Mazars in the Netherlands Sustainability report 2021

MazarsForGood

mazars

Foreword

Our continued commitment to sustainability

We are proud to introduce the sustainability report for Mazars in the Netherlands. In this report we present our initiatives and commitment to help build a fair and prosperous world. In the past year we have, amid the Covid-19 pandemic, kept our focus on clients, our people and their sustainable working conditions, reducing the climate change impact and our engagement with society and communities.

We all strive for meaning in our day to day life. Caring for each other, sustainable employability, inclusiveness, education and professional and personal growth are at the heart of this need for purpose. We want future generations to recognise us as a global school of excellence, a great place to learn for all. This strong focus on developing and training people directly stems from who we are, what we do and what we stand for. Talent management, diversity and inclusion are fundamental pillars of Mazars' history and identity. They are an important part of our social responsibility and of the accountability we owe to all stakeholders and society as a whole.

We continue to develop sustainable services, reducing our environmental impact and contributing to our local communities in order to create shared value. We have enriched our service offering even further with a series of sustainability services and we continue to do so. As our organisation has developed and expanded, we are more and more involved in initiatives aimed at giving back to communities or helping charities. Through the Mazars Foundation our employees make a contribution to society. They do this by committing themselves in their work for not-for-profit organisations or they commit at a more personal level by donating both financial resources and non-financial resources. In this report we will present some of the heart-warming initiatives.

As a leading international audit, accountancy, tax and advisory firm we must do more than just grow our business. Our people, our clients, our stakeholders and society expect us to provide trust and above all else to contribute to healthier economies, better communities and a more sustainable society. In that respect our purpose and values inspire us, to do what is right. For us, ethical behaviour and driving business in an ethical way are the backbone of all we do. Caring has been at the heart of what we do since the founding of Mazars. It makes us proud to be caring; it makes us who we are.

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Mazars in the Netherlands

Mazars is an international integrated audit, tax and advisory firm. We take responsibility for shaping a sustainable sector and aspire to build the economic foundations for an fair and prosperous world. Mazars operates as a global partnership with an integrated team of professionals in the area of audit, accountancy, tax and consultancy. Quality within the ethical and legal frameworks is what you may expect from us. Confidence in our judgement is our raison d'être. With in-depth knowledge of rules and a sound insight into the market we support our clients and contribute to society.

About Mazars in the Netherlands

Mazars has 11 offices in the Netherlands, where more than 1,050 employees work. Each day, our people make a difference for our clients by serving them with their expertise. Quality and entrepreneurship run through their veins and when needed they work together with colleagues and teams from all around the world. For mid-size companies we are a compact organisation with short lines of communication and a Dutch office nearby. In addition, we offer large corporates the international expertise and the benefits of a partnership that can offer support in many countries. Mazars can be as large or as small as our clients need us to be.

Mazars is one of the six licensed audit firms in the Dutch market to serve Public Interested Entities (PIEs) such as listed companies. As a PIE accountancy firm, we explicitly choose to serve the PIE segment as well. We believe that stakeholders and the market both benefit from a varied range of quality offices. We therefore support initiatives that positively affect the prevention of market concentration.

● Offices in the Netherlands

11
Offices

56
Partners

1,050+
Employees

124.3m
Turnover 2020 / 2021

The consolidated turnover over 2020 / 2021 amounted to € 124.3 million, which represents an increase of 0.5% compared to the 2019 / 2020 financial year.

The development of the turnover per service line shows the following picture:

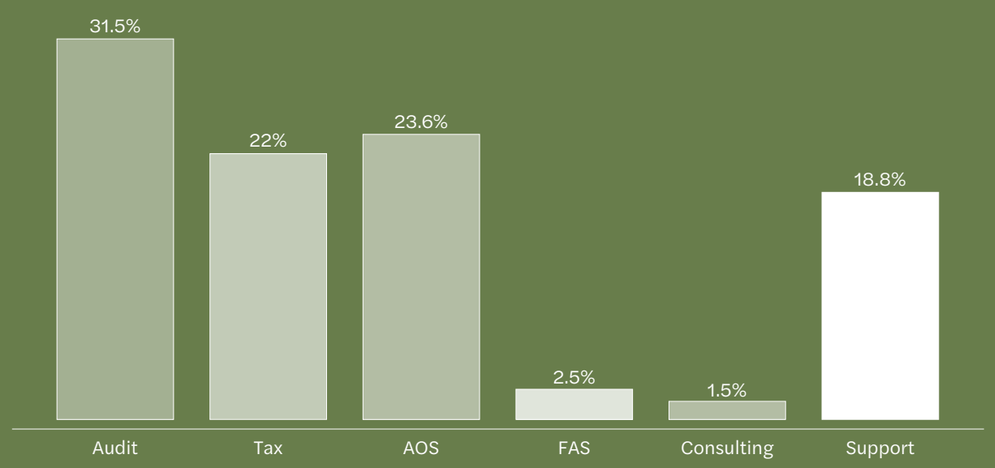
Turnover

Turnover per service line in € 1,000	2020 / 2021	2019 / 2020	Movement	In %
Audit and assurance	51,132	50,478	654	1.3%
Tax	37,301	35,808	1,494	4.2%
Accounting and outsourcing	30,441	31,762	-1,321	-4.2%
Financial advisory	3,728	3,886	-158	-4.1%
Consultancy	1,723	1,754	-31	-1.8%
Total	**124,325**	**123,688**	**637**	**0.5%**

Staff

Number of staff and partners (average fte's)	2020 / 2021	2019 / 2020	2018 / 2019	2017 / 2018
Partners	56	55	61	52
Professional staff	675	684	624	611
Support staff	153	149	152	141
Total	**883**	**888**	**837**	**804**

*This number does not include external staff



About Mazars
A global integrated partnership

About Mazars Group - A global integrated partnership based on strong values

Mazars in The Netherlands is part of Mazars Group, an internationally integrated partnership, specialising in audit, accountancy, advisory, tax and legal services*. Operating in over 90 countries and territories around the world, we draw on the expertise of more than 44,000 professionals – 28,000+ in Mazars' integrated partnership and 16,000+ via the Mazars North America Alliance – to assist clients of all sizes at every stage in their development.

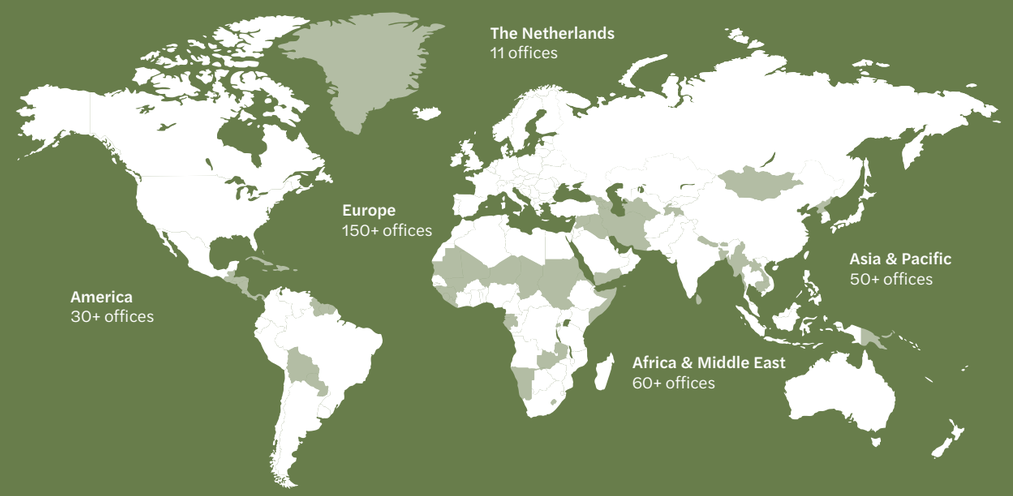
With our headquarters located in Paris, Mazars Group is characterised by its highly integrated character and seamless international collaboration. Among other things, this is reflected in a global, integrated approach to projects such as auditing the annual accounts, information technology, human resources and in the collective worldwide strategy and management. We clearly distinguish ourselves in this respect in relation to similar accountancy firms in the market.

*Where permitted under applicable country laws

90+
Countries & territories

44,000+
Professionals

28,000+
In Mazars' integrated partnership and 16,000+ via the Mazars North America Alliance



The foundation of our organisation

The reason we exist and our license to operate is to help build the economic foundations of a fair and prosperous world. We do this by caring for the success of our people and clients, the health of financial markets and the integrity of our industry.

Our fundamental mission is to foster transparency and increase the stability of businesses and financial markets. We consider it our duty to help our clients become even more sustainable and responsible. In order to do this, we build the development of our future business and our sustainability strategy on the foundation of our purpose, vision and mission. Our values, which are the clear outcome of our purpose, mission and vision, guide us in everything we do: how we work with our clients, how we empower our people and the role we play in society.

Purpose

To help build the economic foundations of a **fair and prosperous world** by caring for the success of our people and clients, the **health** of financial markets and the **integrity** of our industry.

Mission

Providing **confidence** and taking responsibility to help build a fair and prosperous world.

Vision

We are the international, integrated audit, accounting, tax and advisory partner organisation **transparently** delivering **trust** to society with seamless and excellent **quality**.

Code of conduct & core values

Our global code of conduct serves as a moral compass for our daily activities. It clearly states who we are, what we expect from our people and how we expect everyone at Mazars to deal with our clients, stakeholders and communities at large.

Our global code of conduct helps navigate the dilemmas our professionals may have in their daily work environment and draws the line between what is recommended or acceptable and what would put our reputation and other people's trust at risk.

Within the Netherlands, the worldwide Mazars code of conduct is leading regarding culture and behaviour. This code of conduct is a practical guide to help all our staff, regardless of age, position or country, to make the (difficult) right choices and take the right decisions, in line with our values.

The code of conduct is based on the following core values:

- Integrity
- Responsibility
- Diversity and respect
- Technical excellence
- Independence
- Stewardship

It is through our values that we have successfully grown our organisation around the world, pursuing recruitment and mergers with people and firms that share the same values, vision, and objectives.

These values not only underpin our decades long story of growth, but they also demonstrate our commitment to going above and beyond of what is expected from us – today and tomorrow.

Our core values

Integrity

Act with integrity

Mazars' success is based on our relationship of trust with our clients and stakeholders. To maintain this trust, we must always be honest and straightforward.

Independence

Think independently

We are trusted advisors. Our advice is objective and unbiased. We value our independence and always act to the highest professional standards.

Technical excellence

Deliver outstanding quality

We aim always to deliver outstanding work. We innovate and develop our people to meet our clients' and stakeholders' evolving needs.

Diversity & respect

Respect people

Our strength lies in the people we work with. We treat everyone with respect, so they feel valued for their diversity, unique perspective and contribution.

Responsibility

Be accountable

We take responsibility for our personal and professional conduct. We care about our impact on communities and seek to make a positive difference.

Stewardship

Shape the future

Mazars is a sustainable business. We build long-term relationships, encourage entrepreneurship and plan for succession.

Sustainability as our guide
Interview with Ton Tuinier

The world is changing rapidly. What impact on society do you see from your perspective?

Covid-19 has reshaped the way we and our clients work and has in the end, fortunately, had a positive impact on the running of our business. The pandemic has presented us all with challenges in many ways, but we have now come to a point where we can look to the future with confidence. We have always kept our focus beyond the crisis and on investing in the well-being of our people and our teams. We continued to pursue our ambitions to develop our organisation, to contribute to building a sustainable sector and in doing so contributing to society. From most recent developments in the world we know that we need to continue to stay positive and focussed because the world around us is and will be evolving rapidly. The world will never be the same and we will continue to play our part and to help build a society for future generations. Our values will guide us in everything we do: how we work with our clients, how we empower and motivate our people and the role we play in society.

Can you give us your insights for the future of Mazars in the Netherlands?

Sustainable business is a more than ever a top priority. Our purpose is to build and contribute to a fair and prosperous world. I am pleased to say that we have taken this promise and commitment a step further in making it more concrete. We will continue to shape our contribution to a sustainable world and our footprint. Each and every day we work with our teams to maintain a culture that allows us to offer a safe and thriving environment for all our professionals. Caring for each other, inclusiveness, talent development are at the heart of our organisation.

What are most concrete commitments?

As part of our One24-strategy, we prepared our sustainability strategy, which consists of five strategic pillars: Integrity & responsibility, People, Sustainability services, Community involvement and Climate & environment. One of the principal commitments is that we contribute to a sustainable world and minimise our carbon footprint. Mazars is strongly committed to going beyond carbon neutrality and achieving net zero emissions by making changes to reduce and avoid emissions wherever possible. While we continue to build our net zero carbon timeline and strategy, we will sustain our vigorous commitment to sustainability. I am proud of the work we have already done and pleased to share some of the achievements in this report. We have of course formulated objectives and ambitions for every strategic pillar. A number of those have been implemented or are in progress. The responsibility for implementing and achieving the objectives rests with the Executive Board, which is supported in the implementation by the operational departments and the Corporate sustainability team. Making our organisation more sustainable is not something we can do on our own, it is only possible together with all our people.

What has inspired and motivated you personally in the past year?

Through all the turmoil in the world I have seen the power of togetherness and I am really proud of Mazarians in the Netherlands and all over the world. They have kept up their spirits and their resilience and have continued to support each other in the most caring way. We truly come together if needed. This is what keeps me going and brings me new inspiration and motivation in my daily work. I know what I am working for and want to continue supporting the teams, building our local and global organisation, contribute to a healthy sector and make a humble and personal contribution to a better society for future generations.

Ton Tuinier
Chairman Dutch Executive Board
Member Group Executive Board

“Our purpose is to build and contribute to a fair and prosperous world. We need to keep this focus and make it our professional and personal goal each and every day. My personal contribution is to build a sustainable business and to inspire and motivate our people.”

Our five strategic pillars to sustainable success

As an organisation we have a crucial role in the sustainability transition. We want to and have to take responsibility, for our clients, society and our own people. Our sustainability strategy, based on our purpose, mission, vision and core values guides us in fulfilling this role.

Our purpose, mission, vision and core values guide us to become a more sustainable organisation: an organisation that helps clients to become more sustainable and together have a positive impact on society. We strive to be a sustainable and caring employer for all our employees and future talents, while having the lowest possible negative impact on the environment. We aim to consistently build an organisation that makes a positive difference and creates value for people, the environment and society.

Corporate sustainability strategy – five pillars

As part of the One24 strategy, we formulated our sustainability strategy in line with our purpose, mission vision and our core values. Our sustainability strategy builds on five strategic pillars:

- Integrity & responsibility
- People
- Sustainability services
- Community involvement
- Climate & environment

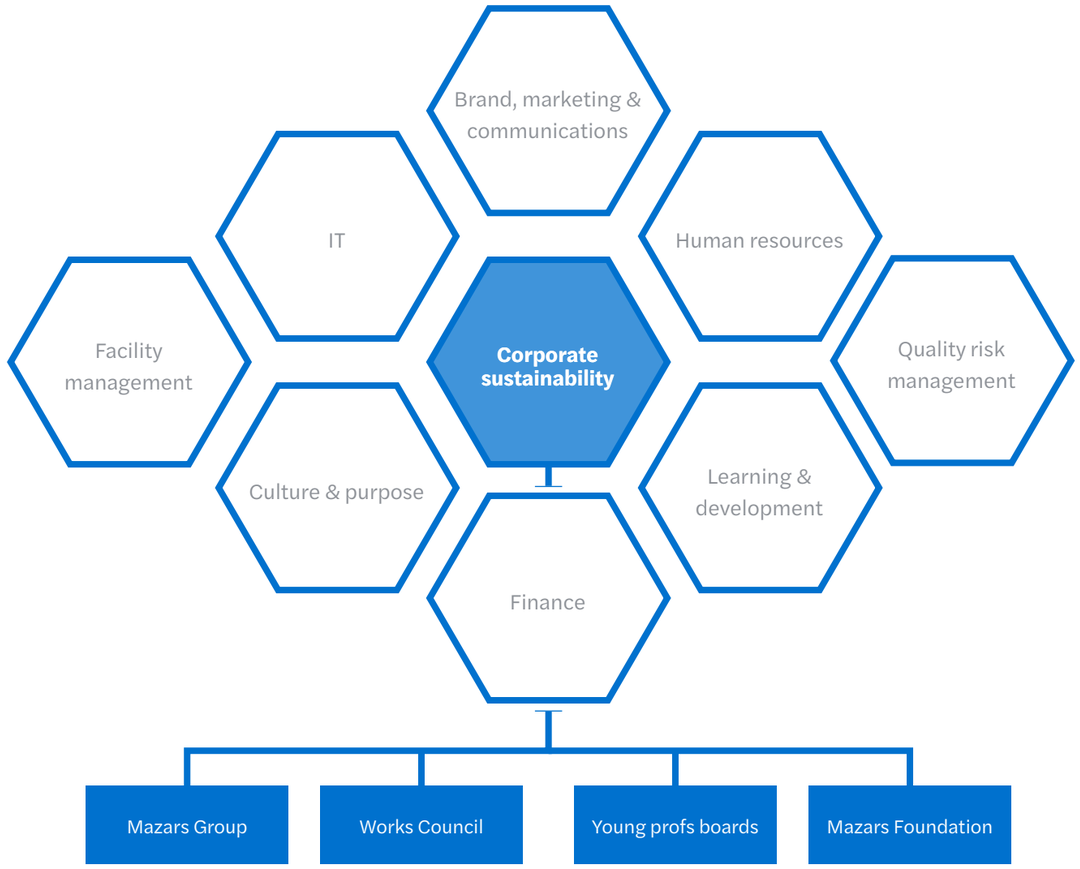
The principal line of our sustainability strategy is that we want to contribute to a sustainable world. We do so by minimizing our negative impact, reducing our carbon footprint and at the same time continuously seeking to increase our positive impact. We have formulated short- and long-term ambitions and objectives for each strategic pillar. In this report we will elaborate on these five pillars by reflecting on our achievements of the past year and looking ahead to our future goals.

