



# MAZARS GENDER AND ETHNICITY PAY GAP REPORT

2018

# At Mazars, our people are our priority

We believe that our team members can only achieve their full potential if we create an inclusive culture where everyone is able to be themselves, and feels valued and accepted for who they are.

Transparency is a key driver for change. Our gender pay gap figures for 2018 show that we have made some progress since publishing our 2017 report and reflects the actions we are taking to create more balance. However, it's clear that we must continue this momentum if we are to achieve a level playing field for all our team members. This is why we welcome the opportunity to publish our pay gap data for the second year, along with our actions and initiatives.

We are also voluntarily publishing the gender pay and bonus gap data for partners as well as staff. In addition, we have taken the decision to publish the pay gap figures for our Black Asian Minority Ethnic (BAME) staff.

As a business we are committed to creating change. We expect that a more significant and meaningful impact will be seen over the longer term, as we continue to embed the actions we are taking to create a greater balance for everyone in our firm.

# Gender pay gap – Mazars UK

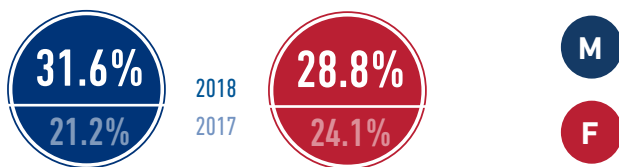
The gender pay gap shows the difference between the average hourly pay between male and female employees in an organisation. It provides a snapshot of the gender balance within a given period (the 'snapshot' date). The gender pay gap is distinct from equal pay, which is about ensuring that men and women 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 2018. Because we consider the gender pay gap for all of our employees, the gender pay gap shown below is for all Mazars UK employees.

## Pay and bonus mean and median calculations

	MEAN		MEDIAN	
	2018	2017	2018	2017
Pay gap	13.0%	13.7%	6.5%	6.3%
Bonus gap	17.2%	31.8%	10.7%	22.5%

## Percentage receiving bonus



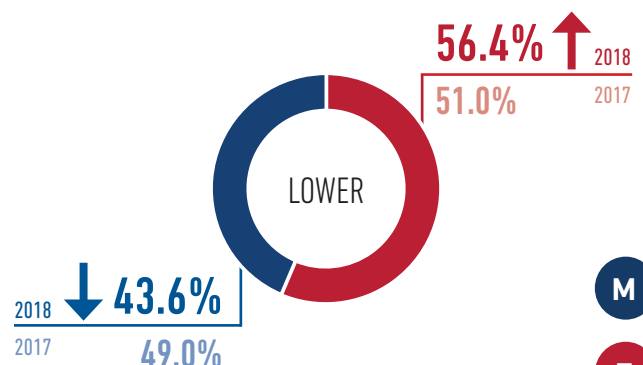
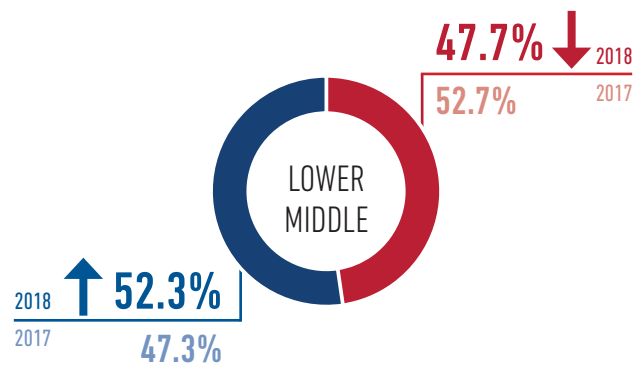
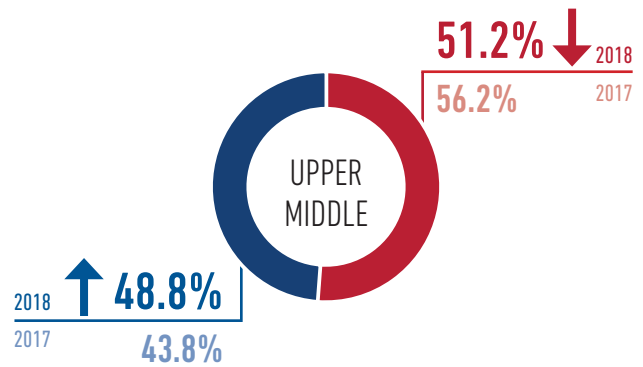
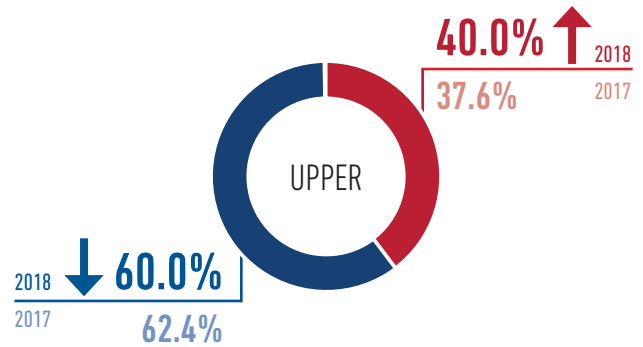
### Definitions

