasis should be placed on promoting effective competition with regard to listed audits and encouraging the FRC to do the same. This would include considering the process to be adopted to ensure companies give all firms eligible the opportunity to express interest when they issue an audit tender.
- We would also support the annual reports of PIEs disclosing how they are getting to know a sufficiently wide range of potential auditors .
- We believe the UK Government should take up the Member State option to allow a maximum period of 24 years before mandatory rotation where joint auditors are appointed instead of having a maximum period of 20 years in all circumstances as is proposed.
- We do not consider the audit thresholds should be raised further at present. We believe regard should be had to the costs to society from potential fraud and a general reduction in probity from having too high a proportion of business transactions unaudited.

In addition, in the UK, we are represented by Partners and senior professional staff on:

- the ICAEW Council;
- the ICAEW Professional Standards Board;
- the ICAEW Audit Registration Committee;
- the ICAEW Audit and Assurance Faculty Committee;
- the ICAEW Technical and Practical Auditing Committee;
- the ICAEW Financial Services Faculty (Insurance Committee);
- the ICAEW Corporate Governance Advisory Group;
- the ICAS Technical Policy Board;
- the ICAS Accounting Standards Committee;
- the ICAS Training Authorisation Committee;
- the FRC Financial Reporting Lab Steering Group;
- the FRC – Technical Advisory Group; and
- the Quoted Companies Alliance Executive and various committees.

06 : Objectivity and independence

Our Code of Conduct for Objectivity and Independence

The Mazars Group has adopted a Code of Conduct for Objectivity and Independence (the "CCOI") which complies with the IESBA Code. This forms an integral part of all member entities' professional training programmes and is distributed to all Partners and staff.

Responsibility for maintaining objectivity and independence

The Ethics and Acceptance Committee, under the supervision of the T&I GSU, is responsible for considering potential issues brought to its attention, reviewing any proposed departures from the CCOI by country and verifying that all changes in international ethical standards are taken into account by the organisation.

Systems to safeguard our objectivity and independence

The systems implemented by Mazars Group and adopted by member entities comprise the following:

- A procedure for the acceptance and continuance of audit engagements that requires an evaluation of the client's related risks, 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 authorization from the lead audit Partner and, in some cases, the Head of Ethics.
- In certain circumstances, this provision is also subject to authorisation by the client's audit committee, for example when required by auditing standards or when the client has put in place procedures for the prior approval of non-audit services by the auditor.
- A complete list of non-audit services rendered to audit clients must be maintained.
- For group audits, this list must be set out in the instructions circulated by the audit coordination team.
- All Partners and staff are required to provide an annual declaration of their independence. In this respect:
 - Mazars Partners and their immediate family cannot hold a direct or indirect financial interest in a listed audit client;
 - Personal or family relationships between a member of the audit team and a member of either the audited entity's management or any person holding a key position in the audit client are prohibited; and
 - Partners and staff working on an audit engagement must not have any financial or commercial relations with the audit client (or beyond normal financial relations with a banking audit client).

- In relation to audits of Public Interest Entities, the audit Partner is required to rotate after seven years (or more frequently if required by local regulations) and to not return to the audit team for at least two years (or longer, if required by local regulations). Familiarity is a threat to our independence and this rotation mitigates the threat of long association with a client. The Executive of a member entity ensures appropriate allocation of Partners to audit engagements and an annual review of appointments takes place.
- All Mazars staff have access to a list of our audit clients subjected to specific ethical requirements.
- All audit staff are required to undertake training on ethical rules and the Mazars Group's / the relevant member entity's ethical procedures.
- Audit staff are encouraged to consult with experts on technical matters, ethics and other areas where necessary.
- Limits on client fees have been imposed in order to avoid financial dependence on one or several clients.
- Clear rules regarding conflicts of interest have been communicated. When there is a potential threat to our independence, the assignment is refused or appropriate safeguards are implemented.
- Mazars Group has adopted a method of remunerating Partners which takes into account the quality of audit work (and not simply the level of fees billed, number of new clients obtained, additional engagements performed or other financial performance related metrics).

In Appendix 6 we provide a statement on the effectiveness of these systems.