Governance

Sustainability is at the core of our organisation and is an important driver in how we do business. It goes without saying that sustainability is embedded throughout our entire firm. Our corporate sustainability strategy is our guiding compass in the transition to become a more sustainable firm.

The responsibility to act sustainable in all that we do and the execution of our corporate sustainability strategy rests with the Executive Board, which is supported in the implementation by the corporate sustainability team and the operational departments.

Transparency, openness to feedback and input from all levels is important to our organisation. In order to respond to this as much as possible, the works council, the young professional boards, the Mazars Foundation Board and Mazars Group act as our trusted advisors and internal sounding board in the implementation of our current corporate sustainability strategy.



Sustainability Foundation Course

Making our organisation more sustainable is something we cannot do on our own. It is only possible together with all our employees. We believe it is important that sustainability is part of who we are and what we stand for, and that it is part of our culture. Mazars has developed a Sustainability Foundation Course for all Mazarians around the world, to equip our employees and partners with knowledge and to enable them to develop themselves, so that they can add value to our organisation, the environment, society and our clients.

Module 1: Sustainability 360

Module 2: Citizens for change

Module 3: When nations take action

Module 4: Rethinking business

Module 5: Our strategy: responsibility

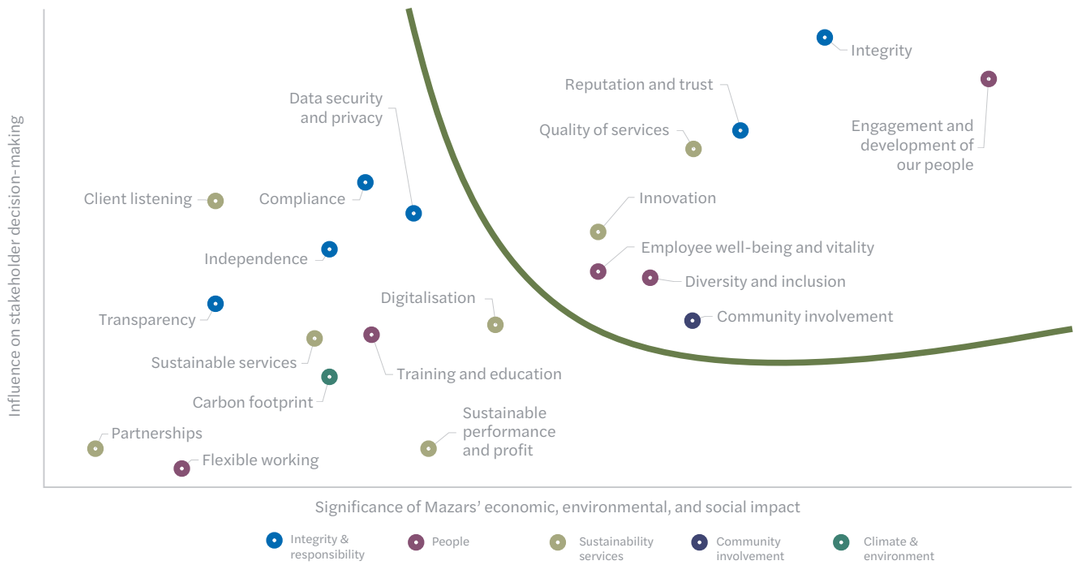
Module 6: Doing business for good

Updated materiality matrix

To continue the pathway of improved sustainability efforts, we decided to update our materiality matrix in 2021. Our aim was to identify topics that align better with Mazars' strategy and with the latest sustainability developments. In the first phase of the materiality analysis, relevant topics for Mazars in the Netherlands were identified and updated compared to the topics identified in the previous analysis performed by Mazars Group. This was done by analysing Mazars in the Netherlands in its wider context, considering internal documents, peer reports, international standards, and sector information.

After establishing the list of relevant topics, an internal and external consultation was organised to determine the priorities of these topics. This consultation was performed by means of an online survey. External stakeholders (i.e., employees, clients and suppliers) were asked to assess and prioritise the topics based on the influence the topics have on their decisions relating to Mazars in the Netherlands. On the other hand, partners (including the members of the Executive Board of Mazars in the Netherlands), the internal stakeholders, were asked to select and prioritise the topics based on the impact Mazars in the Netherlands can have with these topics on its surroundings (environmental, social or economic). The resulting analysis identified our most 'material' topics, which form the basis for Mazars' strategy and are covered in this report. After consultation with the Executive Board, the materiality analysis was finalised based on their feedback.

Based on the outcome, a materiality matrix was developed that visualises the prioritisation of the selected topics (see visual). The materiality matrix shows that 'Engagement and development of our people' is considered to be most material, followed by 'Integrity', 'Reputation and trust', 'Quality of services' and 'Diversity and inclusion'. We emphasise, however, that Mazars in the Netherlands is fully aware that all these twenty topics are important. We have divided the themes into the five sustainability pillars (Integrity & responsibility, People, Sustainability services, Community involvement and Climate & environment). Relevant information can also be found in our Transparency report 2020 / 2021 and Annual report 2020 / 2021 of Mazars in the Netherlands.



Ranking	Material topic
1	Engagement and development of our people
2	Integrity
3	Reputation and trust
4	Quality of services
5	Innovation
6	Diversity and inclusion
7	Employee well-being and vitality
8	Community involvement
9	Compliance
10	Data security and privacy

Ranking	Material topic
11	Digitalisation
12	Independence
13	Client listening
14	Training and education
15	Sustainable services
16	Transparency
17	Carbon footprint
18	Sustainable performance and profit
19	Flexible working
20	Partnerships

Stakeholder engagement

Mazars truly values the input from its environment and stakeholders. In order to further explore Mazars' most material topics, we will have a stakeholder dialogue with a group of interested parties based on the results of the stakeholder survey and our current materiality matrix. These dialogue sessions will provide us with valuable insights from our most important stakeholders, on which we will align and further elaborate our strategy.

Long-term value creation

Our strategy and purpose are focused on long-term value creation for our stakeholders. Our stakeholders can be identified as anyone affected by Mazars' operations and services who, in turn, may affect our ability to achieve our long- and short-term goals, for example: clients, employees, society and the environment. The process of value creation can be captured in the model of the International Integrated Reporting Council (IIRC), shown on page XX. This model is structured according to inputs, outputs and outcomes as well as the business model, the impact on society and the environment and our commitment and contribution to the Sustainable Development Goals (SDGs).

Throughout the model more quantitative and qualitative information is shown compared to the previous model of 2020. We use various forms of capital as input, in which integrity & trust, our people, economic value, knowledge and innovation, society and the environment are of great importance. We achieve output by working from our purpose, vision and core values, thereby managing our long-term strategy. With our five sustainability pillars we contribute to numerous SDGs and its sub-targets by striving towards positive social impact for society at large.

Input

Integrity & Trust (Integrity & responsibility)

- Two-tier board structure
- Code of Conduct
- Anti-bribery and -corruption policy
- Complaints policy
- Quality control system
- Data security and privacy policy
- Change programme for culture and behaviour

People

- 1,058 employees, 61% men, 39% women
- 15 nationalities
- People oriented culture
- Vitality programme
- Feedback training programme
- Recruitment rate of 21.5% and resignation rate 21.9% - where 47.3% of recruitment is female and 41.8% of resignation is female

Economic value

- Shareholders equity €1,384,651
- Partnership financing of 56 partners €24,924,176
- Total investments €3,515,027
- Cost of technical staff €57,784,117
- Cost of administrative staff €12,589,628

Knowledge & Innovation

- Training programme
- Innovation Team and 24 ambassadors
- Mazars University
- Training on the job
- Strong intellectual global network
- Total of 91,564 training hours
- Investment trainings €2,345,093

Social

- Mazars Foundation
  - 25+ Mazars Foundation Ambassadors
  - 15+ partnerships
  - 100,000 euro funding
  - 20 hours per employee to spend on Mazars Foundation activities or pro – bono work
- Academic partnerships

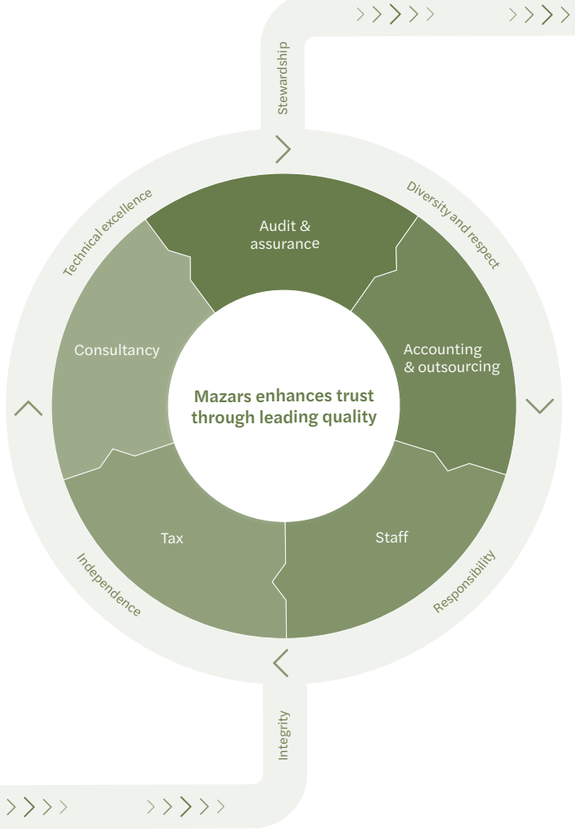
Natural

- 11 offices
- 2,368,321 kWh electricity use
- 2910 m3 water use
- 7806 KG paper use
- Mobility policy (fleet and public transport), 31% electric cars
- IT infrastructure

Our purpose: To help build the economic foundations of a fair and prosperous world by caring for the success of our people and clients, the health of financial markets and the integrity of our industry.

Our strategic pillars

- Integrity & responsibility
- People
- Sustainability services
- Community involvement
- Climate & environment



Sustainability at Mazars
How we create value

Output

Integrity & Trust (Integrity & responsibility)

- 4 Supervisory board meetings
- 7 number of reports on unusual transactions
- 59 number of monitoring/ quality reviews
- 14 registered data leaks or security incidents, 6 reported to Authority Personal Data.
- Increase culture meter score of 0.076 on a scale of 0-5 - increase of 2% over 2019

People

- 3.6% sick leave
- 180 health checks, vitality score of 7 (out of 10)
- Inclusive and diverse work environment
- Work-life-study balance
- 6.5 years of average employment
- Over 10% of our people study (university)

Economic value

- Revenue €124,325,194
- Partner income €405,000
- Surplus €22,130,720
- Gross margin €56.3m
- Paid taxes €28,212,639

Knowledge & Innovation

- 10+ innovation ideas under development or developed
- Innovative and sustainable services
- Over 20% of people that study (university)
- Deliver high quality services

Social

- 926 Mazars Foundation hours
- Over 35 activities
- Support local communities
- Many employees that teach at a University
- Broadly share our knowledge and expertise

Natural

- 2,256 tCO_{2eq}
- 46,658 km by plane
- 37,795 km by train

Outcomes

Integrity & trust: acting with integrity and responsibility. Deliver trust through leading quality, offer services with high quality standards and to act independently. Being transparent about everything we do and taking constant and adequate care of data security and privacy.

People: a people-oriented culture. Care for the development and well-being of our people, we are a learning organisation, where training, developing, engaging, retaining and attracting (new) talent are essential. We believe in the power of a diverse and inclusive organisation and strive to be an inclusive organisation where everyone feels at home and can be themselves.

Economic value – a responsible firm which creates shared value. We believe our investments in leadership, education and culture are the pillars to realise long term economic value. Caring for the future of our industry and balancing sustainability and profit as we seek to pass on a fair and prosperous world to future generations.

Knowledge & Innovation – Innovation is a core element in Mazars' mission and strategy. Through innovation we keep existing and attract new talent while giving substance to our growth ambition towards a Go-to firm.

Social – Contributing to the development of our society. By educating to society and helping communicates in which we operate, live and work through the commitment and contribution of our colleagues to the Mazars Foundation.

Natural – Strive to have the lowest possible negative impact on the environment and minimise our carbon footprint. In line with our values of integrity and responsibility, we will follow a step-byt-step approach to define our path to net zero. The effects of our value creation are what generates our long-term impact on the environment.

Impact

Impact on SDGs

Impact on sub SDGs

4.1	8.8
4.7	12.2
5.1	12.6
5.5	12.8
8.1	13.3
8.2	16.5
8.3	16.6
8.5	

Long-term value creation

Outcomes and our impact

Integrity & Trust – The fundament of our organisation is based on acting with integrity and taking responsibility. These are our key principles as an accountancy, tax and advisory firm. Our license to operate is to deliver trust through leading quality, to offer services with high quality standards and to act independently. This requires being transparent about everything we do and taking constant and adequate care of data security and privacy.

People – 'People-oriented' is a defining characteristic of our culture. Mazars is a professional business service provider, but also a training institute where we invest in and care for our people. We are a learning organisation and for this reason learning and development will drive our organisation forward. Training, developing, engaging, retaining and attracting (new) talent are essential. We strive to be an inclusive organisation where everyone feels at home and can be themselves. We believe in the power of a diverse and inclusive organisation, only with inclusiveness we can grow, improve and build on a sustainable future.

Economic value – We believe a responsible firm must create shared value. We aim to achieve this by upholding our independence, caring for the future of our industry and by balancing sustainability and profit, as we seek to pass on a fair and prosperous world to future generations. Increasing long-term profitability is our goal. We believe our investments in leadership, education and culture are the pillars to realise long term economic value.

Knowledge & Innovation – Innovation is a core element in Mazars' mission and strategy. Through innovation we keep existing and attract new talent while giving substance to our growth ambition towards a Go-to firm. Innovation is always necessary: to seize opportunities, respond to developments and face challenges. We realise that being ready for today and the future is something we do together. A diversity of expertise and backgrounds is needed to gain different insights and learn from each other. Our innovation ambition focuses on (new) services and operations, balanced with innovations in other relevant domains (ESG, culture, talent).

Social – Development and support to develop is one of our key beliefs, this goes beyond the development of our people by also contributing to the development of our society, educating to society and helping communities in which we operate, live and work. We feel responsible to look ahead and help younger generations prepare for their future. In that respect we have partnerships with foundations that are specialised in supporting children by educational programmes.

Natural – In everything we do we strive to have the lowest possible negative impact on the environment and minimise our carbon footprint. Mazars is strongly committed to going beyond carbon neutrality and achieving net zero emissions by making changes to reduce and avoid emissions wherever possible and relying on offsets only for residual emissions. In line with our values of integrity and responsibility, we will follow a step-by-step approach to define our path to net zero. The effects of our value creation are what generates our long-term impact on the environment.

The UN Global Compact and Sustainable Development Goals

Sustainability is one of the pillars of Mazars' One24 strategy. We strive for MazarsForGood: a global citizen with a positive impact on the world and the society in which we operate. Since 2015, the UN Sustainable Development Goals pledge for a better and more sustainable future. By committing to the SDGs, we hope to inspire our partners, employees, clients and other stakeholders to follow our footsteps.

The vision of United Nations Global Compact (UNGC) reads: 'At the UNGC, we aim to mobilise a global movement of sustainable companies and stakeholders to create the world we want. That's our vision'. To realise this vision, the UNGC supports organisations with the Ten Principles in the areas of human rights, labour, environment and anti-corruption. UNGC has also contributed to the drafting of the Sustainable Development Goals (SDGs), consisting of 17 goals and 169 sub-goals that are designed to make the world a better place by 2030. These 17 goals address global challenges the world is facing, including those related to poverty, inequality, climate, environmental degradation, prosperity, peace and justice. The SDGs serve as guidelines for governments, businesses and individuals to act and take tangible steps towards the preservation of our natural resources and the improvement of living standards all over the world.

The Ten Principles of the UNGC and 17 SDGs reinforce and complement each other and are crosscutting, encompassing people, environment and prosperity.

Global Compact Network Netherlands

The UN Global Compact and Sustainable Development Goals

Commitment to the SDGs

The SDGs inspire Mazars to turn today's challenges into tomorrow's opportunities: acting and operating with integrity and responsibly, entering new markets, developing new sustainable products and services and eventually transforming our business and the world. With our five strategic pillars we contribute to the following SDGs:

Integrity & responsibility	8 DECENT WORK AND ECONOMIC GROWTH; 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
People	3 GOOD HEALTH AND WELL-BEING; 4 QUALITY EDUCATION; 5 GENDER EQUALITY
Sustainability services	8 DECENT WORK AND ECONOMIC GROWTH; 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Community involvement	3 GOOD HEALTH AND WELL-BEING; 4 QUALITY EDUCATION
Climate & environment	12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION

The UN World Commission on Environment and Development describes sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs". Mazars is aware of our impact and opportunities. By committing to SDG 3, 4, 5, 8, 12, 13 and 16, our organisation strives to be a global citizen with positive impact while contributing to a sustainable future, for all.

