

# Mazars in focus

Sustainability report 2020

mazars



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## Foreword

### Message from our CEO's

The global pandemic has changed the world over this past year and has made us realise the depth of our responsibility to each other, our clients and the rest of our stakeholders. We continue to focus on our responsibility to uphold the integrity of our profession and to support our families and communities. If anyone had told us what 2020 had in store for us, I don't think we would have believed it. We are so proud of our people and the resilience they have shown through this global pandemic. The unexpected consequence of this pandemic was an increased need to think innovatively and our business had to adapt quickly and effectively to the changing world we found ourselves operating in and to find new ways of working. These new ways of working will stand us in good stead for the future, but none of this would have been possible without the exceptional people in our teams.

We all had to step up to the immense challenges that we were faced with. At the same time a renewed sense of purpose was unleashed through our brand relaunch and our social conscience was ignited to help those less fortunate than ourselves.

The fears that raged through so many of our people could have consumed us but fortunately we were able to convert this energy into something positive and constructive as we realised that we are in fact one team and we are stronger together. The re-investment of this energy into supporting one-another and into those matters that are truly important allowed us to continue to thrive.

As much as we may have seemed further apart due to remote working, there was a lot that brought us together and connected us.

As we look forward now, we believe we have laid the foundations of a sustainable business and we need to continue to focus on our ability to achieve our strategic objectives with this sense of purpose driving our actions and behaviours.

Yours sincerely,

*Michelle & Anoop*



**Anoop Ninan**  
Co-CEO  
Mazars in South Africa

**Michelle Olckers**  
Co-CEO  
Mazars in South Africa

**We all had to step up to the immense challenges that we were faced with. At the same time a renewed sense of purpose was unleashed through our brand relaunch and our social conscience was ignited to help those less fortunate than ourselves.**



**Our sustainability reporting journey commenced in 2019 with a fynbos theme, as we identified with its resilience, consistency and beauty. These represented the qualities we wanted to work towards in meaningful ways within our practice.**

We embarked on our sustainability journey and navigated the inevitable challenges and opportunities that lay ahead with these qualities as our pillars. None could have imagined that those challenges included a global pandemic. The spread of COVID-19 across the globe threatened and took away both lives and livelihoods. It confined us to our homes, away from our loved ones, friends and colleagues as countries across the world instituted lockdowns to varying degrees to slow the spread of the virus. Through the resilience and consistency learnt from the fynbos, Mazars in South Africa continued to offer transformative business solutions and professional services to clients.

Through it all, we served our communities and co-created sustainable value with our stakeholders. Most extraordinarily, we found and ultimately shared with the world, our new brand identity and focus.

For this sustainability report, our theme is: “In focus – our people”. The importance of our people, and indeed all of humanity, was highlighted in many ways as we were separated by the pandemic. We needed our people to be at their best to survive the impacts of the global response to the pandemic and our people showed up. Furthermore, protecting our people was one of the focal areas for our firm globally. The choice in theme represents our appreciation for our people and their role in

achieving our sustainability and growth objectives. It is also a statement of intent. Our people are ranked a top material issue for our report and inform the very foundation of how we will create sustainable value moving forward.

Our focus on our people is also an important element of our recently launched brand identity and our brand promise to our clients and our communities. We rely on the values, the work ethic, the integrity, the skills, and the agency of our people to become the transformative business and corporate citizen we hold ourselves to be. Our people are at the centre of our brand promise of being the right fit for our clients, the right fit for our stakeholders and a reliable neighbour in the communities we operate in.

Our sustainability report tells the story of our progress throughout the year, rooted in the impact we’ve made on people. It introduces our new brand identity and how it will influence our sustainability journey as well as how the road travelled thus far has further influenced its development. Finally, our report reveals the focus of our corporate social responsibility framework for the year ahead. Underpinning our sustainability story for 2020 is our renewed commitment to our values and to providing sustainable value in how we serve our clients and work professionally with our stakeholders.



“We bring a personalised approach to our client interactions, whether we are working with an entrepreneur who is just starting or with an established or JSE-listed company.”

Anoop Ninan  
Co-CEO

“Our purpose speaks directly to caring about the integrity of our profession. As a firm we are invested in meeting client and public expectations in a manner that holds true to our values.”

Michelle Olckers  
Co-CEO

## Introduction

### About our report

**The period covered in our report is from the 1st of September 2019 to the 31st of August 2020, which coincides with our annual financial reporting cycle. Mazars in South Africa publishes its sustainability report annually. Our report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core Option.**

The period covered in our report is from the 1st of September 2019 to the 31st of August 2020, which coincides with our annual financial reporting cycle. Mazars in South Africa publishes its sustainability report annually. Our report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core Option.

Sustainability is centred in our corporate strategy and its integration is supported by our core values. We measure ourselves against best practice and the best version of ourselves in integrating sustainability in our strategy. Our report seeks to illustrate our progress in the effective management of our material topics and our efforts in achieving our sustainability objectives through our people, including our contributions at the community level as a responsible corporate citizen.

#### Point of departure

An annual sustainability report forms an integral part of our commitment to corporate sustainability. In support of this commitment, we have put in place sustainability data collection systems to monitor our progress between reports and management tools to aid the efficient organisation of data for an accurate and timely sustainability report.

#### Responsibility statement

The national executive committee (referred herein as EXCO) acknowledges its responsibility to ensuring the accuracy of our 2020 sustainability report. EXCO has applied its collective expertise herein and, in their opinion, this report addresses all material topics and presents an accurate view of our sustainability performance for the year under review.

#### Assurance

EXCO is satisfied with the quality of the information contained in this report and the reporting processes used. Their review has given us this assurance and we do not deem it necessary to conduct third party assurance over information contained in this report.



## Introduction

### Report Content & Principles

**In identifying and defining the content included in this report, we were guided by the Global Reporting Initiative (GRI) Standards Reporting Principles.**

#### Report content and principles

We regard the below principles as important to the nature of our business, the sector in which we work, and the emerging best practices associated with sustainability reporting. These principles are:

- Materiality
- Stakeholder Inclusiveness
- Sustainability Context, and
- Completeness.

As with any organisation, there are a wide range of topics on which we could report. For this report, we have considered the material topics which merit inclusion. In determining whether a topic is material we considered:

- If the issue is important in relation to Mazars in South Africa's economic, environmental and social impacts; or
- If the issue would influence the decisions of our stakeholders.
- Taking both internal and external factors into account, we evaluated the significance of

impacts to determine the priority of the material topics identified. To achieve this, we consulted with the executive committee, partners and directors, and analysed industry trends.

In addition, the process for determining content includes the following:

- The usefulness of the report for stakeholders (including the interests and expectations of stakeholders);
- The purpose, experience, and nature of the core business of Mazars in South Africa.
- The material environmental, social, and economic impacts of our business.
- The importance of reporting reliably and in accordance with the GRI Standards; and
- The availability of data for the reporting period.
- impacts of our business.
- The importance of reporting reliably and in accordance with the GRI Standards; and
- The availability of data for the reporting period.



**This report has been compiled by the Mazars Business Sustainability Team. Mazars is a GRI Community Member.**

## Mazars at a glance

### Significant changes

During the year under review, we concluded a two-year international rebrand, launching our new brand on the 21st of October 2020. Three of our regional offices located in Durban, Bloemfontein and Gqeberha, relocated and moved to new premises. There have not been any other significant changes in reporting boundaries and/or scope of the report.

Move From	Move to	Key sustainability features of new premises
<b>Durban</b>		
197 Peter Mokaba Road Morningside Durban 4001	21 Richefond Circle, Umhlanga Ridge, Durban 4319	<ul style="list-style-type: none"> <li>AC system more energy efficient.</li> <li>Commute to work is more efficient and convenient for staff.</li> <li>Office is better lit up and indoor plants gives it a soothing effect on staff.</li> <li>Parking much easier and generally staff have mentioned it is a better working environment as opposed to old premises.</li> </ul>
<b>Gqeberha</b>		
30 Bird Street, Central, Gqeberha	Waterfront Business Park, Humerail, Gqeberha	<ul style="list-style-type: none"> <li>Reduced space with more modern, open-plan office structure and allowing staff to work from home at times results in less water, electricity, waste, etc.</li> <li>Water tanks at the new business complex.</li> <li>Energy saving light bulbs in office.</li> <li>Automatic lights (switches off automatically if you are not in the area).</li> </ul>
<b>Bloemfontein</b>		
46 First Avenue, Westdene, Bloemfontein	101 on Olympus, Heilicon Heights, Bloemfontein	<ul style="list-style-type: none"> <li>Increased parking for employee safety</li> <li>Modernised energy efficient air-cooling system</li> <li>Energy efficient lighting</li> <li>Working 98% paperless</li> </ul>



## Restatements of comparative info

**During our sustainability report briefing, our team discussed the relevance and impact of key topics. Of these critical topics, we note that although we included the analysis of the Mazars in South Africa carbon footprint, we presented the carbon footprint certificate of our Cape Town and Paarl region for the 2019 comparative period.**

We have restated the 2019 carbon footprint certificate to reflect the impact our firm has had more accurately, and to provide our stakeholders with the necessary information to make a meaningful

evaluation. The restated carbon footprint certificate correctly reflecting the carbon emissions for 2019 can be found on page 78 of this report.



**The repercussions of climate change are a reality and industry needs to take proactive and responsible steps to reduce their greenhouse gas (GHG) emissions. Calculating and managing our carbon footprint is the first step in managing our GHG related risks.**

# Mazars at a glance

## About Mazars

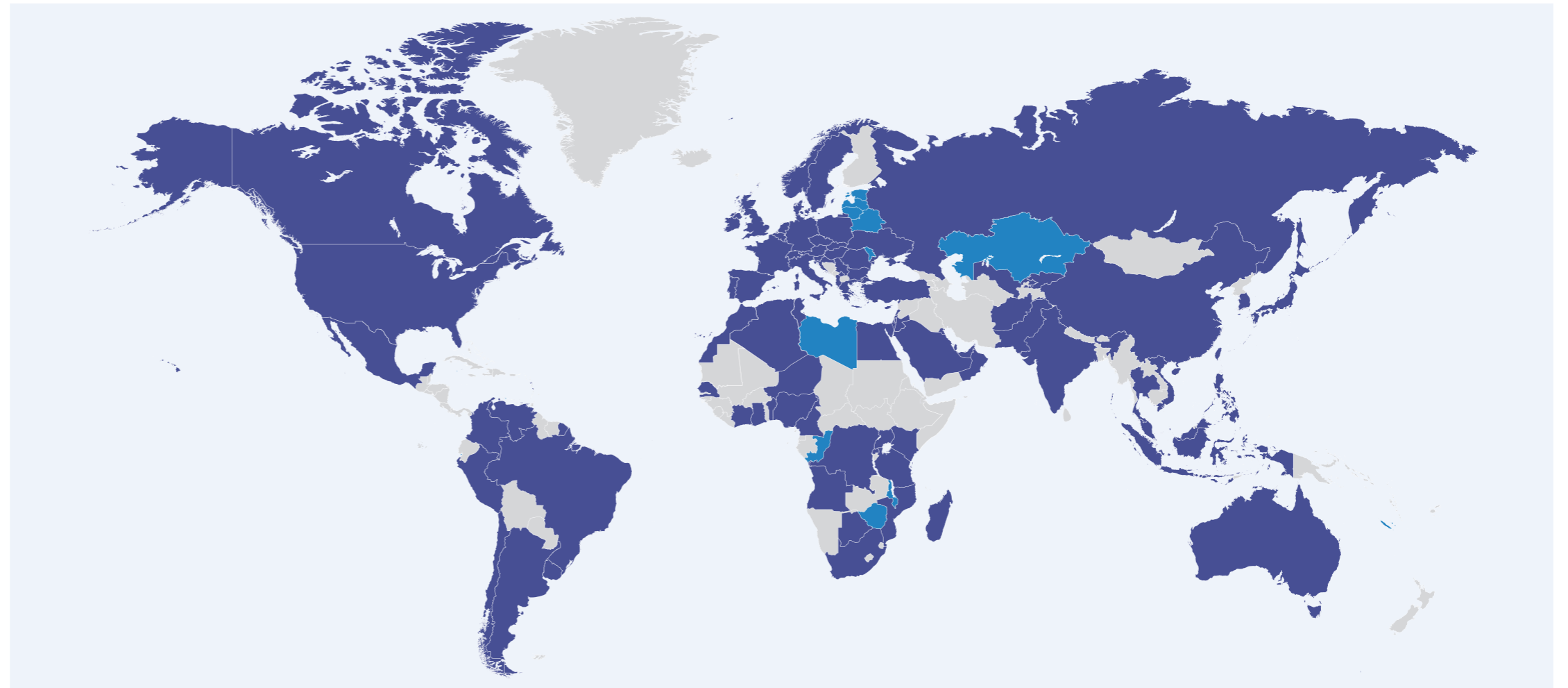
Mazars is a leading international audit, tax and advisory firm. Operating as a united partnership, we work as one integrated team, leveraging expertise, scale and cultural understanding to deliver exceptional and tailored services in audit and accounting, as well as tax, financial advisory, consulting and legal services.