Independence and objectivity in Mazars UK

Annually the firm carries out a 'General Office Procedures' review which includes a review of compliance with our Ethical Policies. In addition we carry out a number of reviews of audit files which specifically focus on how ethical matters have been dealt with.

Further, during 2014/15, we provided training on ethical matters for all our tax teams to, amongst other matters, reinforce their role in supporting the audit team in complying with our Ethical Policies.

In addition we designed a roadshow presentation for all our senior people to remind them of the importance of the Fundamental Principles set out in the ICAEW's Guide to Professional Ethics. This roadshow, which started in September 2015, explains how the Fundamental Principles provide a framework for resolving ethical dilemmas. We have taken the opportunity to include a number of 'war stories' to encourage understanding of what can go wrong.



07 Investing in our people

Key statistics

As of 31 August 2015, Mazars was able to draw on the expertise of 15,461 professional staff in 74 countries.

Quality through talent

In order to deliver a high quality service to our clients and to the market, our policies and procedures are designed to attract, support and retain the highest quality employees.

Based on our common values, management principles and a fulfilling work environment, our Global Talent and Performance Management Programme aims to:

- recruit the most talented individuals;
- develop long-term training, on both technical and managerial issues;
- offer attractive career opportunities, particularly internationally, within our fast-growing organisation; and
- offer a transparent and effective assessment system.

Some examples of these are set out below. We provide our statement of compliance with the professional training obligations in the UK in Appendix 7.

Long-term training

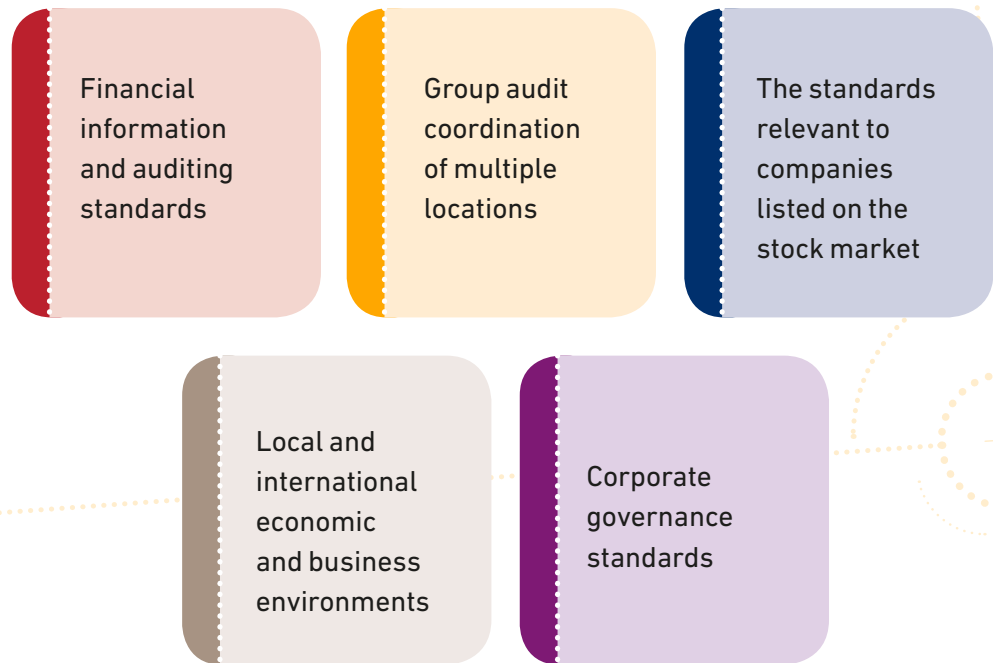
The Mazars Group considers its internal training programme to be of strategic importance, since it serves as a means both to share and update technical and professional skills and knowledge, and to communicate professional conduct and ethics requirements to staff.

Each member entity keeps a record of all the training courses attended by each Partner and member of staff, in order to ensure that each individual benefits from the complete training programme and that the training received is in line with the individual's role and responsibilities.

Each member entity's training programme is required to include:

- a general syllabus to be followed by all staff.
 - For audit staff, for example, the objective of this programme is to encourage each staff member's development and expertise in auditing standards, accounting standards, auditing techniques and engagement management principles; and
- a sector-specific syllabus, particularly for insurance, banking, the public sector and technology.