Integrity & responsibility

Sustainable Development Goals 8, 16

- Contribute to the development of healthy financial markets and fostering services to public interest
- Develop sustainable services within all our service-offerings
- Focus on offering services to responsible and sustainable businesses
- Working with responsible suppliers – supplier code of conduct
- Embed the code of conduct and provide our employees trainings to act with integrity and responsibility
- Continue to have a quality-oriented culture as a base and foster an inclusive, people-oriented culture

People

Sustainable Development Goals 3, 4, 5

- Becoming a school of excellence: Mazars, a great place to learn for all. Invest in the development of all our people and consistently support talent in their career development
- Carefully build a diverse and inclusive workplace and environment for all, where everyone has a sense of belonging and feels engaged
- Actively promote inclusion and diversity to ensure all people are treated and valued equally
- Foster flexible work and facilitate a good work-life-study balance
- Take care of the well-being, vitality and happiness of our people
- Sustainable terms of employment and work environment

Sustainability services

Sustainable Development Goals 8, 16

- Develop and embed sustainability services in all our services-offerings, by providing our clients sustainable solutions that enhance their businesses
- Invest in training and development of our employees to ensure we have an experienced and skilled team to serve our clients on sustainability
- One international collaborative team in which we apply our knowledge and experience to help organisations worldwide to become more sustainable in the way they do business

Sustainability at Mazars
Our commitment and promises

Community involvement

Sustainable Development Goals 3, 4

- Have a positive social and environmental impact on (local) communities with our active Mazars Foundation in the Netherlands
- Make an impact on people and society by engaging our people and their knowledge in volunteer work with a particular focus on education, sustainability and well-being
- Support and encourage pro bono services to non-profit causes and organisations
- Annual national Community Day on which employees contribute to people and society, wide impact due to the strong engagement of our employees
- Have a strong focus on education – develop an education programme for schools where we support children on different aspects of education

Climate & environment

Sustainable Development Goals 12, 13

- Have a sustainable supply chain, implementing a supplier code of conduct to ensure we work with responsible and sustainable suppliers
- Go beyond carbon neutrality and commit to achieving net zero emissions. Follow a step-by-step approach to define our path to net zero and communicate short term targets for 2030 and targets for the long term
- Have a sophisticated property management, in which we opt for sustainable solutions both in the short and long term
- Actively reduce the waste that we produce and recycle as much as possible, become plastic free
- Use only renewable energy resources RE100
- Sustainable travel guidelines and mobility policy in line with our net zero strategy

The Green Team
Our young professionals

With our young professionals as the future generation of our organisation, we aim to drive and booster sustainability by the establishment of the Green Team.

Becoming a more sustainable organisation within every discipline of Mazars is something we do together, everyone plays their part. Within Mazars, we think it is important that we pay attention to what is considered meaningful to current (sustainable) themes. In order to gain insights in what is going on among young professionals and to accelerate sustainability within Mazars, we have formed the Mazars Green Team. The Green Team consists of one young professional board member from each service line, a member of the Works Council, a sustainability sponsor who has the role of co-chairman and the Corporate Sustainability Lead as chairwoman.

The Green Team contributes to the understanding of what sustainable topics are currently considered relevant among young professionals at Mazars. Members of the Green Team provide input on current sustainable themes and contribute to ideas devoted to making Mazars more sustainable.

The common goal of the Green Team is to develop a concrete idea or initiative every quarter. This idea or initiative will subsequently be adopted by the Corporate sustainability team and eventually implemented within our organisation. By doing so, the Green Team contributes to Mazars' decisiveness and assertiveness in terms of sustainability and acknowledges what our (young) employees consider important within our sustainable transition.
The Green Team is currently constructing and implementing new ways and practices to reduce Mazars' ecological footprint. The young profs will encourage their colleagues to implement the ideas and changes suggested by the Green Team.

Meet the Green Team:

Justin Teunissen
Young profs AOS

Heidi Brink
Young profs Audit & assurance

Chessin Zwinkels
Young profs Consultancy

Jennifer Liedtke
Young profs Staff

Dounia de Jonge
Young profs Tax

Roel de Raat
Works Council

Emma Bloem
Corporate Sustainability team

Joey Reekers
Co-chairman Green Team

Daphne Hendriks
Chairwoman Green Team

"For me personally it is important to have a continuous dialogue with Mazars' young professionals on what they consider important when it comes to creating a more sustainable organisation. The input and ideas from our young professionals are valuable to me and to the organisation, their insights will help to make the right decisions and to move the organisation forward. Building a more sustainable organisation for generations of today and tomorrow is something we achieve together."

Daphne Hendriks
Chairwoman Green Team

The fundament of our organisation is based on acting with integrity and taking responsibility. These are our key principles as an accountancy, tax and advisory firm. Our license to operate is to deliver trust through leading quality.

Pillar: Integrity & responsibility

Materiality topics:

- Quality of services
- Reputation and trust
- Integrity
- Transparency
- Independency
- Data security and privacy

SDG's:

- 8 Decent work and economic growth
- 16 Peace, justice and strong institutions

Quality of services

For the quality of our services, we are constantly improving and maintaining our services to the highest standards, such as incorporating the identification of fraud and corruption, which are constantly subject to change and innovation.

Our quality vision is: 'Mazars enhances trust through leading quality'. This is what we stand for and what gives us relevance in society. With this quality vision, Mazars underlines that our continued existence comes from delivering trust. Delivering trust is the license to operate for our entire organisation, for all service lines and staff. This trust must be earned constantly.

It is essential that everyone has the public interest in mind and understands why we work on the quality of our service delivery. By communicating this clearly, we make it possible for everyone to make their contribution. Over the past year, we have worked systematically and structurally on improving quality. A detailed review of our work on this theme can be found in our Transparency report 2020 / 2021.

Culture and behaviour

The basic requirement for ethical behaviour, is having a healthy company culture. We look at culture as a continuous process. We work consistently on changes and improvements in processes and systems. In addition, we focus on our people and their behaviour. The aim is to maintain a quality-oriented culture that supports ethical and exemplary behaviour. This quality-oriented culture is the basis for our services. By constantly, positively, influencing conditions of our culture, we strive for an inclusive, people-oriented culture.

We work at this people-oriented culture by creating a great place to work for all our people. With this central theme we connect with the HR mission: 'Mazars, a global school of excellence. A great place to learn for all'.

Our quality vision is the basis for our Culture programme. The team that leads this Culture programme, aimed at behavioural change, consists of Ton Tuinier (Chairman of the Executive Board), Frank Walta (Member of the Executive Board), Josephine van der Hoeven (Purpose & Culture Officer), Willemijn van der Deijl (Chief People Officer) and Debbie Eyk (Project Management Officer). In our Culture programme we work on the organisation, with the organisation.

Integrity & responsibility
A quality- and people-oriented culture

We work on the organisation by for example:

- Strengthening the Compliance, quality monitoring & risk department: the total number of specialists working for this department has been expanded from 5,8 fte to 7,8 fte.
- Strengthening of the Professional practice accountants department and the other Professional practice departments: the Executive Board has hired top specialists for the Professional practice accountants department (a Director External Reporting, a Senior Manager Learning & Development and a Senior Manager Forensic Audit Support) to further professionalise the quality monitoring process.
- Strengthening the Learning & development department: the department has been expanded and now consists of a Manager Learning & Development, a Learning & Development Advisor / Trainer and two Learning & Development Coordinators.

With the organisation we look at culture along five pillars:

- Inclusiveness: Is everyone involved in the company and in the decision making progress?
- Purpose: Does our purpose reflect our work?
- Exemplary behaviour: All leaders are expected to be role models.
- Learning organisation: Feedback culture, growth mindset and adaptability to change.
- Well-being: Vitality, work-life-study balance and job satisfaction.

We can only do this if we all work together. All teams (in each service line, in each office) have appointed a group of culture & behaviour ambassadors who provide input (from their daily work experience) to the Culture programme team and lead the culture interventions in their own teams. They are supported by the HR business advisors. In working together we build a bridge between strategy and daily operations.

"My personal purpose is to reduce distance between people by helping them to understand each other's perspective. Because I believe that only if you take the time to understand the origin of the other person's opinion, you can understand someone's behavior. And challenge it."

Josephine van der Hoeven
Purpose & Culture Officer

Reputation and trust

As an organisation, we must continue to meet our clients' expectations by operating in an ethical manner in order to uphold our reputation and the Mazars brand as a credible and reliable partner and service provider.

Leading quality is the foundation of all our activities and makes us valuable in our role in society. Our values guide us in everything we do: how we meet the needs of clients, how we develop our people and the role we play in society. These values demonstrate that we endeavor to go beyond what is expected from us, either now or in the future.

Quality and reputation are crucial to Mazars' continued existence and development. So, it is only natural that we continue to uphold our quality vision, 'Mazars enhances trust through leading quality'. Delivering high quality, not only from the point of view of our clients and society but also from the point of view of our own people and partners, is one of the cornerstones of our reputation. Reputation as seen by our stakeholders, including clients, supervisory authorities, society and the labour market. Only with an unblemished reputation we earn and keep the trust of our stakeholders.

Risk and compliance

The foundation of our work is that our services are aligned with relevant guidelines, laws and regulations. But we need to do more. It is an essential prerequisite for quality and performance, and the sustainability of our business, that we remain highly critical in accepting, but also in retaining, the right clients and engagements. This places high demands on our client acceptance process and on ongoing risk monitoring. Last year we started implementing an integrated approach to client and risk management for the acceptance and recording of processes in relation to clients and engagements. The purpose of this is the increasing information need and to comply with control in the context of SIRA.

Last year we also invested in formulating our 'Compliance Structure of the Future'. This is the so-called 'dot on the horizon' in terms of Compliance, quality monitoring & risk within Mazars. It goes beyond Audit & assurance, as it is about Mazars and all the service lines. The layers of the 'Structure' for the various service lines resulted from an analysis of the risks within the relevant service line, which is used as the baseline for determining its 'own' approach. The Compliance Structure of the Future enables us to be 'in control'.

Data security and privacy

At Mazars we commit to the continuity of managing our IT systems and guarantee the security of information and confidential (client) data.

Taking appropriate measures to maintain and guarantee the confidentiality, integrity and availability of Mazars' data is essential when it comes to information security. This includes monitoring the effectiveness of the implemented measures and is done to assess whether additional measures should be taken.

We are convinced that the security measures surrounding our information system as well as the storage and data processing of our clients, partners and employees are at an adequate level. Processes and procedures have been implemented to ensure correct follow-up given to potential security incidents in a timely manner. By doing so, incidents can be prevented or the impact can be mitigated. In order to raise the level of information security to an even higher level, preparations have started for obtaining ISO 27001 certification.

The past year we saw a worldwide increase in the number of phishing attacks. All reports about phishing are carefully and thoroughly investigated, extra measures are taken where necessary. Partners and employees are trained in recognizing phishing attacks through our ongoing Security Awareness training program. Despite the worldwide increase of phishing emails, we have not experienced an incident or data breach as a result of phishing during the past year.

Working remotely and from home due to Covid-19 brought additional security risks. Partners and employees have been informed about this through several channels and have been made aware of how they can contribute to a safe way of working. Security on and around workplaces has been tightened on various fronts with a good balance between functionality and security.

The number of recorded security incidents for 2020 / 2021 is nil (compared to 12 last year). Security incidents are described as follows:

- Incidents involving partners or employees becoming a victim of phishing
- Incidents involving partners or employees being a victim of stolen laptops
- Incidents where third parties have otherwise gained access to our IT systems and/or data

Six incidents led to reporting to the Dutch Data Protection Authority ("Autoriteit Persoonsgegevens"), on the basis of further investigation it can be stated that these six cases led to unauthorized access to data. As a result, additional steps were taken to increase awareness of this aspect within the concerned teams.

	2020 / 2021	2019 / 2020
Number of registered security incidents	nil	12
Number of registered data leaks	14	9
Number of reported data leaks to the Dutch Data Protection Authority	6	6

People at the heart of our development

Mazars exists because of its people and those people make Mazars. They are the driving force of our organisation, our culture, our future and our success. In the current labour market, retaining and attracting people is an enormous challenge at both national and international level. Talent development is a priority in our strategy, and our objective is: 'Mazars, a global school of excellence. A great place to learn for all'.

Pillar: People

Materiality topics:

- Engagement and development of our people
- Training and education
- Inclusion and diversity
- Employee well-being and vitality
- Flexible working

SDG's:

- 3 Good health and well-being
- 4 Quality education
- 5 Gender equality

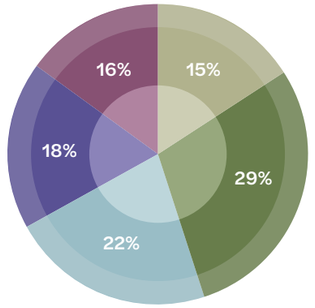
'People-oriented' is a defining characteristic of our culture. Mazars is a professional business service provider, but also a training institute where we invest in and care for our people. We believe that people choose an organisation only if they are convinced that they can continue to develop within that organisation, the organisation takes care of them and if they can derive a sense of pride from their work. Meaningful and challenging work, an inclusive culture and work environment, professional support, modern training programmes and extensive personal attention and coaching by partners and managers are essential to retain our people and recruit new talent. Training, developing, engaging, retaining and attracting (new) talent are essential and important to us. More importantly, we invest in the well-being of our people, centred around a good work-life balance, health and joy, and our vitality programme contributes to that.

Above all, we strive to be an inclusive organisation where everyone feels at home, where everyone can be themselves. We believe in the power of a diverse and inclusive organisation, and it is only with inclusiveness that we can grow, improve, and build a sustainable future.

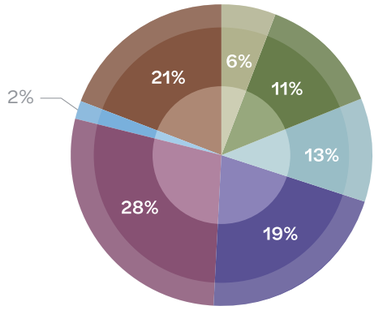
Learning & development

We are a learning organisation and learning & development will drive our organisation forward. Giving employees the opportunity to develop themselves as the best possible professional they can be is one of our most important principles. We offer a broad training programme focused on technical skills, leadership and business development.

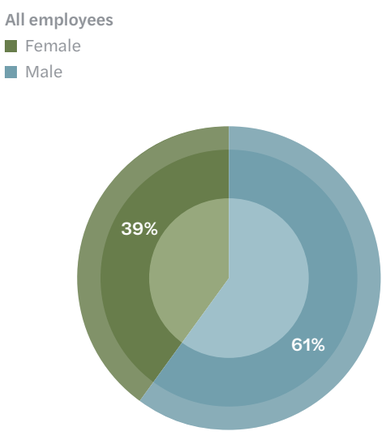
People at the heart of our development

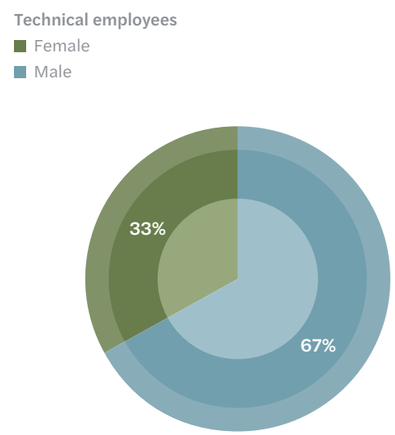


Age pyramid	
<25	16%
25-30	29%
31-40	22%
41-50	18%
>50	15%

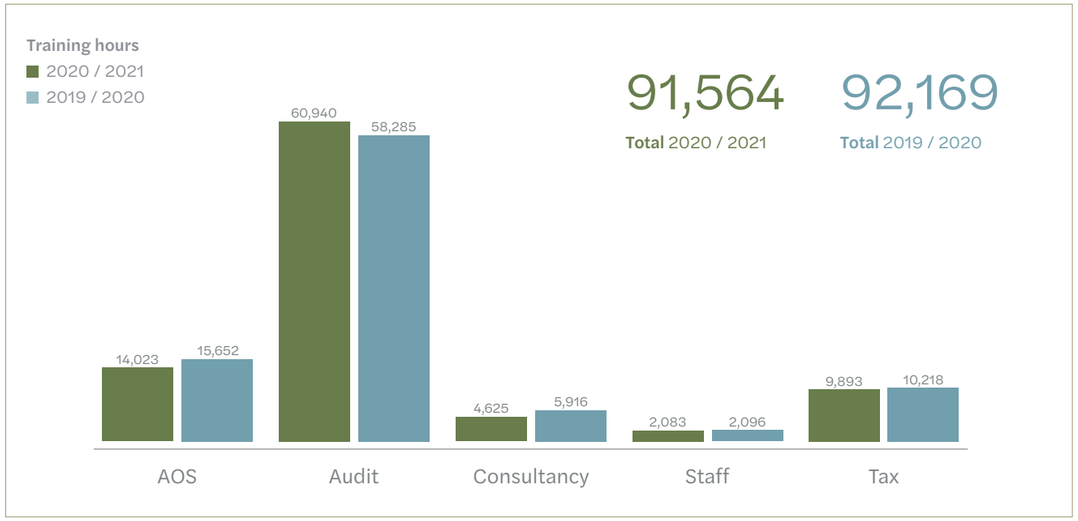


Job level	
CARL partners	6%
Director (or senior managers)	13%
Managers	11%
Junior managers (or senior assistants)	21%
Assistants	28%
Interns	2%
Admin / Support functions	19%





Training & development of our people



Lessons learned from Covid-19

Due to Covid-19 we continued to further improve our online training programme and methods. We implemented ways to interact online with the participants and keep them (better) focused. This development was already in place but accelerated at an immense pace, for both trainers and participants.

For our technical trainings we moved on from platforms like Teams or Zoom, to broadcasting the trainings from a professional studio. Although this required more preparation, it resulted in a great experience for all the people that were involved. Covid-19 has brought benefits for learning & development activities that are here to stay. We will need to reconsider when to organise trainings on locations and when online, use different tools and use of the time we spend face-to-face for interaction and discussion. We will only work with suppliers who embrace this change and help us in creating hybrid training programmes where we balance technology and live interaction.