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 QUANTILES 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.

## Quartile distribution of males and females



# Gender pay gap – Mazars Limited

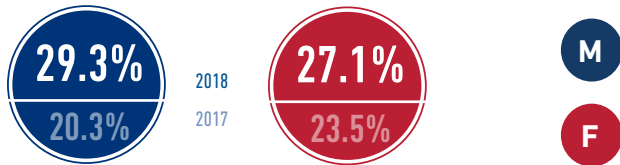
Mazars has one legal entity with more than 250 employees, Mazars Limited. Under the reporting regulations, we are required to report our gender pay gap for this entity separately.

The information below gives the statutory disclosure for Mazars Limited at the snapshot date of 5 April 2018.

## Pay and bonus mean and median calculations

	MEAN		MEDIAN	
	2018	2017	2018	2017
Pay gap	10.7%	11.5%	5.2%	2.9%
Bonus gap	15.3%	11.6%	4.7%	15.8%

## Percentage receiving bonus



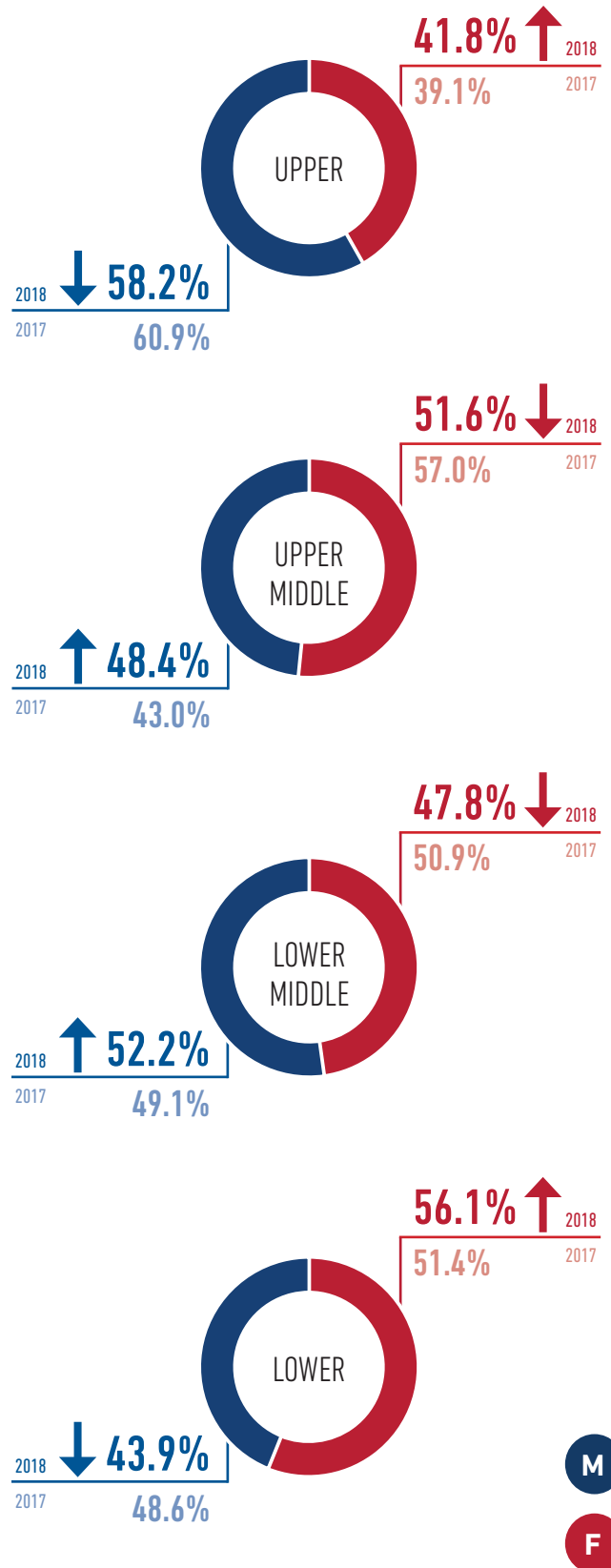
### Definitions

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 QUANTILES 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.

## Quartile distribution of males and females



# BAME pay gap

There is no legislative requirement to publish our ethnicity pay gap. However, as part of our commitment to creating a diverse and