In addition, audit professionals involved in group audits learn about the following subject areas concerning the local environment where the transnational audit is conducted:



The internal training programme is enhanced with complementary external seminars which focus on client requirements or specific economic environments.

We are strongly committed to enforcing the objectivity of our teams and the ethical conduct of each individual.

Further, Mazars University was created in 2008 with a threefold objective:



Mazars University coordinates all the Group-wide training and promotes the sharing of professional knowledge experience and best practices.

Attractive career opportunities

As a global organisation, we recognise that gaining international experience is an important element in the development of our teams and leaders. Mazars employees wishing to enhance their careers with international experience may choose from a range of strategic mobility opportunities, including various high-level projects ranging from three to five years in length, as well as permanent transfers.

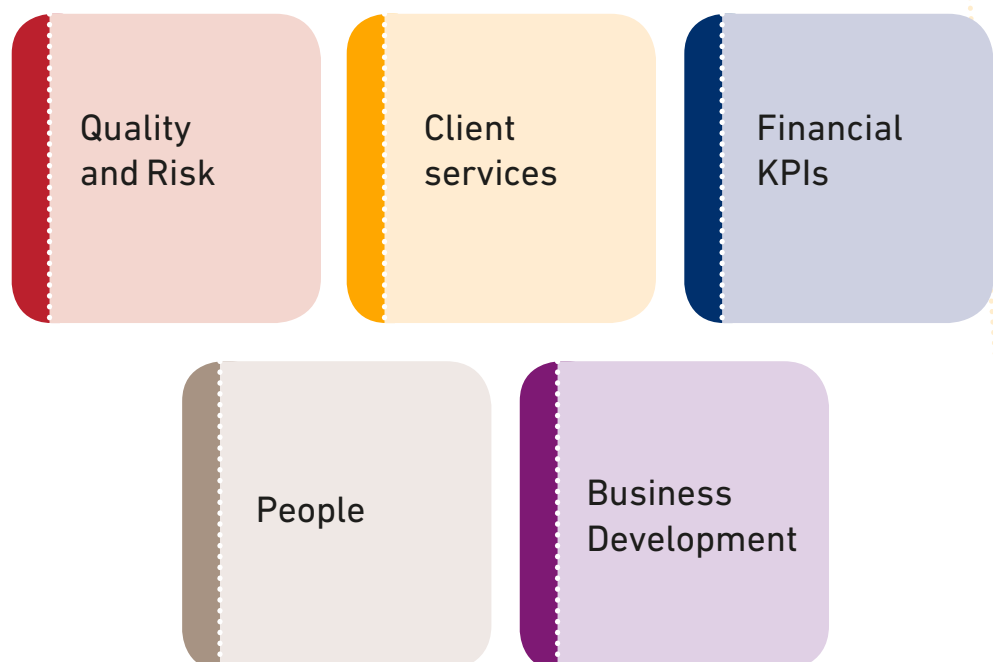
In addition, short-term assignments are available through our “MOVE” programme, in which high-potential Seniors and Managers can work abroad on 2 to 6 month projects.

Both our short-term and long-term programmes play a key role in the flow of ideas between our member entities and support the Mazars Group’s future global growth.

A transparent and effective assessment system

All our staff have clear objectives, receive feedback and have their performance reviewed. Our Global Talent and Performance Management Programme monitors our employees’ development at all levels, in all member entities. It provides us with qualitative information on the expectations and competencies of our professionals, which in turn allows us to gauge our progress towards our long-term development ambitions.

Individuals are assessed against a clear competency framework, and this assessment forms the basis for promotions and for future objective setting. Specific performance measures are set in the following areas:



Every employee is encouraged to understand the importance of their own role and take ownership of their contribution to the overall success of the firm.

Our approach in the UK

Tailored structure

At the UK Campus of Mazars University we have developed a structure which we feel best fits the needs of our staff, and the goals of the firm. We have a number of faculties which encompass all 6 blocks of the firm's competency framework, and house all of our training resources: The Technical Faculty, The Business Faculty, The Leadership Faculty, and the IT Faculty. To supplement these faculties we will also have an Enrolment and Induction section for new joiners and internal promotions. To illustrate this we have developed a Prospectus which includes all UK training courses, as well as relevant Mazars University offerings.