We also concluded that our monthly technical consultations can perfectly be organised as webinars. People are comfortable with that and the fact that they do not have to travel for a one or two hour meeting is more time-efficient and better for the environment. We will continue doing this after Covid-19 and train our trainers even more in developing the skills they need to be comfortable in teaching both online and offline.

Specific trainings to enhance our business

In the past year we continued to invest in training and developing our talents, by offering a training programme for all job levels and service lines. The programme is becoming more and more aligned with the business needs. This does not only involve soft skills as such, but also a multidisciplinary approach to be able to understand client's needs, working together and taking responsibility. We aim for high quality not only in the work we do but also in the relationships we build.

Mastercourse

In October 2021 we had our yearly Mastercourse for managers and up from all service lines. The theme was 'Sustainability' and this topic was approached from different angles. First, our Chairman of the Dutch Executive Board Ton Tuinier gave us a heads up where we stand with our sustainability goals and objectives. An inspiring speech was given by Katja Staartjes, the first Dutch female to climb Mount Everest, who talked about the importance of teamwork in becoming a sustainable organisation. Then all service lines had a technical program on sustainability and the closing of the day was the launch of a global Sustainability e-learning developed for all employees at Mazars. A programme of six modules to create awareness and understand the impact you can have as an individual and the impact for Mazars as an organisation.

Global school of Excellence

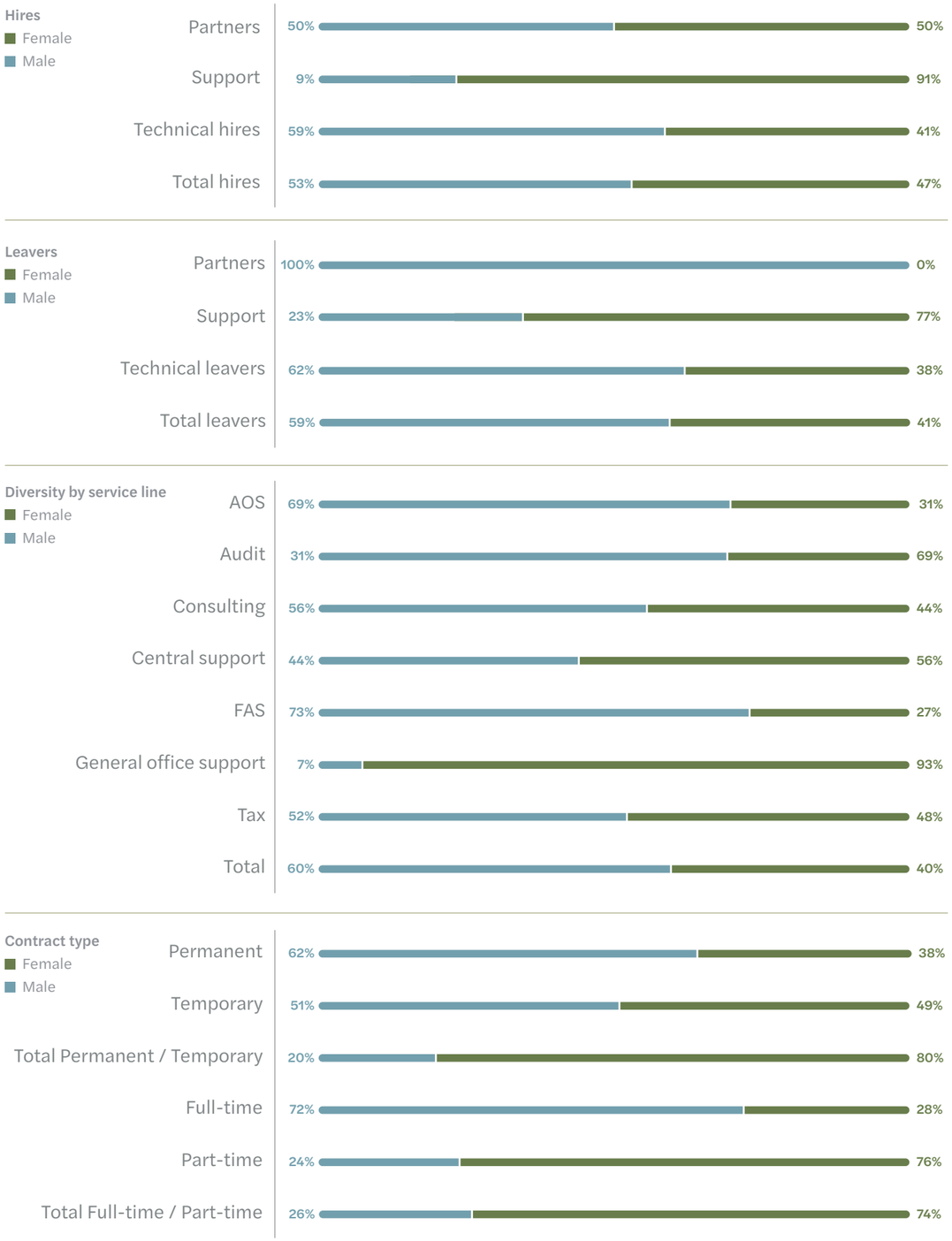
Global school of excellence

Learning and development ambitions and initiatives also come from Mazars Group. The direction and support of our global organisation does not only help the individual countries rolling out trainings more easily, but it is also a great way to share knowledge. Since 2021, there is a community of learning and development professionals at Mazars, exchanging best practices and ideas on a regular basis. By working together and offering our colleagues the best learning and development environment we can, we support and encourage them to grow at Mazars. A global school of excellence, a great place to learn.

"At Mazars, learning & development is becoming more important, and I am happy to be part of this journey. In my role, I work together with all service lines. Together with my team, we support our business partners with the technical trainings they organise and we are responsible for the soft skill training programme for our employees. It is amazing to watch how people develop over the years from young, eager new joiners to professional, highly valued colleagues.

Personally, I believe in lifelong learning: being curious, open to other ideas and opinions and sharing knowledge. The world around us is changing fast and having the skills to keep up with these changes is becoming more and more important. Most of our learning and development takes place in the workplace where we need to collaborate and connect with co-workers, managers and clients. Our role is not only to provide the training our people need, but also give them the tools to use and share what they have learned so they can improve their personal and professional skills. And finally: we need to emphasise the benefits of the learning process, not only the outcome and enjoy the ride!"

Caroline van Egmond
Manager Learning & Development



Inclusion & diversity

Diversity is a unifying value at Mazars globally and an important driver for the success of our organisation. It is how we have grown, how we operate today and how we plan for tomorrow – working as one inclusive team around the world. Inclusion and diversity are the foundations of the modern organisation we strive to be. Diversity goes beyond geographical differences. We are committed to fostering an inclusive environment where teams, leaders and performance come in many different styles, from diverse ethnic backgrounds, and where these differences lead to greater value and success.

We know that value for our business, our clients and our communities is created by embracing different perspectives, empowering our people and bringing to the table varied backgrounds, views and skills. Making the most of these differences as an inclusive organisation allows us to solve problems, move our organisation forwards and ultimately, better serve our clients. We value diversity in the broadest sense and do not tolerate discrimination in any form. Everyone has a place at Mazars, regardless of gender, ethnicity, age, ability, sexual orientation, religion, geographical, social or cultural origin. Diversity supports individual differences. These differences include, but are not limited to, abilities and disabilities, age, culture, education, gender and gender identity and expression, language, religion, sexual orientation, socioeconomic background and working style.

Inclusion requires creating a work environment where everybody feels welcome and can show inner drives and personal preferences. This requires inclusive leadership. Without the feeling of inclusion, there is no room for the strengths of diversity. We realise that we have a social responsibility in this area and that we can only be, become and remain an attractive employer if we embed this properly. The tone at the top (words and conduct) of partners and the Executive Board is crucial.

More diverse, more inclusive workplaces are workplaces fit for the future. We are dedicated to ensuring Mazars is an organisation where people have a sense of belonging and pride, where all talents can make meaningful contributions and be who they are. We are convinced that building an inclusive culture is how we will deliver greater value for our clients and our people alike.

To facilitate the Executive Board in its ambition of inclusion and diversity, Mazars appointed Sandra Lutchman as an external advisor to turn our ambition of an inclusive work culture into reality. She has conducted more than 40 interviews with at least 100 people within Mazars to come up with a qualitative analysis. We also analysed the quantitative internal data and are aware that there is still a lot to do and to win, in our different service-offerings and given our ambition to grow. The analysis also gave us some relevant insights on the external market. The Executive Board embraced the action plan, including the recommendations formulated. We will work on performance management, leadership, engaging and retaining talent and focus on an inclusive culture and environment including a better balance regarding female and non-Western professionals. To be successful and to become the organisation we want to be, we need the support and commitment of everyone. For the execution of our ambitions, the Executive Board works closely with the Learning & development department and the Brand, marketing and communications department.

Our ambitions

It is important to keep our promises and we have therefore set the following goals:

- For 2024, we strive to have a more diverse and balanced workforce.
- Focus more on service lines to ensure a good balance at each level.
- Currently we have six female equity (CARL) partners, our goal for 2024 is to have at least twelve.
- To have at least one female on our Executive Board by 2024.
- Next to the Executive Board we have an Executive Team responsible for the strategy and operations in the field of HR, IT, Brand, marketing & communications, Finance, Legal , Professional practice, Compliance, quality monitoring & risk and the Board secretariat. This Executive Team works closely with the Executive Board and consists of five females and three males.
- Our supervisory board consists of one female and two males, we aspire an even better balance in the future.
- Focus on increasing the number of females in management positions.

Engaging, retaining and recruiting

Continuing to be great place to work and learn for all current and future Mazarians, by facilitating talent development to allow people to prosper and build a career at Mazars, is one of our most important objectives. Engaging, retaining and recruiting people is fundamental for a sustainable business now and in the future. Investing in leadership to enhance meaningful conversations with employees and reduce turnover is key. Leadership is strengthened by our soft skill training courses and a new management development programme. We will focus on quarterly check ins and facilitate leaders to help the people in their teams grow and develop. Regular feedback will be the norm – both downward, upward and from peers. We will also focus on the role of leader / manager including the informal part of managing (e.g. mentor, buddy, etc.).

We strive that everyone at Mazars has a sense of belonging, that people feel welcome, but also know what drives us as an organisation. What our purpose is, our core values and our culture and how we work together as one team. Therefore we have started a project to better onboard new colleagues.

Leading by example

We believe that we achieve the most with effective cooperation and that this brings more joy to our work. Cooperation between colleagues, between the various service lines and with our clients. We cooperate on the basis of equality, and this is best expressed in a safe learning environment where we give each other constructive feedback. To that end, all Mazarians attended feedback workshops with their teams and practised giving feedback to each other.

The essential part is how we receive feedback and how we lead by example. Our talents have a clear need for strong and modern leadership, and many want to be trained to become leaders themselves. We will organise modern leadership programmes and soft skill training courses for managers at multiple levels of the organisation, both nationally and internationally. For our partners we are developing a programme focused on leading by example.

Willemijn van der Deijl
Chief People Officer

Well-being & vitality

Supporting and safeguarding the well-being and vitality of our people to ensure healthy, happy and fulfilled people, both physically as well as mentally, is one of our top priorities. It contributes to the sustainable employability of our colleagues. We strive for a more inclusive, diverse and vital Mazars, which is reflected in a healthy work-life-study balance. Our people-oriented culture and our flexible way of working are positive contributing factors. Over the past period, we have developed a vitality policy that contributes to all aspects of well-being: physical, mental, social and spiritual. Vitality starts with self-reflection. We stimulate our employees and partners to engage in sports activities and therefore we offered special Mazars sportswear, that our people could order for a reduced price. The vitality policy for this year will be further implemented, with more activities that contribute to the various aspects of vitality. Last year, we started offering health checks to our people and we continued to do so this year.

Our new way of working

Sustainability, flexibility, mobility, digitalisation, personal welfare and staying fit are without a doubt highly important organisational topics and have been placed in a totally new perspective over the past two years.

The lockdown and working from home situation made us move forward even faster on creating good working conditions for our teams, and as a direct result we are more sustainable just from the travelling perspective alone (less mileage on commutes to and from work and no travelling abroad).

The possibilities that we have experienced in working from home during and since Covid-19 made us even more aware of the fact that a balanced workweek, where working from home is combined with working at the office, is the way forward. Solutions to make that possible will contribute to our footprint but especially to the well-being of our people. Less stress in travelling and more possibilities in ‘work-life-balance’.

The impact of Covid-19 on our organisation and our people has contributed to the acceleration of our ‘New way of working’ plan, which sets out our vision for working remotely in the future. Since we were looking for sustainable and future proof long term solutions, we have started the research phase in the fall of 2020 with a ‘Work mode survey’ and a ‘Work from home survey’. For any adoption process it is crucial to listen to your teams first and then start on the creation phase. Based on the results we have, in cooperation with partners, heads of staff, young professionals from all our service lines and the working council, formulated our ‘New way of working’ plan, which specifically focuses on future proof working conditions and office solutions. Our goal is to have our offices further transformed into work environments that encourage flexibility and collaboration by way of so-called ‘smart working’.

The continued urgent advice to work from home due to the pandemic means that we have only just now started to implement all the aspects of The New Working. Practical issues such as ergonomic working from home furniture and a workstation booking app for our largest offices were already implemented.

Everyone is now given the opportunity, where possible, to carry out their work as effectively and efficiently as possible in line with their own preferences and taking personal circumstances into account, whilst considering the quality of services to clients and cooperation between colleagues. The basic principle is that everyone works at least one day a week remotely rather than in the office; this can be at home, at the client or at another location.

It goes without saying that it is the personal responsibility of all our employees and partners to make the right choices within the prerequisites of the new way of working, whilst not losing sight of our vision, our values and their own well-being.

“Covid-19 had permanently changed the way we work. With our ‘New way of working’ we aim to keep the positive effects of working in Covid-19-times, such as efficiency, flexibility and the acceleration in achieving sustainability goals and combine this with effective teamwork and the energy and fun one gets from working together physically with colleagues and clients. Everyone will have to create the right individual balance to achieve the maximum impact. This requires a different leadership style, both of oneself and the team, and we will support our people in this transition.”

Bianca de Jong – Muhren
Chief Finance Officer

We believe that successful business and sustainability almost always go hand in hand. Our clients have to meet increasingly higher expectations of society and increasingly stringent requirements from regulators. Climate change, inequality in welfare and biodiversity are issues for which every organisation needs to take responsibility. This results in an increasing demand for accountability for a company's impact on the environment and society. With our services we help our clients with the implementation of sustainability indicators in their policies, information management systems and reporting.

Pillar: Sustainability services

Materiality topics:

- Innovation
- Quality of services
- Digitalisation
- Sustainable services

SDG's:

- 8 Decent work and economic growth
- 16 Peace, justice and strong institutions

Sustainability consultancy services

For some years now, the sense of urgency for more sustainable development has been undeniable. Unfortunately, we have seen the necessity with our own eyes: the floods in Limburg in 2021 directly confronted us with the consequences of climate change. Positive news, however, is that the EU has given a clear message to companies to reduce their negative impact and to increase their positive impact. As part of the Green Deal, the EU issued concrete laws and regulations such as the Corporate Social Reporting Directive (CSRD), the EU Taxonomy, and the Sustainable Finance Disclosure Regulation. All aimed at strengthening sustainable development by increasing transparency and comparability of company performance. As a result, we have witnessed an increased demand for our sustainability services.

We have been successful in attracting passionate sustainability professionals that are highly motivated to help build sustainability service-offerings that enable us to contribute to a fair and prosperous world through the consulting we do for our clients. We have built a solid team of professionals from different backgrounds and expertise to support our clients on their sustainability journey. This expertise and experience is also available for the Audit & assurance teams when they audit sustainability reports.

We use the 5-step approach above for our sustainability consulting services. This methodology was developed globally and tailored to local context. We have started using the 'ESG Health Check', which is part of this approach. This is a quick scan that provides insights into the client's most important areas of attention. With this output we determine the next steps, in general this will be a materiality assessment. In this assessment we identify the client's critical sustainability issues: an essential step to help formulate an integrated sustainability strategy. With the support of our Tax, IT audit & assurance, Digital transformation & IT consulting and Governance, risk & compliance, colleagues, we assist clients in implementing this strategy. This is executed through

	Materiality assessment	Business model and strategy	Governance and organisation	Implementation	Performance measurement
	What are the relevant ESG risks and opportunities for my business? What impact does my activity have on the planet, people and society?	What are the key aspects of my business model that should evolve to become sustainable? How should I adapt my strategy?	What is the relevant governance to deliver the ESG strategy? How should my internal organisation evolve?	How to build the policies, action plans and targets that will make ESG strategy go live? What are the required resources?	How to track progress versus targets and the achievements of the ESG policies and action plans? What indicators should I follow?
Client considerations	• ESG health check • Stakeholder analysis • Materiality assessment • Materiality matrix • Assessment of ESG risks and opportunities	• How to address key ESG risks • Necessary adaptations to the business model • Pillars of the ESG strategy	• Specific governance to steer the ESG strategy • Changes needed to the organisation • Definition of internal processes	• Policies definition (e.g. carbon trajectory, supplier audit) • Estimation of needed resources • Systems evolution / specific IT and tools	• Choice of KPIs to be implemented • Processes and systems to measure, track and report progress

for example designing an adequate governance and organisational culture, tax transparency, data privacy and security and ESG (or integrated) dashboards.

With the 5-step approach we help clients complying with new laws and regulations or voluntary reporting standards. Rather than solely helping out with compliance related reporting requests, the 5-step approach helps clients to realise that they may need to 'return to start' and build a solid basis for truly sustainable business operations and reporting. As a result, the client's sustainability report will be a representative overview of related non-financial information.