inclusive workplace, we believe that we should be transparent across all areas, not only gender. Therefore, we are going beyond the legal requirements and reporting the pay gap data for our BAME staff.

We have followed the gender pay gap reporting methodology to calculate our ethnicity pay gap.

## BAME – Mazars UK

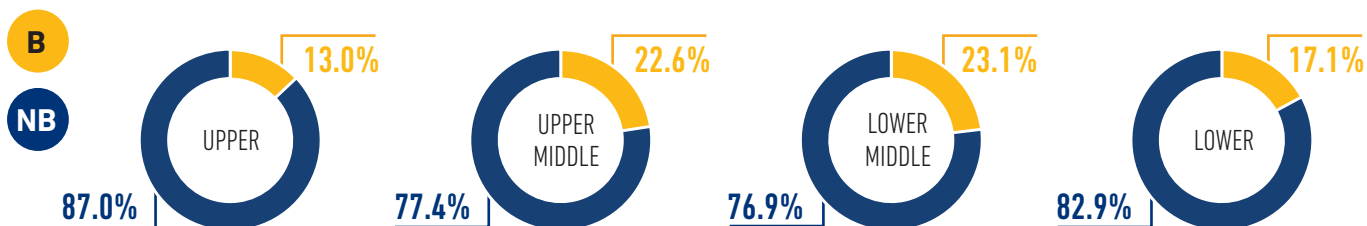
Pay and bonus mean and median calculations for BAME employees

	MEAN 2018	MEDIAN 2018
Pay gap	8.9%	4.5%
Bonus gap	30.6%	9.3%

Percentage receiving bonus



Quartile distribution of Non-BAME and BAME employees



## BAME – Mazars Limited

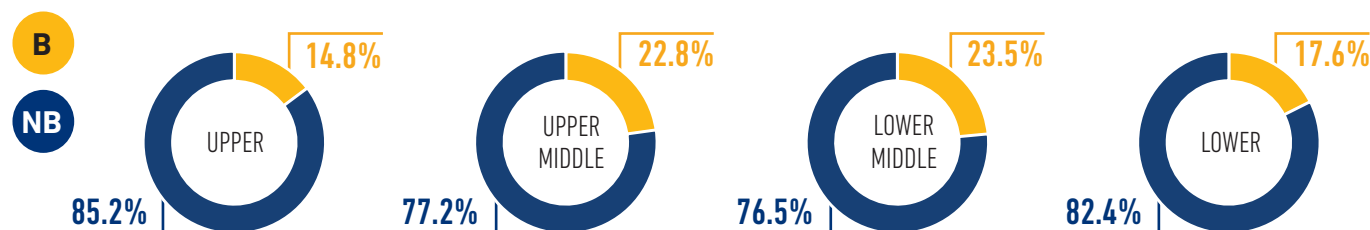
Pay and bonus mean and median calculations for BAME employees

	MEAN 2018	MEDIAN 2018
Pay gap	7.2%	2.5%
Bonus gap	27.9%	3.5%

Percentage receiving bonus



Quartile distribution of Non-BAME and BAME employees



# Mazars UK partners and staff gender pay gap

We take our accountability seriously and have chosen to go beyond the statutory reporting requirements. We are voluntarily reporting our gender pay gap for partners for the second consecutive year.