Founded in Europe, Mazars is present in over 90 countries and territories, with over 42,000 professionals – 26,000+ in our integrated partnership, 16,000+ via the Mazars North America Alliance – dedicated to helping clients make the most of business opportunities and operate with confidence.

Going beyond technical excellence, our role as auditors and advisors is to help our clients build a better society by addressing topical topics such as inequality, urban development and tax transparency. We are distinctively capable of assisting large listed companies, and have unique resources to help mid-caps, SMEs and start-ups with tax, legal and outsourcing services.

Valid as of 1 January 2021

- Integrated countries and territories
- Non-integrated countries and territories: Mazars correspondents and representative offices



### North America

- Bermuda
- Canada
- United States

### Latin America & the Caribbean

- Argentina
- Brazil
- Cayman Islands
- Chile
- Colombia
- Dutch West Indies
- Mexico
- Peru
- Uruguay
- Venezuela

### Africa & Middle East

- Algeria
- Angola
- Bahrain
- Benin
- Botswana
- Cameroon
- Congo (Brazzaville)
- Congo (Kinshasa)
- Egypt
- Ghana
- Israel
- Ivory Coast
- Jordan
- Kenya
- Kuwait
- Lebanon
- Libya
- Madagascar
- Malawi
- Mauritius
- Morocco
- Mozambique
- Niger
- Nigeria
- Oman
- Palestine
- Qatar
- Rwanda
- Saudi Arabia
- Senegal
- South Africa
- Tanzania
- Tunisia
- Uganda
- United Arab Emirates
- Zimbabwe

### Europe

- Albania
- Austria
- Belgium
- Belarus
- Bulgaria
- Croatia
- Cyprus
- Czech Republic
- Denmark
- Estonia
- France
- Germany
- Greece
- Hungary
- Ireland
- Italy
- Kosovo
- Latvia
- Lithuania
- Luxembourg
- Malta
- Moldova
- Netherlands
- Norway
- Poland
- Portugal
- Romania
- Russia
- Serbia
- Slovakia
- Slovenia
- Spain
- Sweden
- Switzerland
- Turkey
- Ukraine
- United Kingdom

### Asia-Pacific

- Afghanistan
- Australia
- China
- Hong Kong (SAR)
- India
- Indonesia
- Japan
- Kazakhstan
- Korea
- Kyrgyzstan
- Malaysia
- New Caledonia
- Pakistan
- Philippines
- Singapore
- Taiwan
- Thailand
- Uzbekistan
- Vietnam



Our values

Our values guide us in everything we do: how we work with our clients, how we empower our people and the role we play in our communities.

<p><b>Integrity</b></p> <p>Integrity is the cornerstone of our organisation. Honest and transparent in our engagements with clients and stakeholders. We seek to always behave in accordance with the highest ethical standards in our dealings with each other, our clients and our stakeholders.</p>	<p><b>Responsibility</b></p> <p>There is meaning in responsibility. We conduct ourselves in a manner that encourages transparency and accountability in our engagements and for our actions, respectively.</p>
<p><b>Diversity and respect</b></p> <p>Our strength lies in our people. Respect for every individual and their contribution is part of who we are.</p>	<p><b>Technical excellence</b></p> <p>Through innovation and a focus on the development of our people we aim always to provide the highest quality service.</p>
<p><b>Independence</b></p> <p>We carry out our independence freely and objectively. We encourage our people to observe the highest ethical standards while providing a valuable client service.</p>	<p><b>Stewardship</b></p> <p>We are acutely aware of our role in the world and within the communities we operate in. This motivates us to be faithful stewards of the resources of the firm, the trust of our clients and communities and the talents of our people.</p>

Our values

Our values have contributed to our firm's decades-long story of growth, and they demonstrate our firm's commitment to going above and beyond what is expected of us – today and tomorrow.

Our values in practice are supported by our behavioural charter which reveals our expectations of our people in their engagements with clients, our stakeholders, each other and the communities we operate in.

Our "One Team" philosophy serves as the lodestar of our efforts to provide a quality service by working together across functions and departments to meet the needs of clients and the development of our people.

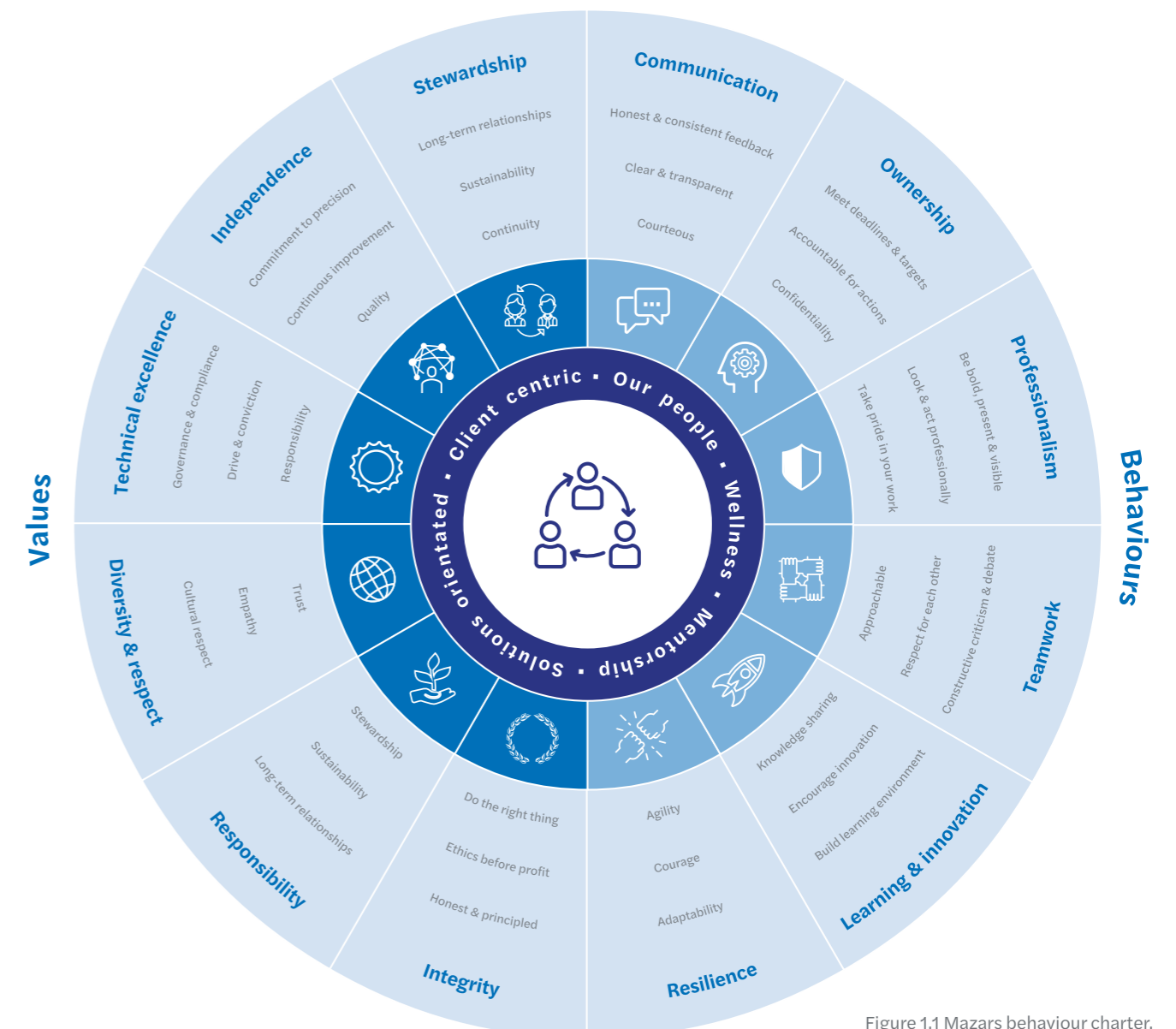


Figure 1.1 Mazars behaviour charter.

## Mazars at a glance

### About Mazars in South Africa

As one of the oldest audit firms in South Africa, Mazars has a long history of professional excellence. We have evolved from humble beginnings in the early 1950s to an agile industry leader.

With over 1000 staff, 71 Partners and 22 Directors operating out of our 10 offices within South Africa, Mazars has achieved significant growth.

As a multicultural and united partnership with shared goals, values and service standards across the world, we take pride in our technical expertise and the quality of our work.



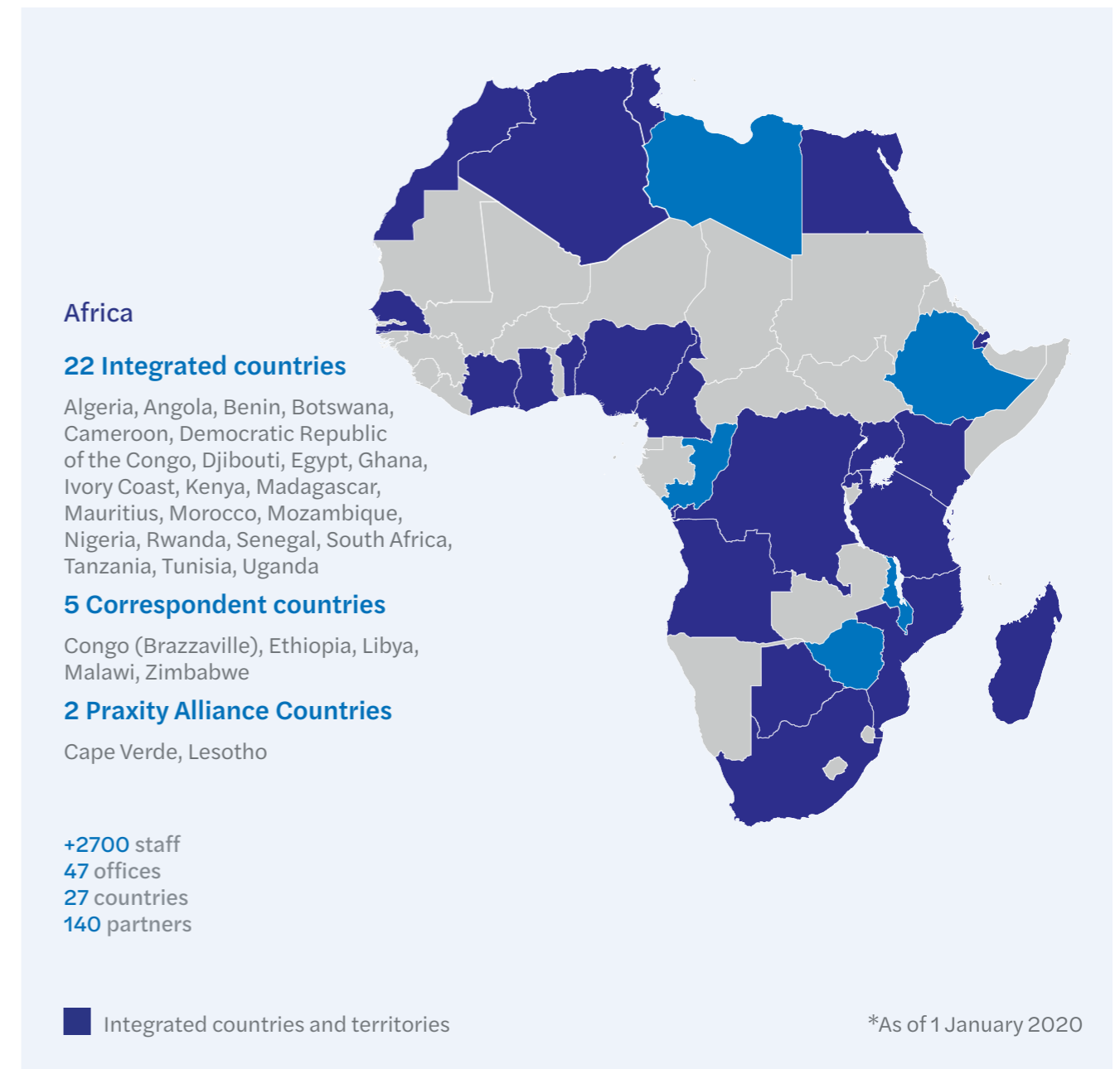
## Mazars at a glance

### About Mazars in Africa

With over 2,700 professionals and 140 partners to help you reach your goals, Mazars is ready to help you and your business succeed in Africa.

For over 40 years, Mazars has been a major player on the continent, offering tailor-made solutions to serve clients across all sectors and at all stages of their development.

We operate from 47 offices in 27 countries which can support you across the continent via our correspondence agreements and joint ventures.



Our expertise

Mazars works as one integrated team, leveraging expertise, scale and cultural understanding to deliver exceptional and tailored services in audit and accounting, as well as tax, financial advisory and consulting services.

**Audit & assurance**

Independence and rigour that deliver transparency and confidence.

**Consulting**

Transforming organisations by aligning people, processes and technology.

**Financial advisory**

Technical support and expert advice in the moments that matter most.

**Outsourcing**

An outsourcing partner that helps you play to your strengths.

**Privately owned business**

Helping you achieve your ambitions with confidence.

**Sustainability**

Helping companies place sustainability at the centre of their business.

**Tax**

Insight and innovation to guide you through an ever-evolving tax landscape.