Arnoud Ellenbroek
Director Sustainability Services

"As a true sustainability 'geek', I feel very lucky to have witnessed and played a part in the growing enthusiasm of our colleagues about sustainability services. It was incredible to see how all our hard work translated in concrete assignments this year and how our team expanded. I am confident that this dedicated and knowledgeable team, will be able to expand our client base even faster than our team, so that we can increase our impact for a better world."

Anouk Torsing
Junior Consultant Governance, Risk, Compliance & Sustainability

Sustainability in Audit & assurance

Our purpose is to help build the economic foundations of a fair and prosperous world by caring for the success of our people and clients, the health of financial markets and the integrity of our industry. Looking at our purpose, it is clear that we will continue to develop our sustainability services. For audit this means, among other things, setting up a Sustainability audit services ('SAS') team to professionalise our voluntary ESG services.

Over the past year, we have continued to develop even further the voluntary assurance assignments and representing Mazars in the NBA's ESG Assurance working group. Our efforts were mainly directed towards the development of new services by taking the following steps:

1. The qualifications for the SAS team have been determined. The team will be set up in an integrated team model. Specialists from the SAS team will be added to the financial audit team. The SAS team will be active in the next financial year and will include colleagues from all relevant sectors and with expertise from various key markets.
2. Training courses have been followed on the subject of sustainability.
3. International working groups have been set up in which experts from different Mazars countries work together.

Client case: ASN Bank

Providing independent assurance on ASN's human rights analysis in the garment industry

ASN Bank was founded in 1960 by socialist labor organisations, with as their most important mission to lend the deposited money in a socially responsible manner. Why? Because money enables you to exert a lot of influence and make the world a better place, both in the present and in the future.

All companies that ASN intends to invest in, are subject to an overall sustainability check, including environmental and social factors. When ASN Impact Investors decides to invest in a company, this check is performed at least every four years.

In 2018, ASN did an analysis to determine where the bank and the funds have influence in a sector with a high risk of wrongdoing. This led to a focus on the garment industry, where living wages is one of the major human rights risks. These companies are therefore assessed annually against a living wage assessment methodology, which closely follows the UN Guiding Principles Reporting Framework.

Under the umbrella of the Platform Living Wage Financials, of which ASN is one of the co-founders, financial institutions come together to encourage, support, assess, and monitor investee companies with regard to their commitment to pay a living wage to the workers in their supply chains. By guiding and assessing the companies and building a 'benchmark' to determine which companies have been leading on the issue and which need to do more, as well as providing best-practice examples they aim to motivate the 'laggards' to follow their better-performing peers.

ASN Bank performs an assessment on approximately 15 garment companies per year, and has its assessment assured by Mazars. The performance of the assessment as well as the assurance provided by Mazars confirms that even though social factors (the "S" of ESG) seem to be more difficult to measure, it is in fact very well possible to do so and to get it assured by an independent auditor.

asn bank

Sustainability services
Audit & assurance

Looking to the future

New directives

In April 2021, the European Commission adopted the sustainable finance package. This is a comprehensive package of measures to stimulate the flow of money to sustainable activities and investments. Important measures, with strong impact for our clients, are the introduction of the EU Taxonomy and the proposal for the CSRD.

We expect that an increasing number of clients will have to comply with the CSRD. Reporting is mandatory for financial years starting on or after 1 January 2023 and that requires internal preparation with regard to specific expertise and compliance. Our clients with be challenged, because sustainability is not always an integral part of the strategy, the internal processes and systems are often not equipped for sustainability information and most of them do not (or only to a limited extent) report on their efforts in the field of sustainability. And this is where our expertise can be of added value for clients and potential clients.

Further shaping the SAS team

The SAS team will be further shaped in 2022 by building expertise and sharing it. This means:

1. Developing our strategic plan for SAS
2. Setting up a centre of expertise in offering our teams courses at universities and external and/or internal workshops
3. Further development our ESG training programs
4. Embedding ESG in our quality assurance systems
5. Expanding our audit methodology to make it more easily applicable to ESG engagements
6. Informing and activating our clients

In order to achieve these objectives, we work closely together with Mazars Group experts to accelerate development, stay consistent and to exchange in-depth knowledge.

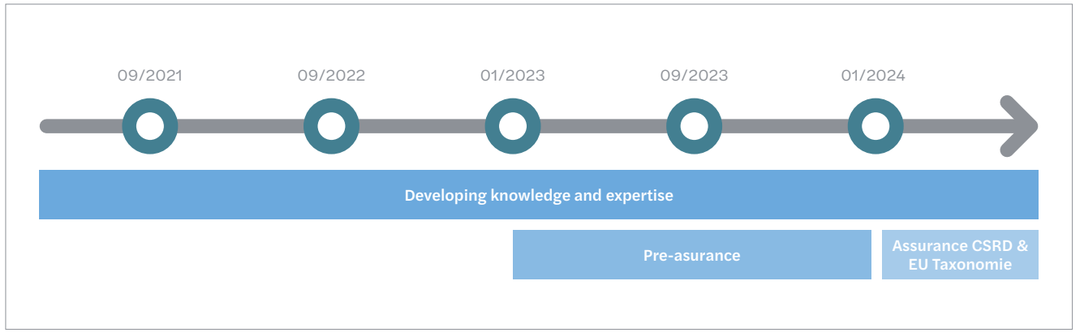
Development of our people

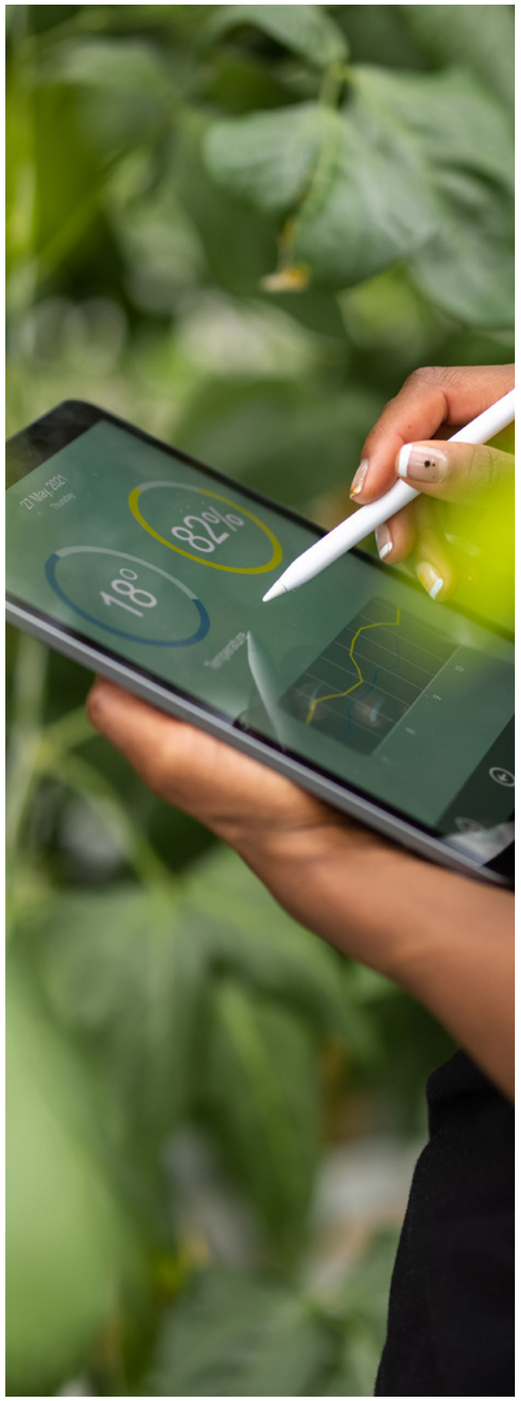
In the coming years, our center of expertise will continue to develop and strengthen its ESG knowledge. Several colleagues are following training courses in the field of ESG and ESG assurance, or will do so in the upcoming period. Being able to offer ESG assurance strengthens our position in the labor market. It will contribute to retain our people because they can broaden their knowledge and increase their social role and it can also contribute to attracting new talent by increasing the attractiveness of the auditing profession.

In addition to expanding the SAS team and continue to focus on developing knowledge and expertise, the next phases of our strategy consist of pre-assurance and ultimately, as of 1 January 2024, the provision of assurance. The estimated timeline is:

Annelot Kosman
Senior Manager Audit & Assurance

Corrie de Vries
Manager Audit & Assurance





Sustainability in Digital transformation & IT consulting

Within the Digital transformation & IT consulting (DT&ITC) department, digitalisation and sustainability are two themes that go hand in hand. From a digitalisation perspective, there are two important goals: gaining insights into organisations' current processes and the efficient use of time, financial resources and other necessities. Gaining insights becomes more challenging as organisations and processes continuously develop. Therefore, digitalisation is often used to gain insights into trends and development in order to make better choices.

Data-driven working creates a broader view of all the developments within the organisation. This applies to different parts of sustainable business operations. Sustainable business operations do not solely evolve around for example CO_2 emissions but also concern an organisation's HR policy and education. By providing a better overview of various data-sources, trends can be identified and (realistic) targets can be set based upon (concrete) data.

Within Mazars, the DT&ITC team intensively collaborates with the Sustainability consulting team Therefore, we are able to offer our clients the full package of sustainable and digital transformation. We do this by looking together at implementations of an ESG dashboard or other technological solutions. In short: digitalisation and the pursuit of sustainable business operations will continue to highly reinforce each other.

"I look forward to add a new dimension to the sustainability services for clients by working in a data-driven way."

Christel Monrooij
Consultant Digital Transformation & IT Consulting

Innovation at Mazars

Innovation is a crucial part of Mazars' DNA

Innovation is a core element in Mazars' mission and strategy. Through innovation we continue to exist and attract new talent while giving substance to our growth ambition towards a Go-to firm. Our innovation ambition is part of our One24 strategy and focuses on (new) services and operations, balanced with innovations in other relevant domains (ESG, culture, talent). An Innovation Team has been formed to support the focus mentioned above and grow further on a sustainable manner. This team is responsible for defining Mazars' innovation strategy and goals as well as creating an innovative culture, where everyone is inspired and motivated to contribute. In order to succeed, there needs to be close cooperation and coordination between the Innovation Team and the Innovation Hub from Mazars Group where other Mazars countries are involved as well.

Why are we doing this?

We have formulated several goals when it comes to innovation:

- We want to continuously develop new services for our clients.
- We want to attract and retain talent.
- We want to improve quality and transparency.
- We want to improve efficiency and productivity.

Overall, these goals contribute to Mazars being a sustainable organisation for the long term.

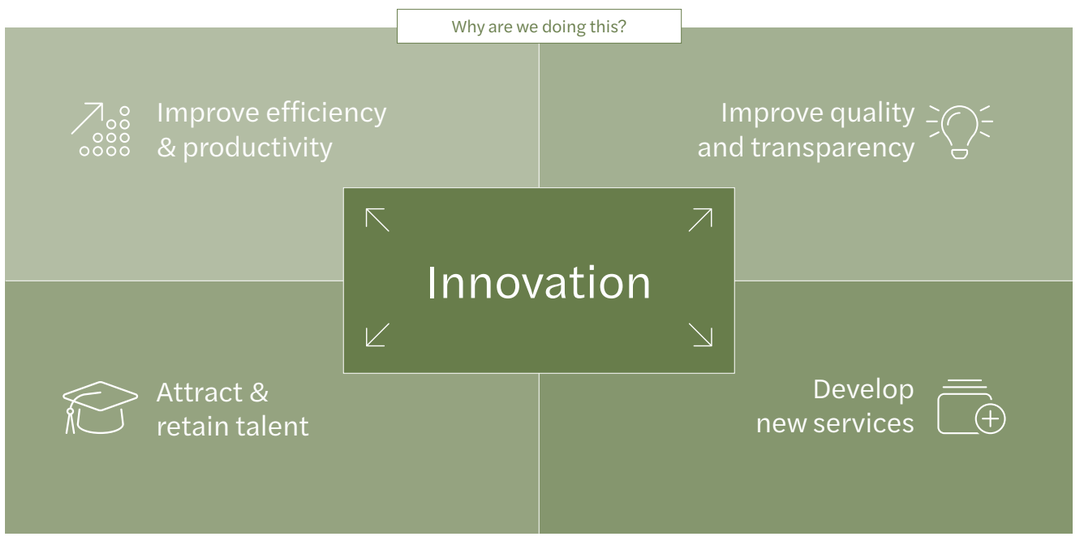
The Innovation Team lives by the following statement:

"Innovation, it's something we do together."

Innovation can come from anyone and anywhere within our organisation. We stimulate our people to share their ideas and develop them further with support of the Innovation Team.

Innovation Ambassadors have a crucial role in ideation, realisation and application of initiatives. They are representatives from the whole organisation. Each office and service line is involved to facilitate bottom-up ideas.

Marc Engel
Partner Digital Transformation & IT Consulting



Sustainability in IT audit

Cybersecurity and privacy protection are social themes

Ongoing digitisation makes organisations, individuals and devices increasingly connected to each other. The 'internet of everything' has emerged. This brings great opportunities for organisations and helps us in all kinds of ways in daily life. But as so often, technology also introduces us to new challenges and issues that we as a person, an organisation and society must deal with in a responsible and ethical manner.

Because organisations are digitally connected, organisations also become digitally dependent on one another. An IT incident at one organisation can affect other parties like an oil slick. For example, failure of products, processes, companies and even entire chains of companies. The loss of data or loss of control over systems can lead to identity fraud and privacy violations with financial consequences for those involved. Inadequately secured systems can also pose a threat to their environment and be used as a 'stepping stone' by cyber criminals. Compare it to a 'source of contamination' or a 'patient 0' that is better kept in quarantine.

"In a digitised society, cybersecurity and privacy protection are social and societal issues. In a digitally connected world, cybersecurity and privacy protection are essential for a robust economy and ensuring freedoms and individual well-being."

Jan Matto
Partner IT Audit & Advisory
Global Leader Data Protection & Cyber Security

Cybersecurity and data protection are preconditions for organisations to operate. Not only from a liability and continuity perspective, but certainly also to protect clients and individuals involved. Privacy protection is enshrined in Article 5 of the European Convention on Human Rights (ECHR). The General Data Protection Regulation (GDPR) is an elaboration of this that monitors the digital privacy of individuals. Therefore, protecting personal data is a human right and an indispensable condition for a sustainable existence.

Practice shows that the social damage of a cyber incident can be much greater than the damage of the individual company that is directly affected. Reason for the European Union to come up with new legislation and regulations aimed at cybersecurity and the ethics of digitisation. Current examples are the EU Digital Operational Resilience Act, EU Cybersecurity Act, EU Artificial Intelligence Act, the Data Act and the Data Governance Act. Partly existing and partly upcoming legislation that underline the social importance of digitisation.

It is of public interest that organisations can trust each other digitally. Our multidisciplinary IT audit & advisory team, consisting of IT specialists, ethical hackers and IT auditors, is rapidly growing. In this way we meet the increasing demand for third party assurance reports. These audit reports transparently show stakeholders how cyber security and privacy risks are managed. Having such a report appears to increasingly be seen as a 'license to operate' and as a means of communication towards supervisors.

Client case: Environmental Nano Solutions (ENS)

One of the family businesses Mazars is guiding within their sustainability journey is ENS (Environmental Nano Solutions) Clean Air, established in 2009 by Lia van den Vorle – Houben. ENS Clean Air is a Dutch family business, specialised in capturing and eliminating fine dust aiming to make clean air available to all and create awareness on the negative outcomes of fine dust. Sisters Renée and Esmée are now running the business with the same passion and drive as their mother did.

ENS Clean Air expects an informing and advising role of Mazars' Accounting & outsourcing services (AOS): "Informing us on specific laws and regulations that will apply to the organisation and creating general awareness regarding sustainability with all its customers. After all, it is repeatedly forgotten that the air we breathe is often polluted. This has a huge impact on our health. It is important that people are aware of the dangers that are literally flying around in the air. Not only for ourselves but also for our children, grandchildren and future generations to come."

Sustainability in SMEs and family business

A lot of our Accounting & outsourcing services clients are SMEs or family business. Sustainability tends to be in the DNA of those organisations more than average. This stems from the importance of passing on a healthy business to the next generation, maintaining lasting relationships with suppliers, clients and employees, the sense of duty to make a positive contribution to both society and the environment and pursuing stable long-term profitability. Besides, uncluttered hierarchical structures make many SMEs capable of adapting to changing environmental factors and to respond to developments in the market through innovation, without losing sight of the long-term vision and continuity of the company. Because of this, family businesses and SMEs have been making important contributions to sustainable goals and developments worldwide for years.

At Mazars, we are continuingly expanding our knowledge on the reporting and assurance of sustainability, integrated reporting and solutions for the consequences of new European legislation for our clients (CSRD and the EU Taxonomy). However, in comparison to organisations with a more corporate or social structure, family businesses and SMEs can struggle to make their positive impact transparent and measurable. Not to mention the reporting or accountability of it. For some family businesses, partly prompted by (inter)national (tax) laws and regulations, this will change in the near future, and for all family businesses in the not so distant future as well, either directly or indirectly. We are preparing family businesses and SMEs for the upcoming requirements in the field of sustainability, but also give them insights into the possible opportunities and threats within their organisation. This partly consists of:

- Updates on CSRD (mandatory sustainability reporting for family businesses
- Other international requirements and considerations in the field of sustainability
- Sustainability opportunities and potential threats

Koen Tomassen
Senior Manager
Accountancy & Advice

Sustainability in Tax

Tax as a lever for sustainable change

The Mazars tax experts understand that the business environment especially in the post-covid era changed substantially, and equally tax policy changes didn't stay behind. Now, in tax practice it is not enough to do 'what is possible within the law' but 'what is responsible for society'. We see tax in ESG as a responsible tax. This means that ESG risks for the environment, impact on society and governance as such should always be mirrored to a corporate tax strategy and should be taken into consideration when providing tax advice. We are aware of our societal responsibility and determined to develop our sustainability by complying with the UN SDG 16 for peace, justice and strong institutions.