Clear direction

With the introduction of an online learning management system which is linked to our performance management system, we can build a learning pathway for all roles and grades within the firm which allows our people to map the most appropriate training route, at every stage of their development. From technical updates, to business development, and people management our staff can identify the options available and plan their professional and career development.

Wider choice

We all learn in different ways, so increasing the number of ways in which we deliver our training is paramount to successful development. As such we are investing more time to deliver courses in a wider range of formats including digital content, residential workshops, and on-the-job coaching. Staff can then receive the training they want in the format that best suits their learning style.

Increased relevance

To manage the increasingly specific and continuously changing needs of our people, we are developing training courses that start out as a generic template which can then be tailored to the needs of each group. Generic catch-all training is not what we want or need, and we work hard to ensure every training event is tailored to the development needs of the audience.

Audit staff – delivering technical excellence

Within the Audit & Assurance Service Line, a structured programme is in place for all audit trainees to support them throughout their training period. Once qualified a wide range of technical support is provided to help staff maintain their technical competence and provide the quality service on which our reputation is built. The objective of these programmes is to encourage each staff member's development and expertise in auditing & accounting standards, auditing techniques and engagement management principles. This technical content is complemented by a wide range of professional and business skills training programmes which are available to all staff and provides an opportunity for staff from different disciplines to build strong working relationships and share best practice.

In 2014/15 we have been engaged in developing a new approach to how we provide our audit trainees with the technical knowledge they require at each stage of their training period:

- Digital content covering the firm's audit procedures, methodology, and software. Providing the content in a digital format allows us to get key learning messages to the staff quickly and consistently, as well as providing trainees with something they can revisit whenever needed; and
- A trained pool of technically strong presenters who can deliver the classroom training courses which complement the digital material; and
- Practical classroom courses mapped to their professional qualifications, timed to coincide with the relevant stage of their qualification, and help bring their theoretical learning into the practical environment of their day to day work.

During the year to 31 August 2015 we also carried out the following training activities to improve the technical offering for our qualified staff and Partners:

- Monthly Audit Inductions for new joiners to the service line introducing them to the firm's audit methodology and procedures;
- Regular mandatory technical updates for all qualified staff, delivered both in the classroom and via webinars to increase flexibility;
- Manager and Partner mandatory 'masterclasses' to address emerging issues in more depth and act as a refresher for ongoing technical challenges; and
- Sector updates on industry specific areas e.g. banking, insurance, and charities.

In addition to the above we offer a suite of technical classroom courses on specific audit issues that can be delivered on demand when needed.

To ensure audit staff and Partners maintain their technical competence and meet the respective regulatory and professional institute requirements their continued professional development (CPD) is reviewed on an annual basis, and we ensure suitable personal development plans are in place where required.

The Code Of Conduct

In November 2014, Mazars launched a "Code of Conduct" and corresponding reward scheme in order to demonstrate our commitment to quality and integrity. The aim of the scheme is to help team members achieve the highest standards of quality and integrity in their work. This will help us exceed client expectations, leading fulfilling careers and building an outstanding firm that achieves sustainable success.

The Code of Conduct reward scheme allows individuals to nominate their fellow colleagues if at least one of the following Mazars qualities have been demonstrated:

1. Demonstrating our values – Diversity, Integrity, Responsibility, Technical Excellence, Independence and Continuity;
2. Delivering outstanding work or client service;
3. Contributing above expectations to the team; and
4. Doing something out of the ordinary or that makes you stand out from the "crowd".

Nominations are made on a monthly basis and there are also awards made on a quarterly and annual basis.

The basis for partner remuneration

Partners who are shareholders in Mazars Scrl are remunerated in equal proportion according to:

- the performance of the entity member to which they contribute; and
- the overall performance of the Mazars Group.

At Group level, the Partner remuneration measure is the “operational performance” of the national member entity (excluding any extraordinary expenses such as litigation, which remain the sole responsibility of the national entity concerned).