Our pillars

We are uniquely placed to fulfil our promise thanks to our ability to combine:

Our approach is set apart by our pillars that encourage us to celebrate the individuality and the leadership of our people. Our professionals are continuously empowered to do the right thing for our clients. Our “One Team” culture creates an integrated team that operates as one to provide consistent quality and

seamless collaboration. The ability to work together across the world means we are a firm that is both locally rooted in our communities with a global perspective. Finally, we are committed to playing our part in building the economic foundations for a fair and prosperous world.



**Empowered expertise**

Professionals empowered to do the right thing for our clients.



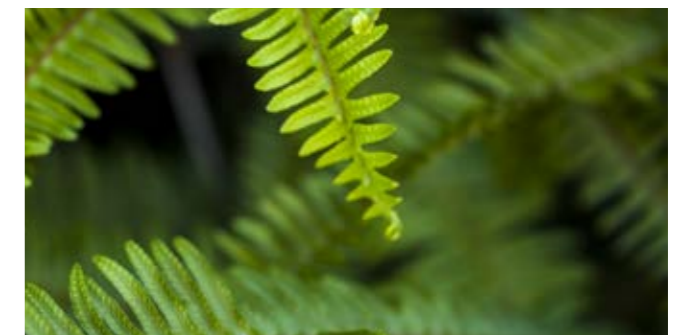
**Seamless integration**

One team delivering a rewarding experience and consistent quality.



**Balanced perspective**

Thoughtful counsel that blends local and global perspectives.



**Social conscience**

A mindset that gives clients, investors, markets, regulators and the public confidence that we do what is right.

**For over 75 years Mazars has operated as one team, guided by four founding principles:**

- To act responsibly in the public interest and help build the economic foundations of a fair and prosperous world.
- To add value as a firm through the highest quality teams, a distinctive ability to listen to clients and to deliver solutions tailored to their needs.
- To bring a unique choice in the industry; operating as an international integrated partnership, providing consistency, agility and stability to our clients.
- To keep a long-term vision and pass on our legacy and our uniqueness to future generations.



We have come a long way since Robert Mazars set up his accountancy firm in Rouen, France, in 1945. We have doubled in size in the past ten years to become an international organisation present in more than 90 countries and territories worldwide. The diversity of our offerings, clients and talent has flourished as we have grown. Society's expectations of business have also evolved, bringing new challenges and opportunities for us and our clients, driving us to innovate.

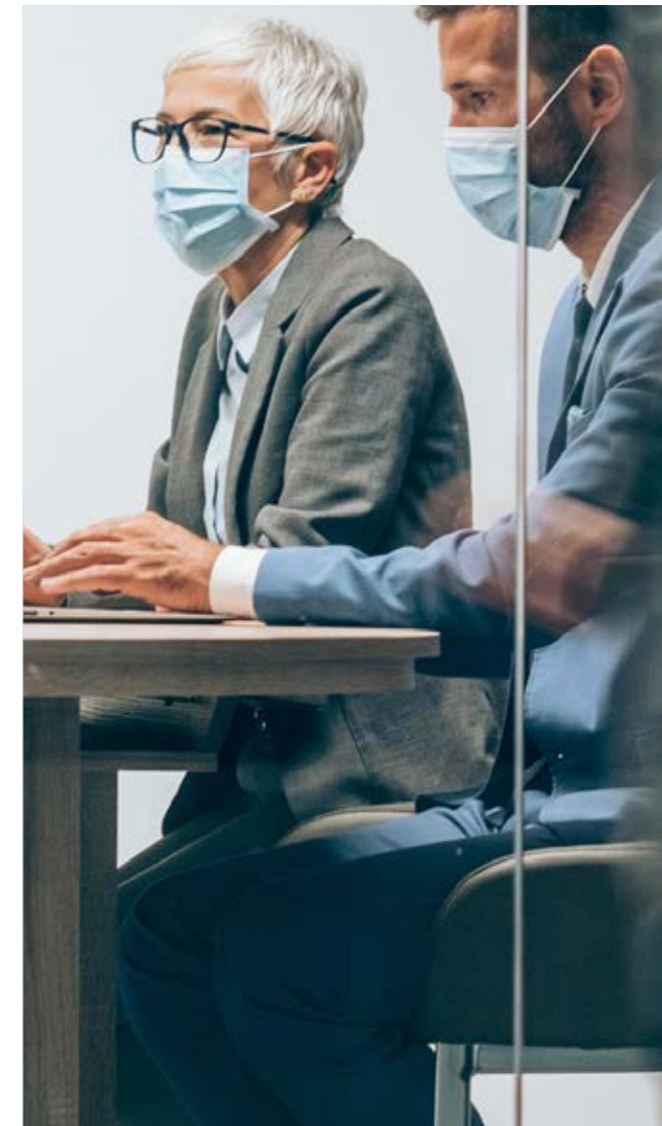
Now is the right time to reflect this change and rearticulate the promise that we make to our people, clients and society.

**Our new brand reflects the firm we have become and that we strive to be in the future.**

We take pride in empowering our people, clients and industry to achieve their potential and do the right thing. We are at our best when we combine our expertise, agility and understanding to provide answers and experiences that are the right fit for our people, clients and society.

**This is our brand promise: to be the right partner for our people, for our clients, for our industry and for society at large.**

Our new logo is a confident, understated wordmark that is free of symbols and taglines. Pure and timeless in design, it is uniquely Mazars. The lowercase lettering represents our approachability and the blend of angles and curves reflects the balance of human and technology in our approach.



**We make a promise to our clients and our people. To understand and respect who they are and how they work to create services and experiences, to fit their unique needs. It's a promise, which reflects our care. Our promise is also to always manage our firm for the benefit of future generations.**

## Mazars at a glance

### Our profession affiliations

Affiliations	Full name
IRBA	Independent Regulatory Board of Auditors
SAICA	South African Institute of Chartered Accountants
SAIT	The South African Institute of Tax Professionals
SANAS	The South African National Accreditation System
CIOT	Chartered Institute of Taxation (UK)
BNI	Business Network International
SARIPA	The South African Restructuring and Insolvency Practitioners Association
GRI	The Global Reporting Initiative
FSCA	Financial Services Conduct Authority
SARA	The South African Reward Association
HPCSA	The Health Profession Council of South Africa
SAGEA	South African Graduate Employers Association
IIA SA	Institute of Internal Auditor South Africa
UCISA	Universities and Colleges Information Systems Association
ACFE	Association of Certified Fraud Examiners
PA	The Prudential Authority

## Mazars at a glance

### Mazars for good

We are committed to being #MazarsForGood. As a firm we see ourselves as global citizens, we are dedicated to having a positive impact on the modern world and the communities in which we operate on all levels: through providing quality services to our clients to help them achieve sustainable growth, enabling our talented people to reach their highest potential, and contributing to the public debate with positive insights for the future. We support our clients, people and communities in the interest of all-round sustainability. We have a role to play and are prepared to step to this and be #MazarsForGood.



# Governance and Strategy

## Governance

### Governance council

Our governance structures are committed to oversight and accountability in relation to our material sustainability topics. Members of our governance structures appreciate their duty to educate themselves on the topics deemed material and how emerging topics may impact strategy.

For sustainability disclosures to be effective and decision-useful, they must demonstrate how sustainability strategies are integrated in our

governance systems for risk and opportunity oversight and corporate accountability. The overall purpose of our governance council is to exercise a supervisory function over the management of our business.

This council exercises oversight function to our national executive committee.

We are committed to good governance as ethical and effective leadership is required in order to achieve the core governance outcomes of an ethical culture, good performance, effective control and legitimacy.



**Jacques du Plessis**  
Chairperson



**Ewald van Heerden**  
Secretary



**Bongwiwe Mbunge**  
Partner



**Susan Truter**  
Partner



**Mansoor Salee**  
Partner



**Jonathan Comley**  
Partner



**Tertius Erasmus**  
Partner



**Guillaume Oberholster**  
Partner



**Shaun Vorster**  
Partner

# Governance and Strategy

## Governance

EXCO is responsible for the ratification of strategy decisions and budget approvals, as well as the governance in all other matters inside and outside the ordinary course of the partnership business.

The powers and/or authorities of EXCO are the same as those that are normally vested in the board of a company, subject to any specific provisions of the partnership agreement.

### National executive committee

Our national executive committee is the highest governance body responsible for decision making relating to economic, social and environmental topics. The national executive committee is responsible for the oversight of our material topics and the oversight over the sustainability committee, charged with the implementation of business sustainability and corporate social investment strategy.

This body meets/has calls every month. Full partnership meetings are held every 6 months, where budgets and strategic matters are considered and discussed.



**Anoop Ninan**  
Co-CEO



**Michelle Olckers**  
Co-CEO



**Mike Teuchert**  
Head of Tax



**Sanjay Ranchhoojee**  
Head of Audit



**Yolandie Ferreira**  
Head of Audit

## Governance and Strategy

### Governance

#### Audit and Assurance Standards Committee (AASC)

The AASC was set up to provide input into the decision making, implementation and monitoring processes established by Mazars.

The objectives of the Committee are:

- To identify and prioritise audit and assurance matters that require policy direction through direct and indirect communication with the Quality & Risk Management Department (QRM), the Monitoring Sub-Committee (MSC) of the National Exco, the Quality Officers' Support Unit (QOSU), National Exco, National Governance Council (NGC) and others as considered necessary;

- To establish and approve appropriate policies and related procedures for implementation by the firm and by the network firms of Mazars, in compliance with ISQC1 and other professional standards; and
- To debate and reach consensus on difficult and/or contentious audit and assurance related matters, as determined by the QRM, and to formulate appropriate guidance to be followed by the firm and all network firms.



**Shaun Vorster**  
Partner



**Jaco Cronje**  
Partner



**Maggie Cassan**  
Partner



**Prieur du Plessis**  
Partner



**Ewald van Heerden**  
Secretary

## Governance and Strategy

### Governance

#### Finance and Audit Committee (FAC)

The finance committee is a sub-committee that reports to the Co-CEO's and is responsible for the establishing of policies, procedures and controls

to facilitate financial governance, which includes financial planning, budget approvals, expenditure approvals and financial reporting.



**Shaun Vorster**  
Partner



**Jacques du Plessis**  
Chairperson



**Duncan Dollman**  
Partner

#### IT Steering Committee (ITSC)

The ITSC is a sub-committee of the Governance council. The ITSC's primary purpose is to provide strategic and governance direction for IT across

the business. The ITSC has overall responsibility for recommendations and decisions regarding IT priorities and IT security requirements as well as overall IT risk management.



**Michelle Olckers**  
Co-CEO



**Branden Patience**  
Director



**Jacques Roux**  
Senior Manager



**Ewald van Heerden**  
Secretary



**Danny Naidoo**  
Partner

# Governance and Strategy

## Governance

### Monitoring Sub Committee (MSC)

The Monitoring Sub-Committee (“MSC”) has been tasked by the National Executive with establishing, implementing, and monitoring an effective internal review and firm review process for assurance engagements. The Quality and Risk Management Department conducts reviews, in compliance with the applicable standards, on behalf of the MSC, whilst the MSC deals with the monitoring of the results and effectiveness of the internal and firm review process. The mandate of the MSC excludes work performed by the non-audit service lines and is limited to:

- The consideration of internal assurance file reviews.
- The consideration of external assurance file review inspection results, for example, inspections conducted by the IRBA, JSE and/or Mazars Group.
- Non-compliance with professional ethical standards and Mazars policies by assurance and non-assurance staff referred to the MSC.
- Any matter referred to the MSC by the National Executive.



**Yolandie Ferreira**  
Head of Audit



**Walter Blake**  
Director



**Miles Fisher**  
Partner



**Danny Naidoo**  
Partner

### Remuneration Committee (Remco)

As part of our integration process, we are in the process of composing our remuneration committee at a national level.

# Governance and Strategy

## Governance

Mazars in South Africa’s business sustainability committee overseas our business sustainability and corporate social investment strategy. The governance council is an oversight body that ensures due process is followed by the executive and the business on specific matters.

### Sustainability Committee (SC)

The Partner for business sustainability strategy and reporting, reports to the Co-CEOs and serves on the governance council, is responsible for successfully implementing the strategy and regularly updating the Co-CEOs and governance council.



**Michelle Olckers**  
Co-CEO  
Executive committee representative



**Bongwiwe Mbunge**  
Partner  
Committee chairperson



**Megan van Deventer**  
Human resources manager  
Committee secretariat



**Francois Smuts**  
Senior Manager



**Barries Ferreira**  
Partner



**Sandica Balrishie**  
Manager



**Natalie Ravelomanantsoa**  
Manager



**Susan Truter**  
Partner



**Thinus de Vries**  
Partner





## Governance and Strategy

### Strategic objectives

**Our strategic focus has not changed from the prior year. We are committed to driving continued understanding within our firm to share our strategic priorities. We are encouraged by the extent that your teams interface with our priorities. Ownership of our core strategic focus areas is important. We look forward in communicating our successes in achieving our goals, and, demonstrate how we create value.**

#### Create one unified team

One of the key strategic objectives at Mazars is working as “one team”. One team is more than just a set of values and behaviours. It is a key part of our inclusive culture, and a continuous work in progress, which we are proud of. We have coined the phrase ‘proudly Mazarian’. Our experience has been that when we work together as a team nationally and internationally, we are incredibly efficient and perform at optimal levels. This is a key priority as we know that we are stronger together.