Sustainable tax is responsible tax

We understand that taxes are not a standalone factor in organisations and the drive for sustainability development is connected with many external and internal factors. We approach tax advisory work in a holistic way by considering UN SDG's of a particular industry, sustainability policy, business and tax strategy of the organisation and observe any possible ESG tax risks.

We understand that the whole business world is moving from shareholder to stakeholder capitalism and for that it is crucial in our tax advice to take into consideration all our clients' stakeholders. In the past often only shareholders had a say but the stakeholder group grows and also employees, local communities, policy makers and NGOs are pointing a finger to tax position of companies. The reputational damage from unethical and irresponsible tax policies can be immense. Gaining a short term win by applied tax benefit will not contribute to a sustainable tax position of any business.

With a holistic approach to tax advice we support our clients in reaching their targets by:

- Driving societal useful innovation that will help clients to achieve their development goals
- Ensuring capital acts for the long term, investments and human capital with good sustainable policies
- Aligning organisational purpose, strategy and business models and check them against ESG tax risks
- Helping clients to align available incentives for driving of a sustainability development of their organisation to support a better outcome

We see the following top five challenges for tax advisory that will be crucial for our clients but equally for Mazars tax services sustainable development:

1. Post-covid business and social ambivalence
2. Complexity of tax legislation
3. Increasing tax compliance burden
4. Demand for tax transparency and sustainability tax reporting
5. Scarce skilled workforce

These developments are huge challenge but at the same time opportunity that will support our transition towards sustainable organisation.

Sustainability report 2021

Sustainability services
Tax

Ensuring sustainable workforce: Mazars Tax Integrity Committee and Tax Knowledge Centre

Mazars' tax teams are guided by the NOB code of conduct and NOB tax principles. The NOB tax principles have been developed to promote the quality of advice by NOB members and to protect and ensure the reputation of members and the profession and to ensure that concerns that arise in the social environment meet a discussion about taxation. The behaviour of the advisor is central to the tax principles and not the tax result for the client. The NOB tax principles provide NOB members with a framework that enables them to assess social acceptability with regard to their advice of a tax position. The quality of an advice is determined by the fiscal quality. That remains the basis. The quality of advice also has a broader dimension. The tax principles aim to fill in that broader dimension and to make advice more robust.

Going beyond NOB code of conduct and tax principles, Mazars established the Mazars Tax Integrity Committee (MITC) as an independent body that meets upon request of any internal tax advisor to discuss and if necessary to revisit a tax advice from the ESG point of view. It aims to enable every tax advisor regardless of the level of seniority to take an independent position.

There also is a Tax knowledge centre dedicated to align knowledge and share tax excellence through the organisation in order to ensure the quality of our services. There are tax knowledge groups consisting of top specialist in VAT, wage tax, international tax, corporate tax & employment tax and global mobility. We like to work in a way which supports the growth of knowledge for the benefit of our employees and clients.

On a global level, we established the Mazars University, a department that takes care of Mazars sustainable learning organisation. We are aware that in order to support our staff in this talent-intensive industry, we very much rely on the quality of our people. Education at all stages of the professional journey is what increasingly makes the difference and ensures Mazars' sustainability.

Tax

Tax transparency

Are taxes changing behaviour? Yes, we see that businesses are going beyond what is necessary tax transparency to present available data on what is their return to the society they operate in. The tendency is that tax payers are moving slowly from only mandatory tax transparency to voluntary tax transparency as well. It is a development to monitor in the future as many ESG reporting standards are becoming available and especially with the development of GRI 207 tax reporting standard as the only official tax reporting standard.

Tax transparency goes from mandatory, one of the recent examples is the DAC6, the Directive that imposes exchange of information to the tax authorities on certain cross-border arrangements that might have tax avoidance as a result, to voluntary tax reporting. There are recent examples of several multinationals who publish their total tax contribution reports.

Mazars' goal is to become sustainable tax service provider by supporting sustainably mature clients or those who are on their way to become one.

Tax policy and laws accelerating sustainability

We know that international tax developments should reflect in a client corporate governance with sound tax strategy fitting to the business goals and purpose. This is our line of work (guideline). The wave of sustainable (responsible) taxation started with the OECD BEPS project targeting international tax avoidance and pushing for more transparency. Now we experience the wave of concrete tax rules such as Anti-Tax Avoidance Directive, DAC6 and the proposal for so-called Minimum Tax Directive deriving from the OECD Pillar I and Pillar II model rules.

Thinking about carbon taxation and direct impact on sustainability, recently the Council of the EU approved the Carbon Boarder Adjustment Mechanism (CBAM) which is a part of the larger Fit for 55 legislation package. This will impact importers of specific goods to the EU by imposing carbon leakage tax at the border, but it will also give an opportunity to companies to reshape their supply chain and work on a development of environmentally friendly products. Similarly, Energy Tax Directive is reshaped to follow sustainability goals of the EU.

Tax can be always pushed forward to consumers but tax transparency will influence consumers' behaviour. Therefore, we see tax is a lever for sustainable change.

Tax complexity and increase compliance burden

The complex landscape of tax policy and legislation is a fact. Even more, it interferes with other legislative provisions and sometimes contradicts them. At Mazars, we approach tax advice by investigating not only current tax provisions but also looking ahead into announced legislation and policies on domestic and international level to match them with clients' tax strategy.

The tax compliance costs are increasing because tax authorities demand for tax transparency. Our Digital transformation team together with the tax teams are supporting compliance by optimizing tax technology tools. Mazars has an Data analytics team that closely cooperates with tax teams in building tailored products to support.

Ivana van der Maas
Director Professional Practice Tax

Community involvement

Mazars Foundation

At Mazars, development and helping to develop is one of our key beliefs, this goes beyond the development of our people by also contributing to the development of our society. Mazarians have the intrinsic desire and drive to use their professional expertise for social purposes by educating to society and helping communities in which we live and work. Community involvement is one of our values which is expressed by our Mazars Foundation and its activities and beyond.

Pillar: Community involvement

Materiality topics:

- Community involvement
- Partnerships

SDG's:

- 3 Good health and well-being
- 4 Quality education

We believe that the performance and value of an organisation is certainly gauged from its financial and economic results. However, our concern for the public interest goes beyond issues related to our profession and expertise. That is why we are naturally involved in the daily lives of the communities in which we work.

The Executive Board and the partnership of Mazars supports and contributes to our commitment to society. Among our partnership and colleagues many voluntary fulfil board positions in associations or foundations or are volunteers. Contributing to local communities, social causes and the development of society are elements that we as Mazarians consider important.

In the context of learning and development, many of our colleagues are (guest) lecturers at schools and universities, we feel it is our duty to share our knowledge. In addition, Mazarians contribute to technical developments in national professional audit bodies and tax bodies.

Contributing to initiatives and to the development of people and society is encouraged and supported by the entire organisation.

We feel it is our responsibility to look ahead and help younger generations prepare for their future. In that respect we have partnerships with foundations that are specialised in supporting children by educational programmes. One of our trusted and valued partners is JINC. They organise various educational activities for children in which our colleagues support with language trips, job training interviews and the 'boss for a day' project every year.

The Mazars Foundation has three focus themes to which it commits itself as a foundation.

Education

At Mazars we acknowledge education as one of the most important bases for making a positive contribution to the development of people and society. Our people bear a lot of knowledge and expertise, we believe it is our responsibility to deploy and share this knowledge and expertise with people and society. We are committed to all ages and layers of society, but we mainly focus on education for children and younger generations.

Vitality

Vitality is an important element that determines the well-being of people within our society. We are happy to contribute to improving and increasing this vitality and thus the well-being of as many people as possible.

Sustainability

Sustainability is an important theme within our current society, humankind has an enormous impact on the climate and the environment. For this reason, we are committed to both reducing the negative impact of people on the climate and the environment as well as increasing positive impact and initiatives.

Mazars' impact in 2020 / 2021

2020 / 2021 has been a remarkable year for the Mazars Foundation. We have had to deal with significant change in management and the Covid-19 restrictions have had a significant impact on our activities. Nonetheless, we look back on a positive year in which we as an organisation made positive impact on society, together.

At the start of the financial year, three positions became available within the Mazars Foundation board due to various circumstances. The existing board, consisting of Amanda Twigt and Henry Janssen, has been strengthened with three new board members: Quinta Ataliede, Arnoud Ellenbroek and Daphne Hendriks. Subsequently,the chairwoman, Amanda Twigt, secretary Daphne Hendriks and treasurer, Henry Janssen, were unanimously elected on November 23, 2020.

We are pleased that sustainability has a high priority on Mazars' agenda and that we have set ambitious targets. We have sharpened our strategy and objectives when necessary in order to have an expanding social impact.

After a year (2019 / 2020) filled with work restrictions due to Covid-19, we had hoped for a year in which we could continue to build on our previous path. Unfortunately, this year we again had to deal with the necessary challenges in order to make an impact with the Mazars Foundation.

Still, we are proud of everything we have achieved in the past year, together with the ambassadors and our colleagues, despite the challenges we have faced. For this reason, we are looking forward to the future with great enthusiasm, ambition and confidence.

Amanda Twigt
Chairwoman Mazars Foundation

Activities

The impact of Covid-19 is large when it comes to the number of hours spent on the Mazars Foundation by Mazarians in 2019 / 2020 and 2021 / 2021. This was partly caused by small-scale activities and a large number of cancelled or moved activities to 2021 / 2022. Despite the impact of Covid-19, the Mazars Foundation has organised more than 35 activities and 95 of Mazars' employees have collectively spent 926 hours on Mazars Foundation activities.

Each office has its own partners, charities and foundations with which they cooperate, with some we cooperate on national level.

Together with the partners listed on the next page, we organised several activities in 2020 / 2021.

Excelsior Foundation	Pameijer	JINC	De Zomer ondernemer	Ceaser	Sintvoorieder1
Puur Zuid	Leger des Heils	Zuiderzee Klassieker	Verdandi	Middin	Sterker social werk
	Papendorpse run	MS Motion	Stichting Present	Speelgoed-bank	

Ambassadors

Having a true local impact is an important part of the approach of the Mazars Foundation and to be able to make impact the ambassadors of the Mazars Foundation are invaluable. This is because the success and the impact of the Mazars Foundation depends to a large extent on its ambassadors. For this reason, one of the Mazars Foundation objectives is to have a minimum number of ambassadors present at each office. They serve a very important role: they are the contact person for our employees and cooperation partners as well as responsible for organizing activities with our partners.

Celebrate our ambassadors – how do they experience being an ambassador?

Raymond Hiddes, Amsterdam

"My name is Raymond Hiddes, Director within Accounting & outsourcing services (AOS) in Amsterdam and since 2021 affiliated with the Mazars Foundation as ambassador.

Before my time as an ambassador, I also felt the urge to contribute to voluntary work. This has always given me a great feeling: helping other people and children who are less fortunate (e.g. due to illness or financial situation) voluntarily. When I was asked to become an ambassador, I didn't need time to think about this, the positive answer was therefore given quickly.

As an ambassador I can increasingly express myself in thinking along with the direction we take as the Mazars Foundation in Amsterdam, which activities will fit the organisation and partners we would like to collaborate with. Naturally, part of the ambassador's role is to maintain contact with the our partners and to jointly devise on collaborative activities.

All of this gives me a lot of positive energy. Especially when you see how much gratitude is realised. An additional advantage of being an ambassador comes from the fact that is a nice change within your daily activities.

Shortly: I have not regretted my 'yes' to the ambassadorship and hope to be able to continue this role and make my contributions for a long time to come. Of course, I still remain active as a volunteer at the locations. I also really hope we get the opportunity to head out more in the upcoming year in order to be able to perform volunteer activities. Unfortunately that has been little possible due to the Covid-19 pandemic."

Mike de Langen, Utrecht

“Since last summer 2021, I have been an ambassador of the Mazars Foundation at our office in Utrecht. The reason I signed up to be an ambassador for the Mazars Foundation is to give back to society. We sometimes underestimate that a small gesture for yourself can be a big gesture for someone else. In my role as ambassador it is thus important that I get my colleagues enthusiastic about all the great projects we are doing with the Mazars Foundation.

When I look back on the past year, despite Covid-19, we were still able to organise several wonderful activities. For example, in collaboration with JINC, we organised a number of “mini internships” and job application trainings to secondary school students and on the Mazars Community Day we cleaned up the nearby Maxima Park with some colleagues. The great thing about the activities of the Mazars Foundation is that you can really contribute to society, this makes being an ambassador so fun and educational for me.”

Anne-Marije Beerman, Rotterdam

“Since 2020 I have happily been an ambassador for the Mazars Foundation. It makes me proud that Mazars as an employer inspires its employees to have a positive contribution to society. What appeals me towards my role as an ambassador is that together with my fellow ambassadors, I can organise great activities for people who can really use our commitment and knowledge. In addition, I enjoy talking to other colleagues and enthusing them to committing to the Mazars Foundation themselves. I am proud to see that, despite the restrictive measures over the past two years, we took our opportunities and we were able to organise a beautiful first Mazars Community Day together.

Personally, it satisfies me to help others. It is great to see how a small gesture can actually have a huge impact. I consider myself lucky that I grew up within a warm environment and that I was fortunate enough to take on every opportunity to develop myself into the person and professional I am today. I feel privileged that as a mother of two young children I am able give them the same strong base as my parents gave me. I think it is important to teach them that unfortunately this is not for everyone and that it is therefore important to do something for someone who has been less fortunate. This is a joint responsibility of all of us. I want to be an example for them in this.”

303
Employees

11
Offices

30+
Activities

1,540
Hours spent

Since 2021, Mazars Group has globally introduced the Mazars Community Day in order to increase our collective impact in society. In addition to existing activities, the Mazars Foundation in the Netherlands will also be committed to this collective initiative

Our first Mazars Community Day took place on 14 October 2021. We are very proud of what we have achieved on this day together with all colleagues.

A total of 303 employees from nine different offices participated in more than 30 different activities and collectively spent about 1,540 hours. These numbers show that this day was a big success.

Colleagues have helped with “mini internships” and job application trainings, spent the day at various nursing homes with elderly people on activities such as a bingo and did some physical work by refreshing playgrounds or gardens. An adventure club was established for children from disadvantaged neighbourhoods and walking tours for people with a language deficiency or from a care home were organised. In addition, a sporty padel tournament was set up where a great amount of money was raised for the Youth Fund Foundation. A large group of employees also picked up trash in a park in Rotterdam and on the beach of Scheveningen. All of these are great initiatives in which our colleagues have committed themselves to people and society. Not to mention all the great responses we received from colleagues about how positive and pleasant they have experienced this Community Day. We are already looking forward to the next Community Day.

This day has been a success due to the efforts of our Mazars Foundation ambassadors and partnerships.

Celebrate our ambassadors and Community Day – how did they experience the Community Day?

Sonja Cuppen, Nijmegen

"Mid-April 2021, the message arrived that we were going organise a Community Day with the Mazars Foundation. An annually recurring day on which as many Mazarians as possible commit themselves to society. Great plan, but how are we going to implement it?

Because of Covid-19, we were unable to organise something together with colleagues from other offices, it had to be a local activity. We brainstormed with the ambassadors from the Nijmegen office on how we wanted to plan this day. An outdoor location was preferred with various options, so hopefully all colleagues are attracted to at least one of the activities. We ended up at a care farm: perhaps we are able to do some chores but also have some fun with clients of the care farm, something completely different. By chance I contacted care farm "In het Westen" in Nijmegen. I explained the concept of the Mazars Community Day. The response was super enthusiastic! Of course, it was necessary to check internally whether this would be feasible from their side. That turned out to be the case and so we went to meet on location. During the tour we were told what they do at a care farm, very interesting which made us even more excited to make an effort for this!

We were sent a whole list of jobs ranging from painting lofts, building a wood oven, planting bulbs, baking pizza and pruning: very ambitious for an office with 30 people... Now it was our job to mobilise our colleagues. And this succeeded: almost the entire office applied, only a few Mazarians had obligations elsewhere.

On the 14th of October it was a rainy morning. Not the weather you wish for when performing outdoor work. Fortunately, it cleared up and we all pruned, painted and cleaned up the greenhouse that day. The reactions from our colleagues were only positive, which is great when you organise something like this. I have had contact with the care farm a few times now. They also keep telling us how happy they are with the work we have done. And that is exactly what we did it for."

Myra Folkertsma, Apeldoorn

"For Apeldoorn, the Community Day coincided with our new collaboration with "Stichting Present Apeldoorn". This enabled us to organise something very specific that suited our group. The latter especially to make it a positive experience for both the target group and colleagues and to make it accessible to participate. The mutual positivism during that day triggered beautiful reactions that also stimulate others to experience it and to participate in future Foundation activities.

In Apeldoorn I contacted "Het Veldhuis", a care home for (slightly demented) elderly people who need a unique experience, not so much daytime activities, but more of a daytime experience. This group of residents is open to activities with a great atmosphere, contact, smells and tastes. Personal contact is especially important to these elderly after the lonely period of Covid-19. Healthcare spends a lot of time on basic care and has insufficient time to give individual attention to everyone. Together with Present, we came up with a pancake baking activity for all (five) floors in "Het Veldhuis". Everything was all about personal contact and experience. We first came to get to know the people during coffee time and chat a little. Later, we made the first preparations with the residents: making batter, peeling apples and then baking! Delicious smells of freshly baked pancakes through the building, that brings up good memories.