Profits are then shared between Partners in proportion to the base points (or equal to the number of shares) they hold. Financing business activity depends exclusively on each national member entity and follows the same proportionality as the division of profits.

Several countries have also opted for a bonus system based on individual performance, the awards being withdrawn from a pot of the profits of the country concerned.

Under the supervision of the GGC and based on the recommendation received from the Country Executive the GEB, allocates the base points every three years to partners. The allocation is made according to the collective performance of their country and individual performance of each partner. This performance is assessed through various criteria: professionalism and technical contribution, importance and complexity of assignments, contribution to the general development of local entities and the Group, level of managerial responsibility, performance in financial management and partnership spirit. None of these criteria are evaluated in isolation, but the greatest weight is placed on technical competence and partnership spirit.

Mazars UK

In determining the bonus element of Partners' remuneration in the UK, consideration is given to the results of quality control reviews undertaken on each Partner and any other indicators of poor quality, such as complaints, claims or failure to comply with the firm's policies and procedures.

Partners who are not shareholders in Mazars Scrl are allocated a fixed profit share and may be allocated a further profit share based on particular performance criteria.

Appendices



The disclosure requirements

The Statutory Auditors (Transparency Instrument 2008)

The statements, descriptions, indications, lists and other information required	Reference
1 A description of the legal structure and ownership of the transparency reporting auditor.	Section 2
2 Where the transparency reporting auditor belongs to a network, a description of the network and the legal and structural arrangements of the network.	Not applicable
3 A description of the governance structure of the transparency reporting auditor.	Section 3
4 A description of the internal quality control system of the transparency reporting auditor and a statement by the administrative or management body on the effectiveness of its functioning.	Section 4 and Appendix 5
5 A statement of when the last monitoring of the performance by the transparency reporting auditor of statutory audit functions within the meaning of paragraph 13 of Schedule 10 to the Act (as amended by regulation 23 of the Statutory Auditors and Third Country Auditors Regulations 2007 (S.I. 2007/3494)) took place.	Section 4
6 A list of public interest entities in respect of which an audit report has been made by the transparency reporting auditor in the financial year of the auditor; and any such list may be made available elsewhere on the website specified in regulation 4 provided that a clear link is established between the transparency report and such a list.	Appendix 2
7 A description of the transparency reporting auditor's independence procedures and practices including a confirmation that an internal review of independence practices has been conducted.	Section 6 and Appendix 5
8 A statement on the policies and practices of the transparency reporting auditor designed to ensure that persons eligible for appointment as a statutory auditor continue to maintain their theoretical knowledge, professional skills and values at a sufficiently high level.	Section 4, Section 7 and Appendix 5
9 Financial information for the financial year of the transparency reporting auditor to which the report relates, including the showing of the importance of the transparency reporting auditor's statutory audit work.	Section 2
10 Information about the basis for the remuneration of partners.	Section 7

The Audit Firm Governance Code

The statements, descriptions, indications, lists and other information required	Reference
<p>A The Firm should state in its transparency report how its governance structures and management team operate, their duties and the types of decisions they take.</p>	Section 3
<p>A The Firm should state in its transparency report the names and job titles of all members of the Firm's governance structures and its management team, how they are elected or appointed and their terms, length of service, meeting attendance in the year, and relevant biographical details.</p>	Section 2, Section 3, Appendix 3 and Appendix 4
<p>C The Firm should state in its transparency report its criteria for assessing the impact of independent non-executives on the Firm's independence as auditors and their independence from the Firm and its owners.</p>	Section 3
<p>D The Firm should state in its transparency report how it applies policies and procedures for managing potential and actual conflicts of interest.</p>	Section 6
<p>D The Firm should state in its transparency report that it has performed a review of the effectiveness of the system of internal control, summarise the process it has applied and confirm that necessary actions have been or are being taken to remedy any significant failings or weaknesses identified from that review. It should also disclose the process it has applied to deal with material internal control aspects of any significant problems disclosed in its financial statements or management commentary.</p>	Section 3
<p>D In maintaining a sound system of internal control and risk management and reviewing its effectiveness, the Firm should use a recognized framework such as the Turnbull Guidance and disclose in its transparency report the framework it has used.</p>	Section 3