#### Transformation and B-BBEE

Mazars in South Africa is committed to transformation. We aim to ensure that our demographics reflect those of our country. We have a responsibility to develop our people and ensure we create sustainability in our profession through skills transfer. Acknowledging that this is a journey, we apply due intent in driving sustainable transformation, in a culture of inclusivity.

#### Technology and digitalisation

In the current digital age, it is critical that business stays ahead of the game. The assessment of new technology and disruptive solutions is a key strategic objective of Mazars in South Africa to provide relevant, cost effective and cutting-edge solutions to clients and potential clients.

#### Grow advisory services

Our objective is to grow these service lines which offer cutting edge solutions to existing and potential clients in a digital age. This objective has enabled Mazars in South Africa to identify new sectors to service, such as financial services.

#### National business development

We have a presence in all major economic centres in the country. Through these 10 offices, we can service clients that have a national footprint. Drawing on our varied strengths in specific regions allows us to service our clients with precision while further creating lasting value towards our one team agenda. We continue focussing on servicing our clients with ease and regional expertise and quality.

#### Corporate social responsibility and sustainability

A sustainability strategy delivers sustained profits, ensures that the right decisions are made and communicates that profit over concentration harms the business and the greater stakeholders in the long term. Mazars in South Africa believes that developing our communities is part of our responsibility. We are committed to education programmes and employment initiatives that will have a positive impact in our communities. As a responsible global citizen, we have undertaken to measure our impact on climate change by assessing our carbon footprint and usage of valuable resources such as water and, where required, to develop and implement interventions to reduce our consumption of these resources.

## Stakeholder engagement & material topics

### Our material topics

**We take time to reflect and introspect on our business, people, community and environment.**

Materiality enables us to report on the topics related to our sustainability that matter the most to our firm, our strategic objectives and our stakeholders. Our material topics are those that have a significant

impact on our firm in terms of its growth, objectives or risks as well as those topics that are most important to our stakeholders (both internal and external to our firm).



## Stakeholder engagement & material topics

### Our material topic

**The responsibility of reporting on our material topics is led by our national executive committee.**

This body fulfils an oversight role in the management of our topics between sustainability reports. In support of the national executive committee, we

have a functioning sustainability committee as a working committee of the executives.

#### Top material issues related to:

- Human Capital
- Transformation
- Sustainability
- Integration
- Digitalisation, AI & disruption
- Sustainable growth

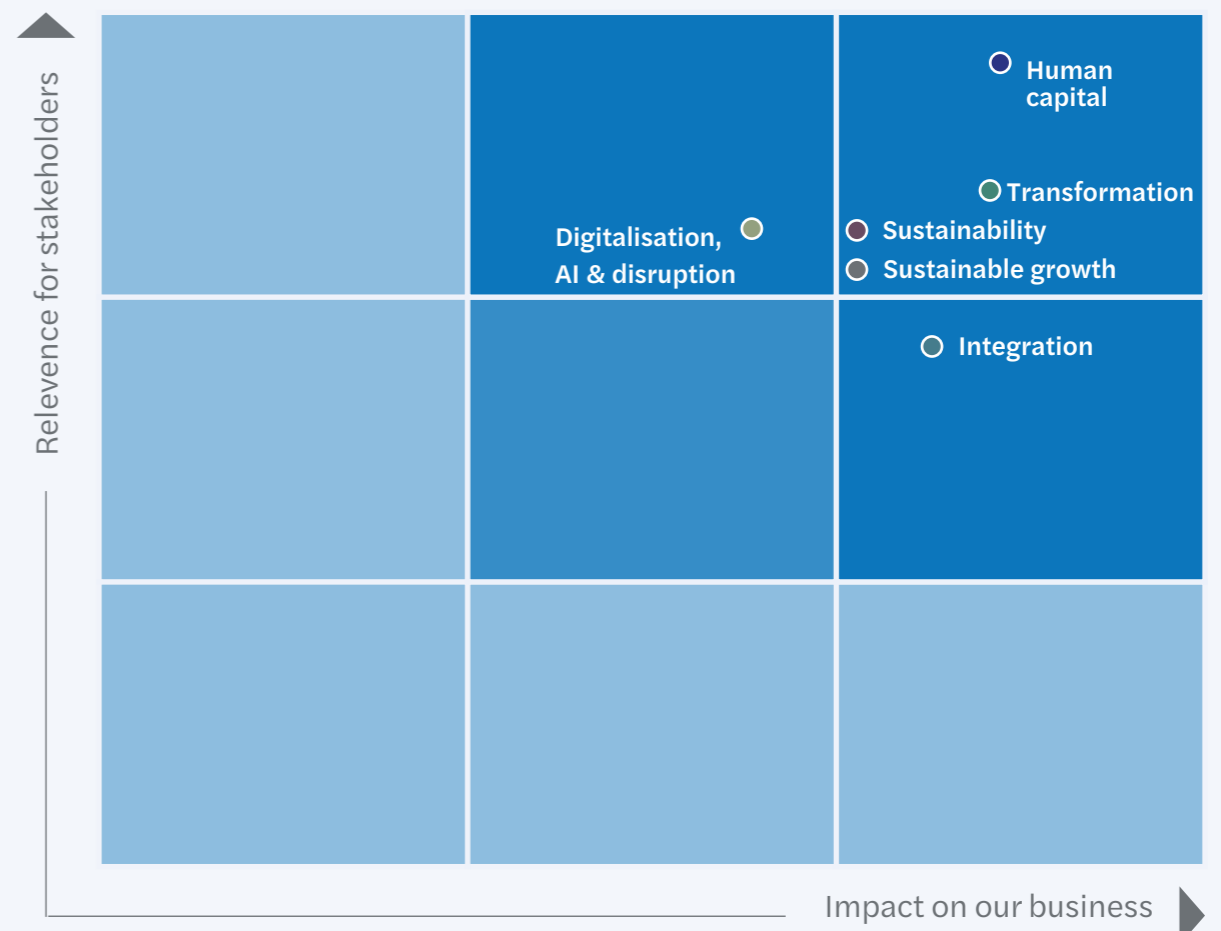

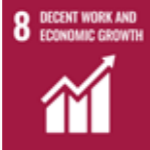


Figure 1.2 - Our material topics






Our material topic

Human capital	
<b>Description</b>	Our people are key stakeholders in ensuring that our vision and ambition is driven and realised. Our human capital must be supported and engaged on their personal and professional development with a keen focus on employee wellness. Leadership for the 21st century is a key priority in empowering our leaders to lead high performance teams.
<b>Management approach</b>	Our outsourced ICAS wellness support programme is rolled out to all our employees and their families, nationally. Human resource policies have been aligned across all our regions as part of the integration process. We aim to launch an annual employee wellness and satisfaction survey in 2021.  We have launched a national e-library to support our staff in the personal and professional development.
<b>SDG Link</b>	 

Our material topic

Sustainable growth	
<b>Description</b>	Given the evolution in our industry, increased competitiveness & compliance, changes in legislation, our fragile economic outlook, cash flow pressures on businesses and professional ethical dilemmas, tough choices must be made. We aim to create shared value for clients because client profitability is important for our long-term sustainability. The impacts of Covid-19 will be felt for the next 12-18 months with stark transitions in how, and from where, we work. We see these transitions as both threats and opportunities for our sustainable growth.
<b>Management approach</b>	We seek to be intentional in the development of an internal culture that promotes our strategic objectives and our values. This is pursued to develop resilience in the practice in order to mitigate the risks to our business on the horizon while exploiting the opportunities to reduce costs and create value for our stakeholders.  Our change management strategy is evaluated bi-annually, and surveys are helping to solicit feedback from our people on the challenges at hand. Business development is managed closely at national level to ensure the sustainability and the resilience of our revenues, with a focus in growing our advisory services.
<b>SDG Link</b>	   


Our material topic

Transformation	
<b>Description</b>	Peculiar to our South African context, we understand and appreciate the need for transformation as alluded to by our B-BBEE national development plan. We remain committed to the transformation agenda and pursue a programme of sustainable transformation. Our targets are tempered by a constant examination of our culture of inclusion and honest engagement.
<b>Management approach</b>	Our recruitment processes are aligned to our transformation goals and employment equity plan, championed by our national employment equity forum. Leadership is empowered regularly on the management and retention of good talent and the promotion of inclusive dialogues in the workplace.  National EXCO oversees the monitoring of our BBBEE scorecard and progress throughout all our regions. The impact of our training programmes and progress toward our targets are evaluated quarterly.
<b>SDG Link</b>	    



Our material topic

Sustainability & corporate social responsibility	
<b>Description</b>	The impact of climate change, leading to the limited availability of natural resources, has been highlighted as a key risk factor. This has implications for our operations and how we create value for our stakeholders. We have developed a sustainability strategy and a coherent corporate social responsibility framework with a focus on United Nations Sustainable Development Goal four: quality education. Our focus on education is driven by our commitment to addressing social impacts as fervently as the environmental impacts of our business, if not more so, in our sustainability strategy. In our particular context, the development of competencies and the transfer of skills is critical to addressing challenges of poverty, inequality and unemployment.
<b>Management approach</b>	We remain committed to measuring our carbon footprint on an annual basis informing programmes at reducing our emissions. Our carbon footprint will be managed throughout the year using an interactive dashboard with data being collected on a monthly basis from our various departments in the firm.  A framework for the focus on the quality education for our CSR activities has been developed and will be workshopped with our regional champions and the managing partners in our regions. The monitoring and evaluation around the implementation of the above initiatives and our sustainability strategy is under the oversight of our sustainability committee.
<b>SDG Link</b>	     

Our material topic

Integration	
<b>Description</b>	National integration of our regional offices is both a strategic focus and a material topic raised through our internal stakeholders. As of the 1st of September 2020, our integration process was formally implemented. The national integration is key to our ONE24 strategy emphasising one team, that is the right fit for our clients and stakeholders.
<b>Management approach</b>	Our national integration is managed by the integration committee that meets regularly to ensure successful integration of all our regions across the country. This work includes aligning the work of the committee and at the regional level to the national strategy. Internal reporting functions have been updated with service lines being rationalised across the regions to meet the objectives of the integration processes.  Overall oversight of the integration process is at the governance council level facilitated by the national executive committee.
<b>SDG Link</b>	   

Our material topic

Digitalisation, AI & disruption	
<b>Description</b>	The uncertainty that comes with progressive digital efficiencies cause concern over job security and the redefinition of various roles and functions for our employees. In addition, the rapid transition, accelerated by the pandemic, to digitalisation also raises key issues around data security and data privacy. Opportunities have also become more apparent and we encourage our people to leverage digital technologies to improve the delivery of our services to our clients and serve our stakeholders.
<b>Management approach</b>	Following the successful migration of much of our staff to remote working during the pandemic, lessons learnt have empowered the firm for innovative thinking around workplace policy and the role of technology and the internet in how we create value. This had led to innovative solutions like our newly developed fully automated ESG assessment tool for private-owned businesses and the development of our data analytics school.  Experimentation continues for a digital solution for our assurance business in our aim to remain relevant, agile and open-minded to new ways of doing business. Our projects are tracked regularly, and lessons learnt are recorded.
<b>SDG Link</b>	  

## Stakeholder engagement

**Our stakeholders are determined in accordance with the understanding of the role they play and/or interest in how we create value.**

In our engagement with stakeholders we promote collaboration, diverse and inclusive dialogue in responding to the material topics identified and in creating shared value. Our material topics are identified through engagements with both our internal and external stakeholders.

Our focussed stakeholder engagement has revealed new perspectives on our material topics, clarity on our role in society and the significance of our strategic objectives to our shared future.



## List of stakeholders



## Stakeholder engagement & material topics

### Stakeholders

**Partners**


**How we engage: strategic objective**

- Regular partner and director meetings,
- thought leadership events,
- social events,
- conferences,
- verbal & written communication,
- performance appraisals.

**Material Topic Link**

Sustainable growth, human capital, transformation, sustainability and corporate social responsibility.

**SDG link**



The image displays 13 Sustainable Development Goal (SDG) icons arranged in two rows. The first row contains icons for goals 1 through 9, and the second row contains icons for goals 10 through 13. Each icon includes a number, a title, and a representative symbol.

## Stakeholder engagement & material topics

### Stakeholders

**Management & staff**

**How we engage: strategic objective**

- Virtual session,
- virtual wellness session
- team meetings,
- practice updates,
- performance assessments,
- social events,
- training.

**Material Topic Link**

Sustainable growth, human capital, transformation, sustainability and corporate social responsibility.

**SDG link**



The image displays 13 Sustainable Development Goal (SDG) icons arranged in two rows. The first row contains icons for goals 1 through 9, and the second row contains icons for goals 10 through 13. Each icon includes a number, a title, and a representative symbol.

## Stakeholder engagement & material topics

### Stakeholders

**Clients**


**How we engage: strategic objective**

- Partner engagements,
- seminars,
- webinars,
- newsletters,
- thought leadership,
- social & traditional platforms,
- training,
- meetings.