Our calculations are based on the profit share (i.e. earnings) that our partners at April 2018 received for our last financial year which ended on 31 August 2018; and the combined 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.

	MEAN		MEDIAN	
	2018	2017	2018	2017
<b>Staff</b>	13.0%	13.7%	6.5%	6.3%
<b>Partners</b>	11.9%	12.1%	18.7%	17.8%
<b>Staff &amp; Partners (inc.bonus)</b>	37.7%	37.9%	15.3%	18.3%

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.

## What are the reasons for our pay gaps?

We have made some progress in achieving greater balance across the firm, for example, year on year we have increased the number of female and BAME employees we recruit at entry level. We have also seen more gender balance in our promotions at senior levels, evidenced by the movement in the upper quartile distribution of males and females. However, our gender

and BAME pay gaps continue primarily to be driven by having more non-BAME 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.



# What are we doing to close the gap?

We are working proactively to address our gender and BAME pay gaps at both employee and partner levels. Our diversity strategy focuses on the key areas of **attraction, recruitment, progression, retention and engagement**:

Inclusive attraction and recruitment	Progression and development	Retention and engagement
<ul style="list-style-type: none"> <li>• Encouraging more female and BAME individuals to apply to our firm, we target specific universities with a high number of BAME and female students.</li> <li>• Working together with our university student brand ambassadors who provide potential candidates with information on our firm at campus events and through social media networks.</li> <li>• Working closely with university societies that provide support to female and BAME students.</li> <li>• Ensuring that wording in our job adverts is inclusive.</li> <li>• Advertising our roles through organisations such as Stonewall and the Asian Business Chamber of Commerce to attract candidates from a wide range of backgrounds.</li> <li>• Using blind recruiting to reduce bias when we recruit school leavers and university students.</li> <li>• Our interviewers and assessors receive training on recognising and assessing bias.</li> <li>• Increasing use of diverse interview panels to reduce bias and promote inclusivity during the recruitment and promotions process.</li> </ul>	<ul style="list-style-type: none"> <li>• In order to help staff understand the opportunities that lie ahead, all team members are offered career development conversations with partners in the firm.</li> <li>• We aim to have equal numbers of male and female participants as well as better BAME representation on our manager and leadership training programmes.</li> <li>• We have signed up to HM Treasury's Women in Finance Charter and have set aspirational targets to 2023. Further to this, all senior partners are assessed against the actions they are taking to create more balance.</li> <li>• We have signed Business in the Community's Race at Work Charter. We are using the Charter, which contains five calls to action, to help shape and guide our BAME strategy.</li> <li>• We work closely with the Asian Business Chamber of Commerce (ABCC) and have signed the ABCC's 'Diversity in Leadership' pledge to improve all aspects of diversity in our offices in the Midlands.</li> <li>• As a further part of our strategy, we are launching a leadership programme to support our women and BAME team members to progress their careers.</li> </ul>	<ul style="list-style-type: none"> <li>• We know that having visible role models in the firm is crucial to progression and retention. We have therefore launched a role model campaign called #WeAreMazars. The campaign showcases the different career paths and aspirations of a diverse range of team members and partners, which we publish internally and externally.</li> <li>• It's important to us that our employees and partners are able to achieve a positive balance between their work and home lives. We believe in the benefits of providing a flexible working culture and offer everyone in the firm the ability to work in an agile way.</li> <li>• We offer transitional coaching to staff and partners who are going on parental leave. Our parental policies and benefits are published on our careers website.</li> </ul>

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.



**Phil Verity**  
UK Senior Partner



**Jac Berry**  
Head of Quality



**Ian Wrightson**  
Head of People and Culture

Mazars LLP is the UK firm of Mazars, an international advisory and accountancy organisation, and is a limited liability partnership registered in England with registered number OC308299. A list of partners' names is available for inspection at the firm's registered office, Tower Bridge House, St Katharine's Way, London E1W 1DD.

Registered to carry on audit work in the UK by the Institute of Chartered Accountants in England and Wales. Details about our audit registration can be viewed at [www.auditregister.org.uk](http://www.auditregister.org.uk) under reference number C001139861.

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