Public Interest Entity audit clients of Mazars UK

The Public Interest Entities in respect of which Mazars UK has expressed an audit opinion in 2014/15 are as follows:

Companies that have issued transferable securities admitted to trading on:

London Stock Exchange

- Anglesey Mining PLC
- CBO Investments Jersey Limited
- Grand Union Group Funding PLC
- Guardian Royal Exchange PLC
- Housing Association Funding PLC
- Knightstone Capital PLC
- Premiartel PLC
- Taliesin Property Fund Limited
- Thrive Homes Finance PLC

ICAP Markets

- Field Systems Designs Holdings Plc
- Hydro Hotel, Eastbourne, PLC

Irish Stock Exchange

- Ukraine Issuance PLC

AIM quoted

- 21st Century Technology PLC
- Access Intelligence PLC
- Byotrol PLC
- Hunter Resources PLC
- Mind + Machines Group Limited
- Northern Bear PLC
- Pennant International Group PLC
- Portmeirion Group PLC
- Pro Global Insurance Solutions PLC
- Reabold Resources PLC
- Taliesin Property Fund Limited

Other markets

- Natixis Structured Products Limited
- Persia International Bank PLC

Other Public Interest Entities:

Credit Institutions:

- Bank and Clients Plc
- BMCE Bank International PLC
- FCMB (UK) Limited
- ICBC (London) PLC
- Sonali Bank (UK) Limited
- United National Bank Ltd

Insurance companies:

- Atlantic Mutual International Limited
- AXA Insurance UK PLC
- AXA Isle of Man Limited
- AXA PPP healthcare limited
- AXA Wealth Limited
- Beaufort Underwriting Agency Limited, Syndicate 318
- CX Reinsurance Company Limited
- Electrical Contractors Insurance Company Limited
- English & American Insurance Company Limited
- Family Assurance Friendly Society Limited
- London and Leith Insurance Company Limited
- Metropolitan Police Friendly Society Limited
- Moorgate Insurance Company Limited
- Polygon Insurance Company (UK) Limited
- Portman Insurance Limited
- SCOR UK Company Limited
- Sportscover Underwriting Limited, Syndicate 3334
- Teachers Assurance Company Limited
- Teachers Provident Society Limited
- The Channel Managing Agency Limited – Syndicate 2015
- The Mediterranean Insurance & Reinsurance Company Limited
- Typroth Limited

Members of the Group Executive Board

Philippe Castagnac

Philippe is a graduate of the Rouen Business School (Ecole supérieure de commerce de Rouen), a chartered accountant and a statutory auditor. He began his career with Mazars in 1978 at the age of 21. In 1988, he became a Partner and has extensive experience in audit and advisory services provided to listed companies in France and the US. In 2006 he was elected to the GEB and in 2011 he was appointed Chairman and CEO of the Mazars Group.

Antonio Bover

Antonio is a lawyer and a law graduate from the University of Barcelona. He has been managing Mazars' activities in Spain since 2003. Antonio was made Partner in 1999, and he became responsible for an increasing number of roles within the Mazars Group. He is a member of the Bar Association in Barcelona and he is President of the French Chamber of Commerce and Industry in Barcelona. Antonio was appointed to the Group Executive Board in December 2009 and is Head of the Law GBU.

Hervé Hélias

Hervé is a graduate of HEC and is an auditor and chartered accountant. He began his career with Mazars in 1986 and became a Partner in 1995. Hervé is a member of the banking sector team in Paris and has extensive experience in the coordination of the audits of major international banking groups (such as serving as statutory auditor for the financial statements of BNP Paribas from 2000 to 2009). Hervé is leader of the Talent Group, a role in which he has steered a project focused on developing new Partners. He has also participated in the Mazars University since it was first implemented in 2008. Hervé was appointed to the Group Executive Board in 2011 and is Head of the PIE GBU.

Christoph Regierer

Christoph joined the Mazars Group in 2015 when Roever Broenner Susat (RBS Legal) and the Mazars member entity in Germany merged. He is a Public Auditor in Germany, a Certified Tax Advisor and a lawyer. His areas of expertise include corporate taxation, private equity and venture capital consulting and law.