Due to Covid-19 measures, it was uncertain if it could take place, but in the end it all went well, all the more fun for these elderly who have been through radical social isolation lately. Due to the collaboration with Stichting Present, we did not have to burden the regular healthcare employees with the organisation of this activity, everything was taken care of for "Het Veldhuis", so that collaboration went very well. Both the residents and our colleagues experienced this afternoon as very positive, we received some beautiful reactions.

Community Day is a nice way to encourage employees to participate in Foundation activities. Due to the broad national communication and roll-out of activities, colleagues across all offices are encouraged to participate in activities that are organised."

In everything we do and the services we provide to our clients, we strive to have the lowest possible negative impact on the environment. Climate & environment is one of the four strategic pillars of our corporate sustainability strategy which and we are dedicated to minimise climate change and to act responsibly.

Pillar: Climate & environment

Materiality topics:

- Carbon footprint
- Partnerships

SDG's:

- 12 Responsible consumption and production
- 13 Climate action

Climate action: promises we can keep

We know our words carry weight and that there is a growing frustration caused by greenwashing, empty promises and climate strategies that are simply not ambitious enough.

Staying true to the nature of our firm, we pledge to be transparent about our science-based approach to reducing our emissions across the three scopes defined in the 'Greenhouse Gas Protocol'. We are in the process of defining our path to achieving net zero in an ambitious yet realistic manner and will strive for Science Based Targets initiatives (SBTi) approval once we have defined our targets.

Mazars is strongly committed to going beyond carbon neutrality and achieving net zero emissions by making changes to reduce and avoid emissions wherever possible and relying on offsets only for residual emissions.

In line with our values of integrity and responsibility, we will follow a step-by-step approach to define our path to net zero and we will communicate the exact figures on our near term targets for 2030 followed by long-term targets respecting the latest, most relevant guidelines of the SBTi on the matter.

Climate & environment
Reducing our negative impact

Walking the full circle: Mazars' holistic approach to climate action

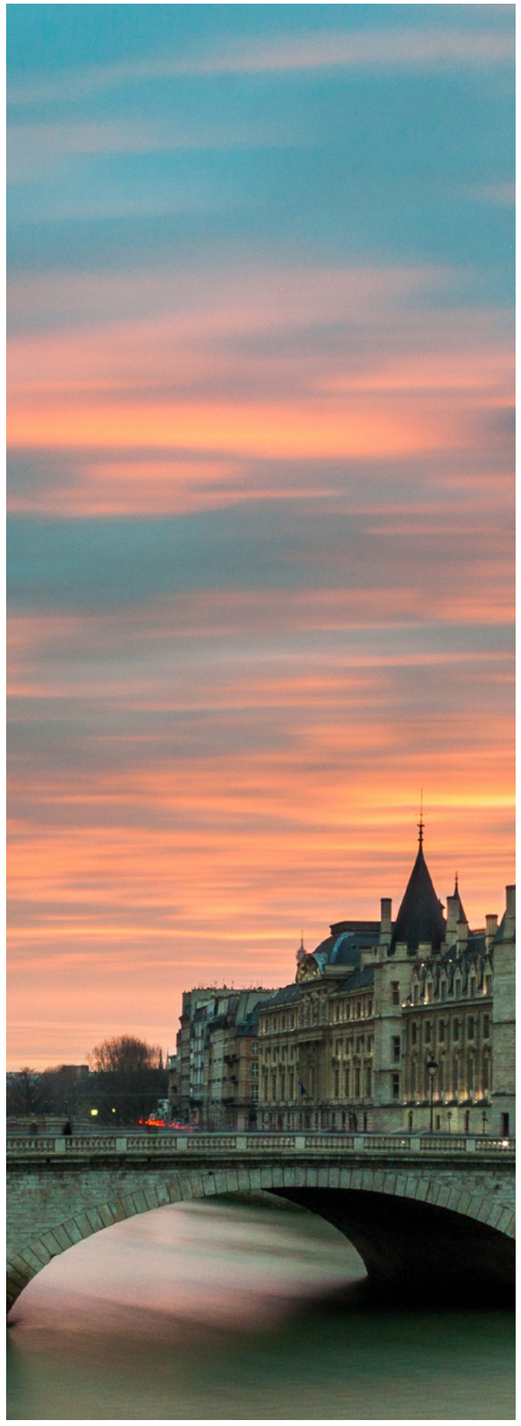
The science is clear: climate change is a reality today, and as a responsible firm, we recognise the urgency to act. We take our commitment to climate action very seriously and we believe that offering lip service is a disservice. We all have a role as individuals and professionals to reduce our climate impact and now more than ever, it is critical for businesses to play their part in the world's race towards limiting global temperature rise to 1.5° Celsius.

As trusted auditors, working for the public interest has always been in our DNA. That's why instead of rushing to make commitments we have not thoroughly audited ourselves, we are staying true to our fundamentals and ensuring we act responsibly and commit to the net zero position via a realistic and honest set up.

Through leading by example, we hope to set the standards for sustainability reporting and define the course of action to enable quality reporting.

Present in over 90 countries, we contribute to economies around the world and have a responsibility not only to our employees, clients and the societies we serve, but also to future generations to act now.

Hervé Helias
CEO Mazars Group



Our path to net zero

Defining our path to net zero

Our goal is to be net zero on scope 1 and 2, which will entail reducing our emissions and avoiding incurring emissions wherever possible. We are striving for concrete change, not just short term solutions or quick fixes such as purchasing offsets to achieve carbon neutrality.

We are determined to also take our scope 3 emissions into account and identify ways in which we can reduce. Of course, there are many variables in scope 3 that are difficult to measure and track. Therefore, we will begin the process by looking at the data we have insight in and control over, and reducing what we can based on those numbers.

No stone will be left unturned in our mission. Already, we have started collecting emissions data to establish a baseline carbon footprint. We will continue to improve and refine our data points as we continue our mission to net zero. We look forward to using this experience to not only guide our strategy, but also help our clients move forward in their sustainability journeys.

Carbon footprint 2020 / 2021

In the fiscal year 2020 / 2021, the greenhouse gas emissions (GHGs) of Mazars in the Netherlands were 2,256 tons of CO_2 equivalents. The largest emission categories to our footprint are fuel for lease cars (46%) and electricity for our offices (34%).

Jos Baars
Senior Consultant GRCS

Carbon footprint 2020 / 2021

Scope	Category	Emission source	Quality	Emission [tCO_{2eq}]	%	Intensity		Notes
						[tCO_2/FTE]	[tCO2/M€]	
1	Fuel	(Natural) Gas	123,600.00	221.16	10%	0.23	1.78	
		Diesel [L]	50,519.00	136.68	6%	0.14	1.10	
		Petrol [L]	386,873.00	905.16	40%	**0.95**	**7.28**	
Total Scope 1				**1,263.00**	**56%**	**1.33**	**10.16**	
2	Electricity, heating and cooling	Electricity (offices) [kWh]*	1,530,374.00	765.22	34%	0.81	6.16	
		Electricity (Cars) [kWh]	308,225.00	-	0%			Purchased through leasing company
		Share of Green Energy (cars) [%]	100%		-			
		District heating [kWh]*	529,722.22	90.44	4%	0.10	0.73	
Total Scope 2				**855.66**	**38%**	**0.90**	**6.88**	
3	Purchased goods and services	IT goods [units]	635	120.68	5%	0.13	0.97	
		Paper [kg]	7,806.00	7.18	0.32%	0.01	0.06	
		Water [m3]	2,910.00	0.43	0.02%	0.00	0.00	
	Employee commuting	Train [km]	37,815	1.34	0.06%	0.00	0.01	
		Private vehicles [km]	-		-	0	0	Not monitored
	Business travel	Flights [km]	46,658	8.57	0.38%	0.01	0.07	
		International train [km]				0	0	Negligible in 2020 / 2021
Total Scope 3				**138.20**	**6%**	**0.15**	**1.11**	
Total emissions scope 1, 2, & 3 [tCO_{2eq}]				2,257.00		2.38	18.15	

Offices

The offices of Mazars in the Netherlands are not owned but rented. Over the past years we have in consultation with the property managers and the co-tenants of the multi-tenant buildings, invested in improvements to make the offices more sustainable. Our aim is to implement the energy-saving measures on the buildings as much as possible and have at least an energy label A for all our buildings.

The total energy consumption of our offices in 2020 / 2021 is more than 2GWh. Of this is 1.5GWh 'grey' electricity. To proceed with our operational sustainability, we will explore the options for procurement of sustainable electricity for all Mazars locations the upcoming year and to eventually comply with RE100.

Due to a gap in available historical data of our energy and goods consumption we do not have insight in trends and developments yet. Coming year we will be working on the improvement of data quality and availability.

Offices	Energy label	Energy demand per m^2
Amsterdam	A++	93.73 kWh/m^2
Apeldoorn	A	135.5 kWh/m^2
Breda	A	138.9 kWh/m^2
Eindhoven	A	121.39 kWh/m^2
Enschede	A++	119.5 kWh/m^2
Nijmegen	C	208 kWh/m^2
Rotterdam	A	155.3 kWh/m^2
The Hague	Monumental building, therefore label not (yet) present	
Utrecht	A	124 kWh/m^2

Mobility

The past year 2020 / 2021 was largely dominated by the Covid-19 pandemic. The influence of international travel restrictions and the advice to work from home is consequently visible in our carbon footprint.

In 2020 / 2021 our lease fleet consist of 446 cars, of which 307 cars are powered by fossil fuels (of which 21 are hybrid) and 139 cars are electric. The share of electric vehicles was increased from 23% to 31% of our total fleet. The electric cars are charged with green energy, which is purchased through the leasing company.

Mazars encourages the use of electric cars and strives to have a fully electric fleet by 2025, with an exception for hybrid vehicles.

In order to increase the number of electric vehicles the coming years we have the following conditions:

- Increasing the lease budget by 15% for electric vehicles
- Offering the possibility to install a charging station at home at Mazars' expense
- Ensuring sufficient charging points at our offices

In addition to the option for a lease car, colleagues can opt for an NS business card for their commuting. In total 1,319 train journeys were made last year, which resulted in 37,795 kilometers by train. With these trips, colleagues saved a total of 6 t CO_2-eq (compared to average car kilometers). It should be noted that during the year, the number of trips by train were lower due to the Covid-19 public transport restrictions and the home-working advice.

We are currently working on the complete electrification of our lease fleet and on a new mobility policy in close collaboration with the Supervisory Board, Works Council and lease company that will be finalised in 2021 / 2022.

Climate & environment
Reducing our negative impact

International travel

Due to the Covid-19 restrictions the number of international business travels was very limited during the past year. Together with our clients we successfully transformed towards a different way of remote cooperation. This experience and the forced situation has proven that travelling is not always necessary. The total distance of our flights during 2020 / 2021 was 46,658 kilometers. This is a decrease of 97% compared to the year before, but this is all due to the impact of the Covid-19 restrictions.

With regard to future business trips, the impact on the climate will be considered in the decision-making process. The objective is to reduce the number of flights compared to the number before Covid-19 with the principle that all travel within a radius of 500 kilometers is done by train instead of by plane.

All CO_2 emissions caused by international travel in 2021 / 2022 will be compensated and all flights and international travels for business travel will be in the future.

Year	Number of flights	Km	Average	% change
2017 / 2018	1,110	1,663,540	931	
2018 / 2019	1,154	1,831,342	986	10%
2019 / 2020	781	1,591,955	1,267	-13%
2020 / 2021	18	46,658	1,611	-97%

Suppliers

Ever since its start, Mazars has always put its values at the core of its business. Responsibility and integrity being two of our cardinal values, we believe in creating business value while also caring for people, planet, and society. Keeping this in mind, we strive to engage with organisations who are also equally responsible in the way they do business, valuing ethics, social and environmental factors.

In order to promote responsible practices, Mazars has developed a supplier code of conduct, which describes ethical standards of business conduct. This is a natural extension of our Mazars code of conduct which lies at the core of our business and governs our way of working.

Mazars is committed to integrate sustainability in all areas of its business. We strive to continuously optimise our business activities and our services keeping people and planet in mind and we call on our suppliers to uphold the principles of ecological, social and ethical conduct in accordance with the requirements of this code of conduct.

In the coming period we will review our current suppliers and determine with which suppliers we will continue to work in the future.

Material flows

As a result of the supplier policy, we will not only be analyzing our choice of suppliers, but also the type of product or service we purchase. Our aim is to purchase products that emit as little CO_2 as possible, are manufactured through a sustainable and responsible supply chain and preferably consist of as many recycled materials as possible. As well as products that have products that have a longer life span and are more economical in their energy consumption. In the coming years, we will further reduce and minimise our plastic and paper waste and ensure that everything is recycled.

In this context, we are consulting with our caterer to see how we can make our food and beverage offerings to our employees more sustainable and healthier. Also reduce waste and packaging and in particular the use of plastics.

In addition, we believe it is important that this transition belongs to all of us, that is why, in the coming period, in addition to the available Sustainability Foundation courses, we will inform our colleagues more about the choices we make as an organisation. Awareness and understanding are very important aspects in order to change, make a difference and contribute collectively.

Category		Units	
Energy consumption	Electricity [kWh]	1,838,599	
	Heating [kWh]	529,722	
Transport	Lease cars [units]	446	
	Of which EV* [units]	139	* Electric vehicle
	Of which ICE** [units]	307	** Internal combustion engine
	Distance travelled lease cars***	16,276,801	*** Estimated number based on average fuel consumption
	Train [km]	37,815	
Water	Drinking water consumption [L]	2,910,000	
Purchase	Laptops [units]	400	
	Monitors [units]	235	
	Paper [kg]	7806	

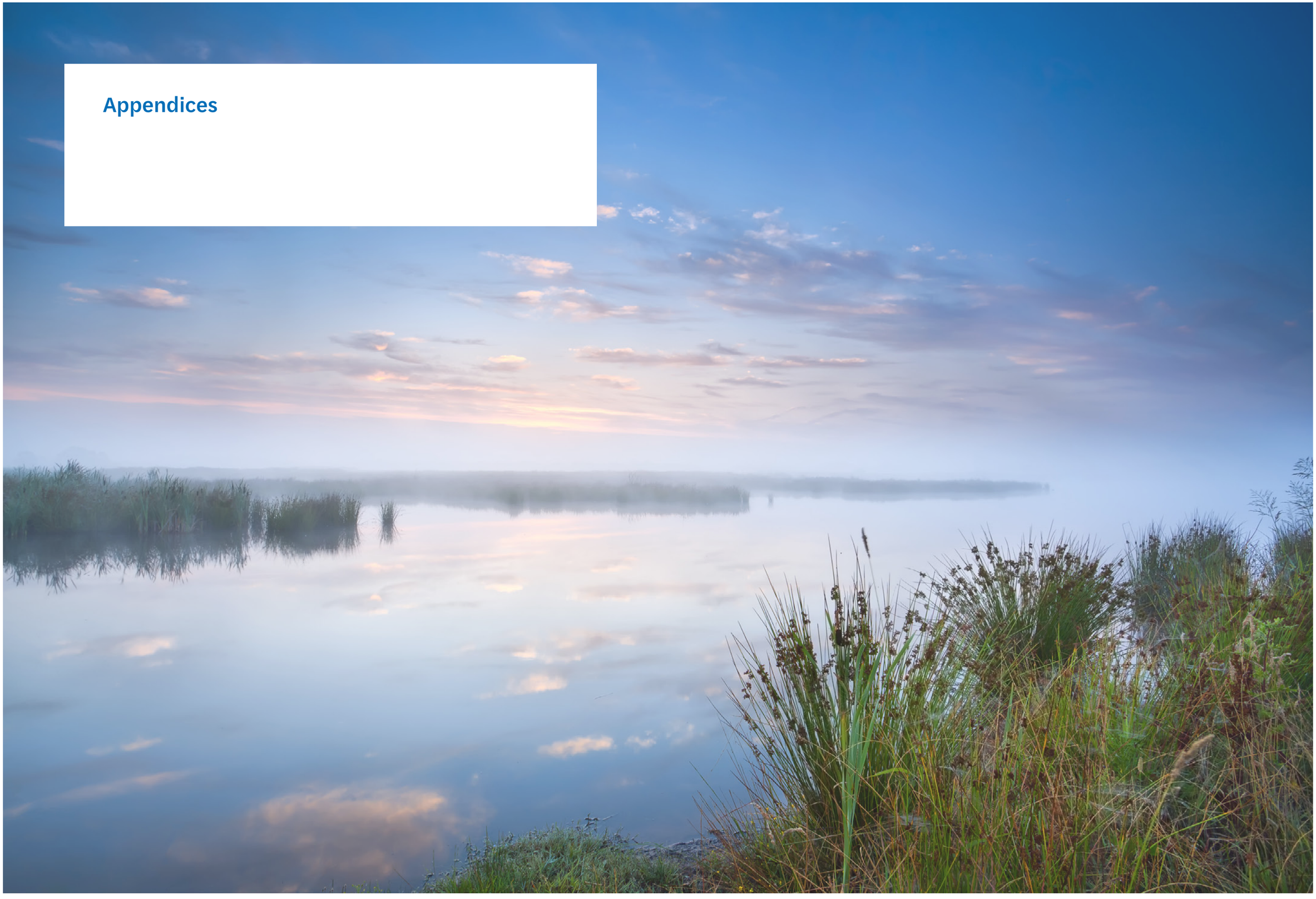
Climate & environment
Reducing our negative impact

Our continued commitment to sustainability

While we continue to build our net zero carbon timeline and strategy, Mazars will sustain our vigorous commitment to sustainability. We are proud of the work we have achieved and the momentum and enthusiasm Mazarians have demonstrated when it comes to sustainability. Among other projects, we intend to:

- Continue to share internal training modules on the fundamentals of sustainability with our employees via the Mazars Sustainability Foundation course. Our ambition is to have all our employees trained on these courses. Already, thousands of Mazarians have signed up and completed the course, and we expect many more to follow.
- Scale up our Sustainability service offerings to better help our clients make their own journeys towards net zero.