**Material Topic Link**

Sustainable growth & sustainability & CSR

**SDG link**



## Stakeholder engagement & material topics

### Stakeholders

**Regional offices**


**How we engage: strategic objective**

- Bi-annual and annual partners retreat,
- Governance council board meetings,
- integration committee meetings,
- national service line platforms,
- group initiatives,
- social events.

**Material Topic Link**

Integration & sustainable growth

**SDG link**





## Stakeholder engagement & material topics

### Stakeholders

**Clients**


**How we engage: strategic objective**

- Board meetings,
- conference calls,
- international conferences,
- seminars,
- media,
- thought leadership,
- group reporting,
- strategy meetings, professional development, programmes,
- MazarsLive app.

**Material Topic Link**

Integration, sustainable growth, digitisation.

**SDG link**



## Stakeholder engagement & material topics

### Stakeholders

**Business partners**

**How we engage: strategic objective**

- Business partners are engaged at the executive and business unit level,
- digital media,
- strategic partnership forums,
- seminars,
- thought leadership,
- member body events.

**Material Topic Link**

Sustainable growth & sustainability & CSR.

**SDG link**



# Stakeholder engagement & material topics

## Stakeholders

**Families**


**How we engage: strategic objective**

- We engage the wider Mazars family through our employees. This stakeholder forms an important part of the support to our workforce.
- We host certain family events.

**Material Topic Link**

Sustainable growth.

**SDG link**



# Stakeholder engagement & material topics

## Stakeholders

**Suppliers**


**How we engage: strategic objective**

- Compliance initiatives,
- procurement policy,
- newsletters,
- social media platforms,
- supplier meetings.

**Material Topic Link**

Sustainable growth & transformation.

**SDG link**



## Stakeholders

**Regulators**

**How we engage: strategic objective**

- Formal and regular meetings with regulators,
- compliance initiatives,
- planned events,
- training.

**Material Topic Link**

Sustainable growth & transformation.

**SDG link**

The image shows nine Sustainable Development Goal (SDG) icons arranged in two rows. The top row contains icons for SDG 1 (No Poverty), SDG 4 (Quality Education), SDG 7 (Affordable and Clean Energy), SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation and Infrastructure), SDG 10 (Reduced Inequalities), SDG 11 (Sustainable Cities and Communities), SDG 12 (Responsible Consumption and Production), and SDG 13 (Climate Action). The bottom row contains only the SDG 13 (Climate Action) icon.

## Stakeholders

**Community**

**How we engage: strategic objective**

- Newsletters.
- Social media platforms
- CSR initiatives and forums.
- Websites.
- Bursary programme
- Senior partner Forum,
- South African auditing, profession trust initiative.



**Material Topic Link**

Sustainability & CSR, Sustainable growth & transformation.


**SDG link**

The image shows nine Sustainable Development Goal (SDG) icons arranged in two rows. The top row contains icons for SDG 1 (No Poverty), SDG 4 (Quality Education), SDG 7 (Affordable and Clean Energy), SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation and Infrastructure), SDG 10 (Reduced Inequalities), SDG 11 (Sustainable Cities and Communities), SDG 12 (Responsible Consumption and Production), and SDG 13 (Climate Action). The bottom row contains only the SDG 13 (Climate Action) icon.

## Stakeholders

Competitors
<p><b>How we engage: strategic objective</b></p> <ul style="list-style-type: none"> <li>Senior partner Forum,</li> <li>South African auditing, profession trust initiative.</li> </ul>
<p><b>Material Topic Link</b></p> <p>Sustainable growth</p>
<p><b>SDG link</b></p> 
Media
<p><b>How we engage: strategic objective</b></p> <ul style="list-style-type: none"> <li>Social media,</li> <li>press releases,</li> <li>digital and traditional media campaigns,</li> <li>written and verbal communication.</li> </ul>
<p><b>Material Topic Link</b></p> <p>Sustainable growth.</p>
<p><b>SDG link</b></p> 

## Stakeholders

Alumni
<p><b>How we engage: strategic objective</b></p> <ul style="list-style-type: none"> <li>Training and seminars,</li> <li>planned annual alumni events,</li> <li>social media,</li> <li>newsletters.</li> </ul>
<p><b>Material Topic Link</b></p> <p>Sustainable growth, human capital and sustainability &amp; CSR.</p>
<p><b>SDG link</b></p> 

Our people  
Our teams

**“The rapidly changing nature of business given today’s economy and global competitiveness requires a fundamental rethinking in how organisations manage people.” – Liza Gresse (2017)**

It is people who provide leadership, stewardship, and followership in every organisation. People formulate strategies to help organisations achieve their specific objectives. People constantly learn new and innovative ideas to help transform their organisations from mediocrity to greatness. It is people who make things happen in organisations, even those operated by robots which, after all, were designed by people.

Our people are a focus not only of this report but the firm as whole. It is for this reason that protecting our people was a top priority in our response to the global pandemic. We instituted strict regulations and protocols in line with the governments’ risk adjusted strategy regulations at each stage of the response to the pandemic. This was instituted to ensure that our people were kept safe, supported while working from home and provided with the platform, the tools and the expertise to help them deal with mental and emotional strain of the uncertainty of the time.

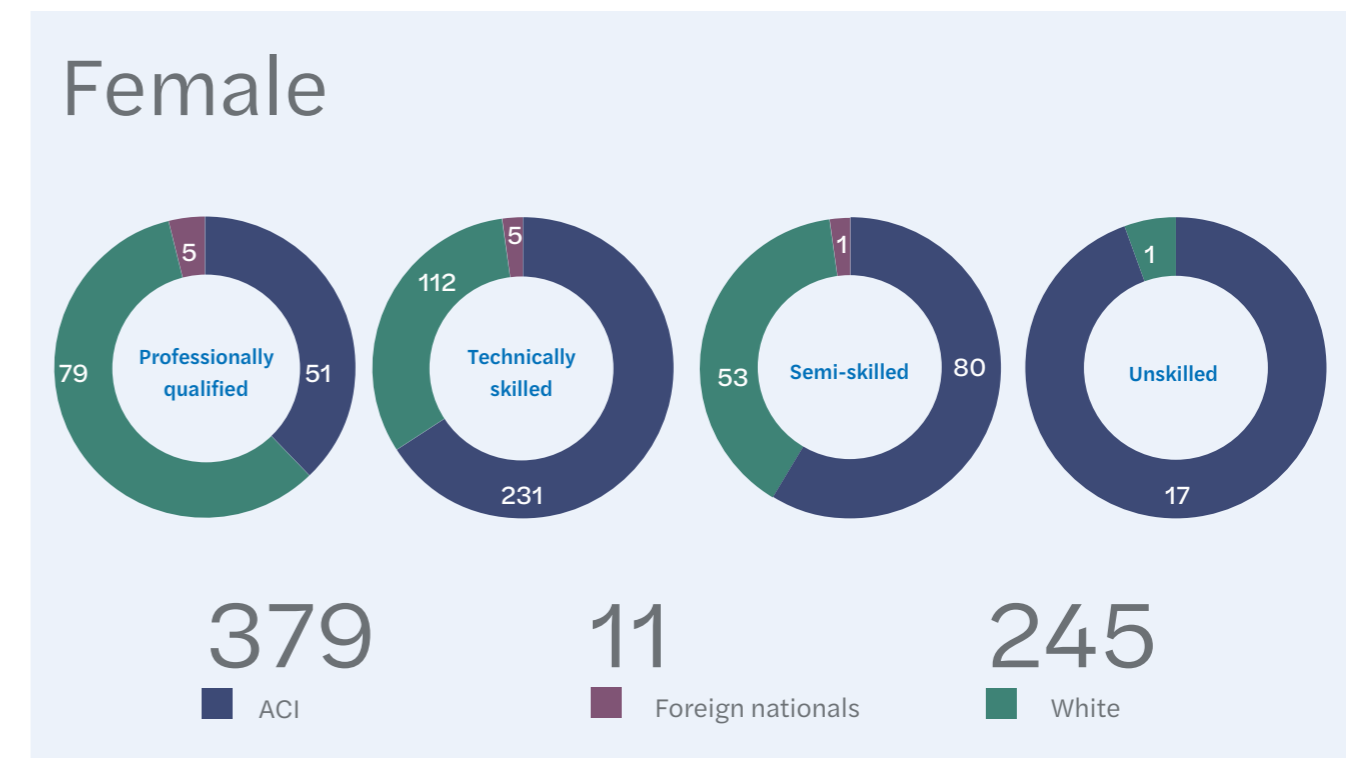
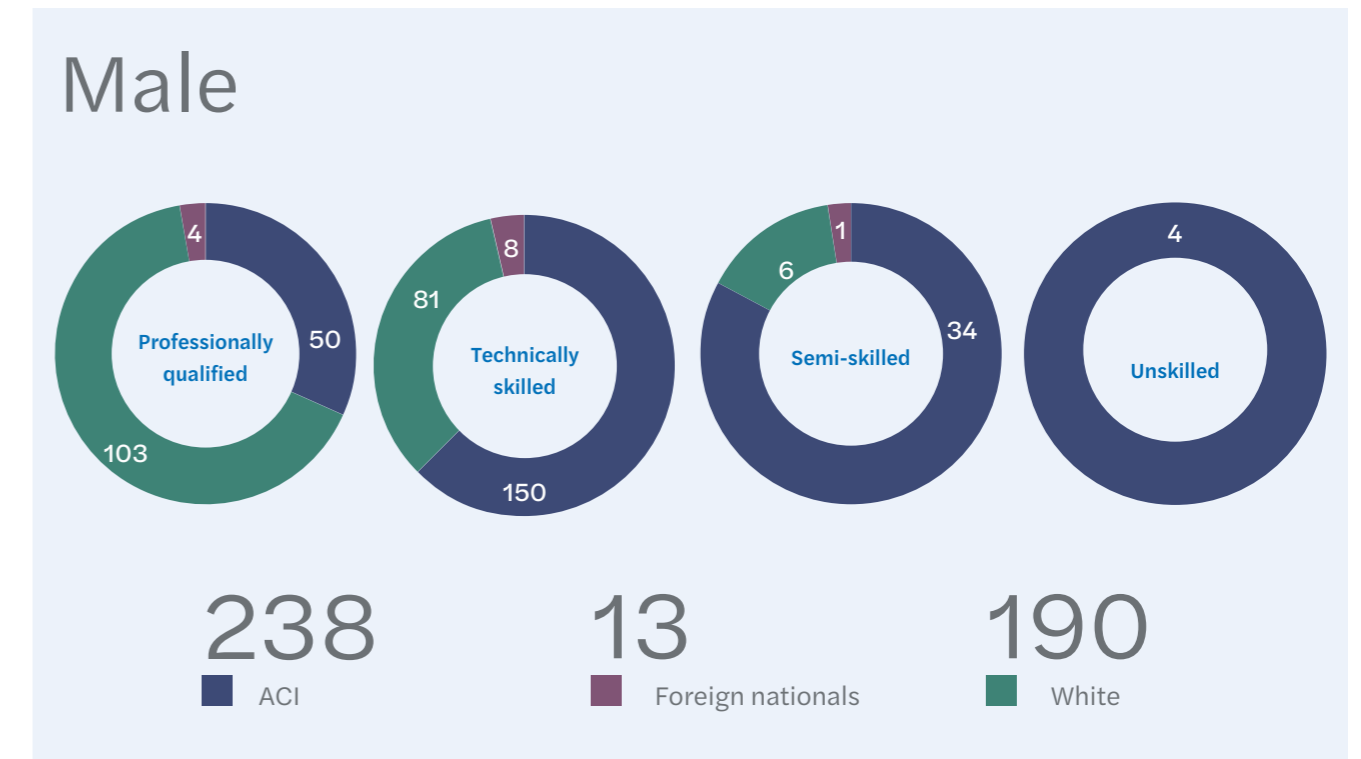
Our people remain our single most important capital in the business and in this section, we report on the changes in the numbers, the movements (which we appreciate may have been affected by the pandemic and subsequent lockdowns in response) and demographics of our community of professionals.

For example, for the period under review we report, below, a significant drop in the rate of absenteeism. This may have been because of the flexibility in scheduling daily activities reducing absenteeism as employees can in some instances take care of other responsibilities without taking “time off work” and make up the time on work in the evening.

This informs our transformation and capacity building strategies, tailoring these to the specific make-up of our human capital and their specific career and professional development needs.



Our people  
Our teams



## Our people

### Transformation Statistics 2019 to 2020



#### Net employee turnover

26	33
2019	2020

#### New recruits

270	260
2019	2020

#### Absenteeism

1.39%  
(2019 – 1.97%)

## Our people

### Transformation

The people at Mazars are the foundation of the organisation. The “one team” behavioural charter is engrained in our DNA to strive for equality in the workplace and transformation through true empowerment. We consider ourselves to be a good corporate citizen that assists with contributing to the development of, and access to the South African economy. The training and development of youth is core to this philosophy.

#### Employment equity forum

All our offices in South Africa have a fully representative employment equity forum (“EE Forum”) elected by staff. All transformation initiatives are coordinated through these forums. The national employment equity steering committee consists of the chairperson of each office’s EE Forum and is responsible for implementing and directing the employment equity strategy as approved by the national board of Mazars South Africa.