Hilton Saven

Hilton has been with the member entity of Mazars in South Africa since 1975. He was appointed as a Partner in January 1981, working in audit and consultancy division. In 1986, Hilton was appointed to the Executive of the South African practice and became Managing Partner in 1988. In September 2007, the firm integrated with the Mazars Group. Hilton is also the non-executive Chairman of Truworths International Ltd, a large retail company listed on the Johannesburg Stock Exchange. He has also served as a member on a number of external committees for the South African Institute of Chartered Accountants. Hilton was appointed to the Group Executive Board in December 2009. He also serves on the Governing Council of Praxity.

Phil Verity

Phil has extensive experience as an auditor. He is based in the London office and was elected as UK Senior Partner from September 2012. He was appointed to the Group Executive Board in 2011 and he is Head of the OMB GBU.

Victor Wahba

Victor has an accounting degree from Brooklyn College of the City University of New York and is based in the New York office. He has substantial experience in mergers and acquisitions, financing strategies and business process improvements. Within the Mazars Group, Victor is responsible for apparel industry sectors. He is also a founding member of ATAC, an international network of auditors and consultants specialising in the apparel industry. He was appointed to the Group Executive Board in 2011.

Members of the Mazars UK leadership and governance bodies

UK Executive



Phil Verity – UK Senior Partner

Phil was elected as the UK Senior Partner from September 2012 and has been co-CEO of the Group since December 2012. He is responsible for the management of the Owner-Managed Businesses (OMB) activity within the Group. Phil is based in the London office and he is also chair of the Quality Steering Group.

Date of first appointment – 2010



Tim Davies – Head of Tax

Tim has been Head of Tax in the UK since February 2011. He is also a member of Mazars' Global Tax Board. As well as his management responsibilities, Tim provides tax advice to businesses and entrepreneurs and has particular expertise in complex corporation tax issues, shareholder planning and transaction tax.

Date of first appointment – 2012



Alistair Fraser – Head of Talent

Alistair is the firm's head of Talent. Alistair trained with the firm, and has been a partner since 1999. He continues to work with clients as an audit and advisory partner. He particularly works with entrepreneurial businesses and charities.

Date of first appointment – 2012



Nigel Grummitt – Head of Financial Advisory Services

Nigel heads up Financial Advisory Services in the UK. In particular, he leads on the provision of Forensic and Investigation Services both in London and nationally and is chairman of the group coordinating the provision of these services internationally.

Date of first appointment – 2012



David Herbinet – UK Head of PIE

David heads up Mazars' PIE team in the UK and is a key Mazars spokesperson particularly on issues affecting audit competition or audit quality. He acts as client service partner for some of our largest international clients with significant expertise in group audits and cross-border due diligence. David is also Head of Audit in the Mazars Group.

Date of first appointment – 2007



Glyn Williams – Head of Country Support Unit (CSU)

Glyn is the Chief Financial Officer and leads the UK Country Support Unit with responsibility for operational infrastructure and performance improvement. Glyn has been a partner in the firm since 1990 and has worked with a portfolio of audit clients and handled many forensic and investigation assignments. Glyn is also responsible for risk management in the UK.

Date of first appointment – 2002

Governance Council



Jac Berry – Partner and Chair

Jac is an audit partner and member of the UK Standards and Risk Management team, where her responsibilities include developing the UK firm's methodology in respect of audit quality. In addition she provides technical assistance at a UK and international level, including developing the Mazars Group audit methodology. She is based in London.

Date of first appointment – 2009



Richard Bott – Partner

Richard is an audit partner and heads the firm's Corporate and Business Services Group in Bristol.

Date of first appointment – 1999



Greg Hall – Partner

Greg specialises in transaction services, and is Head of Financial Due Diligence. He also has an audit portfolio focussed around property and investment funds. He is based in Milton Keynes.

Date of first appointment – 2009



John Holroyd – Partner

John Holroyd is business advisory partner to a wide range of industry sectors. He is based in Leeds.

Date of first appointment – 2009



Tim Hudson – Partner

Tim is an audit partner specialising in large UK and international groups. He also has experience of advising on acquisitions and fund raisings, including AIM listings. He is based in Manchester.