Appendices



About this report

Level of reporting

We report at the level of Mazars in the Netherlands for the financial year ended August 31st, 2021. The Sustainability report is made public (within ten months after year-end) in June 2022. There has been no significant changes in terms of size, structure, ownership or supply chain within Mazars in the Netherlands.

Scope

The scope of this Sustainability Report is Mazars in the Netherlands. In this report we describe the achievements and progress made over the past year based on our five strategic sustainability pillars. These five pillars serve as a yardstick to annually grant insight into several performance indicators by both performance and impact, whether it be positive or negative, are reported. This report examines the following pillars of our sustainability strategy:

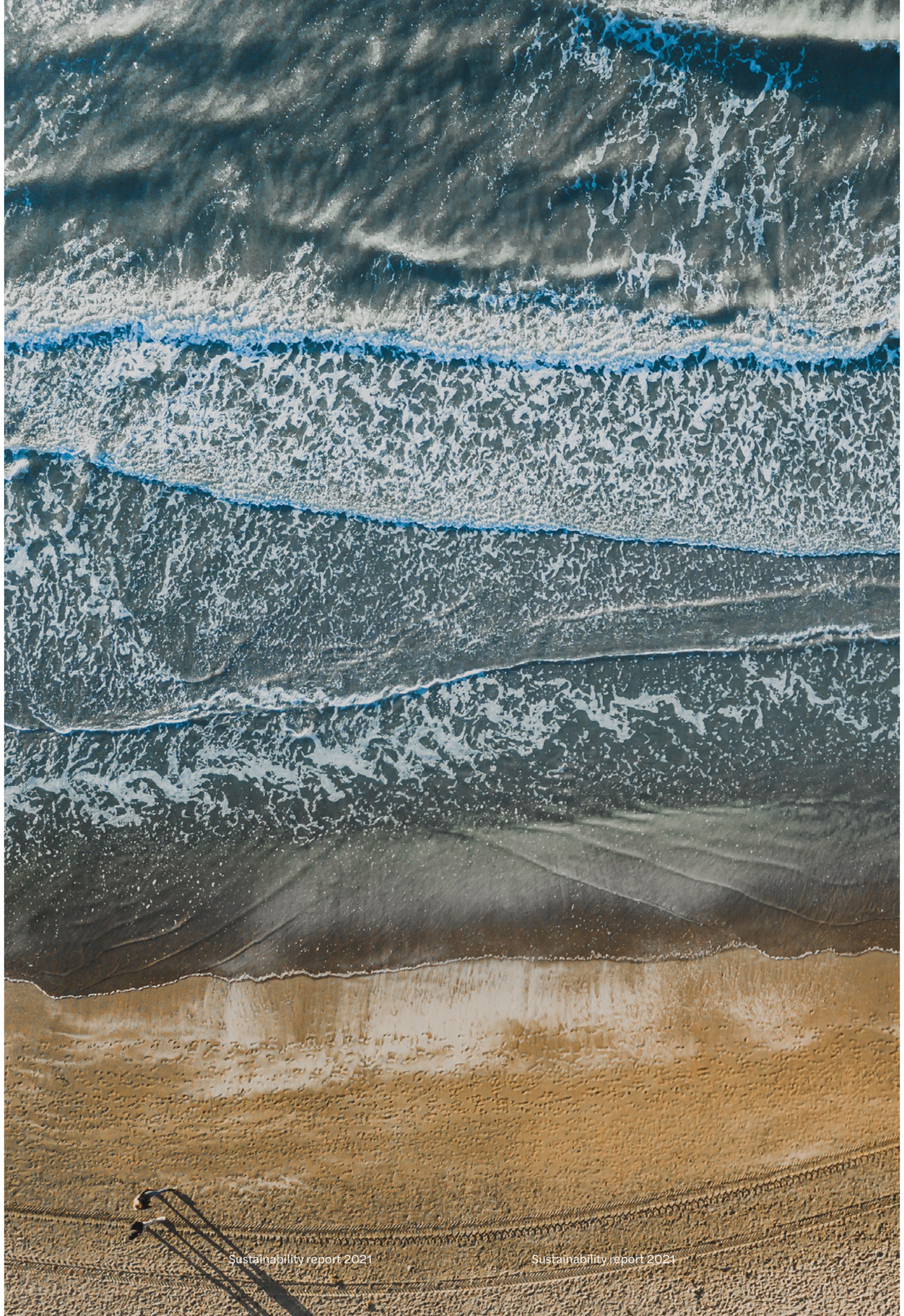
- Integrity & responsibility
- People
- Sustainability services
- Community involvement
- Climate & environment

Quantitative information

The majority of the quantitative information contained in this report has been extracted from our systems and are exact numbers. Any information that has been obtained by other means is identified as such. To the extent possible, all quantitative information in this report is accompanied by comparative information for the prior year.

Alignment with GRI Standards

Last year, Mazars in the Netherlands had the ambition to report in alignment with Global Reporting Initiative (GRI) for sustainable reporting. This year's report therefore has been prepared in the alignment of the requirements of the GRI Standards. However, at this point Mazars in the Netherlands does not yet claim to fully comply with the GRI standards. The GRI standards guide us in contributing to the UN Sustainable Development Goals and minimizing our footprint. We will continue to work towards more detailed reporting in the future.



Sustainability report 2021

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Emma Bloem
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Definitions materiality topics

#	Material topic	Definition
1	Carbon footprint	Optimizing and reducing the energy use and associated GHG emissions related to our offices and business travel
2	Community involvement	Understanding our clients' wants and needs by being engaged and listening actively, thereby fulfilling and exceeding the needs and expecations of our clients
3	Compliance	Contributing to society, charities and local CSR initiatives with time and money to inspire our people, clients and businesses to deal more conscientiously with each other, the environment and society
4	Data security and privacy	Ensuring that all of Mazars' services are aligned with relevant guidelines, regulations and legislation
5	Digitalization	Managing the continuity of our IT systems and ensuring the security of information and sensitive (client) data
6	Diversity and inclusion	Increasing the focus on IT, data analytics and other digital trends (e.g. AI, automation, cloud-based accounting) in our services to maintain resilient for future developments
7	Employee well-being and vitality	Fostering, cultivating and preserving a culture of inclusion and diversity within the organisation, in which people can be themselves and are treated equally, independent of age, gender, orgin, religion or sexual orientation
8	Engagement and development of our people*	Supporting and safeguarding the well-being and vitality of our people to ensure healthy, happy and fulfilled people, both physically as well as mentally
9	Flexible working	Continuing to be an interesting and desirable place to work for current and potential Mazarians by facilitating talent development that will allow people to thrive and build a career at Mazars
10	Flexible working	Facilitating a working environment that allows our people to work flexible to meet their individual personal needs, thereby improving their work-life balance
11	Independence	Operating with freedom from interests and relationships that impair, or may appear to impair, Mazars' objectivity in providing services
12	Innovation	Implementing innovative solutions throughout all our service lines, which helps us to deliver quality, digitise our workplace, and invent new services
13	Integrity	Adhering to moral and ethical principles in the work we do and the clients we serve, and aligning to these principles in every action that we take
14	Partnerships	Facilitating collaboration on sustainability by discussing opportunities, sharing experiences and developing new tools and products to contribute to the Sustainable Development Goals
15	Quality of services	Improving and maintaining our services to the highest standards, such as incorporating the identification of fraud and corruption, which are continuously subject to change and innovation
16	Reputation and trust	Continuing to live up to client expectations, meet their requests, and perform in an ethical manner to safeguard our reputation and build our brand as a credible and trustworthy partner and service provider
17	Sustainable performance and profit	Focusing on long-term returns and performance that contribute to sustainable growth
18	Sustainable services	Developing services we provide, such as human rights and climate change, to focus more on sustainability and ESG, allowing Mazars to contribute to the Sustainable Development Goals and create shared value for our stakeholders and society
19	Training and education	Giving employees the opportunity to continuously develop skills and competencies to facilitate sustainable employment at Mazars NL
20	Transparency	Being honest and open to stakeholders and other parties when communicating about matters related to the organisation

GRI Content Index
General Disclosures

GRI 2: General Disclosures 2021	Location	Reason	Explanation	Page
The organization and its reporting practices				
2-1 Organizational details				
2-1 a. report its legal name	About Mazars			6
2-1 b. report its nature of ownership and legal form	About Mazars Annual report: General information			6 38
2-1 c. report the location of its headquarters	About Mazars			9
2-1 d. report its countries of operation	About Mazars			9
2-2 Entities included in the organization's sustainability reporting	About this report Annual report: General information			76 38
2-3 Reporting period, frequency and contact point				
2-3 a. specify the reporting period for, and the frequency of, its sustainability reporting	About this report			72
2-3. b. specify the reporting period for its financial reporting	About this report			72
2-3. c. report the publication date of the report or reported information	About this report			72
2-3. d. specify the contact point for questions about the report or reported information	Contact			84
2-4 Restatements of information	n/a	n/a	No information has been restated	-
2-5 External assurance	n/a	n/a	n/a	-
Activities and workers				
2-6 Activities, value chain and other business relationships				
2-6 a. report the sector(s) in which it is active	About Mazars			6
2-6 b. describe its value chain	About Mazars			6
2-6 c. report other relevant business relationships	About Mazars			9

GRI 2: General Disclosures 2021	Location	Reason	Explanation	Page
2-6 d. describe significant changes in 2-6 a,b,c compared to previous reporting period	n/a	n/a	n/a	-
2-7 Employees				
2-7 a. report the total number of employees and a breakdown of this total by gender and by region	About Mazars & People			8 & 38
2.7 b. report the total number of permanent employees, temporary employees, non-guaranteed hours employees, full-time employees and part-time employees	People			38
2-7 c. describe the methodologies and assumptions used to compile the data	n/a	n/a	n/a	-
2-7 d. report contextual information necessary to understand the data reported under 2-7 a and b	People			34-41
2-7 e. describe significant fluctuations in the number of employees during the reporting period and between reporting periods	Annual Report: Diversity and inclusiveness			15 & 51
2-8 Workers who are not employees	n/a	n/a	Mazars in the Netherlands does not employ workers who are not employees	-
Governance				
2-9 Governance structure and composition				
2-9 a. describe its governance structure, including committees of the highest governance body	Annual report: Executive board, governance and partnership			22
2-9 b. list the committees of the highest governance body that are responsible for decision-making on and overseeing the management of the organization's impacts on the economy, environment and people	Governance			16
2-9 c. describe the composition of the highest governance body and its committees	Annual report: Executive board, governance and partnership			22

GRI Content Index
General Disclosures

GRI 2: General Disclosures 2021	Location	Reason	Explanation	Page
2-6 d. describe significant changes in 2-6 a,b,c compared to previous reporting period	n/a	n/a	n/a	-
2-7 Employees				
2-7 a. report the total number of employees and a breakdown of this total by gender and by region	About Mazars & People			8 & 38
2.7 b. report the total number of permanent employees, temporary employees, non-guaranteed hours employees, full-time employees and part-time employees	People			38
2-7 c. describe the methodologies and assumptions used to compile the data	n/a	n/a	n/a	-
2-7 d. report contextual information necessary to understand the data reported under 2-7 a and b	People			34-41
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2-8 Workers who are not employees	n/a	n/a	Mazars in the Netherlands does not employ workers who are not employees	-
Governance				
2-9 Governance structure and composition				
2-9 a. describe its governance structure, including committees of the highest governance body	Annual report: Executive board, governance and partnership			22
2-9 b. list the committees of the highest governance body that are responsible for decision-making on and overseeing the management of the organization's impacts on the economy, environment and people	Governance			16
2-9 c. describe the composition of the highest governance body and its committees	Annual report: Executive board, governance and partnership			22

GRI 2: General Disclosures 2021	Location	Reason	Explanation	Page
2-10 a.b. Nomination and selection of the highest governance body	Annual report: Executive board, governance and partnership			22
2-11 a.b. Chair of the highest governance body	Transparency report: Governance			28-29
2-12 Role of the highest governance body in overseeing the management of impact				
2-12 a. describe the role of the highest governance body and the senior executives in developing, approving and updating the organization's purpose, value or mission statements, strategies, policies and goals related to sustainable development	Sustainability as our guide: Interview with Ton Tuinier			12
2-12 b. describe the role of the highest governance body in overseeing the organizations due diligence and other processes to identify and manage the organization's impacts on the economy, environment and people	Sustainability at Mazars			18
2-12 c. describe the role of the highest governance body in reviewing the effectiveness of the organization's processes as described in 2-12 b and report the frequency of this review	n/a	Information incomplete	n/a	-
2-13 Delegation of responsibility for managing impact				
2-13 a. describe how the highest governance body delegates the responsibility for managing the organization's impacts on the economy, environment and people	Sustainability at Mazars			12-15
2-13 b. describe the process and frequency for senior executives or other employees to report back to the highest governance body on the management of the organization's impacts on the economy, environment and people	n/a	Information incomplete	n/a	-
2-14 Role of the highest governance body in sustainability reporting				

GRI Content Index
General Disclosures

GRI 2: General Disclosures 2021	Location	Reason	Explanation	Page
2-14 a. report whether the highest governance body is responsible for reviewing and approving the reported information, including the organization's material topics	Sustainability at Mazars			16 & 18
2-14 b. if the highest governance body is not responsible for reviewing and approving the reported information, including the organization's material topics, explain the reason for this	n/a	n/a	n/a	-
2-15 a.b. Conflicts of interest	Annual report: Executive board, governance and partnership			22
2-16 Communication of critical concerns				
2-16 a. describe whether and how critical concerns are communicated to the highest governance body	Our purpose: Code of Conduct			10
2-16 b. report the total number and the nature of critical concerns that were communicated to the highest governance body during the reporting period	Annual report: Our quality			12-13
2-17 Collective knowledge of the highest governance body	Sustainability at Mazars			17
2 -18 Evaluation of the performance of the highest governance body	n/a	Information unavailable	n/a	-
2-19 Remuneration policies	Annual report: Financial recap			22
2-20 Process to determine remuneration	Annual report: Financial recap			22
2-21 Annual total compensation ratio	n/a	Information incomplete	n/a	-
Strategy, policies and practices				
2-22 Statements on sustainable development strategy	Sustainability as our guide			12
2-23 Policy commitments	Sustainability at Mazars			22-27

GRI 2: General Disclosures 2021	Location	Reason	Explanation	Page
2-24 Embedding policy commitments	Sustainability at Mazars			12, 15, 28 & 29
2-27 Compliance with laws and regulations	Integrity and responsibility			30-33
2-28 Membership associations	About Mazars Annual report: International cooperation and integration			9 25
Stakeholder engagement				
2-29 Approach to stakeholder engagement	Sustainability at Mazars			19
2-30 Collective bargaining agreements	n/a	n/a	n/a	-

Material Topics

GRI 3: Material Topics 2021	Location	Reason	Explanation	Page
3-1 Process to determine material topics	Sustainability at Mazars			18
3-2 List of material topics	Sustainability at Mazars Appendices			19 74
GRI 201: Economic performance	Value creation			20-21
GRI 204: Procurement practices	Suppliers			67
GRI 205: Anti-corruption				
205-1 Operations assessed for risks related to corruption	Quality of services			30
205-2 Communication and training about anti-corruption policies and procedures	People oriented culture			30-33
205-3 Confirmed incidents of corruption and actions taken	Transparency report: Monitoring and evaluation internal audits			32
GRI 302: Energy				
302-1 Energy consumption within the organization	Carbon footprint			65
302-2 Energy consumption outside the organization	n/a	n/a	n/a	-
302-3 Energy intensity	Carbon footprint			65
302-4 Reduction of energy consumption	Climate & environment			64-69
302-5 Reduction in energy requirements of products and services	Climate & environment			64-69
GRI 305: Emissions				
305-1 Direct (scope 1) GHG emissions	Climate & environment			65
305-2 Energy indirect (scope 2) GHG emissions	Climate & environment			65
305-3 Other indirect (scope 3) GHG emissions	Climate & environment			65
305-4 GHG emissions intensity	Climate & environment			65

GRI 3: Material Topics 2021	Location	Reason	Explanation	Page
305-6 Emissions of ozone-depleting substances	n/a	n/a	n/a	-
305-7 Nitrogen oxides (NOx), sulfur oxides (Sox) and other significant air emissions	n/a	n/a	n/a	-
GRI 308: Supplier environmental assessment	Climate & environment		Currently reviewing suppliers	67
GRI 404: Employment				
401-1 New employees hired and employee turnover	About Mazars & People			8 & 38
GRI 403: Occupational health and safety				
403-3 Occupational health services	People			40
403-4 Worker participation, consultation and communication on occupational health and safety	People			40
403-5 Worker training on occupational health and safety	People			40
403-6 Promotion of worker health	People			40
GRI 404: Training and education				
404-1 Average hours of training per employee	People			36
404-2 Programs for upgrading employee skills and transition assistance programs	People			36
404-3 Percentage of employees receiving regular performance and career development reviews	Transparency report: Performance review			49
GRI 405: Diversity and Equal Opportunity				
405-1 Diversity of governance bodies and employees	People			38-39
GRI 413: Local communities				
413-1 Operations with local community engagement, impact assessments and development programs	Community involvement			60-62
GRI 414: Supplier social assessment	Climate & Environment		Currently reviewing suppliers	67
GRI 418: Customer privacy				
418-1 Substantiated complaints concerning breached of customer privacy and losses of customer data	Integrity & responsibility			32-33

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