#### Promotion, retention and attraction of our people

Mazars in South Africa believes in nurturing and growing our own talent as well as attracting the best talent in the market. In support of our transformation goals, our audit department’s graduate recruitment policy stipulates a minimum intake of 60% EE candidates whilst there is a national drive to appoint african males and females in all our service lines.

Mazars in South Africa offers internal development programmes for all staff. There is customised training at management levels that focus on developing key leaderships skills and strategic thinking.



**The spread of Covid-19 impacted a few areas of our business but more so our ability to reach out to communities in the way that we are accustomed to. We pride ourselves in being a good corporate citizen and a reliable neighbour in the communities we operate in. This is premised on our regard for our communities as key stakeholders.**

In our community initiatives, our people are at the centre of our programmes. Our approach is focussed on having an impact through personal interactions with our community members. We aim to respond to their needs in ways that are meaningful and sustainable.

A concerted effort was made to contribute to the response of the pandemic, as called for by the President of the Republic, by supporting communities most severely impacted by the spread of the virus and the subsequent lockdowns in response. We donated to the Solidarity Fund aimed at a rapid and coordinated response to the health, social and humanitarian impacts of the global pandemic. Our initiatives also included donations to various charities and civil society organisations across all our regions including a donation to the Dora Nginza hospital in Gqeberha, in aid of their

efforts in dealing with an influx of Covid-19 patients. Our donation was made toward plastic covers for mattresses arranged for Covid-19 patients. We donated food parcels through a financial donation to Meals on Wheels community services for communities in need.

The global pandemic, brought on by the spread of Covid -19, has had an unprecedented impact on all aspects of our lives and livelihoods. It has also revealed the enormous capacity of our communities to show up for one another and the commitment of our people to the communities we serve. We have learnt to work a little better with one another when faced with a seemingly insurmountable challenge. We have now, for the most part, a great sense of community, compassion and cooperation toward protecting our shared future.



**We continue to strive to make a meaningful contribution during the globally recognized Mandela Day by resolution of the UN General Assembly for President Nelson Mandela's dedication to the service of humanity. Mandela Day celebrates the life and legacy of former President Nelson Mandela by inspiring us all to make a difference in our communities.**

Our offices, across our regions, participate in Mandela Day in various ways and the initiatives are led by our people by making personal donations, and giving of their time to inspire change, and advance the values held by the former president of peace, justice and freedom.

Our initiatives included the donation of blankets and clothes to the Tower of Hope in Gauteng, support for underprivileged schools with over 500 sandwiches in the Gqeberha as well as taking part in the effort to make a record breaking 125 000 sandwiches in an hour in support of Ladles of Love, monetary donations initiated by staff groups and interventions aimed at supporting our communities and health facilities overcome the impacts of the pandemic.



## Corporate social responsibility Sponsorships and donations

**We continue to support many organisations and causes that are aligned to our values and make contributions to their efforts.**

Donations and sponsorships were made to support initiatives aimed at making an impact on the youth and local communities. Various initiatives like Slipper Day, Casual Day and street pop-up shop for the homeless and corporate clothing for Harambee, a not-for-profit social enterprise targeting youth unemployment, and Meals on Wheels community services which provides fresh home-cooked meals for those unable to provide for themselves. Various sports clubs in marginalized communities are supported with sporting kits and equipment to further the participation of young people in sports in underprivileged communities. Mazars in South Africa also continues to provide pro-bono and discounted professional services to community institutions and organisations in the communities we operate in.

**Our insight from a Mazars group perspective:**

**60%**  
of our teams are in offices which provide pro-bono service

**87%**  
of all Mazarians contribute to charities

**>400**  
projects and associations supported last year





## Sponsorships and donations



Our sustainability journey allows us to reflect at key intervals. We are conscious of the role we play within our business and local communities. As far as possible, we measure our impact in light of our social responsibility. In the current year, we are pleased to share our contribution in financial terms.



## Sponsorships and donations



**R 379 163**

CSI Spend

Our CSI spend for the year under review included the support for educational, health, cultural and sporting initiatives aimed at the youth. We support organisations like Christel House – which seeks to change the lives of improvised children, Century City Feed-A-Family scheme, and Afrika Tikkun which focusses on helping victims of fire, disease and hunger by empowering them with the support and skills they need to rebuild their lives. We have a long-standing relationship with schools, like Zakheni Primary School in Duduza, Soweto where we provide support for learners and the schools' infrastructure. In all our initiatives we seek to work with like-minded and committed organisations that make a demonstrable impact in the communities we are a part of.

**R 320 853**

Covid 19 Impact Solidarity Contribution

The global pandemic affected us all in significant ways. It was and still will take all of us to overcome it. We had a contribution to make in response to the call by the President of the Republic of South Africa. We sought to support efforts to fight the spread of the virus and the many lives and livelihoods at risk in all our communities. We hope that our small contribution, played some part in the many lives that were saved and in softening the socio-economic impact of the global pandemic.

**R 699 989**

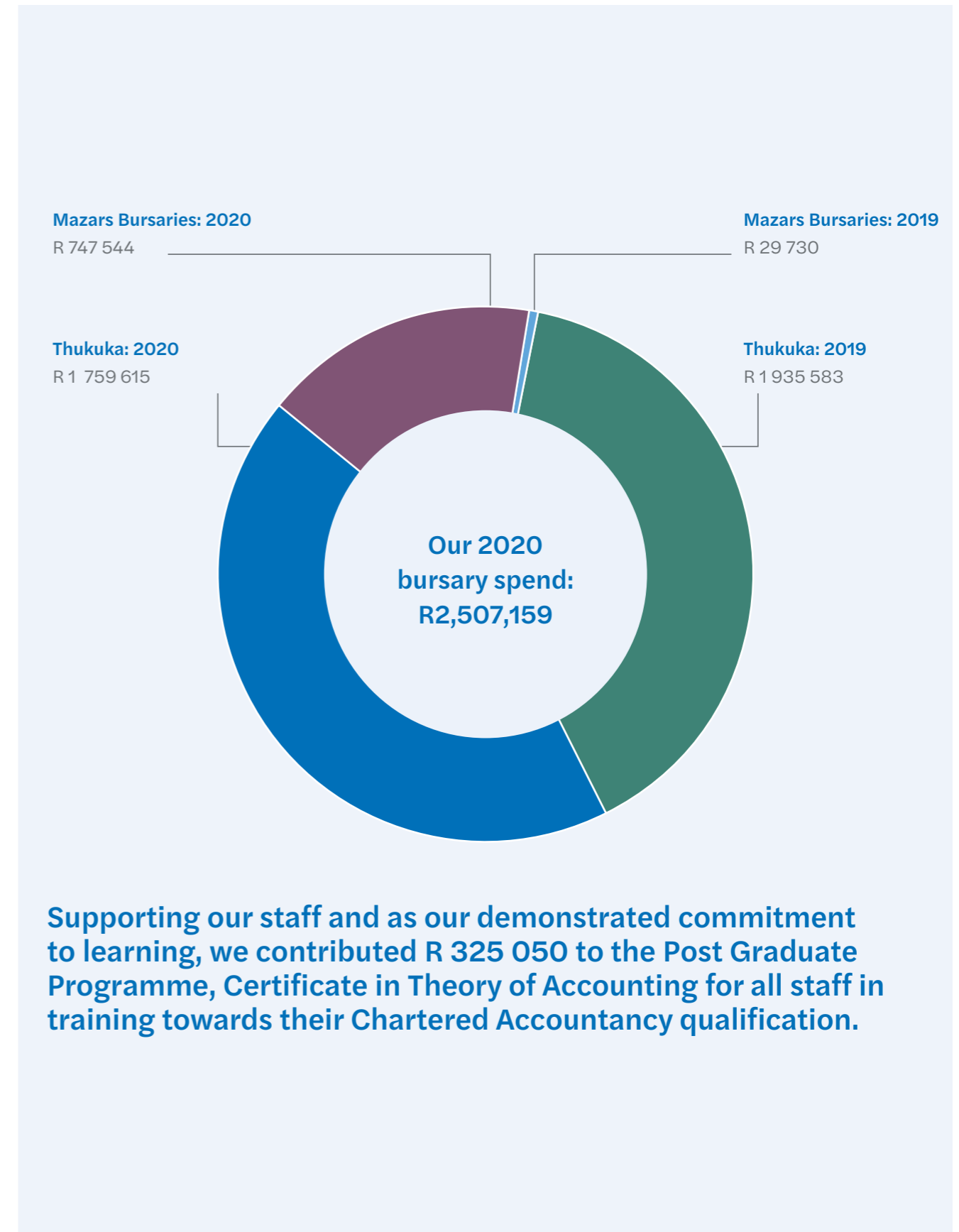
Total

## In-focus: Education Education

We are passionate about education and appreciate that the most effective way to overcome our social challenges is through ensuring access to quality education for all. As part of our corporate social responsibility (CSR) we continue to support the educational ambitions of our country and the effort toward ensuring the right to quality education in accordance with the sustainable development goals. Our investment in the education of our young people is aligned to our focus on our people both within the firm and in the communities, we are a part of.



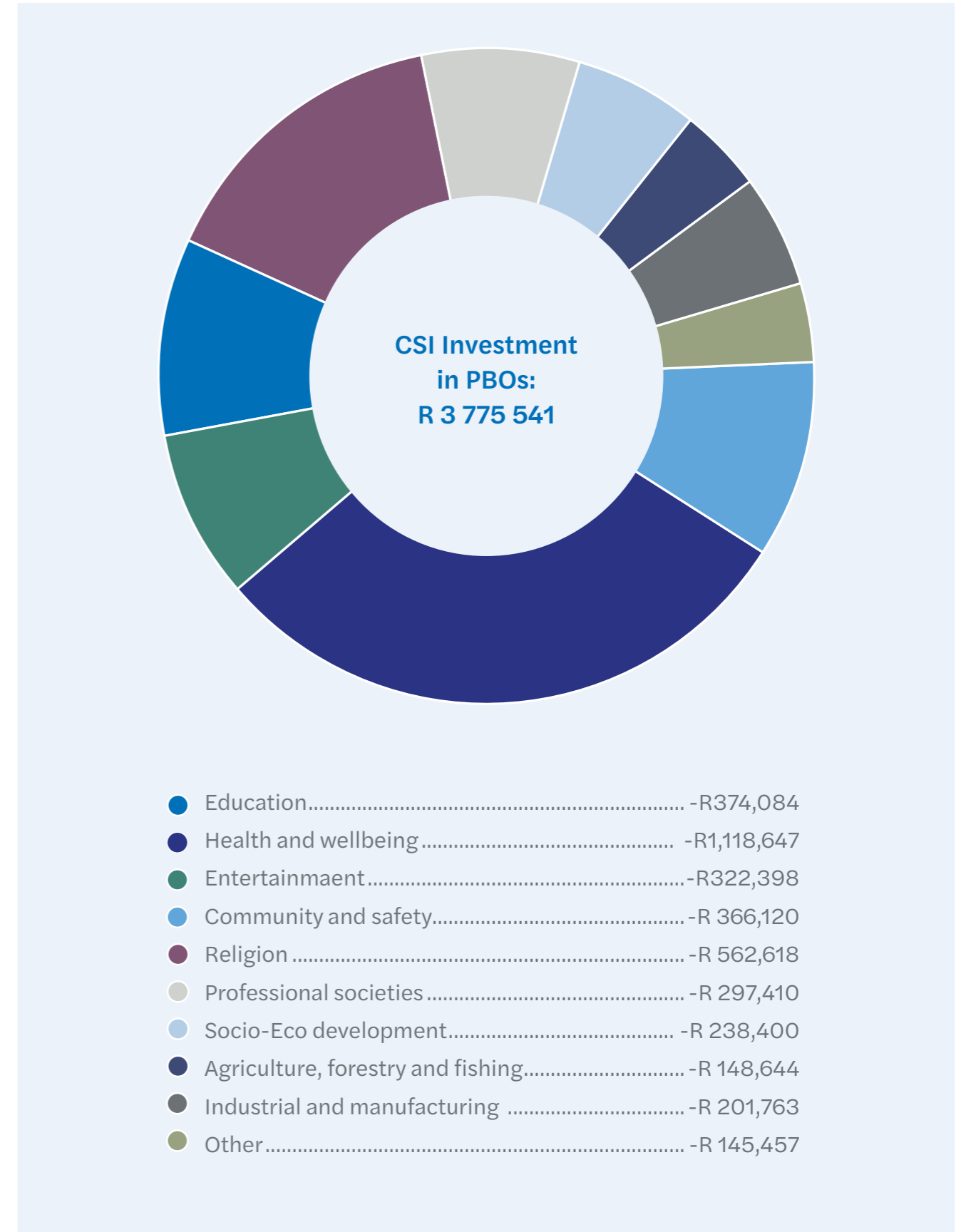
## In-focus: Education Bursaries awarded



**Public benefit organisations provide invaluable healthcare, education, poverty alleviation, housing, conservation, environmental, cultural and religious services in South Africa.**

This important role that these organisations play in our society is recognized and supported by our partners by routinely providing services to these organisations at reduced fees. The work done by PBOs directly impacts on the efforts of a more sustainable South Africa through reduced

inequalities and consciousness of our stewardship of our beautiful planet. Total investment in public benefit organisations being **R3,775,541**.