Tim is an elected member of the Group Governance Council and sits on the Group Audit Committee.

Date of first appointment – 2000



Bob Neate – Partner

Bob is an audit partner based in London with extensive experience of working with large and complex international groups. He is an engagement partner to both full list and AIM clients.

Date of first appointment – 2014



Lorraine Olley – Partner

Lorraine is a partner in Mazars LLP and a Director of Financial Planning in Mazars Financial Planning Ltd. She is based in Milton Keynes.

Date of first appointment – 2013



Rod Weston – Partner

Rod is a specialist business recovery partner. He acts as advisor, receiver/ administrator to distressed businesses of all sizes across a range of sectors and is based in London.

Date of first appointment – 2013

Members of the Public Interest Committee

Denise Fletcher – Independent Member

Denise Fletcher is an Operations and Finance Executive who has been a leader in both public and private organisations. She has extensive experience in operating, finance, brand building, consumer and retail strategy, along with extensive investment and acquisition experience.

Date of first appointment – 2012

Francois de Carbonnel – Independent Member

Francois de Carbonnel is a director of corporations and a consultant/corporate finance advisor. He was Chairman of the Board of Thomson SA (TMS). He is on the boards of Pages Jaunes S.A., Ecofin Hedge Fund, Ecofin Special Situations Fund (Irish public companies), Quilvest S.A. and Amgen Inc.

Date of first appointment – 2012

Audit Committee

The Audit Committee is a sub-committee of the Governance Council and its members are set out below:

- Richard Bott (Chair);
- Jac Berry; and
- Greg Hall.

Meeting attendance

Name	UK Executive	Governance Council	Audit Committee
Phil Verity	27/27		
Tim Davies	25/27		
Alistair Fraser	25/27		
Nigel Grummitt	22/27		
David Herbinet	26/27		
David Smithson	27/27		
Glyn Williams	26/27		
Jac Berry		4/4	3/3
Richard Bott		3/4	3/3
Greg Hall		3/4	
John Holroyd		3/4	3/3
Tim Hudson		3/4	
Bob Neate		4/4	
Lorraine Olley		3/4	
Rod Weston		4/4	

Mazars Group and Mazars UK statements of compliance

Statement on the effectiveness on the Quality Control System

- Mazars Group's and Mazars UK's Quality Control System is designed to provide reasonable assurance that the firm, its partners and staff comply with professional standards and regulatory and legal requirements, work is performed to a consistently high standard and that reports issued by the firm are appropriate.
- The management of Mazars Group and Mazars UK are content that the system is effective in the maintenance and improvement of audit quality. They considered the results of the relevant regulatory inspections in reaching this opinion.

Statement on the effectiveness of our systems to safeguard our objectivity and independence

- The operation and effectiveness of Mazars Group's and Mazars UK's systems to safeguard our objectivity and independence form part of the review of the Quality Control System. Furthermore, management confirms that the practices have been subjected to internal review.
- Based on the evidence obtained in there reviews, the management of Mazars confirms, with a reasonable level of assurance, that the independence procedures and practices have been implemented and the system is effective in maintaining independence.

Statement of compliance with professional training obligations

- Mazars UK complies with the Continuing Professional Development policies of the ICAEW, ICAS and ACCA which are, in turn, compliant with IES 7.
- Partners and all audit personnel are required to provide an annual declaration that they have complied with the relevant requirements.
- Registered auditors are required to complete at least 120 hours or equivalent learning units of relevant professional development activity in each rolling three-year period, of which 60 hours or equivalent units should be verifiable. They also have to complete at least 20 hours or equivalent learning units of relevant professional development activity each year.



Please get in touch...

Should you require any further information,
please do not hesitate to contact:

Phil Verity

UK Senior Partner

T: 020 7063 4880

E: philip.verity@mazars.co.uk

Andrew Goldsworthy

Partner, Head of Audit

T: 020 7063 4448

E: andrew.goldsworthy@mazars.co.uk

Tower Bridge House
St Katharine's Way
London
E1W 1DD
United Kingdom

www.mazars.co.uk

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