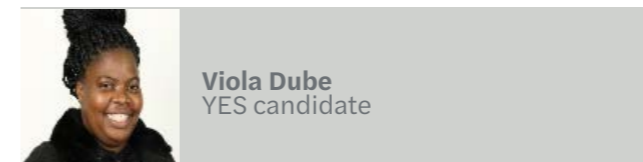


The youth unemployment service (YES) was launched with the goal of creating one million new jobs and job opportunities over a period of three years in the urban, peri-urban and rural areas of country. We participate fully in this programme, commencing our journey in 2019. We welcomed 27 YES candidates in 2020. The initiative is an important tool towards empowering our youth by giving them useful work experience and the best chance of finding permanent employment in what has been a difficult job market for the youth of South Africa.

- Unemployment continues to rise with the youth unemployment reaching 52.30% in the second quarter of 2020. Government has identified a few challenges that contribute to the high unemployment rate amongst the youth of South Africa;
- The structural nature of the South African economy,
- Low economic growth and low levels of investments in job creating ventures and infrastructure projects by both the public and private sector,
- High poverty levels and socio-economic challenges that lead to young people dropping out of schools,
- Limited skill acquisition and therefore a cohort of young people inadequately prepared for the world of work, and
- Rapid changes in the labour market due to automation and digitisation.
- The YES programme seeks to respond to many of these challenges, particularly the acquisition of the appropriate skills for a changing job market and work experience to improve the job readiness of our young people and help build their confidence.



*“My experience of being a YES candidate so far has been nothing but great. I am so grateful to the YES programme for awarding the youth such great opportunities like I have with Mazars and to Mazars for even granting me this chance. The chance to learn and grow in a working environment. I have learnt so much within the three months that I have been at Mazars. I have integrated well in my department and working at Mazars has been nothing but a blessing.”*



*“Since I have joined the YES programme, I have been exposed to a lot of experiences.*

*I have a qualification in marketing in my department we do not do marketing only, but we are involved in events as well.*

*I’m so grateful for the opportunity given to me. My favourite aspect about this initiative is that it’s on the job training so it’s more hands on in terms of giving practicals.”*



**Siyabonga Sokana**  
YES candidate

### Data School

The 1st of September each year is a day fondly remembered by all Mazarians as Mazars Day, the birthday of Mazars South Africa. For 8 young aspiring individuals this day will always be remembered as the birthday of their exciting journey to become trained data scientists.

Through the vision of our Co-CEO the Mazars Data School was born on this day and we welcomed the first intake of YES candidates into our school. These learners are part of our IT audit team where they are trained, nurtured and developed to mature their skills. Our vision is to enable this talent to integrate into our advisory services in developing pragmatic and innovative solutions for our clients.

Mazars South Africa has recently been approved as a learnership training provider with Microsoft South Africa and as part of this approval Microsoft South Africa will be providing free training to the students in the fields of Data and AI as well as utilisation of the full suite of Dynamics 365 applications. The training is scheduled to take place over the next few months with Microsoft certified examinations being written at the end of each course.

*“Everyday it’s an exciting day to be in the YES program and being in Mazars office since I’ve been here every day is my favourite aspect everything that I learn is my favourite aspect. Just being here is my favourite aspect.*

*Mazars has been supportive since day one I wish I can say more but ever since I became a Mazarian I’ve always been happy and excited. Being a Mazarian makes you a team player you learn more from different team members I like learning new things adapting to new things.”*



**Kamogelo Rapati**  
YES candidate

The YES4YOUTH programme is a business-driven initiative that is pioneering a partnership between the government and the private sector to collectively build economic pathways for black youth. Mazars South Africa supports the YES4YOUTH programme and has provided 40 internships for young people with the aim to empower them and give them valuable working experience. Through our involvement in the programme, we are empowered to contribute and be a co-creator of a future that works.

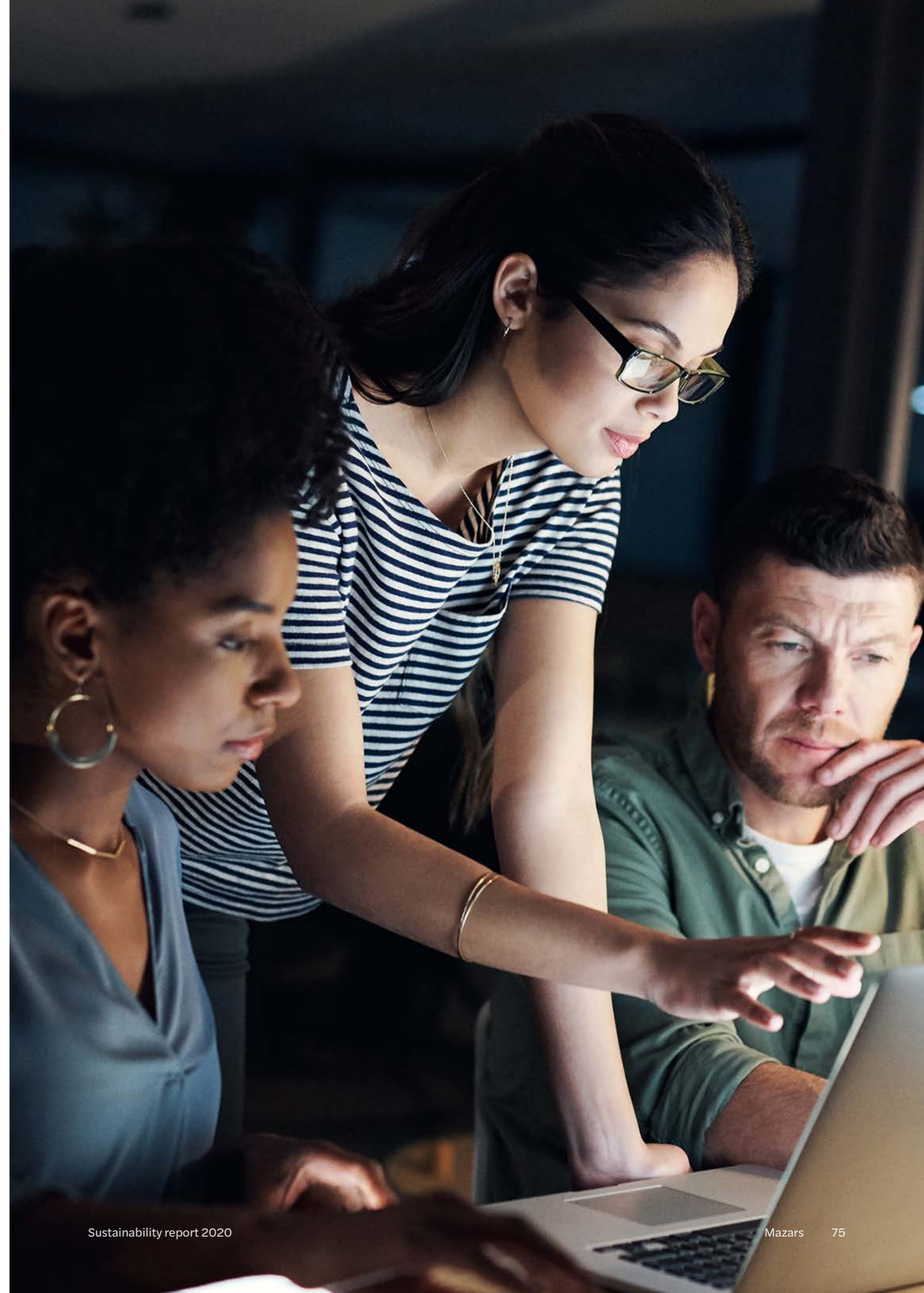
**South Africa has one of the most unequal school systems in the world, with the widest gap between the test scores of the top 20% of schools and the rest. Furthermore, studies have also criticised the quality of South Africa's education system. A 2015 Organization for Economic Co-operation and Development (OECD) survey ranked South Africa 75th of 76 countries based on its overall education system.**

We have committed to a more focused approach to our strategy for corporate social responsibility for 2021. Our objective is to make an impact at a regional level across the early childhood development, skills for work, primary and secondary education and TVET and adult education targets of SDG 4.

Our strategy includes a focus on these targets based on the needs of the communities in those regions where we operate. While aligned initiatives in place will continue, new initiatives are proposed with the

aim of contributing to the achievement of all the targets under the quality education goal of the SDGs.

While governments hold the main responsibility for protecting the right to quality education, we are committed to playing our part alongside the government, civil society and our youth to tackle educational challenges and build an education system that is inclusive, equitable and relevant to all learners.



## Revenues & supply chain Financial stewardship

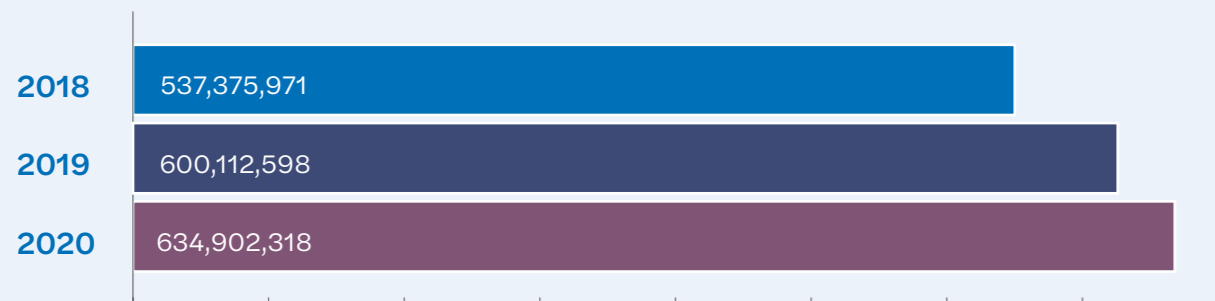
**Our focus in managing our resources is beyond maximisation of short-term business growth and performance which includes sustainable, inclusive corporate success that benefits all stakeholders. This idea lies at the centre of our material topic and strategic objective to achieve sustainable growth.**

Our reporting on our financial performance seeks to inform our stakeholders on the value we have created and how that value has grown. In addition, we seek to report on our progress in growing revenues across our service lines and the areas where we have made the largest investments in our supply chain. In the final analysis, we measure our progress toward creating

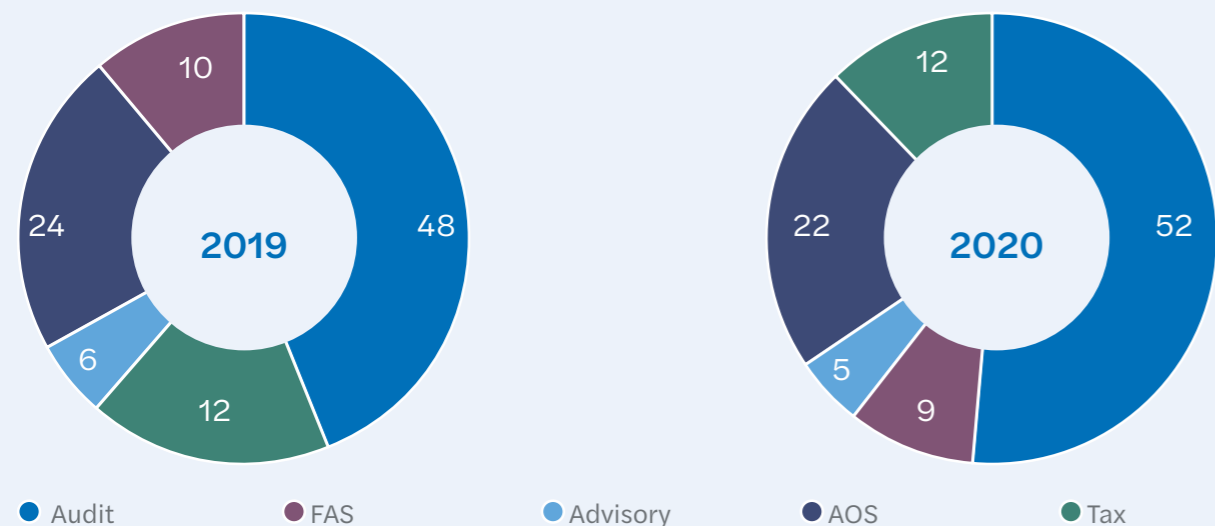
sustainable value and in influencing our partners to adopting sustainable business practices for a sustainable supply chain. In the year under review, our revenues have continued to grow steadily from 2018, with improvements in the performance of our advisory, accounting and outsourcing solutions (AOS) and financial advisory service (FAS) service lines.

### Revenue

Net fees plus revenues from financial investments and sales of assets.



### Revenue contributions in %



## Revenues & supply chain Supply chain

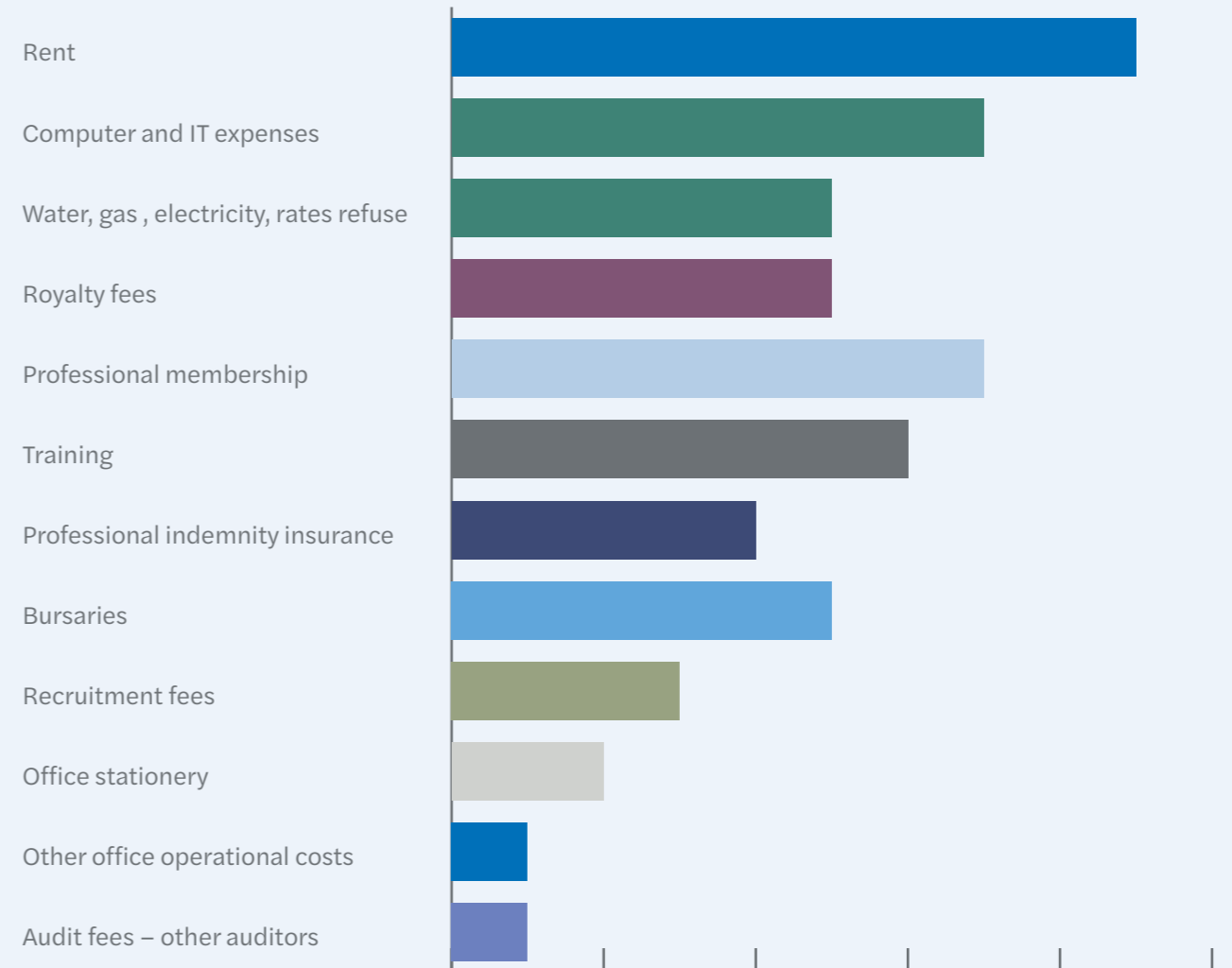
**Reporting on our supply chain allows us to evaluate the investments we have made in our suppliers and whether these are aligned to our objectives and our vision for our sustainability.**

This represents the first step toward achieving supply chain sustainability by engaging with our top 20 suppliers regarding their business practices and their contribution to our broader sustainability as a business. In engaging with our suppliers, it is important to note that we align with the wider transformation agenda as a strategic imperative. From the graph below, we focus our engagements

with suppliers around the sustainability of our buildings as the largest investment we make, as well as the efficiency of our IT infrastructure. In addition, we seek to engage the professional organisations we are members of on their policies and efforts toward the role the industry should play in promoting the United Nations' Sustainable Development Goals.

### Category

### Proportion



## Carbon management Our carbon footprint

**The repercussions of climate change are a reality and industry need to take proactive and responsible steps to reduce their greenhouse gas (GHG) emissions. Calculating and managing our carbon footprint is the first step in managing our GHG related risks.**

### Analysis of our carbon footprint

We have and intend to continue to use our leadership and influence to reduce our carbon emissions in line with our value of stewardship.

This commitment led to us realising an overall decrease in our carbon emissions by 1 975 tCO<sub>2</sub>e, this is a 37% decrease from the previous year. The national lockdown contributed significantly to this year-on-year reduction in our carbon emissions.

We note significant decreases in both our electricity consumption as well as our business travel/employee commute, as expected, largely attributable to the lockdown but also supported by our efforts to reduce these specific emissions.

The decrease in our business travel/employee commute was to be expected given the nature of how we service our clients, being that our people traditionally travel to our clients, this could not happen during the initial lockdown alert levels. Our staff worked remotely for 5 months from the period beginning April to August 2020.

Our Durban, Kimberly, Bloemfontein and Gqeberha offices have, from the start of our 2021 reporting year, moved to more energy efficient buildings and workspaces, this as we continue to live up to our commitment and efforts to reduce our carbon footprint.



## Carbon management Our carbon footprint by region

**In line with providing a complete, accurate and comparable report, we are restating our 2019 carbon footprint certificate to reflect the correct Mazars in South Africa emissions. This allows stakeholders to make meaningful decisions based on reliable comparisons.**

In our 2019 report, we included an analysis of our carbon footprint. However, we presented the carbon footprint certificate of our Cape Town and Paarl region for the 2018 comparable periods. We have, in this report, correctly presented the 2019 comparative carbon emissions in our 2020 carbon footprint certificate.

Since this is our second year of publishing a national carbon footprint analysis, we can compare the national impact of the different scopes of emissions in our carbon footprint certificate and report on the total footprint per region below. Our carbon footprint has been affected by many changes across scopes as well as the pandemic. The Durban, Bloemfontein and Garden Route discontinued the use of air conditioning units using the R22 refrigerant, bringing our fugitive emissions for this source to zero across the business. In addition, as reported above, the Durban, Bloemfontein and Gqeberha offices now occupy resource efficient premises in those regions.



Carbon management  
Our carbon footprint certificate



**Carbon Footprint Certificate**  
**Mazars South Africa**  
**31 August 2020**

Total carbon footprint				
Scope	Category	Emission source	2020 tCO <sub>2</sub> e	2019 tCO <sub>2</sub> e
Scope 1	Fugitive emissions	Refrigerant R410A	44.8	41.3
Scope 1	Mobile combustion	Petrol - fleet vehicles	11.7	10.8
<b>Total Scope 1</b>			<b>56.5</b>	<b>52.1</b>
Scope 2	Electricity	Purchased electricity	1556.5	1840.9
<b>Total Scope 2</b>			<b>1556.5</b>	<b>1840.9</b>
Scope 3	Business travel	Business travel - car hire	8.2	9.7
Scope 3	Business travel	Business travel - flights	452.6	1359.9
Scope 3	Employee commute	Home to work & return	1014.4	1724.8
Scope 3	Employee commute	Travel claims to clients	158.3	228.3
Scope 3	Paper	Paper consumption	15.0	26.6
Scope 3	Waste	Municipal waste	10.5	0.0
Scope 3	Water consumed	Municipal water	8.4	7.6
<b>Total Scope 3</b>			<b>1667.4</b>	<b>3356.9</b>
Other	Fugitive emissions	Refrigerant R22	0.0	5.9
<b>Total other</b>			<b>0.0</b>	<b>5.9</b>
<b>Total carbon footprint</b>			<b>3280.4</b>	<b>5255.8</b>
Total number of Mazars SA employees			1076	1017
Scope 1 & 2 carbon footprint intensity (tCO <sub>2</sub> e per employee)			1.5	1.9

**Zizikazi Vikilahle**  
Carbon footprint analyst  
Date: 18 December 2020

Measured against the problem we face, planting a garden sounds pretty benign, i know, but in fact it's one of the most powerful things an individual can do – to reduce your carbon footprint, sure, but more important, to reduce your sense of dependence and dividedness.”

*Michael Pollan*



# GRI Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Omission		
			Part Omitted	Reason	Explanation
<b>GRI 101: Foundation 2016</b>					
<b>General Disclosures</b>					
<b>Organizational profile</b>					
GRI 102: General Disclosures 2016	102-1 Name of the organization	Front Page			
	102-2 Activities, brands, products, and services	PG. 20			
	102-3 Location of headquarters	PG. 18			
	102-4 Location of operations	PG. 18			
	102-5 Ownership and legal form	PG. 18			
	102-6 Markets served	PG. 18, 20			
	102-7 Scale of the organization	PG. 18, 56, 57, 76	102-7 a. iv. Total capitalization	Information unavailable	Debt/Equity ratio is not relevant to our business model
	102-8 Information on employees and other workers	PG. 56, 57, 58			
	102-9 Supply chain	PG. 77			
	102-10 Significant changes to the organization and its supply chain	PG. 10			
	102-11 Precautionary Principle or approach	N/A			
	102-12 External initiatives	PG. 69 - 72			
	102-13 Membership of associations	PG. 24			

# GRI Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Omission		
			Part Omitted	Reason	Explanation
GRI 102: General Disclosures 2016	<b>Strategy</b>				
	102-14 Statement from senior decision-maker	PG. 4			
	<b>Ethics and integrity</b>				
	102-16 Values, principles, standards, and norms of behavior	PG. 16, 17, 22, 23			
	<b>Governance</b>				
	102-18 Governance structure	PG. 26 - 31			
	<b>Stakeholder engagement</b>				
	102-40 List of stakeholder groups	PG. 43			
	102-41 Collective bargaining agreements	N/A			
	102-42 Identifying and selecting stakeholders	PG. 42			
	102-43 Approach to stakeholder engagement	PG. 42			
	102-44 Key topics and concerns raised	PG. 44 - 55			
	<b>Reporting practice</b>				
	102-45 Entities included in the consolidated financial statements	PG. 76			
	102-46 Defining report content and topic Boundaries	PG. 9			
	102-47 List of material topics	PG. 34 - 41			
	102-48 Restatements of information	PG. 12			
	102-49 Changes in reporting	PG. 8-9			
	102-50 Reporting period	PG. 8			
	102-51 Date of most recent report	PG. 8			

## GRI Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Omission		
			Part Omitted	Reason	Explanation
GRI 102: General Disclosures 2016	102-52 Reporting cycle	PG. 8			
	102-53 Contact point for questions regarding the report	Back Page			
	102-54 Claims of reporting in accordance with the GRI Standards	PG. 8			
	102-55 GRI content index	PG. 82 - 89			
	102-56 External assurance	PG. 8			
<b>Material Topics</b>					
<b>200 series (Economic topics)</b>					
<b>Economic Performance</b>					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	PG. 37			
	103-2 The management approach and its components	PG. 37			
	103-3 Evaluation of the management approach	PG. 37			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	PG. 76			

## GRI Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Omission		
			Part Omitted	Reason	Explanation
<b>Indirect Economic Impacts</b>					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	PG. 40, 41			
	103-2 The management approach and its components	PG. 40, 41			
	103-3 Evaluation of the management approach	PG. 40, 41			
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	PG. 40, 41, 60, 62			
<b>300 series (Environmental topics)</b>					
<b>Emissions</b>					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	PG. 39			
	103-2 The management approach and its components	PG. 39			
	103-3 Evaluation of the management approach	PG. 39			

# GRI Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Omission		
			Part Omitted	Reason	Explanation
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	PG. 80			
	305-2 Energy indirect (Scope 2) GHG emissions	PG. 80			
	305-3 Other indirect (Scope 3) GHG emissions	PG. 80			
	305-4 GHG emissions intensity	PG. 80			
	305-5 Reduction of GHG emissions	PG. 80			
<b>400 series (Social topics)</b>					
<b>Employment</b>					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	PG. 36			
	103-2 The management approach and its components	PG. 36			
	103-3 Evaluation of the management approach	PG. 36			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	PG. 58			

# GRI Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Omission		
			Part Omitted	Reason	Explanation
<b>Occupational Health and Safety 2018</b>					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	PG. 36			
	103-2 The management approach and its components	PG. 36			
	103-3 Evaluation of the management approach	PG. 36			
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	PG. 36			
<b>Training and Education</b>					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	PG. 36			
	103-2 The management approach and its components	PG. 36			
	103-3 Evaluation of the management approach	PG. 36			

## GRI Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Omission		
			Part Omitted	Reason	Explanation
<b>GRI 404: Training and Education 2016</b>	404-2 Programs for upgrading employee skills and transition assistance programs	PG. 59, 70 - 73			
<b>Diversity and Equal Opportunity</b>					
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	PG. 38			
	103-2 The management approach and its components	PG. 38			
	103-3 Evaluation of the management approach	PG. 38			
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	PG. 26 - 31			

## GRI Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Omission		
			Part Omitted	Reason	Explanation
<b>Local Communities</b>					
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	PG. 39			
	103-2 The management approach and its components	PG. 39			
	103-3 Evaluation of the management approach	PG. 39			
<b>GRI 413: Local Communities</b>	413-1 Operations with local community engagement, impact assessments, and development programs	PG. 42, 62, 64, 70, 74, 80,			

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